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



## 2018/2019 Annual Report Hearing

South African Police Service

8-9 October 2019

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



# Section 1 AGSA Audit of the SAPS's Annual Report

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



# Section 1.1 AGSA Audit of the SAPS's Annual Financial Statements

## Background: AGSA Audit Opinion on the SAPS's Annual Financial Statements



- The SAPS's 2018/2019 Annual Financial Statements (AFS) were qualified on two aspects, namely:
  - o Irregular expenditure.
  - Immovable tangible capital assets (network and hosting assets).

#### AGSA Finding on Irregular Expenditure



#### Basis for the qualification:

- o AGSA was unable to obtain sufficient appropriate audit evidence that all irregular expenditure incurred for the current and previous year had been properly accounted for. This was due to payments made in contravention of the supply chain management requirements. AGSA was unable to confirm the irregular expenditure by alternative means. Consequently, AGSA was unable to determine whether any adjustment was necessary to irregular expenditure stated at R1,183 billion (2018: R1.164 billion) in note 23 to the financial statements.
- In addition, the department did not evaluate the population for similar instances of non-compliance based on the factors as communicated. Consequently, 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.

#### Definition of 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
  - o this Act; or
  - the State Tender Board Act, 1968 (Act No. 86 of 19682), or any regulations made in terms of that Act; or
  - 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 incurrence of the expenditure.

#### Comments: Irregular Expenditure Finding



- R 1,183 billion was reported by as irregular expenditure in the Note 23 to the 2018/2019 AFS.
- Included in the R 1,183 billion are the following:
  - R 636,4m, where SITA effected procurement and made payments directly to suppliers, following the SAPS having paid SITA during the period November 2017 to January 2018. (SITA confirmed irregularity)
  - R 475,0m discovered by the SAPS as irregular expenditure incurred during the period June 2013 to April 2018 in respect of communication related service rendered by Telkom.
  - R71,8m remaining comprising of:
    - Expenditure incurred in previous years since 2016/2017 and is under investigation.
    - Due process is being followed (as per National Treasury Guideline on Irregular Expenditure).
    - 36 cases that were confirmed being irregular and are being investigated for submission to National Treasury for condonation.
    - Included are non-compliance in respect of obtaining three quotations, deviation from tender process not complying with Treasury Regulation 16A6.4, no financial and or procurement authority, non-compliance: PPPFA Regulations, orders not issued to the recommended supplier, procurement in excess of R500 000 without following competitive bidding process, total expenditure is more than the contract amount; etc.

#### Comments: Irregular Expenditure Finding

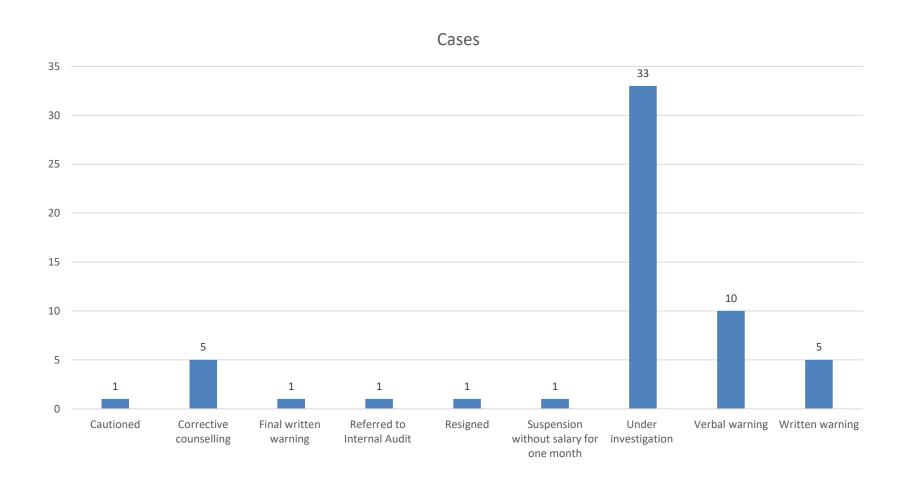


- Note 24 reflects possible irregular expenditure of R109,8m. (The Treasury Guideline on Irregular Expenditure allows for the discovery of possible irregular expenditure by the AGSA).
- A total of 47 cases were reported and are under investigation currently.
- Of these, 1 case amounting to R75,0 m in respect of warning lights and sirens is included.
- In addition, of these cases, 42 cases are where procurement was done for items / goods less than R500 000.
- 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.

### Comments: Irregular Expenditure Finding



 The outcome of the investigations realised the following disciplinary actions:





- The completeness review of irregular expenditure for Department's irregular expenditure register was done and the AGSA is of the view that the full population have to be assessed.
- It is also a key requirement that all irregular transactions that have been recorded, and those still to be identified through on-going processes and interventions, must be investigated to determine if sanctions should be imposed against any officials of the Department that were found to have acted in non-compliance to prescripts.



- The purpose of the project is to:
  - Identify and update the irregular expenditure note on the AFS and to ensure that all irregular expenditure incurred by the department is accurate and complete in order to obtain an unqualified audit opinion from the AGSA;
  - Identify irregular expenditure and provide for a capacity to investigate and make recommendations on appropriate sanctions to clear identified and reported cases of irregular expenditure recorded in the books of the South African Police Service (SAPS).
  - To develop the required controls that will ensure the prevention of irregular expenditure going forward and improve correct reporting of irregular expenditure as well as holding individuals accountable; and
  - To enhance internal controls for the identification, reporting, recording and prevention of irregular expenditure within the department.



#### Project Scope

- o To appoint external service provider who will work together with the Internal Audit team to perform a comprehensive evaluation of the identified population processed by the SAPS for the financial years 2016/17, 2017/2018, 2018/2019 and 2019/2020 (2017/18 being the opening balance for the period ending March 2018 when the qualification on this subject matter was raised by the AGSA.
- Confirmation of all irregular transactions already disclosed as well as those transactions to be identified as irregular for the SAPS main account.
- The review seeks to deal with and bring to finality to each irregular expenditure transactions by inter alia:
  - Ensure the completeness of Irregular Expenditure Disclosure, through the identification of Irregular Expenditure for the following:
    - Approved bids: 2016/17, 2017/18, 2018/19 and 2019/20 financial year.
    - Signed contracts: 2016/17, 2017/18, 2018/19 and 2019/20 financial year.
    - All quotations above R 2 000.00: 2016/17, 2017/18, 2018/19 and first two quarters of the 2019/20 financial year.



- All quotations above R 500 000.00: 2016/17, 2017/18, 2018/19 and 2019/20 financial year
- Investigating the circumstances and reasons for all irregular expenditure transactions that occurred;
- Making appropriate recommendations in each case (or for clusters of transactions) by means of formal reports;
- Serve as expert witnesses during hearings in disciplinary cases that may emanate from investigations;
- Reviewing all applicable policies and aligning it to best practice which will conform to accounting standards;
- Enhance the terms of references and operating procedures of all governance structures involved with the investigation and condonation procedures of the Department;
- Review and amend delegations to align them with the policy prescripts and best practice processes; and
- Compilation of a comprehensive and Updated Irregular Expenditure register for the department.



- The project period will be effective from 01 September 2019 until March 2020
- Internal audit is expected to review transactions at station level and provincial level as per agreed stratified data with the approved checklist.
- National Treasury and AGSA was consulted on this approach
- AGSA advised on a 80/20 principle for classification of expenditure where procurement was done and orders issued i.e analysis of procurement categories (R 0 to R299 000, R 300 000 to R 499 000 and above R500 000)
- The outcome indicated that 69% of all procurement transactions are above R300 000 (5 378 transactions) for the period since 2016/17
- The value of these transactions (above R 300 000) on average amounts to R 4,5 billion per annum
- Project Plan aims to evaluate all 5 378 transactions for non-compliance of procurement prescripts
- In addition, the remaining population to be evaluated on a sample basis

## QUALIFICATION AREAS Irregular Expenditure



Audit Finding	Remedial Steps to Correct Findings	Time Frames	Responsible Person
1.1 AGSA was unable to obtain sufficient appropriate audit evidence that all	<ol> <li>Engagement with National Treasury and AGSA on the approach of the project</li> </ol>	20 Sept 2019	CFO
irregular expenditure incurred for the current and previous year had been properly accounted for. This was due to payments made in contravention of the supply chain	2. Conduct and analysis of all the transactions from 2016/17, 2018/19 and 2019/20 in relation to value and quantity	Aug 2019	CFO
management requirements.	3. Internal audit to review transaction below R300 000	31 Oct 2019	CAE
AGSA was unable to confirm the irregular expenditure by alternative means. Consequently, AGSA was unable to determine whether any	4. Source external capacity to review all transactions above R 500 000	15 October 2019	CFO
adjustment was necessary to irregular expenditure stated at R1,183 billion (2018: R1.164 billion) in note 23 to the financial statements	5. Review of all transactions above R 500 000	31 October 2019	External audit firm

## **Irregular Expenditure**



Audit Finding	Remedial Steps to Correct Findings	Time Frames	Responsible Person
In addition, the department did not evaluate the population for similar instances of non-compliance based	<ol> <li>Update irregular expenditure register</li> <li>Compile a report/schedule to ensure completeness of opening balance accuracy figure of irregular expenditure on the AFS (provide sufficient audit evidence)</li> </ol>	30 Jan 2020 31 Mar 2020	CFO Divcom SCM  CFO in collaboration with I/A

### Basis for qualified opinion



#### Immovable tangible capital assets

o AGSA was unable to obtain sufficient appropriate audit evidence for the restatement of the corresponding figure for immovable tangible capital assets. As described in note 31 to the financial statements, the restatement was made to rectify a previous year misstatement, but the restatement could not be substantiated by supporting audit evidence. AGSA was unable to confirm the restated and current year amounts by alternative means. Consequently, AGSA was unable to determine whether any adjustment was necessary to the other fixed structures within immovable tangible capital assets figure stated at R3,643 billion in note 31 to the financial statements.

#### Progress made from the previous financial year



- The SAPS disclosed Immovable Tangible Capital Assets (other fixed structures) as detailed in the Asset Register: Hosting and Network Assets on 31 May 2019 to the value of R3,6 billion.
- An Asset Register, 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 again qualified the Department during the 2019 Audit stating that the register reflecting network and hosting assets, transferred to SITA on inception in 2001 and procured by SAPS, are not accurate in all aspects. (Essentially, the value of the asset movement from the previous reporting period)

## Background on disclosure of network and hosting assets



- The SAPS transferred all of its network and hosting assets to SITA in 2001.
- 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

## Background on disclosure of network and hosting assets



- Joint Asset Verification Project Plan between the SAPS and SITA was developed in 2018/2019:
  - All updates of asset verification by Sizwe and SAPS were captured on the ARS System at SITA
  - Data dump of all components of assets obtained from SITA as captured on the ARS system and and signed off by SITA.
  - Classification performed by SAPS TMS to confirm components that are regarded as network assets
  - In those instances where values had to be attached to the assets, dedicated individuals obtained values
  - An Asset Register was created on the SAPS PAS System per site and not per individual component
  - Asset register produced and disclosed in AFS for 2019 Audit.

## Background on disclosure of network and hosting assets



- The Asset Register for Network Infrastructure was disclosed in the SAPS's AFS – 31 May 2019
  - 142 908 individual components comprising of 2 462 assets (sites where network infrastructure exist) valued at R3,6 billion.
  - Detailed register accompanied the AFS.
- During the process of clearing the audit qualification, the SAPS approached National Treasury during January 2019 with a request for exemption for disclosure at the end of March 2019 as to allow for time to properly evaluate and ensure an accurate and complete register (Treasury did not approve, opinion was held from the information provided, that the register disclosed proved to meet the minimum requirements.)
- In order to again address the issue of qualification, a project plan was developed and to the following extent:

#### Action Plan to Address Qualified Audit Opinion: Network Assets



TICLWOIK / 155Ct5			
Key Deliverable	Description of Key Deliverable	Responsible Functionary	Finalisation Date
Accounting Network Assets on PAS	Taking up, transferring and receiving of network assets in terms of National Instruction 6 of 2018.	All Provincial Heads (TMS & SCM) All Section Heads for Divisions (HQ sites) Section Commander: SCM	30 October 2019
	Sites ID verification as per current network register.	Provincial Heads: TMS, Section Heads for Divisions, Section Commander: SCM & Network functionary	30 August 2019
	Establishment of National competency	Network Assets Project Managers	23 August 2019
	Physical verification of assets that are at the sites	Provincial Heads: TMS, Section Heads for Divisions, Section Commander: SCM & Network functionary	30 October 2019
	Track and trace source documents(Orders, Job Cards and invoice) per infrastructure site	Provincial Heads: TMS, Section Heads for Divisions, Section Commander: SCM	30 September 2019
		& Network functionary	22

### Action Plan to Address Qualified Audit Opinion: Network Assets



Classification of Network Assets	Entails the categorising of the existing networks assets as per ARS and SAPS Asset Register	All Provincial Heads Section Heads	23 August 2019
Valuation of network assets and sites	Valuate the network assets in terms of the relevant data (per item description and make) and values in compliance with the legislative frameworks and the Modified Cash Standards	Provincial: Heads (ad-hoc basis) NIM System Managers Network Assets Project Managers SITA Project Office Section Head: Support Services	30 November 2019
	Uploading of 'infrastructure sites' source documents for valuation purposes	Provincial: Heads NIM System Managers Network Assets Project Managers SITA Project Office Section Head: Support Services	30 November 2019
	Valuation Task Team to be established	Provincial: Heads NIM System Managers Network Assets Project Managers SITA Project Office Section Head: Support Services	23 August 2019
	Compare and match source	NIM System Managers	15 December 2019



30 September 2019

6 September 2019

30 September **201**9

Action Plan to Address Qualified Audit Opinion: Network Assets			
Verification of Network Assets	Component List as per SAPS Asset Register 2018/2019 to be verified and confirmed and compile a file per site	All Provincial Heads All Section Heads for Divisions (HQ sites)	30 September 2019
Updating of the network assets status	The status of network assets to be updated in line with what is at the site (install, in-active, boarded, replaced, loan, repaired, stolen, user damage, BCER, in-storage, in-transit, force majeure, rental, RFS etc)	All Section Heads for Divisions	31 August 2019
	Retrieval of 'in-transit' assets report from ARS	SITA	31 August 2019
	Updating of the 'in-transit' status for 37328 assets	All Provincial Heads All Section Heads for Divisions (HQ sites) SITA	31 August 2019
Disposal of Network Assets (Boarded / Replaced (ARS))	Disposal of SAPS assets (identified boarded, replaced, discontinued, unserviceable, uneconomical to repair assets) must be conducted in terms of National Instruction 6 of 2018.	All Provincial Heads All Section Heads for Divisions (HQ sites) Section Commander: SCM SITA	30 October 2019
	Approve policy on disposal of network assets	Div:Com TMS	25 October 2019
	Retrieval of boarded assets	SITA	31 August 2019

SITA

SITA

SITA

Disposal of Network Assets (Boarded / Replaced (ARS))	

report from ARS

assets

Submission of disposal survey documentation

support service provider) assets report

Retrieval of swapped / replaced (maintenance and

Finalisation of the manner of disposal for identified



Network Assets			
Compilation of SAPS	Consolidate and compile categorised	Section Commander: Supply	
Network Asset	SAPS Network Asset Register and	Chain Management Systems	
<b>Register for 2019/2020</b>	migration to PAS in terms of National	(PAS)	
	Instruction 6 of 2018.		

**15 December 2019** 

Reconciliation

Balancing of the prior year and current year disclosed statements

compile the asset register

Selected members from various office

to visit the already audited sites

15 December 2019

between the prior year and current year

Documenting processes undertaken to

**Network Assets Project** Managers

Division: Financial

Management and

Administration

**Division: TMS** 

**Compilation of Process Document for** 

**Network Assets Project** Managers

20 December 2019

**Disclosing of Network** Assets 2019/2020

**Fact finding** 

30 September 2019

25



- Disclosure Methodology: Accounting Manual for Departments (AMD) for Capital Assets Chapter 11 Paragraph 6.7 and 6.10
  - "An immovable asset is a capital asset consisting of land, infrastructure, buildings or a combination of thereof."
  - Infrastructure assets
  - "Some assets are commonly described as "infrastructure assets". While there is no universally accepted definition of infrastructure assets, these assets usually display some or all of the following characteristics:
  - they are part of a system or network;
  - o they are specialised in nature and do not have alternative uses;
  - o they are generally immovable; and
  - they may be subject to constraints on disposal."



- "If any of the required items in the infrastructure is not working or malfunctioning, the whole system would fail, therefore the department manages the whole system rather than the individual "components" of the system. For reporting purposes, the department would record this infrastructure in the asset register as a one line item though the management records of the system would list each component for maintenance purposes."
- The infrastructure system for networks should be unbundled into sites as per Site ID for recording in the asset register.



• 2018/2019 PAS infrastructure asset register is used for the opening balance in the financial statements.

Row Labels	Sum of Cost	Count of Sites
NAT HEAD OFFICE-DIV COMM: TMS	R1,235,283,421.41	60
P COMM EASTERN CAPE-SCM	R312,592,554.35	382
P COMM FREE STATE-TMS	R157,500,262.30	211
P COMM GAUTENG-TMS	R525,006,099.74	308
P COMM KWAZULU/NATAL-TMS	R356,865,689.63	374
P COMM LIMPOPO-TMS	R184,152,185.63	208
P COMM MPUMALANGA-TMS	R181,871,208.11	205
P COMM NORTH WEST-TMS	R169,888,529.37	197
P COMM NORTHERN CAPE-TMS	R144,575,650.45	203
P COMM WESTERN CAPE-TMS	R374,906,493.46	314
GRAND TOTAL	R3,642,642,094.45	2 462



- Physical verification of the 2018/2019 PAS infrastructure asset register by TMS to confirm the accuracy of the 2018/2019 PAS infrastructure asset register.
  - Confirmed sites.
  - Sites to be added to the asset register which were not included in 2018/2019 asset register. (prior year error)
  - Sites incorrectly included in the 2018/2019 asset register to be removed. (prior year error)



- Physical verification of the 2018/2019 PAS infrastructure asset register by TMS to confirm the accuracy of the 2018/2019 PAS infrastructure asset register.
  - Confirmed sites.
  - Sites to be added to the asset register which were not included in 2018/2019 asset register. (prior year error)
  - Sites incorrectly included in the 2018/2019 asset register to be removed. (prior year error)



- Valuation of sites: Accounting Manual for Departments (AMD) Chapter 11 Paragraph 8
  - Measure each site at its cost and if cost cannot be measured fair value must be measured.
- Cost: AMD Chapter 11 Paragraph 8.2
  - The following process must be followed to measure cost
    - Obtain original orders and invoices per site
    - Orders and invoices are then evaluated against the elements of cost as prescribed in the AMD chapter 11 paragraph 8.2 to distinguish between the following
    - capital expenditure for network assets
    - capital expenditure for end user equipment and
    - current expenditure for maintenance



- Fair Value: AMD Chapter 11 Paragraph 8.6
  - o The following process must be followed to measure fair value
  - o Determine which components should be regarded as network assets.
  - All sites where no orders or invoices could be found must be physically inspected, and a list of the number of the identified components which is regarded as network assets by the department must be compiled to be used to determine the fair value in terms of the three categories as prescribed in the AMD Chapter 11 paragraph 8.6 below
    - Obtain quoted prices in an active and liquid market.
    - Where market values are not available, estimates must be made with reference to the market value of assets with similar characteristics,
    - If the asset is of a specialised nature, and market-based fair value is not available, the department must estimate the fair value using either the reproduction cost or replacement cost.

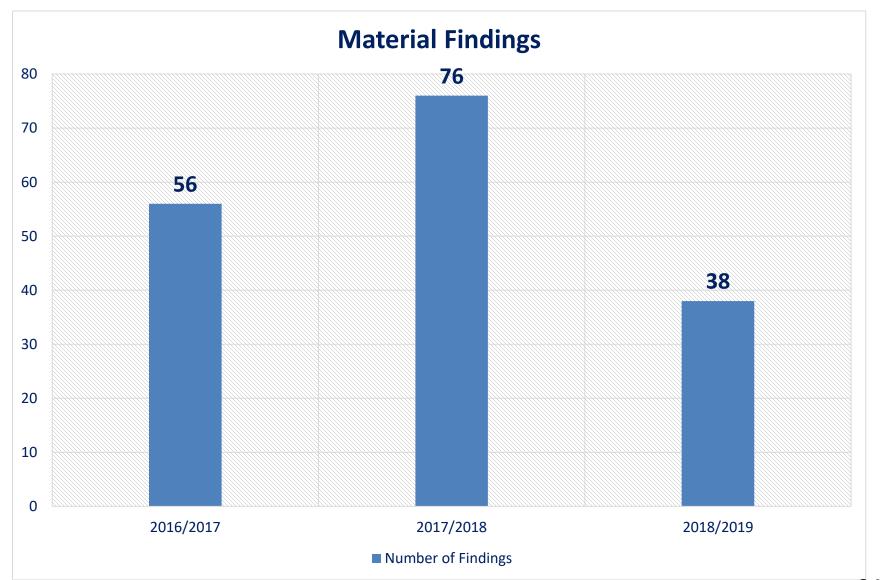
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# Section 1.2 AGSA Audit of the SAPS's Annual Performance Information

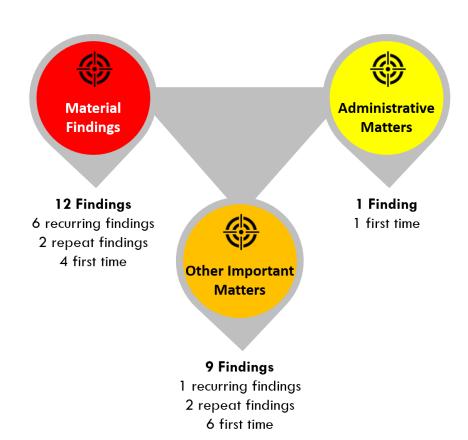
## 2018/2019 AGSA Audit Outcomes on Performance Information





#### AGSA Findings – Programme 2





#### **Material Findings**

Number of reported stolen/robbed vehicles recovered – data list do not agree with the annual performance report

Limitation of scope – Schedules supporting the APR was not provided for audit

Illegal firearms recovered was not included in data list supporting the APR

Number of stolen/lost and illegal firearms recovered

SAPS-owned firearms reported as lost/stolen was not reported on

Police stations where the rural safety is not implemented

Schools not implementing the schools' safety programme

Inaccurate firearm license application dates recorded

Limitation of scope – License application files were not provided

License applications finalised after 90 working days

Differences between the annual performance report and the listings – firearm license applications

Firearm license applications processed without the prescribed payment received

#### AGSA Findings – Programme 2 (Visible Policing)



 I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators below. This was due to the reported performance not being supported by accurate underlying records that could be provided for audit purposes. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievements.

Performance indicator description	Reported achievement
Number of reported serious crime	1 681 328
Number of reported crimes against women	179 683
Number of reported crimes against children	45 229
Number of reported property-related crime	498 198
Number of stolen/robbed vehicles recovered	28 418
Percentage of escapees from police custody versus arrested and charged	0.048%
Average national reaction time to Alpha complaints	17:05 minutes
Average national reaction time to Bravo complaints	20:28 minutes
Average national reaction time to Charlie complaints	18:48 minutes



• The disclaimer placed on the performance information associated with Programmes 2 and 3 is primarily based on the fact that the South African Police Service (SAPS) could not provide detailed datasets of underlying records, as supporting evidence to reported crime and investigation rates. Due to the complexities associated with the extraction of the individual records from the Crime Administration System (CAS) and the Investigation Case Docket Management System (ICDMS), these required datasets could not be provided within the timelines stipulated by the Audit Team. The same applies to the detailed records of the reported complaints responded to.



• It needs to be stated that the aforementioned systems are not the primary source of data to report on the performance associated with crime and investigation rates. Data for the purpose of reporting on crime and investigative rates are withdrawn from the Crime Management Information System (CMI/SAPS6). Although crime-related transactions are captured and maintained on the CAS/ICDMS, the CMI/SAPS6 was specifically designed for the purpose of extracting, processing, aggregating and storing crime-related information, including the categorisation and aggregation of crime-related transactions for all organisational levels. This excludes the replicating and storing of individual records. The CAS/ICMDS is a live system, including individual records and is updated on a continuous basis. As the purpose of CMI/SAPS6 was always to process, aggregate and store performance information, it was never considered necessary to develop such functionality on CAS/ICDMS.



• The Audit Team, however, insisted that detail underlying records must be provided at the time of the audit and stipulated that it must also be available for audit, going forward. This implies that this exercise needs to be done for every quarter, as well as the financial year-end. From the onset it was clear that this would be a very complex request to comply with, as data had to be withdrawn on millions of records/transactions, from a live system. This was further complicated by the fact that the status of records changed multiple times during the assessment period.



 Tests to evaluate the viability of the request indicated that, although possible, the extraction of data impacted negatively on the functioning of the CAS/ICDMS, as well as other systems. As an example, it took two days to extract only reporting crime data on the smallest crime category, namely; contact-related crime, which comprises only two crimes. A test conducted on reported crime at the time, indicated that the data extracted from CMI/SAPS6 displayed a 99.94% correlation with the individual records on the CAS/ICMDS, as well as the number included in the Annual Report, for 2018/2019. It needs to be emphasised that the data was extracted retrospectively, from a live system. This was, however, not accepted by the Audit Team, as it was only available after the cut-off date, as set by the Auditor-General of South Africa (AGSA).



- Following an instruction by the Accounting Officer, that detailed records must be withdrawn and stored going forward, the Chief Information Officer submitted the following. The following key observations are highlighted, without repeating the technical background provided:
  - To meet the requirement introduced by the AGSA will require the development of a new system functionality to replicate and store crime data at the end of every quarter and financial year. This will also require additional, secure digital storage space.
  - The implementation of the requirement is highly likely to impact negatively on the functionality of the SAPS operational systems, namely CAS/ICDMS. The CMI/SAPS6 System, already developed to process, aggregate and store crime-related performance information, requires two to seven days, at the beginning of every month, to completely synchronise.
  - To ensure 100% correlation between the data on CMI/SAPS6 and the data extraction required by the AGSA, will require a total shutdown of the CAS/ICDMS, from the moment synchronisation is initiated, until data extraction is completed.



- The recommendation made by the AGSA, in this regard, provides a solution but is neither considered viable nor cost effective. If the requirement of the AGSA is implemented, a complete dataset must be extracted, per quarter and financial year-end. As audit locations are unknown and only selected when the audit is conducted, the SAPS cannot anticipate which locations might be audited. Extracting data retrospectively is not an option, as it is almost guaranteed not to correlate with the statistics included in performance reports.
- In view of the above, the SAPS requests an urgent engagement with the AGSA, National Treasury, the State Information Technology Agency (SITA) and the Department of Performance Monitoring and Evaluation (DPME) to evaluate the requirements of the AGSA. This should include a discussion on the current data format, performance information requirements, as well as the use of alternative measures, to ensure that audit requirements are met.

#### AGSA Findings – Programme 2 (Visible Policing)



• The achievement in the annual performance report did not agree to the supporting evidence provided for the indicators listed below. The supporting evidence provided indicated that the achievement of these indicators were as follows:

Indicator description	Reported achievement	Audited value
Number of stolen/lost and illegal firearms recovered	7 141	10 204
Number of SAPS-owned firearms reported as stolen/lost	607	689
Number of rural and rural/urban mixed police stations implementing	880	549
the set criteria of the four pillars of the Rural Safety Strategy		
Number of schools identified to implement the School Safety	1 300	174
Programme		
Percentage of applications for new firearm licenses finalised within 90	70.31%	62.26%
working days		

### AGSA Findings – Programme 3 (Detective Service)





#### **Material Findings**

The schedules, supporting the APR, provided for audit do not agree with the cluster data lists

#### AGSA Findings – Programme 3 (Detective Service)



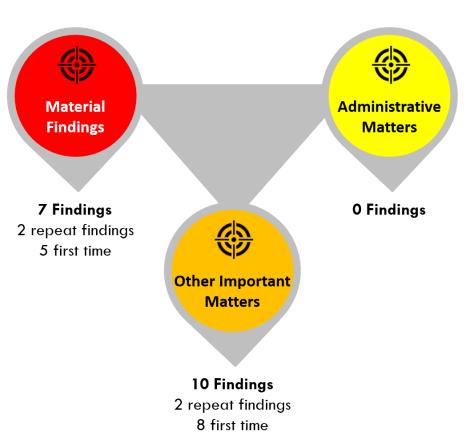
I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators below. This was due to the reported performance not being supported by accurate underlying records that could be provided for audit purposes. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievements.

Performance indicator description	Reported achievement
Detection rate for serious crime	36,37%
Percentage of trial-ready rate for serious crime	89,92%
Conviction rate for serious crime	89,79%
Detection rate for contact crime	50,58%
Percentage of trial-ready case dockets for contact crime	90,14%
Conviction rate for contact crime	81,95%
Detection rate for crimes committed against women 18 years and above (murder, attempted	73,81%
murder, all sexual offences, common assault and assault GBH)	
Percentage of trial-ready case dockets for crimes committed against women, 18 years and	90,08%
above (murder, attempted murder, all sexual offences, common assault and assault GBH)	



#### AGSA Findings – Programme 3 (DPCI)





#### **Material Findings**

Overstatement of the trial-ready case dockets for fraud and corruption by individuals within the JCPS cluster indicator

Case dockets for detection rate for serious commercial crime incorrectly included as performance achievement

Number of cases/charges which were included in the numerator were excluded from the denominator

Cases that meet the criteria for inclusion in the denominator not reported in the quarterly reports

Scope Limitation – trial ready case dockets for serious commercial crimes incorrectly included in performance information

Overstatement – trial ready case dockets for serious commercial crimes incorrectly included in performance information

Overstatement of performance - Quarterly reports percentages are not consistent with the data dumps listings

#### AGSA Findings – Programme 3 (DPCI)



The achievement in the annual performance report did not agree to the supporting evidence provided for the indicators listed below. The supporting evidence provided indicated that the achievement of these indicators were as follows:

Performance indicator description	Reported achievement	Audited value
Detection rate for serious commercial crime-related charges	98,93%	80%
Percentage of trial-ready case dockets for fraud and corruption by individuals	82,37%	58%
within the JCPS cluster		

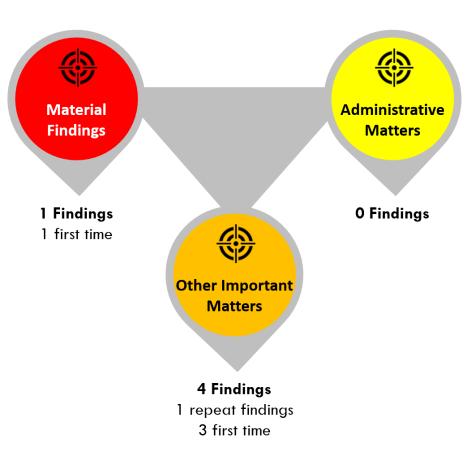
#### AGSA Findings – Programme 3 (DPCI)



- Performance indicator: Percentage of trial-ready case dockets for serious commercial crime-related charges
  - o The reported achievement of the target of 53% was not reliable, as the department did not have an adequate performance management system to maintain records to enable reliable reporting on the achievement of targets. As a result, I was unable to obtain sufficient appropriate audit evidence in some instances, while in other cases the supporting evidence provided did not agree to the reported achievement. Based on the supporting evidence that was provided, the achievement was 70%, but I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.

## AGSA Findings – Programme 3 (Forensic Services)





#### **Material Findings**

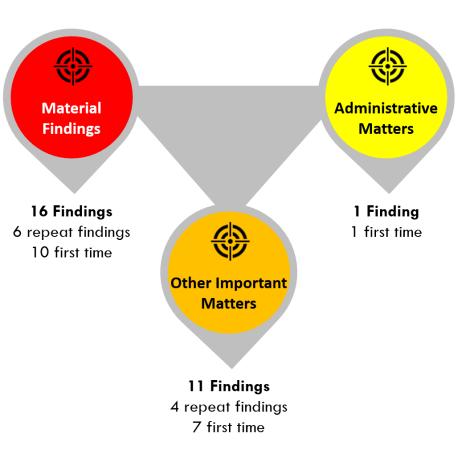
Limitation of Scope: Date of completion of the case file not recorded on the case file.

#### AGSA Findings – Programme 3 (Forensic Services)



- Performance indicator: Percentage of biology deoxyribonucleic acid (DNA) intelligence case exhibits (entries) finalized
  - o I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the target. This was due to limitations placed on the scope of my work, as no evidence was provided to confirm the registration and finalisation dates of the exhibits. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the achievement of 79,58% as reported in the annual performance report.





#### **Material Findings**

Security clearances finalised after year end included in reported figures for 2018/19

No evidence of approval of termination of network operations

#### Minutes from the PNOEC for the network operations were not provided

Network operations with the same threat duplicated in the quarterly reports

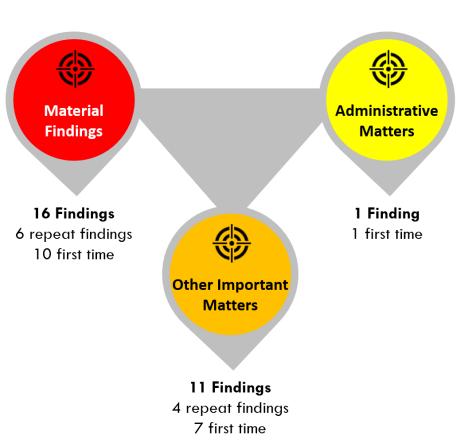
## Scope limitation: No listings/registers for the ICT and physical assessments indicators within the counter intelligence environment

The number of requests received for the facilitation of arrests of transnational crime suspects is incomplete

No feedback report from operational clients on proactive intelligence reports operationalized

No feedback report from operational clients on reactive intelligence reports operationalized





#### **Material Findings**

No evidence of approval of early warning reports by the delegated officials

Overstatement of performance information - Early warning reports incorrectly reported

Intelligence analysis reports not signed by the delegated official

Threat and risk assessment reports are not approved

Overstatement of the threat and risk assessment reports

Threat and risk assessment reports – differences between registers and quarterly reports

Scope limitation: Intelligence analysis reports not provided for audit

Vetting not taking into account the number of applications received



• I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators below. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the achievements as reported in the annual performance report.

Performance indicator description	Reported achievement
Percentage of physical security assessments finalised as per Annual Assurance Schedule	113,59%
Percentage of ICT security assessments finalised as per the Annual Assurance Schedule	239,86%
Percentage of reactive intelligence reports that were operationalized by the relevant business unit	43,90%
Percentage of proactive intelligence reports that were operationalized by the relevant business unit	60,32%



 The achievement in the annual performance report did not agree to the supporting evidence provided for the indicators listed below. The supporting evidence provided indicated that the achievement of these indicators were as follows:

Performance indicator description	Reported achievement	Audited value
Number of early warning reports generated for proactive policing operations	32 805	19 683
Number of threat and risk assessment reports generated for pro-active policing	47 623	13 016
operations		
Number of security clearances issued	1 215	752
Percentage of arrests of identified transnational crime suspects facilitated	100%	33%

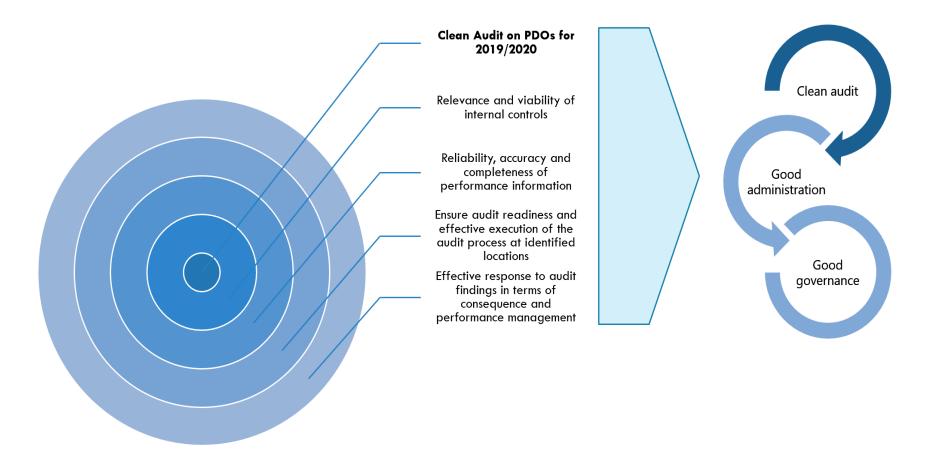


- Performance indicator: Number of intelligence analysis reports generated for reactive policing operations
  - o The reported performance achievement of 195 667 for the target of 141 423 was not reliable, as the department did not have an adequate record-keeping system to enable reliable reporting on the achievement of this indicator. As a result, I was unable to obtain sufficient appropriate audit evidence in some instances, while in other cases the supporting evidence provided did not agree to the reported achievement. Based on the supporting evidence provided, the achievement was 86 967, but I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.



- Performance indicator: Percentage of network operations successfully terminated
  - o The reported performance achievement of 35,38% for the target of 100% was not reliable, as the department did not have an adequate performance management system to maintain records to enable reliable reporting on the achievement of targets. As a result, I was unable to obtain sufficient appropriate audit evidence in some instances, while in other cases the supporting evidence provided did not agree to the reported achievement. Based on the supporting evidence that was provided, the achievement was 30%, but I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments were required to the reported achievement.







Relevance and viability of internal controls		
Action	Responsibility	Time Frame
Critically analyse and adjust current Technical Indicator Descriptions and associated internal controls relative to audit findings and reporting requirements.	Divisional Commissioner	15 October 2019
Communicate and facilitate the implementation of updated TIDs and internal controls at the appropriate organisational levels.	Divisional/Provincial Commissioners	30 October 2019
Develop and implement additional guidelines to improve the flow and quality of performance information, including certification.	Divisional Commissioners	30 October 2019
Provide in-service-training to managers, supervisors and production personnel.	Divisional/Provincial Commissioners	30 October 2019



Reliability, accuracy and completeness of performance information		
Action	Responsibility	Time Frame
Distribute AGSA Audit Reports (3 years) to all divisions/provinces.	Head: Strategic Management	5 October 2019
Distribute Internal Audit Reports on performance information (3 years) to all divisions/provinces.	Head: Internal Audit	5 October 2019
Develop standard requirements for data schedules and data dumps for all applicable organisational levels.	Head: Strategic Management	Concluded
Implement standard requirements for data schedules and data dumps for all applicable organisational levels.	Divisional/Provincial Commissioners	In Process
<ul> <li>Critically analyse (audit) findings made on performance information with the aim to identify potential/previous findings:</li> <li>AGSA Audit Reports (3 years);</li> <li>Internal Audit Reports on Performance Information (3 years); and</li> <li>Management Intervention/Inspectorate</li> </ul>	Divisional Commissioner	11 October 2019
reports relating to performance information.		59



Ensure reliability, accuracy and completeness of performance information		
Action	Responsibility	Time Frame
Correlate findings by internal assurance providers, particularly Internal Audit, with AGSA findings	Divisional Commissioner	11 October 2019
16. Develop validation (inspection) protocol, informed by the TID and reporting requirement to validate submitted performance information, at all organisational levels.	Divisional Commissioner	11 October 2019
Deploy compliance assessment teams to selected locations to validate if submitted information meets reporting requirements.	Divisional/Provincial Commissioners	Quarterly
Analyse performance information submitted for the 1st and 2nd Quarter of 2019/202, to confirm validity, accuracy and completeness relative to schedules and data dumps that are available to substantiate submitted performance information.	Divisional/Provincial Commissioners	31 October 2019

60



Ensure reliability, accuracy and completeness of performance information		
Action	Responsibility	Time Frame
Determine the national/provincial extent and impact of invalid, inaccurate, performance information and/or noncompliance with internal controls.	Divisional/Provincial Commissioners	15 November 2019
Initiate corrective measures to ensure that similar findings will not occur.	Divisional/Provincial Commissioners	15 November 2019
Restate performance information (In-year) if findings were made that impacts on the validity, accuracy and/or completeness of performance information submitted in-year:  Initiate a review of previously submitted performance information.  Provide assurance that the identified findings were addressed at the audit locations as well as all other locations (stations/units) in the province.  Submit restated performance information, associated narratives and supporting evidence.	Divisional/Provincial Commissioners	30 November 2019



## Ensure audit readiness and effective execution of the audit process at identified locations

Action	Responsibility	Time Frame
Develop and distribute Terms of Reference for Audit Steering Committees at divisional and provincial level.	Head: Strategic Management	31 October 2019
Convene the Audit Steering Subcommittee for Performance Information. Confirm audit strategy, scope and timelines with AGSA.	Head: Strategic Management	First week of November 2019
Inform relevant business units of the audit strategy, scope and timelines, including preparatory requirements.	Head: Strategic Management	First week of November 2019
Establish Divisional/Provincial Audit Steering Committees for the duration of the audit.	Divisional/Provincial Commissioner	Immediately after audit strategy is communicated
Establish a divisional/provincial task team/s to facilitate the readiness of audit locations.	Divisional/Provincial Commissioner	2 weeks prior to audit
Compile an Audit Readiness Action Plan (defining deliverables, activities, responsibilities and time frames to ensure the readiness of identified locations).	Divisional/Provincial Commissioner	2 weeks prior to audit



## Ensure audit readiness and effective execution of the audit process at identified locations

Action	Responsibility	Time Frame
Briefing of managers of audit locations on the audit process and requirements, by the relevant experts.	Divisional/Provincial Commissioner	2 weeks prior to audit
<ul> <li>Deploy task team/s to audit locations to ensure that:</li> <li>Performance information relevant to selected key performance indicators is valid, accurate and complete.</li> <li>All internal controls, relevant to identified performance indicators, have been properly implemented and complied with.</li> <li>The Technical Indicator Descriptions, relevant to identified performance indicators, have been properly implemented and complied with.</li> </ul>	Divisional/Provincial Commissioner	2 weeks prior to audit
Issue an Audit Readiness Certificate to confirm the readiness of audit location/s.	Divisional/Provincial Commissioner	1 week prior to audit
Convene audit opening (entrance) meeting in consultation with AGSA representative.	Manager of audit location	Day 1 of audit 63



## Ensure audit readiness and effective execution of the audit process at identified locations

Action	Responsibility	Time Frame
Ensure availability of the managers of the audit location for the duration of the audit (The manager must be available on site for the duration of the audit).	Manager of audit location	Day 1 – 5 of audit
Address requests for access to information/evidence as received from the AGSA representatives.	Manager of audit location	Day 1 – 5 of audit
Ensure that requests for access to information/evidence as received from the AGSA representatives is actioned.	Manager of audit location	Day 1 – 5 of audit
Address potential findings brought to the attention of the manager prior to the exit meeting.	Manager of audit location	Day 1 – 5 of audit
Convene audit closing (exit) meeting in consultation with AGSA representative.	Manager of audit location	Day 5 of audit



## Effective response to audit findings in terms of consequence and performance management

management.			
Action	Responsibility	Time Frame	
Convene meeting with management team to prepare responses to audit findings included in the COMAF.	Manager of audit location	Day 5 of audit	
Initiate consequence management based on the findings and root cause analysis.	Manager of audit location	Day 5 of audit	
<ul> <li>Analyse audit findings:</li> <li>Confirm the validity of the finding – Agree or disagree with findings and provide reasons.</li> <li>Confirm the adequacy of management responses provided by the management of the audit location.</li> <li>Confirm the root causes contributing to the finding and measures to address the root causes and finding.</li> </ul>	Divisional/Provincial Commissioner	Within agreed timeframes	
Initiate consequence management based on the findings, root cause analysis and lower level responses.	Divisional/Provincial Commissioner	Immediately after audit	



# Effective response to audit findings in terms of consequence and performance management

Divisional Commissioner	25 October 2019
Divisional Commissioner	31 October 2019
Divisional Commissioner	15 October 2019
Head: Internal Audit	15 October 2019
Divisional Commissioner: Personnel Services	31 October 2019 66
	Divisional Commissioner  Divisional Commissioner  Head: Internal Audit  Divisional Commissioner:



## Effective response to audit findings in terms of consequence and performance management

Action	Responsibility	Time Frame
Develop and implement a standardised approach to/guidelines on performance management as far as audit findings are concerned. Develop policy on performance management, relating specifically to audit findings.	Divisional Commissioner: Personnel Services	31 October 2019
Briefing of management structures at national and provincial level on progress made with and outcome of audit processes.	Head: Strategic Management Head: Internal Audit	Quarterly

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# Section 1.3 Audit Committee's Report



- Presentation Outline
  - Report of the Audit Committee
    - Performance Information
    - Risk Management
    - Combined Assurance
    - Procurement / Supply Chain Management / Contract Management
    - Financial Management
    - Consequence Management
    - AGSA Report
  - Comments on the SAPS action plan
  - Audit Committee's Way Forward



- Report of the Audit Committee
  - Audit Committee functions in terms of an approved Audit Committee
     Charter
  - Audit Committee objective is to monitor compliance with applicable laws and regulations, governance processes and continuous assessment of the performance of Internal Audit
  - We have complied with our responsibilities as set out in Section 38(1)(a)(ii)
     of the PFMA and Treasury Regulation 3.1.13
  - To assist the department we have amended Internal Audit's audit plan to focus inter alia on the following:
    - Supply chain management
    - Performance information
    - Audit of network assets
    - Compliance
    - Information technology audits



#### Effectiveness of Internal Control

- Performance Information
  - Areas of concern include the accuracy and completeness of performance information, though there was a lower number of findings made in the 2018/19 year in comparison to the 2017/18 financial year
  - Challenges and risks to extract performance information in the format that
    AGSA required it resulted in the Disclaimed Opinion. It must be noted that
    some of the challenges include shutting down the operational IT systems for a
    minimum of 3 days with associated risks, etc. If the requirement as set forth by
    the AGSA is maintained, SAPS will have to consider revamping its whole IT
    system including possible replacement and expanding of storage capacity and
    possible development and implementation of new systems at a significant
    additional cost.



#### Risk Management

- SAPS has an independent Enterprise Risk Management Committee (ERMC) chaired by an independent person who also attends Audit Committee meetings
- The ERMC has a direct reporting line to the Accounting Officer
- However, the ERMC was not as effective as it could have been as it failed to meet at the times that it was supposed to meet – met once of the 4 times it was supposed to meet
- It was recommended that the ERMC be reconstituted to ensure compliance with the Public Sector Risk Management Framework according to which majority of members should be external members and that the department expedite the appointment of a Chief Risk Officer and Risk Practitioners



#### Combined Assurance

- The process of combined assurance was put on hold during the 2016/2017 and 2017/2018 financial years due to changes in leadership where persons responsible for combined assurance were rotated to other areas
- The resolution taken to resuscitate the combined assurance process, including the provision of the advancement of the resources required for it, did not happen.
- The Committee continues to advice management to implement this process



- Procurement / Supply Chain Management / Contract Management
  - The Department's outdated policies in respect of areas of its procurement processes were not effective to prevent and/or detect instances of non-compliance with prescribed supply chain management prescripts, resulting in irregular expenditure identified by internal and external audit, which was in addition to that identified by management
  - It is critical for the Department to expand on its action plans to legally enforce compliance
  - A comprehensive plan with clear objectives and timelines must be developed and implemented to ensure compliance and thereby prevent irregular expenditure
- Financial Management
  - o Immovable tangible (network) assets is one of the items that contributed to the qualified audit opinion
  - It must be noted that the department has done a lot of work to address this matter which resolved the completeness issue reported by the AGSA in 2017/2018, however the valuation of the assets was not correctly done and remain a matter of concern



- Consequence management
  - It is our opinion that the performance management system and consequence management process is reactive with the result that it is inadequate and ineffective in ensuring effective implementation of internal controls
  - Overhauling the performance management system is one of the practical milestones towards implementing and sustaining the culture of organizational performance
  - This will essentially guarantee the quality and the consistent availability of records/evidence supporting the organizational performance



## Auditor General's Report

- We are satisfied that management's implementation plan to address issues raised in 2017/2018 financial year included most of the findings raised.
   However, the level of success in preventing findings was not achieved
- This can be attributed to the fact that the root cause analysis was not properly done.
- The committee concurred and accepted the AGSA conclusions on the financial statements and is of the opinion that the audited annual financial statements for 2018/2019 be accepted and read together with the report of the AGSA



- Comments on Action Plan to Address Audit Findings
  - The Accounting Officer hosted a workshop which was attended by all members of the Board of Commissioners of SAPS and members of the Audit Committee
  - The aim of the workshop was to develop an action plan to address audit findings / outcomes of both AGSA and Internal Audit
  - The discussions centered around the following
    - Identification of root causes
    - Development of relevant and viable responses (action plans) to the audit outcomes
    - Responsibilities and accountability
    - Consequence management
    - Best practices where clean audits were achieved
    - Requirements to achieve a clean audit
  - The Audit Committee is of the opinion that the action plans, if implemented and monitored, will address the matters raised by the auditors and prevent the same of recurring in future. However, it must be noted that some of the implementation dates do not seem to be realistic – such was discussed with management
  - We have approved the amendment of the Internal Audit Plan to assist management in improving internal controls in respect of procurement



#### Way forward

- The established Audit Steering Committees meet on a 2-weekly basis to inter alia monitor the implementation of audit action plans
- Management to discuss revising the business agreement with SITA to clarify the roles and responsibilities of each of the parties regarding ownership and control as well as the basis relating to the valuation of the assets
- Regular monitoring of progress with the implementation of audit action plans as it is one of the items on the agenda of the Audit Committee
- The high level responsibility of the Audit Committee is to assist the Accounting Officer with the effectiveness of the department assurance functions and services with particular focus on combined assurance. In this regard, a member of the Audit Committee to provide guidance regarding combined assurance and implementation thereof will be availed
- We will continue monitoring management's responses to and implementation of internal audit recommendations
- o Insist on more effective consequence management processes that could include:
  - Disciplinary proceedings
  - Recovery of losses due to irregular expenditure, fruitless and wasteful expenditure, etc.
  - Dismissals
  - Training and development

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# Section 2 2018/19 Annual Financial Statements

# Income Statement (Financial performance for the period) - Summary



Revenue	<ul><li>Expenditure</li></ul>	= Net surplus/deficit	
Voted funds	Current / capital	Net surplus / deficit	
R'000	R'000	R'000	
*91 684 161	90 428 742	1 255 419	
Other revenue	<del>-</del>	(Revenue surrendered to the	
(Collected for	(May not be used for	Revenue Fund)	
Revenue Fund)	departmental activities)	(Note 12)	
563 149 —	<b>→</b> 0 —	<del>&gt;</del> 563 149	
Donor funds	Current / capital expenditure	Net surplus / deficit	
(Aid assistance)			
0 —	<b>→</b> 0 —	0	
*98.6% of voted funds spend			

# Overview of spending performance



- 98.6% of funds expended.
  - Criminal Justice System implementation spending was low as conditions imposed by National Treasury could not be achieved (R1,131 billion not spent) [Approval for the revised project scope and endorsement to shift CJS funding to SAPS baseline had to be obtained from the JCPS cluster and Cabinet]
  - Integrated Justice System spending was lower than planned (R122,6 million not spent)
- Virement for all programmes are well within the PFMA limitation of 8%.
- Compensation of Employees actual spending for the period comprises 100,7% of allocated budget.
  - R1,366 billion removed from SAPS 2018/19 compensation budget during previous MTEF. The size of the amount to implement such was a challenge.
  - Higher than anticipated salary increases and phase one delinking of housing allowance for spouses as signed in the Public Service Coordinating Bargaining Council. (For which no additional funding was allocated)

# Overview of spending performance



- Spending on Goods and Services comprised 91,1% of allocated budget (Items > R5000 are classified as capital)
  - Criminal Justice System implementation spending was low as conditions imposed by National Treasury could not be achieved
  - Integrated Justice System spending was lower than planned
- Transfers and subsidies comprised 122,2% of allocated budget
  - Increased payments towards retirement benefits and civil claim environment. (Out of court settlement was reached relating to the Marikana incident)
- Payments for Capital Assets comprised 83,8 % of allocated budget
  - Criminal Justice System implementation and Buildings and Infrastructure projects were lower than expected
  - Capacity building items procured e.g. vehicles, etc.

# Overview of spending performance (1)



#### Programme 1: Administration

- Underspending of 3,50% due to decreased spending on the earmarked funds for implementation of the Criminal Justice System 7 Point Plan (more specifically the Integrated Justice System projects).
- o Capital Works building projects could not utilise available funding.
- Shift of funding from perceived under-performing projects to compensation of employees.
- Compensation pressures: Budget reductions on compensation of employees and housing rental allowance delinked and extended to spouses in terms of a PSCBC agreement.

#### Programme 2: Visible Policing

- Net overspending as a result of increased spending levels on compensation of employees (Budget reductions on compensation of employees and housing rental allowance delinked and extended to spouses in terms of a PSCBC agreement as well as policing of unfunded mandate such as security provided at events of international and national importance)
- National Treasury's approval was obtained to shift funding from under-performing projects to compensation of employees.
- Overspending was marginal i.e. 0,53%.

# Overview of spending performance (2)



#### Programme 3: Detective Services

- Net overspending of 1,59% due to increased spending levels on compensation.
- National Treasury's approval was obtained to shift funding from under-performing projects to compensation of employees.
- Compensation pressures: Budget reductions on compensation of employees and housing rental allowance delinked and extended to spouses in terms of a PSCBC agreement.
- Underspending on the earmarked funds for implementation of the Criminal Justice
   System 7 Point Plan (Conditions imposed by National Treasury could not be achieved)

#### Programme 4: Crime Intelligence

- Net overspending of R77,5 million (2,04%), due to increased spending on compensation of employees.
- Compensation of employees contributes to a weight of more than 91%
- National Treasury's approval was obtained to shift funding from under-performing projects in other environment to compensation of employees.
- Compensation pressures: Budget reductions on compensation of employees and housing rental allowance delinked and extended to spouses in terms of a PSCBC agreement.

# Overview of spending performance (3)



### Programme 5: Protection and Security Services

- Net overspending of 1,97%, as a result of increased spending on compensation of employees.
- Compensation of employees contributes to a weight of more than 89%.
- National Treasury's approval was obtained to shift funding from under-performing projects in other environments to compensation of employees.
- Budget reductions on compensation of employees and housing rental allowance delinked and extended to spouses in terms of a PSCBC agreement, contributed towards the compensation pressures.

# Departmental Receipts (Revenue)



## Revenue collected for the National Revenue Fund during the year was R563,149 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 R318,863 million.
- Sale of scrap and other used goods was R10,504 million.
- o Fines, penalties and forfeits were R6,732 million.
- Interest received via corporate banks was R1,333 million.
- Sale of capital assets was R86,231 million.
- Transactions in assets and liabilities were R139,486 million (mainly recovery of debt).

# Voted Funds and Departmental Payments (Appropriation statement)

43 932 665

17 686 682

3 704 787

2 838 941

86 605 048



100.52%

95.53%

102.04%

101.97%

98.63%

87

Programmes	Actual 2017/18 R'000	Total voted 2018/19 R'000	Virement R'000	Virement as a % of voted funds	Actual 2018/19 R'000	% Actual 2018/19
Administration	18 441 973	19 403 113	(679 872)	(3.50%)	18 600 634	95.86%

46 872 313

18 661 647

3 804 713

2 942 375

91 684 161

246 645

297 651

77 522

58 054

Spending according to programme thresholds. Well below 8% variance

0.53%

1.59%

2.04%

1.97%

47 117 278

17 828 166

3 882 235

3 000 429

90 428 742

Administration

Visible Policing

Detective

Intelligence

Protection and

Security Services

Services

Crime

TOTAL

# Programme 1: Administration



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2019 R'000	% Spend
Ministry	61 592	50 193	81.5%
Management	80 921	69 265	85.6%
Corporate Services	19 129 381	18 349 957	95.9%
Civilian Secretariat	131 219	131 219	100.0%
TOTAL	19 403 113	18 600 634	95.9%

- Decreased spending on Panel of Experts within ministry environment.
- Corporate Services includes:
  - Human Resource Management including :
    - Human Resource Development R2,5 billion.
    - Personnel Management R1,5 billion.
  - Technology Management Services R2,1 billion.
  - Supply Chain Management R3,9 billion of which capital works are R685 million.
  - Financial Services R 1,0 billion.
  - Medical Support R268,6 million (Injury On Duty treatment, Health Risk Manager).
  - Full amount transferred to Civilian Secretariat (R131,219 million).

# Programme 2: Visible Policing



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2019 R'000	% Spend
Crime Prevention	36 278 902	36 473 478	100.5%
Border Security	2 101 127	2 021 487	96.2%
Specialised Interventions	4 383 690	4 638 130	105.8%
Facilities (Leases, Municipal, Accommodation charges)	4 108 594	3 984 183	97.0%
TOTAL	46 872 313	47 117 278	100.5%

- Crime Prevention including Police Station environment (R31 billion), Mounted Units (R145 million), Dog Units (R875 million), Railway (R1,141 billion), 10111 Centres (R1,196 billion) and Detainees meals and medical (R239 million).
- Border security (R2,0 billion).
- Specialised Interventions including Task Force (R92 million), Public Order Policing (R2,9 billion) additional R347 million, Tactical Response Teams (R384 million) and Air Wing (R228 million).
- Facilities includes: Leases (R1,4 billion), Municipal services (R1,2 billion), Maintenance and Property rates (R1,4 billion).

## Programme 3 : Detective Service



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2019 R'000	% Spend
Crime Investigations	12 789 920	12 655 818	99.0%
Criminal Record Centre	2 551 836	2 365 938	92.7%
Forensic Science Laboratory	1 702 384	1 178 934	69.3%
Specialised Investigations	1 617 507	1 627 476	100.6%
TOTAL	18 661 647	17 828 166	95.5%

- Crime Investigations (R12,6 billion) includes General Investigations (R10,3 billion), Family Violence and Child Protection Units (R1,1 billion), Vehicle Theft Units (R520 million) and Stock Theft Units (R621 million).
- Forensic Science Laboratory and Criminal Record Centre mainly effected by underspending on earmarked funds intended for implementation of the Criminal Justice System 7 Point Plan (Conditions imposed by National Treasury could not be achieved)
- Specialised Investigations through the enhancement of DPCI functions (organised, commercial, etc.) (R1,6 billion) DPCI exclusive amount was utilised to the fullest extent.

# Programme 4: Crime Intelligence



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2019 R'000	% Spend
Crime Intelligence Operations	1 567 498	1 590 454	101.5%
Intelligence and Information Management	2 237 215	2 291 781	102.4%
TOTAL	3 804 713	3 882 235	102.0%

- Compensation is 91,2% of the total expenditure.
- Equipment and operational expenses (mainly fuel and oil, vehicles, maintenance of fleet, subsistence with travelling and telecommunication comprising the rest.
- Additional investments were embarked upon in terms of vetting services
- The Secret Service Account is not part of Vote 23 (Police).

# Programme 5: Protection and Security Services



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2019 R'000	% Spend
VIP Protection Services	1 528 343	1 573 373	102.9%
Static Security	1 062 132	1 081 415	101.8%
Government Security Regulator	84 676	82 224	97.1%
Operational Support	267 224	263 417	98.6%
TOTAL	2 942 375	3 000 429	101.9%

- 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.

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# **Section 3**Programme Performance

# Financial Programme Structure



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

01

Administration
Visible Policing

**Detective Service** 

Crime Intelligence

Protection & Security Services



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.

)3

- 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

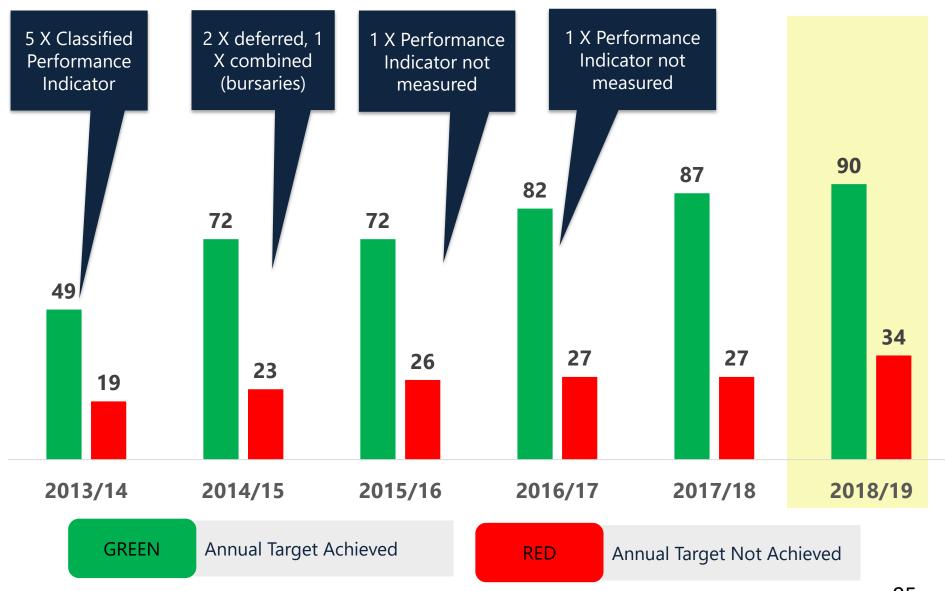
Minimise security violations by protecting foreign & local prominent people & securing strategic interests.

05

## PERFORMANCE OVERVIEW







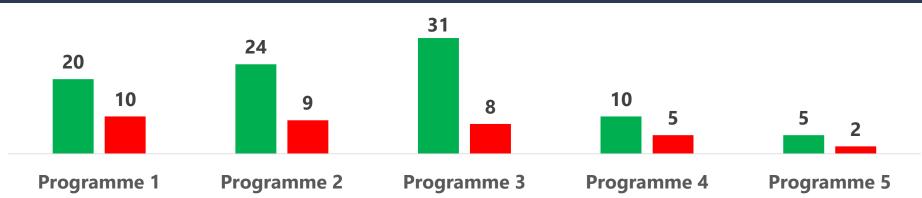
# PERFORMANCE OVERVIEW Overall Performance – 2018/19











#### 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.

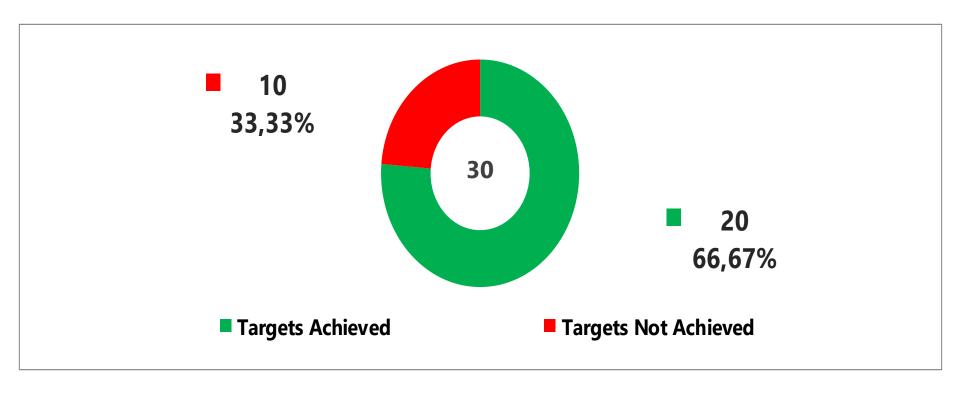


# **Section 3.1**Programme 1: Administration

## PERFORMANCE OVERVIEW

# Overall Performance – Programme 1





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**

Maintain a minimum workforce of 98%, in terms of the approved establishment (192 431)



#### **Actual Performance**

99,92%, in terms of the approved target of 192 431 (the establishment of the SAPS was 192 277, on 31 March 2019).



#### Deviation ·

1,92% points

- The monitoring and tracking of posts was intensified, to ensure that the workforce is maintained at all times.
- Progress, with regard to the filling of posts was discussed at several Human Resource Committee meetings.

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



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



#### **Annual Target**

97% of 54 720 learners declared competent upon completion of their training



#### **Actual Performance**

A total of 71 815 learners attended training and 71 131 or 99,05% were declared competent upon completion of their training.



#### Deviation ·

2,05% points

- Additional courses were presented, in addition to the TPP.
- Additional remedies and assessment opportunities were made available to learners.
- Additional funding and resources.

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



#### Percentage of disciplinary cases finalised



#### **Annual Target**

90% of disciplinary cases finalised within 60 calendar days



#### **Actual Performance**

91,73% (1 919 from a total of 2 092 disciplinary cases finalised within 60 calendar days). A total of 154 cases were still pending within 60 calendar days.



#### **Deviation** •

1,73% points

- The implementation of monitoring tools, e.g. a Disciplinary Misconduct Register.
- Early warning system e.g. by forwarding a list of pending cases to provinces and divisions, on a weekly basis.
- Communication of performance and expectations to provinces and divisions, on a quarterly basis.
- Development of members dealing with disciplinary cases.

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



Percentage of planned police facility projects completed, as per the SAPS Infrastructure Development Plan, in respect of the following prioritised areas: Capital Works



#### **Annual Target**

80% (12)



#### **Actual Performance**

33,33% (4 from a total of 12) of planned capital works completed.



#### Deviation ·

-46,67% points

- Dependency on external stakeholders for specialised items, such as the supply and erection of trusses and the installation of aluminium doors and windows.
- Dependency on other departments for town planning processes (land handover by the Department of Human Settlement).
- Delay in the delivery of building materials by appointed service providers.

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



Percentage of planned police facility projects completed, as per the SAPS Infrastructure Development Plan, in respect of the following prioritised areas: Planned maintenance



#### **Annual Target**

80% (85)



#### **Actual Performance**

44,71% (38 from a total of 85) planned maintenance completed.



#### Deviation ·

-35,29% points

- Dependency on external stakeholders.
- Late conclusion of contracts, due to a lack of response from bidders.
- Non-performance of service providers, resulting in the delay on the completion of projects.

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



#### Ratio of personnel to vehicles



#### **Annual Target**

Maintain a ratio of 4.51:1 personnel to vehicles



#### **Actual Performance**

The ratio at the end of March 2019, was 3.93:1 based on 48 963 motor vehicles and 192 277 personnel.



#### **Deviation**

0.58:1

#### **Comments**

• Personnel exiting the Department and an increase in the number of vehicles, resulted in more vehicles being available for personnel.

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



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



#### **Annual Target**

95%



#### **Actual Performance**

73,00% of identified ICT infrastructure deliverables achieved.



#### **Deviation** •

-22,00% points

- Dependency on external stakeholders.
- Delays on procurement processes.
- Outcome of the litigation case for the Eastern Cape Terrestrial Trunked Radio (TETRA), which is impacting on the further roll-out of TETRA.
- SITA Supply Chain Management lengthy procurement process for contracts of Network Infrastructure.
- Delays to acquire telecommunication infrastructure at the Very Small Aperture Terminal sites, for data connectivity, to ensure mainframe/internet/email access.

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



Percentage of prioritised Information Systems (IS) Solutions deliverables achieved



#### **Annual Target**

85%



#### **Actual Performance**

78,00% of prioritised IS Solutions deliverables achieved.



#### **Deviation** •

-7,00% points

- Dependency on external stakeholders.
- Delays on procurement processes and skilled resources capacitation.
- Shortage and changes on SITA technical resources for development/ integrations/ testing of solutions for deployment.
- Legal litigations not concluded and contingency plan delays.
- Cancellation of bids by SITA.
- Delays in bids to be published and finalised.

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



#### Percentage of IS/ICT Governance deliverables achieved



#### **Annual Target**

85%



#### **Actual Performance**

78,00% of IS/ICT governance deliverables achieved.



#### **Deviation** •

-7,00% points

- Dependency on external stakeholders.
- Delay in consultations to finalise the IS/ICT Strategy.

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



#### Percentage of legitimate invoices paid



#### **Annual Target**

99% paid within 30 days



#### **Actual Performance**

99,74% (1 474 632 from a total of 1 478 503 invoices were paid within 30 days).



#### **Deviation**

0,74% points

- Compliance to prescripts relating to the payment of legitimate invoices.
- Enhanced monitoring and the introduction of an early warning system.

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



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





# **Actual Performance**

Decreased by 50,00%, from 76, in 2017/2018 to 38, in 2018/2019.



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



# Performance Indicator Annual Targets

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



# **Annual Target**

90% of vacant funded posts filled within six months from the date of advertisement



# **Actual Performance**

90,44% (350 from a total of 387). A total of 246 posts were withdrawn and 29 posts were pending within the six months from the date of advertisement.



#### Deviation ·

0,44% points

- Performance is tracked through the implementation of plans to all business units. Where risks for non-achievement arose, business units were informed.
- The monitoring and tracking of posts was intensified, to ensure that the workforce is maintained at all times.

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



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**

68% finalised service terminations submitted to GPAA within 60 working days from date after the employee's exit from the service



# **Actual Performance**

92,66% (5 388 submitted to different pension funds within 60 calendar days from a total of 5 815 finalised applications).



#### **Deviation**

24,66% points

#### **Comments**

• An enhanced monitoring process was introduced and the provisioning of workshops to address challenges and developments in the service terminations environment.

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



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



# **Annual Target**

2% of members with disability employed, in relation to the total workforce



# **Actual Performance**

1,50% (2 880 from a total of 192 277).



#### Deviation ·

-0,50% points

#### **Comments**

• The inherent physical and mental requirements for Police Act posts hinder the appointment of people with a disability. Of the 5 800 posts allocated to the SAPS for recruitment and appointment, during 2018/2019, 5 200 were for Police Act posts and 600 for PSA Act posts. 5% (30) of the 600 PSA posts were ring-fenced for people with a disability, whereas the shortfall was 1 338, at the beginning of the 2018/2019 financial year.

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



Percentage of learners assessed, to be declared competent upon completion of their training, in the following prioritised areas: Training relating to public order policing



# **Annual Target**

97% of 1 670 learners declared competent upon completion of their training



# **Actual Performance**

99,81% (A total number of 7 202 learners were trained and 7 188 were declared competent).



#### **Deviation**

2,81% points

- Additional courses were presented, in addition to the TPP.
- Additional remedies and assessment opportunities were made available to learners.
- Additional funding and resources.

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



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



# **Annual Target**

97% of 5 627 learners declared competent upon completion of their training



# **Actual Performance**

99,54% (A total number of 8 663 learners were trained and 8 623 were declared competent).



#### Deviation ·

2,54% points

- Additional courses were presented, in addition to the TPP.
- Additional remedies and assessment opportunities were made available to learners.
- Additional funding and resources.

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



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



# **Annual Target**

97% of 8 320 learners declared competent upon completion of their training



# **Actual Performance**

99,40% (A total number of 9 002 learners were trained and 8 948 were declared competent).



#### **Deviation**

2,40% points

- Additional courses were presented, in addition to the TPP.
- Additional remedies and assessment opportunities were made available to learners.
- Additional funding and resources.

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



Percentage of learners assessed, to be declared competent upon completion of their training, in the following prioritised areas: Training relating to forensic science investigations



# **Annual Target**

97% of 7 912 learners declared competent upon completion of their training



# **Actual Performance**

97,62% (A total number of 4 042 learners were trained and 3 946 were declared competent).



#### Deviation ·

0,62% points

- Additional courses were presented, in addition to the TPP.
- Additional remedies and assessment opportunities were made available to learners.
- Additional funding and resources.

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



Percentage of learners assessed, to be declared competent upon completion of their training, in the following prioritised areas: Training related to cybercrime



# **Annual Target**

97% of 833 learners declared competent upon completion of their training



# **Actual Performance**

99,60% (A total number of 1 243 learners were trained and 1 238 were declared competent).



#### **Deviation**

2,60% points

- Additional courses were presented, in addition to the TPP.
- Additional remedies and assessment opportunities were made available to learners.
- Additional funding and resources.

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



# Number of internships undertaken



# **Annual Target**

Increase the number of internships to be undertaken by 10% to 1 047



# **Actual Performance**

A total number of 1 048, by the end of March 2019.



#### **Deviation**

1

#### **Comments**

• The allocation of interns, was 1 030. A total number of 18 interns were reallocated to Management Intervention, as they were not placed in the previous financial year.

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



Percentage of operational personnel competent in the Modules: Legal Principles and the Use of Firearms: Handgun



# **Annual Target**

98% of learners competent



# **Actual Performance**

96,86% (A total number of 114 813 from a total of 118 536 operational personnel were declared competent).



#### **Deviation**

-1,14% points

- Incorrect/misclassification of members on PERSAL, e.g. forensic analysts.
- Some members did not attend the prerequisite training.

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



Percentage of Independent Police Investigative Directorate (IPID) recommendations initiated



# **Annual Target**

100% initiated within 30 calendar days of receipt



# **Actual Performance**

99,76% (from a total of 827 recommendations received from IPID, 825 were initiated. 26 recommendations were not initiated, due to service terminations. 21 recommendations were still pending within the 30 calendar days.



#### Deviation ·

-0,24% points

#### **Comments**

• The introduction of a new administration process regarding the flow of disciplinary files, caused a delay in initiating two recommendations by KwaZulu-Natal.

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



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



# **Annual Target**

90% finalised within 60 calendar days



# **Actual Performance**

90,45% (161 from a total of 178). A total number of 22 cases were still pending within 60 calendar days.



**Deviation** 

0,45% points

- The implementation of the new Disciplinary Regulations.
- The implementation of monitoring tools e.g. a Disciplinary Misconduct Register.
- Early warning system e.g. by forwarding a list of pending cases to provinces and divisions, on a weekly basis.
- Communication of performance and expectations to provinces and divisions, on a quarterly basis.

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



Planned police facility projects completed, as per the SAPS Infrastructure Development Plan in respect of the following prioritised areas: Number of new mobile contact points distributed



# **Annual Target**

15 new mobile contact points distributed



# **Actual Performance**

Nine new mobile contact points distributed.



#### **Deviation**

-6

- Dependency on external stakeholders.
- The SAPS did not receive all mobile contact points from the manufacturer, during the financial year, as per contract obligations. The outstanding six mobile contact points were distributed, during April 2019.

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



Planned police facility projects completed, as per the SAPS Infrastructure Development Plan in respect of the following prioritised areas: Number of detention facilities maintenance completed



# **Annual Target**

4 devolved police stations for repairs and upgrade



# **Actual Performance**

No detention facility maintenance completed.

#### **Deviation**

-4

#### **Comments**

• Dependency on external stakeholders for specialised items, such as kitchen equipment, extractor fans, cell doors and windows.

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



Percentage of active vehicles available for policing, in relation to the total vehicle fleet



# **Annual Target**

85% from a total of 42 000 active vehicles available



# **Actual Performance**

86,53% (42 369 from a total of 48 963).



**1,53% points** 

- A total number of 6 594 vehicles were booked in for repairs or services, at the end of March 2019.
- A project was registered to enhance SAPS Garages.
- Monitoring and intervention in poor performance of contractors.

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



Percentage of firearms to be procured and distributed, in relation to the demand



# **Annual Target**

100% (3 000) firearms procured and distributed, in relation to the demand



# **Actual Performance**

100% (5 269) firearms were distributed, in relation to the demand.



**Deviation** 

2 269

- Dependency on external stakeholders.
- A new contract to procure firearms is not yet in place. Firearms that were distributed, were distributed from the buffer stock. A bid was advertised, but had to be cancelled, as no responsive bids were received.

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



Percentage of Bullet-Resistant Vests (BRVs) to be procured and distributed, in relation to the demand



# **Annual Target**

100% (15 551) BRVs procured and distributed, in relation to the demand



# **Actual Performance**

100% (16 601) BRVs were procured, as planned and 90,10% (14 011) BRV's were distributed, in relation to the demand.



#### **Deviation**

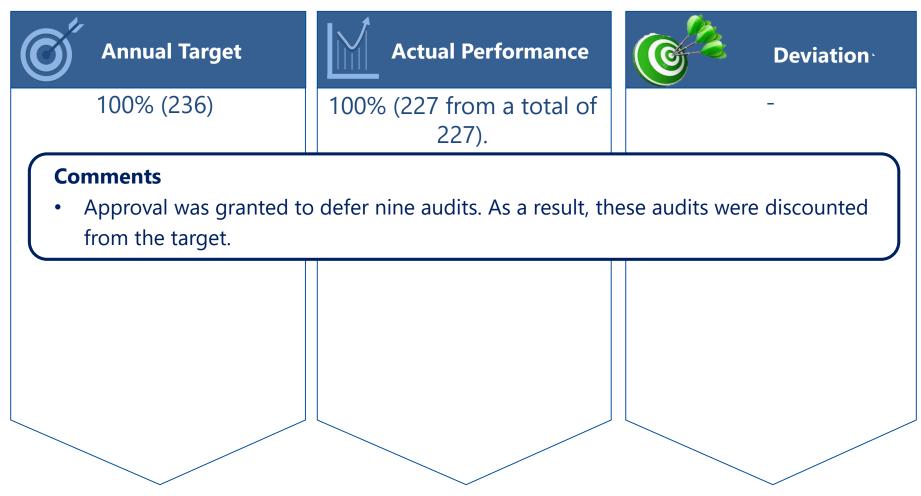
-9,90% points

- Dependency on external stakeholders.
- There is currently a global shortage of Aramid yarn, which is used to manufacture the inner panels of the BRVs. As a result, the manufacturer could not manufacture the BRV's.
- BRVs requested, were distributed from the "buffer stock".

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



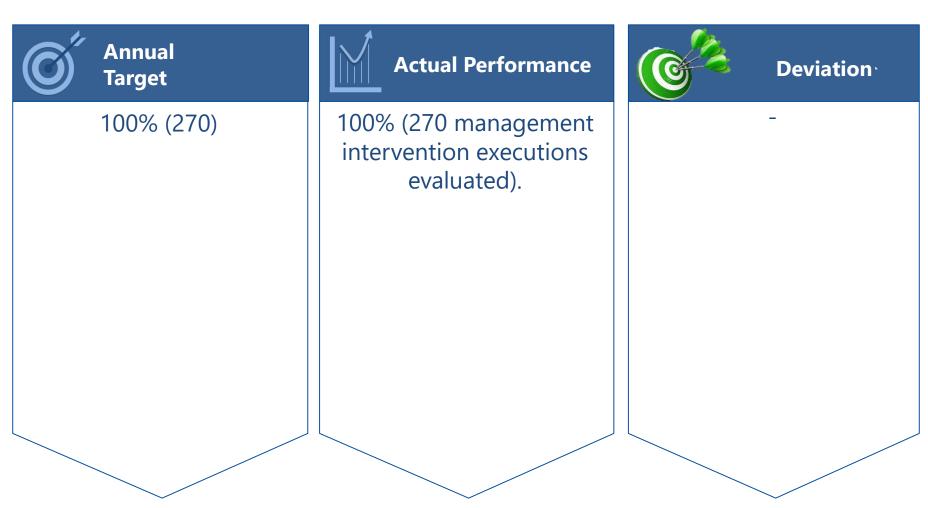
# Percentage of audits completed, in terms of the approved Internal Audit Plan



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



# Percentage of management intervention executions evaluated



# Programme 1: Strategies that have been/will be implemented to address underperformance (1)



PERFORMANC
INDICATOR

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# MANAGEMENT ACTION

The inclusion of functionality as a criteria during bid advertisement,

Percentage of planned police facility projects completed, as per the SAPS infrastructure development plan in respect of the following prioritised areas: Capital Works

which will confirm the evaluation of the performance of contractors to be appointed.
A work study investigation to be finalised, with regard to the reestablishment of Infrastructure Maintenance Services (Building Services) with the required expert capacity to fast track the construction of police stations.

Percentage of planned police facility projects completed, as per the SAPS infrastructure development plan in respect of the following prioritised areas: Planned maintenance

A work study investigation to be finalised, to re-establish
 Infrastructure Maintenance Services (Building Services) and
 Provincial Maintenance Units with the required expert capacity to address the maintenance backlog.

# Programme 1: Strategies that have been/will be implemented to address underperformance (2)



# PERFORMANCE INDICATOR

# **MANAGEMENT ACTION**

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

- Funds were not allocated to the CJS Revamp budget of the Technology Management Service Division, in 2018/2019. As a result, the planned deliverables did not materialise. The following deliverables are included in the CJS Revamp budget requirements, for 2019/2020:
  - » Xyplex (ICT Infrastructure WAN and LAN).
  - » CCTV for the LCRCs, at Witbank, Springs and Thabazimbi.
  - » Public Surveillance Solutions, at Inanda, Ntuzuma and Kwa-Mashu.
  - » Hosting Service at Numerus, consisting of the upgrading of mainframe processing.
  - » Midrange reporting.
  - » Consolidated servers and backup solutions.
- LAN, WAN and Video Conferencing (modernised and expanded). There is a lengthy supply chain management process for the procurement of these services by SITA. SITA to conclude the evaluation and awarding of the contracts, in 2019/2020, after which implementation will commence.
- Finalisation of the settlement agreement, for the Eastern Cape TETRA.
- The lack of telecommunication infrastructure, at the VSAT sites. The
  Enterprise Global System for Mobile Communication Solution to be tested,
  as an alternative solution for prioritised VSAT sites, in 2019/2020.

# Programme 1: Strategies that have been/will be implemented to address underperformance (3)



# PERFORMANCE INDICATOR

# MANAGEMENT ACTION

Percentage of prioritised Information Systems (IS) Solutions deliverables achieved...

- The SITA ICDMS/CAS Systems and Integrated Persons Management project resource shortage to develop the integration with the NFDD Solution has been escalated to all Governance Committees between SAPS and SITA.
- The re-planning of the integration development of the Labware Forensic Services System, based on the approved Property Control and Exhibit Management Contingency requirement specification to be initiated.
- SITA has recommended that the published and evaluated Automatic
   Fingerprints Identification System (AFIS) bid specification be cancelled, due
   to bidders that did not comply with the technical specification threshold.
   Republication of the Bid was initiated.
- The approval of the business requirements and the confirmation of the bid specifications for Identity and Access Management by the steering committee, scheduled for March 2019, has been rescheduled.
- Confirmation of the Field Terminal Devices bid specification and finalisation for publication is to be initiated.
- All challenges identified during the testing phase of the Electronic Telephone Management System Solution has been resolved and implementation is scheduled for the first quarter, of 2019/2020.

# Programme 1: Strategies that have been/will be implemented to address underperformance (4)



PERFORMANCE INDICATOR

# **MANAGEMENT ACTION**

...Percentage of prioritised Information Systems (IS) Solutions deliverables achieved

 Confirmation of the Emergency Response System bid specification and finalisation for publication to be initiated by SITA. • The Service Complaints Solution delay, in 2018/2019, was due for finalisation by SITA, which has been processed for approval by the SAPS, in 2019/2020. • SITA requested potential suppliers of the Enterprise Risk Management System Solution to extend the validity period of their submitted quotations to allow finalisation of the adjudication and award. • A bid specification for publishing, to appoint a supplier for the maintenance and support of the Ballistic Interface Unit solution, will be signed off in the first quarter, in 2019/2020. The supplier to maintain the Automatic Ballistic Identification System Solution to be appointed, in 2019/2020. Radio Frequency Identification solution bid to be published, in 2019/2020. • Delay in consultations to finalise the IS/ICT Strategy. Intensify Executive

Percentage of IS/ICT Governance deliverables achieved

Management consultation and communication is to formally provide policing technology requirements, in 2019/2020. 132

# Programme 1: Strategies that have been/will be implemented to address underperformance (5)



PERFORMANC
INDICATOR

# MANAGEMENT ACTION

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

- 5% of PSA Act posts allocated for recruitment and appointments are ring-fenced for people with a disability.
  Employees with a disability are continuously encouraged by all management levels to register their disability.
  Partnerships with organisations that represent and maintain a talent pool of people with a disability have been established.
  A Disability Task Team was established, nationally and
- A Disability Task Team was established, nationally and provincially, as a platform where the employment needs of members with disabilities, are identified and analysed.
- A portion of the bursary budget and the training and development budget was allocated to employees with a disability.
- A dedicated annual budget is provided to procure assistive devices for people with a disability.

# Programme 1: Strategies that have been/will be implemented to address underperformance (6)



# PERFORMANCE INDICATOR

# **MANAGEMENT ACTION**

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

 Divisional commissioners, provincial commissioners and component heads are to encourage and allow members to attend Introductory Basic Police Development. The nonattendance of members is to be dealt with, in accordance with the relevant directive, issued in January 2016. PERSAP to be corrected and to not include members who have not undergone Introductory Basic Police Development Training, on the firearm report.

Percentage of Independent Police Investigative Directorate (IPID) recommendations initiated

 Enhance efficient monitoring through developed tools and early warning systems to be optimally utilised, to ensure timeous initiation of recommendations.

# Programme 1: Strategies that have been/will be implemented to address underperformance (7)



PERFORMANC
INDICATOR

# **MANAGEMENT ACTION**

A total of 15 chassis cabs have been purchased to be

Number of new mobile contact points distributed

converted into mobile contact points. A bid has been advertised to convert the chassis cabs into mobile contact points. The bids are still to be evaluated. An investigation is underway, regarding the non-performance of the company responsible for the conversion.

Number of detention facilities maintenance completed

 The repair and upgrade of detention facilities will not be separated from the project which is implemented for the repair and upgrade of a police station.

# ON A JOURNEY TO A SAFER SOUTH AFRICA

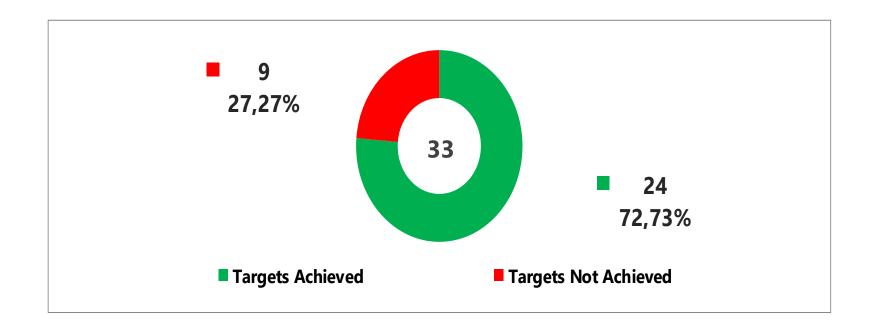
Creating a safe and secure, crime free environment, that is conducive for social & economic stability, supporting a better life for all.



# **Sub Section 3.2**Programme 2: Visible Policing

# PERFORMANCE OVERVIEW Overall Performance – Programme 2





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



# Strategic Objectives Annual Targets

# Number of reported serious crime



# **Annual Target**

Reduce by 2% to 1 651 436



# **Actual Performance**

Reported serious crime increased, by 0,6%, from 1 670 574, in 2017/2018, to 1 681 328, in 2018/2019.



#### **Deviation**

-29 892

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- Numerous incidences of gang and taxi violence, an increase in public labour unrests and service delivery protest actions, as well as the torching of trains, buses and trucks.
- Refer to the additional publication "Annual Crime Report, 2017/2018".

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



# Number of reported contact crime



# **Annual Target**

Reduce by 7,20% to 556 493



# **Actual Performance**

Reported contact crime increased, by 2,6%, from 602 697,in 2017/2018, to 618 472, in 2018/2019.



#### **Deviation**

-61 979

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- Increases in murder, sexual offences, attempted murder, assault GBH, common assault, common robbery and robbery with aggravating circumstances.
- Increased levels of unemployment and an influx of foreign nationals.
- The granting of bail to repeat offenders.

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



# Number of reported crimes against women



# **Annual Target**

Reduce by 11,90% to 155 107



# **Actual Performance**

Reported crimes against women increased, by 1,2%, from 177 620, in 2017/2018, to 179 683, in 2018/2019



#### **Deviation**

-24 576

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- Increases in assault GBH and common assault contributed to the underachievement.
- Most crimes against women are committed in private spaces, which make it difficult to police.
- Increased awareness campaigns resulted in more crimes being reported.

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



# Number of reported crimes against children



# **Annual Target**

Reduce by 5,57% to 41 540



# **Actual Performance**

Reported crimes against children increased, by 3,9%, from 43 540, in 2017/2018, to 45 229, in 2018/2019.



#### **Deviation**

-3 689

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- Increases in murder, attempted murder, sexual offences, assault GBH and common assault contributed to the underachievement.
- Most crimes against children are committed in private spaces, which makes it difficult to police.
- Increased awareness campaigns resulted in more crimes being reported.

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



Percentage of police stations rendering a victim-friendly service to victims of rape, sexual offences, domestic violence and abuse



# **Annual Target**

100% (1 146 police stations rendering a victim-friendly service to victims of rape, sexual offences, domestic violence and abuse)



# **Actual Performance**

100% (All 1 149 police stations rendering a victim- friendly service to victims of rape, sexual offences, domestic violence and abuse).



#### **Deviation**

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



Number of schools identified to implement the School Safety Programme



1 300 schools identified to implement the School Safety Programme



# **Actual Performance**

The School Safety
Programme was
implemented at 1 300
identified schools.



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



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



# **Annual Target**

99% (1 132 from a total of 1 143) functional CPFs implemented at police stations, according to set guidelines



# **Actual Performance**

99,56% (1 144 from a total of 1 149) functional CPFs implemented at police stations, according to set guidelines.



#### Deviation ·

0,56% points

- Boetsap, Kubusiedrift and Mokopong Police Stations are exempted from having a CPF, as they have no community in the policing area, only seasonal workers.
- Internal controls, monitoring mechanisms and compliance inspections were conducted.

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



# Performance Indicator Annual Targets

# Number of reported contact-related crime



# **Annual Target**

Reduce by 1,96% to 113 484



## **Actual Performance**

Reported contactrelated crime increased, by 1,5%, from 116 086, in 2017/2018, to 117 814, in 2018/2019



#### **Deviation**

-4 330

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- Unplanned development in cities, as well as population growth.

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



# Number of reported property-related crime



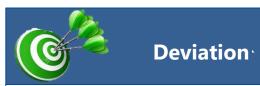
# **Annual Target**

Reduce by 2% to 497 831



# **Actual Performance**

Reported propertyrelated crime decreased, by 2,5%, from 511 122, in 2017/2018, to 498 198, in 2018/2019.



367

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- The OCC Concept was introduced to support non-performing police stations to intensify crime prevention operations, guided by Cluster Crime Management Analysis Centres and crime information officers, in terms of the Crime Pattern Analysis (CPA) and the Crime Threat Analysis (CTA) of the respective cluster and police stations.

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



# Number of reported other serious crime



# **Annual Target**

Reduce by 2% to 422 855



## **Actual Performance**

Reported other serious crime increased, by 1,4%, from 440 669, in 2017/2018, to 446 844, in 2018/2019.



#### **Deviation**

-23 989

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- Numerous incidences of gang and taxi violence, an increase in public labour unrest and service delivery protest actions, as well as the torching of trains, buses and trucks.

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



Number of crimes reported for unlawful possession and dealing in drugs



# **Annual Target**

Increase by 47,36% to 480 385



# Actual Performance

Crimes reported for unlawful possession and dealing in drugs decreased, by 28,1%, from 323 547, in 2017/2018, to 232 657, in 2018/2019.



#### **Deviation**

-247 728

- Refer to the additional publication "Annual Crime Report, 2018/2019".
- The Constitutional Court judgement, with regard to Sections 4(b) and 5(b) of the Drugs and Drug Trafficking Act, 1992 (Act No 140 of 1992), read with Part III of Schedule 2 of that Act and Section 22A(9)(a)(1) of the Medicines and Related Substances Control Act, 1965 (Act No 101 of 1965), created a degree of uncertainty because there was no uniform approach by members of the SAPS in dealing with cannabis-related cases.

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



# Number of stolen/lost and illegal firearms recovered





**Actual Performance** 

7 141



1 791

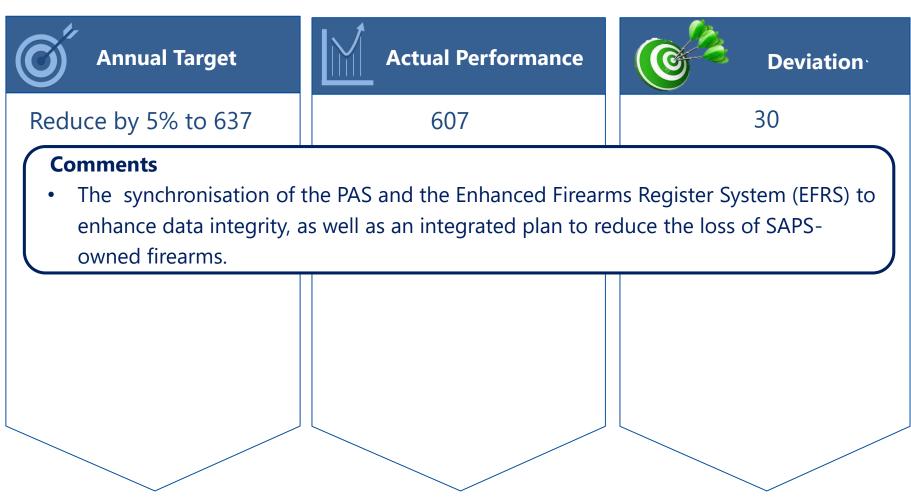
#### **Comments**

 The establishment of Anti-Gang Units and Priority Task Teams contributed to the recovery of more illegal firearms.

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



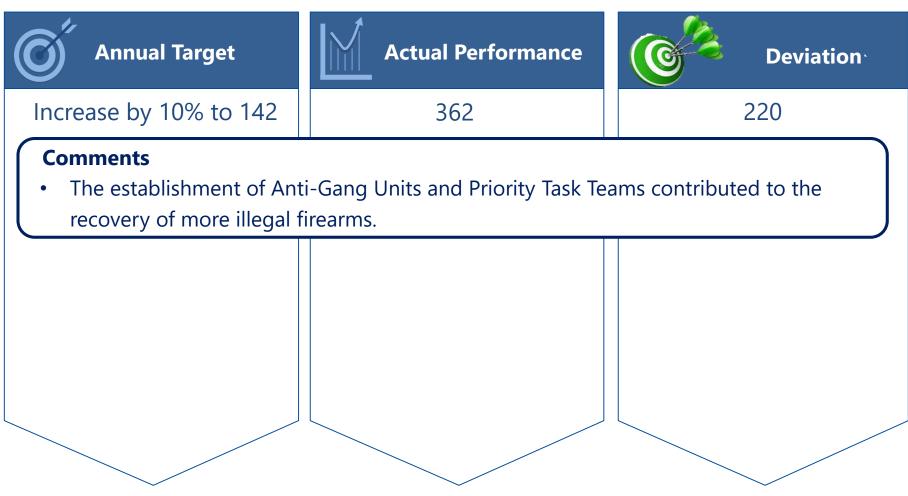
# Number of SAPS-owned firearms reported as stolen/lost



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



## Number of identifiable stolen/lost SAPS firearms recovered



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



## Number of stolen/robbed vehicles recovered



# **Annual Target**

Maintain the number of stolen/robbed vehicles recovered at 36 548



## **Actual Performance**

28 418 vehicles were recovered, including 22 442 identified vehicles, 5 773 unidentified vehicles and 203 vehicles recovered during cross-border operations.



#### **Deviation**

-8 130

- Inadequate intelligence- driven operations.
- Legislation and other governance in neighbouring countries is not supporting the repatriation of stolen/ robbed vehicles, recovered in other countries.

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



Percentage of escapees from police custody versus arrested and charged



# **Annual Target**

Not exceeding 0,061%



# **Actual Performance**

A total of 656 persons escaped from police custody. The 656 represent 0,048% of the 1 360 319 persons arrested and charged, during 2018/2019.



#### **Deviation**

0,013%

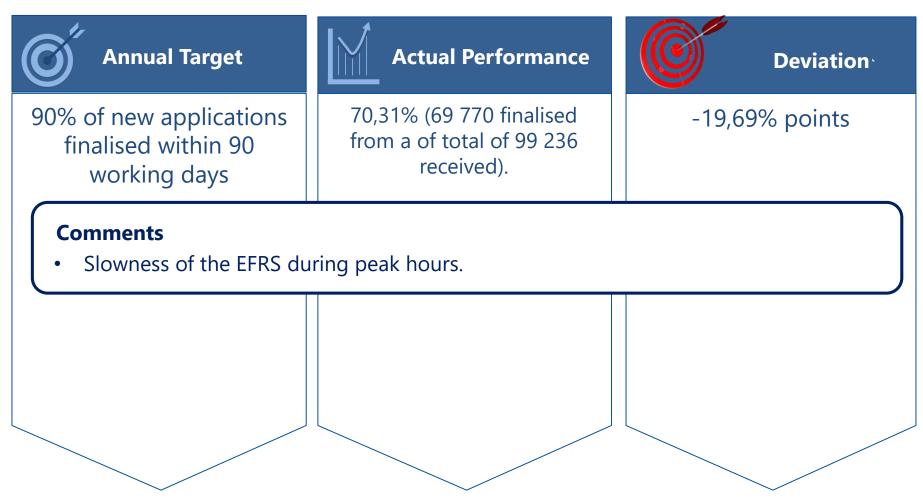
#### **Comments**

• 100% consequence management implemented for each escape incident reported.

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



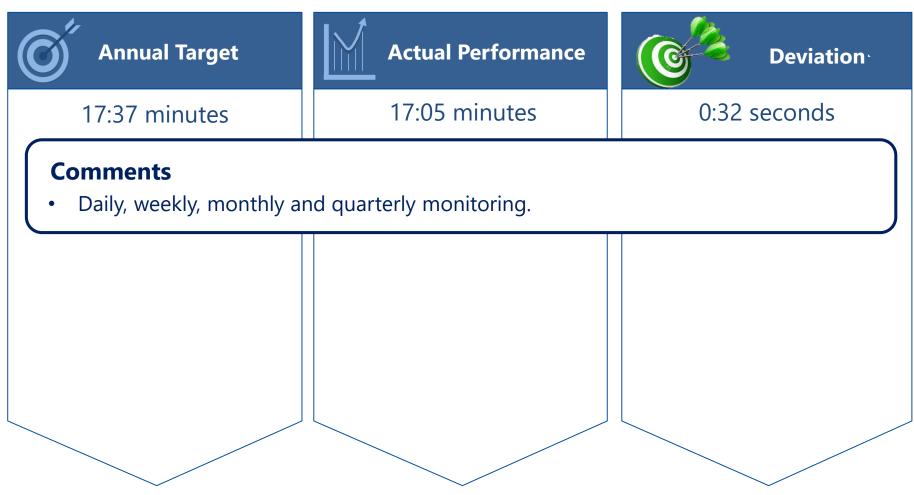
Percentage of applications for new firearm licences finalised within 90 working days



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



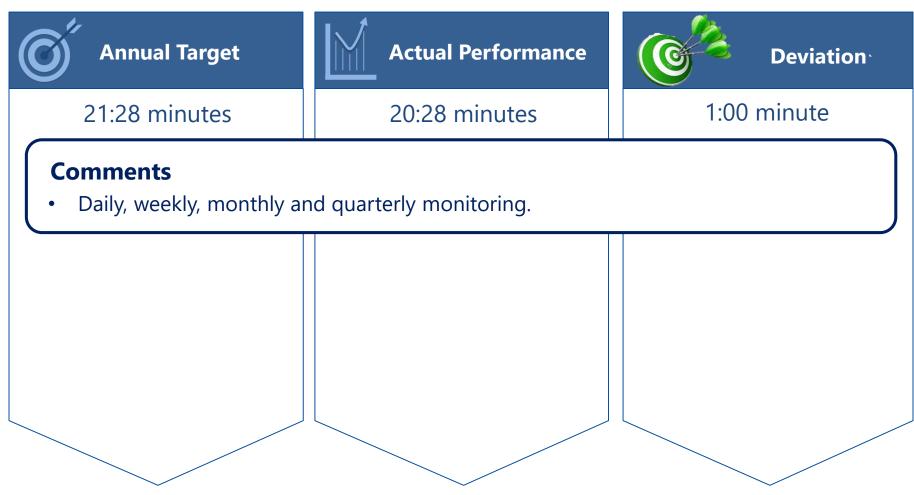
# Average national police reaction time to Alpha complaints



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



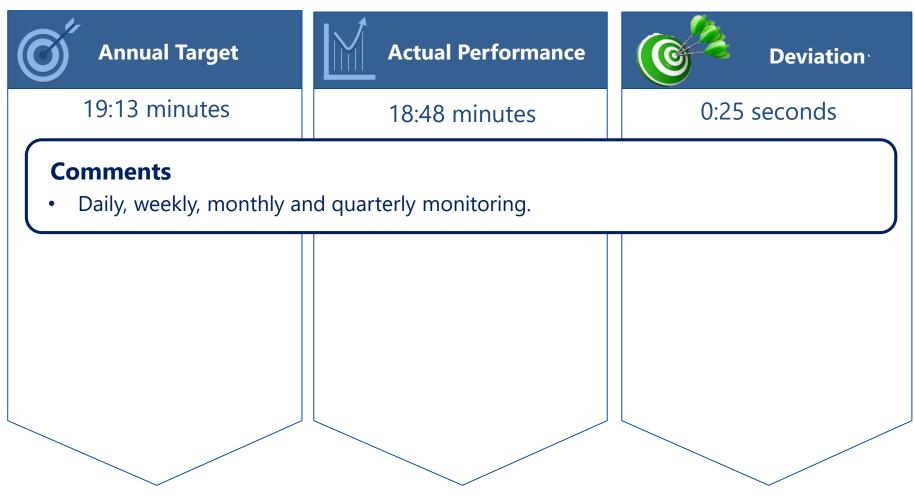
# Average national police reaction time to Bravo complaints



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



# Average national police reaction time to Charlie complaints



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



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



# **Annual Target**

95% (831 from a total of 875) of identified police stations implemented sector policing, according to the set implementation criteria



# Actual Performance

100% (875 from a total of 875 identified police stations).



#### **Deviation**

5% points

- Internal controls and monitoring mechanisms are in place.
- Compliance inspections were conducted.

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



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



# **Annual Target**

841 from a total of 885 identified police stations have implemented the set criteria of the four pillars of the Rural Safety Strategy



# **Actual Performance**

A total number of 880 from 885 identified police stations.

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#### Deviation ·

39

- Internal controls and monitoring mechanisms are in place.
- Compliance inspections were conducted.

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



# Number of community outreach campaigns conducted



# **Annual Target**

65 community outreach campaigns conducted



# **Actual Performance**

98 (31 national and 67 provincial).



**Deviation** 

33

#### **Comments**

 The launching of the Anti-Gang Units, the Community Policing Strategy, the Junior Commissioners Project and the Traditional Leadership Concept, contributed to the high number of outreach and community awareness campaigns on provincial and national level.

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



# Strategic Objectives Annual Targets

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



100%



# **Actual Performance**

Reacted to 100% crime-related hits, as a result of MCS/ EMCS screening of 2 780 wanted Persons and 2 895 circulated stolen/robbed vehicles.

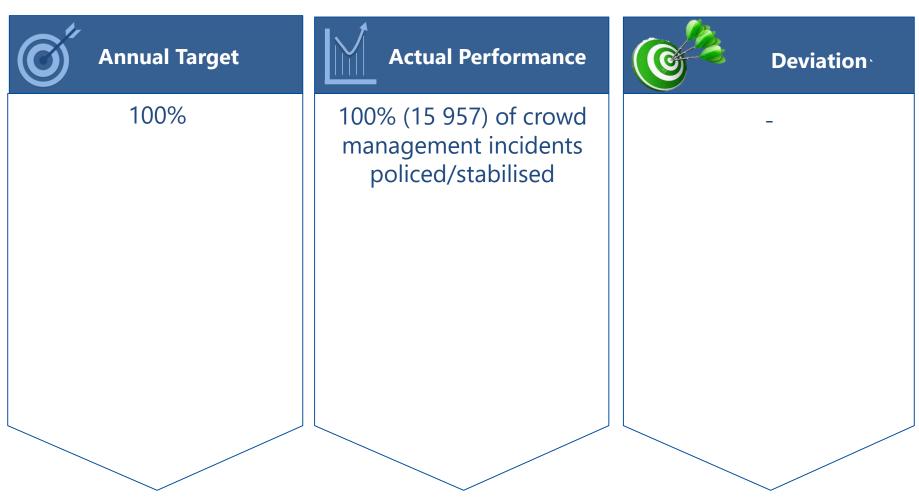


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To discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crime



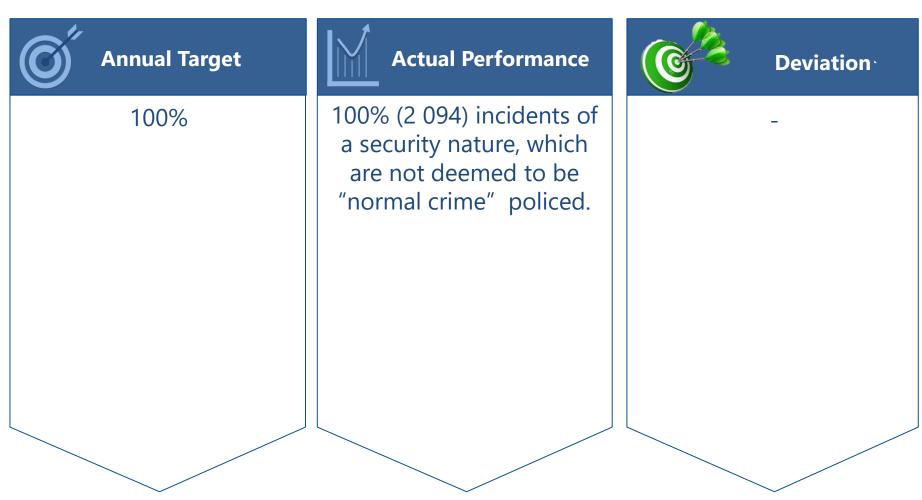
# Percentage of crowd management incidents policed or stabilised



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



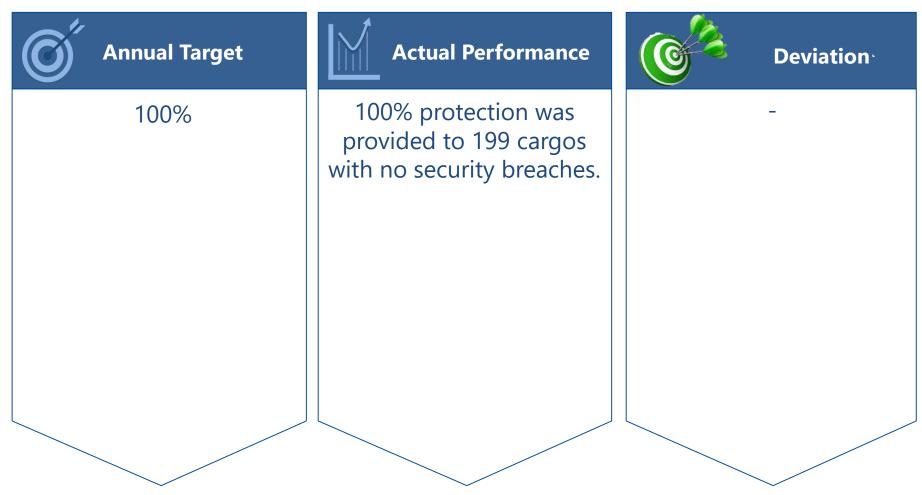
Percentage of police incidents of a security nature, which are not deemed to be "normal crime" policed

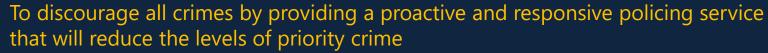


To discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crime



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







# Performance Indicator Annual Targets

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% (8 436).	-
100% Containers	100% (6 252).	-
100% Cargo	100% (4 920).	-

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



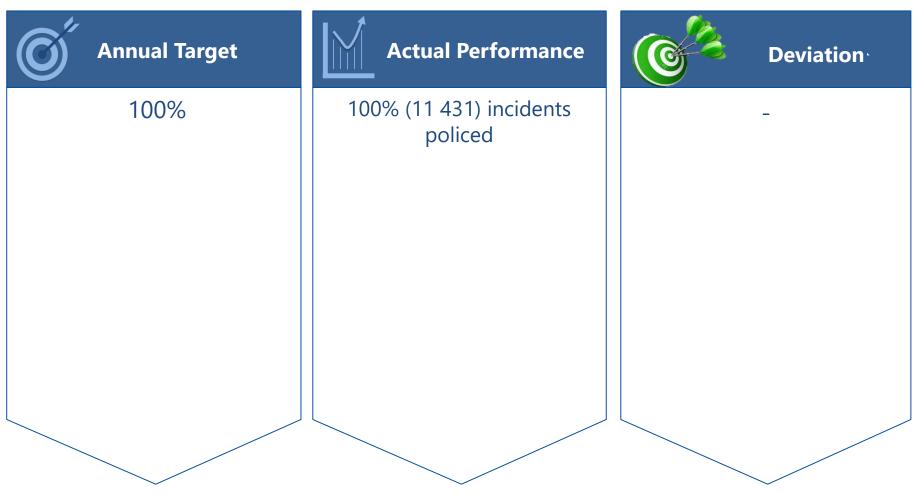
Percentage of medium to high-risk incidents responded to, in relation to requests received by the following units: National Intervention Unit and Special Task Force

Annual Target	Actual Performance	Deviation <sup>.</sup>
100% National Intervention Unit	100% (1 920) incidents responded to.	-
100% Special Task Force	100% (174) incidents responded to.	_

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



# Percentage of peaceful crowd management incidents policed



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



# Percentage of unrest crowd management incidents stabilised



# Programme 2: Strategies that have been/will be implemented to address underperformance (1)



# PERFORMANCE INDICATOR

# **MANAGEMENT ACTION**

Number of reported serious and contact crime

Implementation of the Community Policing Strategy. The purpose of the Community Policing Strategy is to enhance community-police partnerships in the fight against crime, through a multidisciplinary collaboration, focusing on public education, building community-resilience to crime, multidisciplinary collaboration, community policing and public order, capability and resourcing of CPFs and communication and marketing.

# Programme 2: Strategies that have been/will be implemented to address underperformance (2)



# **PERFORMANCE INDICATOR**

# **MANAGEMENT ACTION**

**Number of reported** crimes against women and children

Implementation of the reviewed National Rural Safety Strategy. The purpose of the National Rural Safety Strategy is to provide direction and guidelines to create safety and security in the rural environment, in support of ensuring a better life for all. The Strategy will enable the SAPS to: improve police response times in rural areas; create effective and efficient policing in rural areas; protect the vulnerable (women, children, the elderly, disabled people, foreigners) against abuse and exploitation; enhance safety awareness among rural communities; support rural development and growth; enhance cooperation and establish partnerships; and enhance communication and relationships between the police, farming communities, all stakeholders and extended rural communities. 170

# Programme 2: Strategies that have been/will be implemented to address underperformance (3)



# PERFORMANCE INDICATOR

# MANAGEMENT ACTION

Number of reported contact-related crime, other serious crime and stolen/robbed vehicles recovered

Implementation of the Community in Blue Concept. The Community in Blue Concept is in line with the implementation of community policing approach and the NDP, 2030, which states that achieving long-term sustainable safety requires an integrated approach focused on confronting fundamental causes of criminality which requires a wider range of resources, active citizenry and co-responsibility. The concept is further in support of the Community Policing Strategy. The purpose of the Community in Blue Concept is to standardise the establishment and functioning of Community in Blue Patrollers within the SAPS, which is inclusive of street committees, neighbourhood watches and community patrollers, as well as to encourage more citizens to participate in a structured way in crime prevention. 171

# Programme 2: Strategies That Have Been/Will Be Implemented To Address Underperformance (4)



# PERFORMANCE INDICATOR

# **MANAGEMENT ACTION**

Number of crimes reported for unlawful possession and dealing in drugs

Implementation of the National Drug Master Plan. The SAPS recognises its role to support the framework set out by the National Drug Master Plan is, therefore, continuing to give input and report on the National Drug Authority Annual Plan relating to community education, to reduce substance abuse and raise awareness of how to deal with problems related to substance abuse, police actions to reduce the supply of illicit drugs and liquor which is sold illegally and to ensure the effective enforcement of drugs and liquor legislation to address serious, violent and contact crime associated with abuse of drugs and liquor.

# Programme 2: Strategies that have been/will be implemented to address underperformance (5)



# PERFORMANCE INDICATOR

# **MANAGEMENT ACTION**

Percentage of applications for new firearm licenses finalised within 90 working days

- The SAPS has completed an assessment on the implementation of the Firearms Control Act, 2000 (Act No 60 of 2000). A Turnaround Plan for the firearms, liquor and second-hand goods environment has been compiled and will address the following critical issues:
  - investigation and implementation of the Designated Firearm Official (DFO) structure at police station level;
  - improve DFO training at all levels;
  - allocation of resources to DFO structures at station level;
  - improve Information Technology and system functionality of the EFRS;
     develop a DFO Retention Strategy;
  - subject all DFOs to a vetting process as a mitigating intervention to corruption;
  - make submissions to the Firearms Control Amendment Bill, in order to close identified gaps;
  - improves its investigative capacity for organised smuggling of small arms and light weapons across borders;
  - establish a Firearm Investigation Unit to address serious crimes involving the use of firearms; to establish a Firearm Anti-Corruption Unit;
  - to improve its capacity to conduct IBIS testing; and
  - ensure the availability of a storage facility for files

173

# PROGRAMME 2: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (5)



## **MANAGEMENT ACTION**

- The implementation of the Turnaround Plan will commence, from 1 April 2019 and will be implemented over the MTSF period, in a phased approach.
- The following additional strategies/interventions will be of assistance to the SAPS to address the underperformance:
  - The approved Policy Safety Strategy
  - The Traditional Leadership in Policing Concept (which is in final draft) The Gender-Based Violence Strategy (which is in final draft)
  - The Youth Crime Prevention Strategy, inclusive of National Youth Crime Prevention (which is in final draft)
  - The Steering Committee and working groups established, in terms of the Safer Cities Framework The approved Integrated Action Plan for People With Disabilities
  - The destruction of firearms
  - Approved MoUs and plans with functional strategic partners

# ON A JOURNEY TO A SAFER SOUTH AFRICA

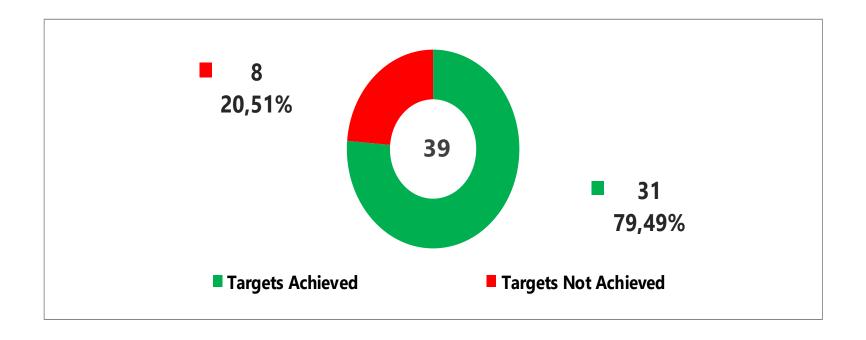
Creating a safe and secure, crime free environment, that is conducive for social & economic stability, supporting a better life for all.



# Sub Section 3.3: Programme 3: Detective Service

# PERFORMANCE OVERVIEW Overall Performance – Programme 3





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**

37%



## **Actual Performance**

Detection rate of 36,37% (771 674 from a total of 2 121 803) for serious crime



#### **Deviation**

-0,63% points

#### **Comments**

- The combined serious crime category increased, by 0,66% or 11 058 more charges in comparison with the previous year. The crime categories contributing to the increase are contact crime, contact-related crime and other serious crime.
- Murder, attempted murder, common assault, rape, attempted rape, sexual assault, attempted robbery aggravated with firearm, robbery with weapon other than a firearm and fraud contributed to the underperformance.
- Witnesses are reluctant to make statements, due to fear of victimisation in, e.g. gang- related, public violence and domestic violence incidents.

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



# Detection rate for serious crime

#### Comments...cont

- Crime scenes are contaminated by the community before the first responder arrives at the scene, resulting in contaminated forensic evidence.
- Inability of complainants to identify suspects (e.g. due to intoxication, mental incapacity, disguised suspects).
- Turnaround time on the finalisation of a decision on case dockets.
- Long outstanding Toxicology Reports (between one and 10 years), due to the complex processes of analysing samples.
- Difficulty in tracing and arrest of unidentified and undocumented repeat offenders (forensic leads and linkages).
- Shortage of Forensic Social Workers (FSW) conversant in specific languages, in certain provinces.
- Crimes committed by minor offenders are becoming more prevalent, resulting in a slower turnaround time.

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



# Percentage of trial-ready case dockets for serious crime



# **Annual Target**

84,21%



# **Actual Performance**

Trial-ready rate of 89,92% (359 861 from a total of 400 217) for serious crime



**Deviation** 

5,71% points

- Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.
- The implementation of the Cold Case Strategy and the introduction of Anti-Gang Units.

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



## Conviction rate for serious crime



# **Annual Target**

88,64%



# **Actual Performance**

Conviction rate of 89,79% (118 142 from a total of 131 578) for serious crime.



#### **Deviation**

1,15% points

## **Comments**

• Prosecutorial guided investigations, resulted in the successful finalisation of cases

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



Detection rate for criminal and violent conduct during public protests



# **Annual Target**

44,65%



### **Actual Performance**

Detection rate of 48,23% (1 626 from a total of 3 371) for criminal and violent conduct during public protests.



#### Deviation ·

3,58% points

- Prosecutorial guided Investigations, resulted in the successful finalisation of cases.
- Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



Percentage of trial-ready case dockets for criminal and violent conduct during public protests



### **Annual Target**

85,60%



### **Actual Performance**

Trial-ready rate of 92,81% (1 265 from a total of 1 363) for criminal and violent conduct during public protests



#### Deviation ·

**7,21% points** 

#### **Comments**

• Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



# Conviction rate for criminal and violent conduct during public protests



### **Annual Target**

63,63%



### **Actual Performance**

Conviction rate of 69,54% (105 from a total of 151) for criminal and violent conduct during public protests.



#### **Deviation**

5,91% points

#### **Comments**

Prosecutorial guided investigations, resulted in the successful finalisation of cases

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



### Performance Indicator Annual Targets

### Detection rate for contact crime



# **Annual Target**

55%



### **Actual Performance**

Detection rate of 50,58% (401 222 from a total of 793 213) for contact crimes.



#### **Deviation**

-4,42% points

- Offences within the contact crime category increased, by 2,63% or 15 808 more charges reported in comparison with the previous year. Murder, attempted murder, attempted robbery, attempted common robbery and robbery with a weapon other than a firearm contributed to the underperformance.
- Witnesses are reluctant to make statements, due to fear of victimisation, e.g. gangrelated, public violence and domestic violence incidents.

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



### Detection rate for contact crime

#### Comments...cont

- Crime scenes are contaminated by the community before the first responder arrives at the scene, resulting in contaminated forensic evidence.
- Inability of complainants to identify suspects (e.g. due to intoxication, mental incapacity, disguised suspects).
- Turnaround time on the finalisation of a decision on case dockets.
- Long outstanding Toxicology Reports (between one and 10 years), due to the complex processes of analysing samples.
- Difficulty in tracing and arrest of unidentified and undocumented repeat offenders (forensic leads and linkages).
- Shortage of Forensic Social Workers (FSW) conversant in specific languages, in certain provinces.
- Crimes committed by minor offenders are becoming more prevalent, resulting in a slower turnaround time.

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



### Percentage of trial-ready case dockets for contact crime



# **Annual Target**

83,63%



### **Actual Performance**

Trial-ready rate of 90,14% (213 702 from a total of 237 088) case dockets for contact crime.



#### Deviation ·

6,51% points

### **Comments**

• Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



### Conviction rate for contact crime



# **Annual Target**

81%



### **Actual Performance**

Conviction rate of 81,95% (41 525 from a total of 50 669) for contact crime.



### **Deviation**

0,95% points

### **Comments**

• Prosecutorial guided investigations, resulted in the successful finalisation of cases

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



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



# **Annual Target**

75%



### **Actual Performance**

Detection rate of 73,81% (147 933 from a total of 200 422).



#### **Deviation**

-1,19% points

- The number of charges reported increased, by 3,21% or 5 351 more charges in comparison with the previous financial year. Murder, rape, attempted rape and sexual assault contributed to the underperformance.
- Witnesses are reluctant to make statements, due to fear of victimisation e.g. gangrelated and domestic violence incidents.
- Crime scenes are contaminated by the community before the first responder arrives at the scene, resulting in contaminated forensic evidence.

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



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

#### **Comments...cont**

- Inability of complainants to identify suspects e.g. due to intoxication, mental incapacity, disguised suspects.
- Turnaround time on the finalisation of a decision on case dockets.
- Long outstanding Toxicology Reports (between one and 10 years), due to the complex processes of analysing samples.
- Difficulty in tracing and arrest of unidentified and undocumented repeat offenders (forensic leads and linkages).
- Shortage of FSW conversant in specific languages, in certain provinces.
- Crimes committed by minor offenders are becoming more prevalent, resulting in a slower turnaround time.

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



Percentage trial-ready case dockets for crimes committed against women, 18 years and above (murder, attempted murder, all sexual offences, common assault and assault GBH)



### **Annual Target**

82,11%



### **Actual Performance**

Trial-ready rate of 90,08% (63 631 from a total of 70 638).



**Deviation** 

7,97% points

#### **Comments**

 Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



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



# **Annual Target**

84,10%



# Actual Performance

Conviction rate of 84,81% (15 971 from a total of 18 823).



#### **Deviation**

0,71% points

#### **Comments**

Prosecutorial guided investigations, resulted in the successful finalisation of cases

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



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



# **Annual Target**

70%



### **Actual Performance**

Detection rate of 69,19% (40 807 from a total of 58 975).



-0,81% points

- Witnesses are reluctant to make statements, due to fear of victimisation, e.g. gangrelated and domestic violence incidents.
- Crime scenes are contaminated by the community before the first responder arrives at the scene, resulting in contaminated forensic evidence.
- Inability of complainants to identify suspects, e.g. due to intoxication, mental incapacity, disguised suspects.

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



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

#### Comments...cont

- Turnaround time on the finalisation of a decision on case dockets.
- Long outstanding Toxicology Reports (between one and 10 years), due to the complex processes of analysing samples.
- Difficulty in tracing and arrest of unidentified and undocumented repeat offenders (forensic leads and linkages).
- Shortage of FSW conversant in specific languages, in certain provinces.
- Crimes committed by minor offenders are becoming more prevalent, resulting in a slower turnaround time.
- Reports required by the CJS, including Criminal Capacity and Intermediary Reports, as well as reports required by the Department of Social Development and Cape Mental Health. This directly influences the finalisation of the investigations.

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



Percentage trial-ready case dockets for crimes committed against children, under 18 years (murder, attempted murder, all sexual offences, common assault and assault GBH)



### **Annual Target**

78,51%



### **Actual Performance**

Trial-ready rate of 86,12% (31 597 from a total of 36 688).



### Deviation ·

7,61% points

#### **Comments**

• Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



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



# **Annual Target**

81,62%



### **Actual Performance**

Conviction rate of 90,06% (13 082 from a total of 14 526).



### **Deviation**

8,44% points

#### **Comments**

Prosecutorial guided investigations, resulted in the successful finalisation of cases.

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



### Detection rate for contact-related crime



# **Annual Target**

47,50%



### **Actual Performance**

Detection rate of 49,81% (66 986 from a total of 134 483).



#### **Deviation**

2,31% points

- Focused investigations led to immediate and direct arrests.
- Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy

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



### Percentage trial-ready case dockets for contact-related crime



# **Annual Target**

87,17%



### **Actual Performance**

Trial-ready rate of 92,76% (22 842 from a total of 24 625).



#### Deviation ·

5,59% points

### **Comments**

• Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



### Conviction rate for contact-related crime



### **Annual Target**

87%



# **Actual Performance**

Conviction rate of 87,86% (5 194 from a total of 5 912).



#### **Deviation** •

0,86% points

### **Comments**

Prosecutorial guided investigations, resulted in the successful finalisation of cases

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



### Detection rate for property-related crimes



# **Annual Target**

14,43%



### **Actual Performance**

Detection rate of 15,51% (96 380 from a total of 621 412).



1,08% points

- Focused investigations led to immediate and direct arrests.
- Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



# Percentage trial-ready case dockets for property-related crime



### **Annual Target**

84,80%



### **Actual Performance**

Trial-ready rate of 90,89% (43 316 from a total of 47 657).



**Deviation** 

6,09% points

### **Comments**

 Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



# Conviction rate for property-related crimes



# Annual Target

89,18%



### **Actual Performance**

Conviction rate of 90,09% (15 707 from a total of 17 435).



#### **Deviation**

0,91% points

### **Comments**

Prosecutorial guided investigations, resulted in the successful finalisation of cases.

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



### Detection rate for other serious crime



# **Annual Target**

36,75%



### **Actual Performance**

Detection rate of 36,16% (207 086 from a total of 572 695).



#### **Deviation**

-0,59% points

- An increase of 1,42% or 6 246 charges reported in comparison with the previous financial year. Fraud is the main contributing offence causing the underperformance. This type of investigation is complex and requires skilled investigators.
- The late reporting of crime compromised investigations.
- Increased scams occurring at ATMs with no cameras.
- Inadequate specialisation in fraud- related investigations within the Detective Service environment.

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



# Percentage trial-ready case dockets for other serious crime



# **Annual Target**

84,64%



### **Actual Performance**

Trial-ready rate of 88,06% (80 001 from a total of 90 847).



### **Deviation** •

3,42% points

#### **Comments**

• Performance improvement and compliance inspections were conducted at identified underperforming police stations. The focus of the inspections, included addressing the Minister of Police's Priorities and recommendations made by oversight bodies, such as the PCoP and the AGSA, as well as the SAPS Turnaround Strategy.

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



### Conviction rate for other serious crime



# **Annual Target**

95,72%



### **Actual Performance**

Conviction rate of 96,79% (55 716 from a total of 57 562).



### **Deviation**

1,07% points

### **Comments**

Prosecutorial guided investigations, resulted in the successful finalisation of cases.

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



### Strategic Objectives Annual Targets

### Percentage of original previous conviction reports generated



# **Annual Target**

95% original previous conviction reports generated, within 15 calendar days



### **Actual Performance**

98,22% (1 117 190 from a total of 1 137 455) of original previous conviction reports generated, within 15 calendar days.



Deviation •

### **Comments**

The implementation of effective workflow processes

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



### Percentage case exhibits (entries) exceeding prescribed time frames



# **Annual Target**

Backlog not exceeding 10% of case exhibits (entries) received



### **Actual Performance**

2,49% (10 609 from a total of 426 797) case exhibits (entries) not yet finalised exceeding prescribed time frames.



7,51% points

- The dual focus on both new case exhibits (entries) received and backlog cases, resulted in the identification of a dedicated capacity assigned to process the backlog cases.
- Management exercised weekly, monthly and quarterly performance monitoring and reviews, to ensure that the backlog is reduced.
- Furthermore, the implementation of a flexi- hour system and the allocation of overtime, impacted positively on the production within the various Sections of the Forensic Science.

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



### Performance Indicator Annual Targets

Percentage of results of trial, updated in respect of the following: Guilty verdict



### **Annual Target**

95% of results of trial (guilty) updated, within 20 calendar days



### **Actual Performance**

97,95% (272 326 from a total of 278 019) of results of trial (guilty) updated, within 20 calendar days.



#### Deviation ·

2,95% points

#### **Comments**

• The implementation of effective workflow processes.

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



Percentage of results of trial, updated in respect of the following:

Not guilty/withdrawn verdict



# **Annual Target**

95% of results of trial (not guilty/ withdrawn) updated, within 20 calendar days



### **Actual Performance**

98,39% (957 449 from a total of 973 089) of results of trial (not guilty/ withdrawn) updated, within 20 calendar days.



#### **Deviation** •

3,39% points

#### **Comments**

• The implementation of effective workflow processes.

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



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



# **Annual Target**

75% of routine case exhibits (entries) finalised, within 35 calendar days



# Actual Performance

71,92% (171 989 from a total of 239 123) of routine case exhibits (entries) finalised, within 35 calendar days.



#### Deviation ·

-3,08% points

- System downtime affected the finalisation rate of cases (Gas Chromatograph and Mass Spectrometer instruments, Shooting tank, LABWARE LIMS).
- The Biology Section had a shortage of consumables, due to delays in the procurement process.

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



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



# **Annual Target**

70% of non-routine case exhibits (entries) finalised, within 113 calendar days



### **Actual Performance**

91,66% (5 034 from a total of 5 492) of non-routine case exhibits (entries) finalised, within 113 calendar days.



### **Deviation**

21,66% points

- The implementation of effective workflow processes.
- Close management of production by managers.

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



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



# **Annual Target**

95% of Ballistics (IBIS) intelligence case exhibits (entries) finalised, within 35 calendar days



# **Actual Performance**

90,66% (14 213 from a total of 15 677) Ballistics (IBIS) Intelligence case exhibits (entries) finalised, within 35 calendar days.



#### **Deviation**

-4,34% points

- System downtime affected the finalisation rate of cases (Gas Chromatograph and Mass Spectrometer instruments, Shooting tank, LABWARE LIMS).
- Power outages (load shedding) experienced had a negative impact towards the finalisation of cases.

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



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



# **Annual Target**

80% of DNA intelligence case exhibits (entries) finalised, within 90 calendar days



### **Actual Performance**

79,58% (129 944 from a total of 163 278) of Biology (DNA)
Intelligence case exhibits (entries) finalised, within 90 calendar days.



### **Deviation**

-0,42% points

#### **Comments**

Shortage of consumables and re-agents.

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



### Strategic Objectives Annual Targets

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**

60%



### **Actual Performance**

82,37% (416 from a total of 505) trial-ready case dockets for fraud and corruption by individuals within the



#### **Comments**

During an assessment of the 2018/2019 Annual Performance Plan, in June 2018, it
was noted that the target was not aligned to the actual audited results of past
performance. The actual performance will be considered during future planning
processes.

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



Percentage of trial-ready case dockets for serious commercial crimerelated charges



# **Annual Target**

53%



### **Actual Performance**

Trial-ready case docket rate of 74,37% (2 107 from a total of 2 833) for serious commercial crime-related charges.



#### **Deviation**

21,37% points

#### **Comments**

• During an assessment of the 2018/2019 Annual Performance Plan, in June 2018, it was noted that the target was not aligned to the actual audited results of past performance. The actual performance will be considered during future planning processes.

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



### Percentage of cyber-related crime case files successfully investigated



# **Annual Target**

40%



### **Actual Performance**

80,00% (104 from a total of 130) of cyberrelated crime case files successfully investigated.



#### **Deviation**

40,00% points

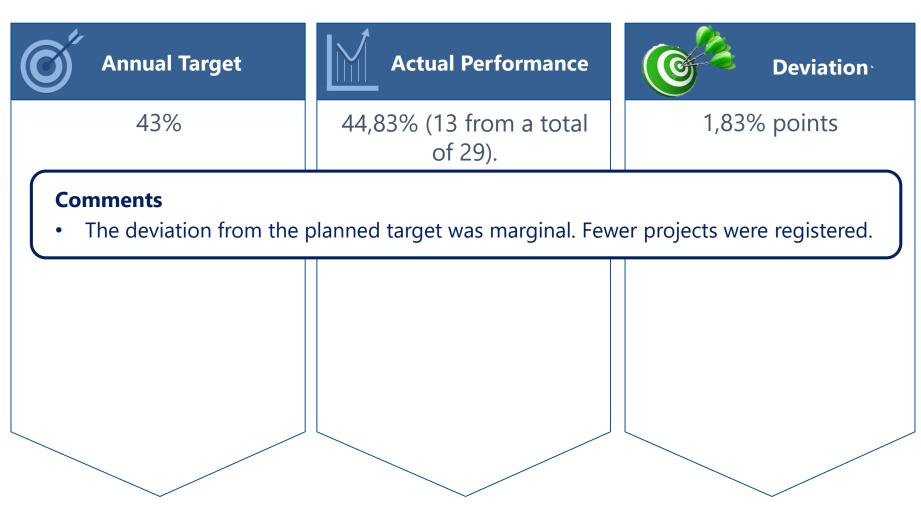
#### **Comments**

During an assessment of the 2018/2019 Annual Performance Plan, in June 2018, it
was noted that the target was not aligned to the actual audited results of past
performance. The actual performance will be considered during future planning
processes.

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



Percentage of registered serious organised crime project investigations successfully closed



#### **PROGRAMME 3: DETECTIVE SERVICE**

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



Number of serious corruption-related trial-ready case dockets, where officials within the private and public sector, are involved, in procurement fraud and corruption



#### **Annual Target**

18



#### **Actual Performance**

32 serious corruptionrelated trial-ready case dockets, where officials within the private and public sector, are involved, in procurement fraud and corruption.



14

#### **Comments**

During an assessment of the 2018/2019 Annual Performance Plan, in June 2018, it
was noted that the target was not aligned to the actual audited results of past
performance. The actual performance will be considered during future planning
processes.

#### **PROGRAMME 3: DETECTIVE SERVICE**

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



#### Performance Indicator Annual Targets

#### Detection rate for serious commercial crime-related charges

Annual Target	Actual Performance	Deviation.
80%	98,93% (688 967 from a total of 696 419)	18,93% points
was noted that the targ	f the 2018/2019 Annual Perform et was not aligned to the actual a I performance will be considered	audited results of past

#### **PROGRAMME 3: DETECTIVE SERVICE**

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



#### Percentage of identified clandestine laboratories dismantled



100%



#### **Actual Performance**

100% (58 from a total of 58).



-

#### **Comments**

• The performance indicator has been revised, in the 2019/2020 Annual Performance Plan, to include an element of arrests during the dismantling of clandestine laboratories.

## Programme 3: Strategies that have been/will be implemented to address underperformance (1)



## PERFORMANCE INDICATOR

#### MANAGEMENT ACTION

**Detection rate for serious** crime, Detection rate for contact crime, Detection rate for crimes committed against women, 18 years and above (murder, attempted murder, all sexual offences, common assault and assault GBH), **Detection rate for crimes** committed against children, under 18 years (murder, attempted murder, all sexual offences, common assault and assault GBH) and Detection rate for other serious crime

The Detective Service Division will monitor the implementation and the impact of the Cold Case Strategy, during 2019/2020. The aim of the Strategy is to expedite the investigations on stagnant cases (specifically murder and aggravated robbery cases), as well as the tracing and charging of suspects linked to these cases. The Bail Defence Strategy, which aims to intensify and accelerate the integrated efforts to opposing bail in necessary deserving cases, will also be implemented, in 2019/2020 to address the underperformance. In addition, supplementary performance measures were included in the 2019/2020 Annual Performance Plan.

## Programme 3: Strategies that have been/will be implemented to address underperformance (2)



PERFORMANC	
INDICATOR	

#### MANAGEMENT ACTION

Percentage of routine case exhibits (entries) finalised, Percentage of Ballistics (IBIS) Intelligence case exhibits (entries) finalised and Percentage of Biology Deoxyribonucleic Acid (DNA) intelligence case exhibits (entries) finalised

Demonstrate ongoing commitment to service excellence.

Optimally using existing Reference Index and crime investigation technologies.

Completing the Reference Index samples to be done

Completing the Reference Index samples to be done automatically on the FSL Admin System. Expedite the rewarding of the IBIS Tender (SITA).

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

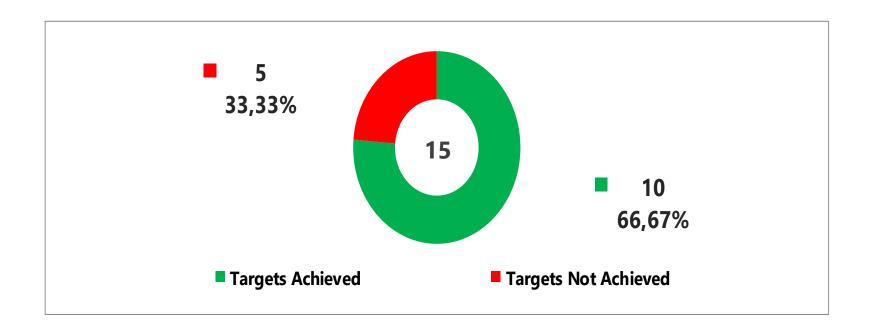
Creating a safe and secure, crime free environment, that is conducive for social & economic stability, supporting a better life for all.



## Sub Section 3.4: Programme 4: Crime Intelligence

## PERFORMANCE OVERVIEW Overall Performance – Programme 4





To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



#### Strategic Objectives Annual Targets

#### Percentage of network operations successfully terminated



#### **Annual Target**

100%



#### **Actual Performance**

35,38% (311 terminated, in relation to 879 identified).



#### **Deviation**

- 64,62% points

#### **Comments**

- During the 2018/2019 target-setting, the Division did not take into account the "carry over effect" (to the next financial year), relevant to network operations.
- A network operation has a lifespan of between three and six months with the option to extend the operation, if approved by the respective approval committee.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Conduct security assessments within the SAPS relating to the following: Vetting investigations finalised for prioritised environments



#### **Annual Target**



#### **Actual Performance**



1 154

1 215

61

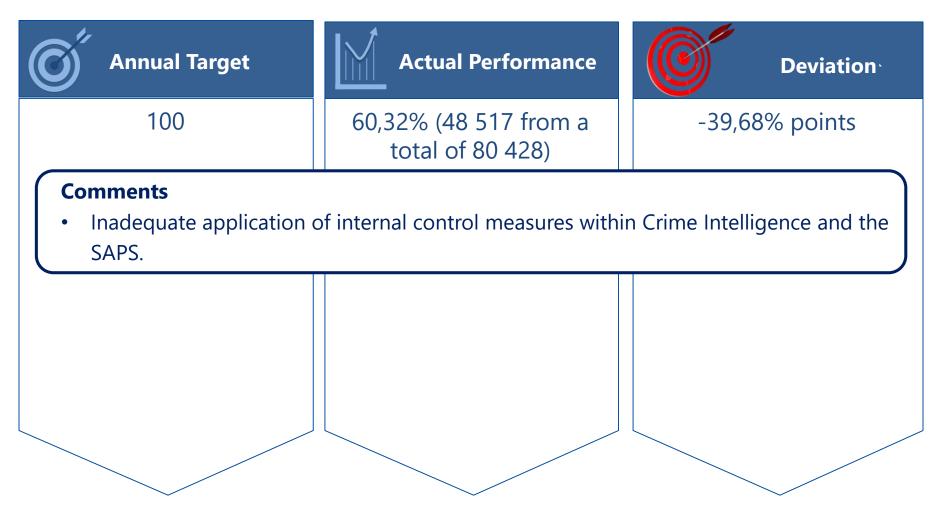
#### **Comments**

- The implementation of the SAPS Vetting Strategy yielded better results, as a more focused approach, with regard to vetting, which was followed throughout the year.
- Specific interventions were also implemented, with regard to the vetting of SAPS Senior Management and SAPS employees deployed at the ORTIA.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Percentage of proactive intelligence reports that were operationalised by the relevant business units



To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Percentage of reactive intelligence reports that were operationalised by the relevant business units



#### **Annual Target**

100%



#### **Actual Performance**

43,90% (143 414 from a total of 326 698).

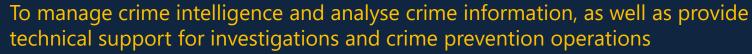


#### **Deviation**

-56,10% points

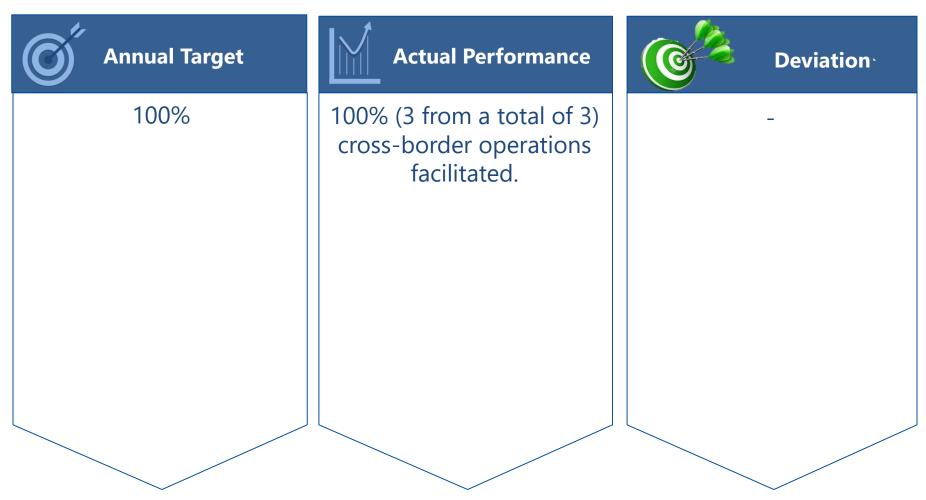
#### **Comments**

• Inadequate application of internal control measures within Crime Intelligence and the SAPS.





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



To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



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



To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



#### Performance Indicator Annual Targets

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



#### **Annual Target**

100%



#### **Actual Performance**

239,86% (3 310, in relation to 1 380 planned).



#### Deviation ·

139% points

#### **Comments**

 More ICT security assessments were conducted at specific sites, dealing with classified information, in order to mitigate the risk of security breaches, as part of the Ministerial Directive issued, during the latter part of 2017.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Percentage of physical security assessments finalised as per the Annual Assurance Schedule



#### **Annual Target**

100%



#### **Actual Performance**

113,59% (727, in relation to 640 planned).



13,59% points

#### **Comments**

 More physical security assessments were conducted at specific sites dealing with classified information, in order to mitigate the risk of security breaches as part of the Ministerial Directive issued, during the latter part of 2017.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Percentage of security awareness programmes conducted, in accordance with the Information Security Regulatory Framework of the SAPS



#### **Annual Target**

100% (165)



#### **Actual Performance**

214,55% (354, in relation to 165 planned).



#### Deviation ·

114,55% points

#### **Comments**

 A Ministerial Directive was issued, during the latter part of 2017 to re-orientate all Crime Intelligence employees, with regard to the security standards/handling of classified information.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Number of threat and risk assessments reports generated for proactive policing operations



#### **Annual Target**



#### **Actual Performance**



**Deviation** •

14 480

47 623

33 143

#### Comments

The demand for threat and risk assessment reports were higher, due to specific
interventions implemented throughout the year, focusing on threats/ priorities
which were identified by the Minister of Police and are in support of the National
Stabilisation Intervention Project. These threats included, inter alia, CIT heists,
gangsterism, kidnappings for ransom, political killings and religious
extremism/terrorism, service delivery protests.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



Number of early warning reports generated for proactive policing operations



#### **Annual Target**



#### **Actual Performance**



Deviation ·

21 720

32 805

11 085

#### **Comments**

• More early warning reports were generated throughout the year, focusing on threats, such as CIT heists, gangsterism, kidnappings for ransom, political killings, religious extremism/terrorism, and service delivery protests.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



#### Number of profiles generated for reactive policing operations



#### **Annual Target**

98 277



#### **Actual Performance**

131 031



**Deviation** 

32 754

#### **Comments**

 The demand for profiles were higher, due to specific interventions implemented throughout the year, focusing on threats/ priorities which were identified by the Minister of Police and are in support of the National Stabilisation Intervention Project. These threats included, inter alia, CIT heists, gangsterism, kidnappings for ransom, political killings and religious extremism/terrorism.

To manage crime intelligence and analyse crime information, as well as provide technical support for investigations and crime prevention operations



## Number of intelligence analysis reports generated for reactive policing operations



#### **Annual Target**

#### **Actual Performance**

Deviation

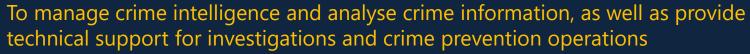
141 423

195 667

54 244

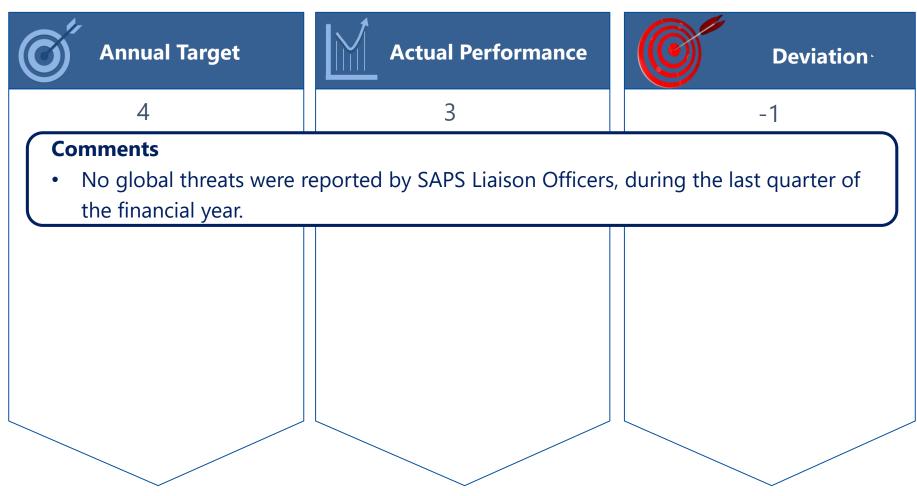
#### **Comments**

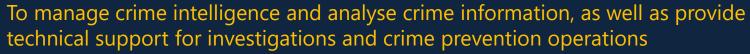
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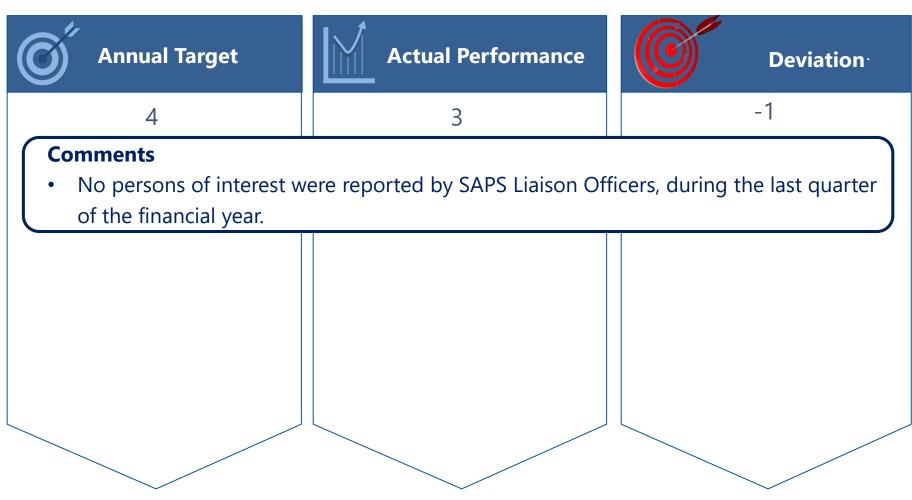
Number of global threats assessment reports generated for SAPS operations







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



## Programme 4: Strategies that have been/will be implemented to address underperformance



#### PERFORMANCE INDICATOR

#### MANAGEMENT ACTION

Percentage of network operations successfully terminated

Percentage of proactive intelligence reports that were operationalised by the relevant business unit

Percentage of reactive intelligence reports that were operationalised by the relevant business unit

Number of global threat assessment reports generated for SAPS operations

Number of persons of interest reports generated for SAPS operations

The following strategies, which will be implemented over the next three years were developed, with the aim to enhance service delivery and to address areas of underperformance:

- The Crime Intelligence Corporate Renewal Strategy will focus on the optimisation of intelligence collection, the enhancing of intelligence analysis and coordination, ensuring effective counterintelligence, the establishing of security intelligence to uphold the authority of the State, the managing of INTERPOL obligations and cooperation, the developing of the skills of Crime Intelligence members and the establishing of a culture of performance management, within the Crime Intelligence capacity.
- The Counter Intelligence Strategy seeks to position, capacitate and resource the Counter Intelligence, including the Security Intelligence environment.
- The Vetting Strategy seeks to enhance and modernise the vetting processes/procedures and to down- manage the vetting backlog at the Crime Intelligence Division.

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

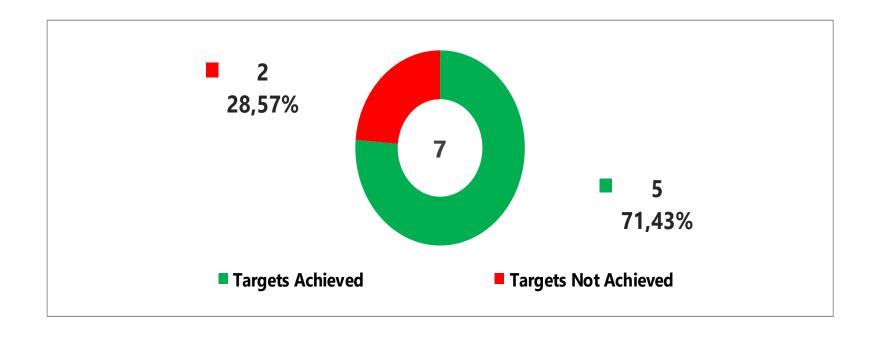
Creating a safe and secure, crime free environment, that is conducive for social & economic stability, supporting a better life for all.



# Sub Section 3.5: Programme 5: Protection and Security Services

## PERFORMANCE OVERVIEW Overall Performance – Programme 5



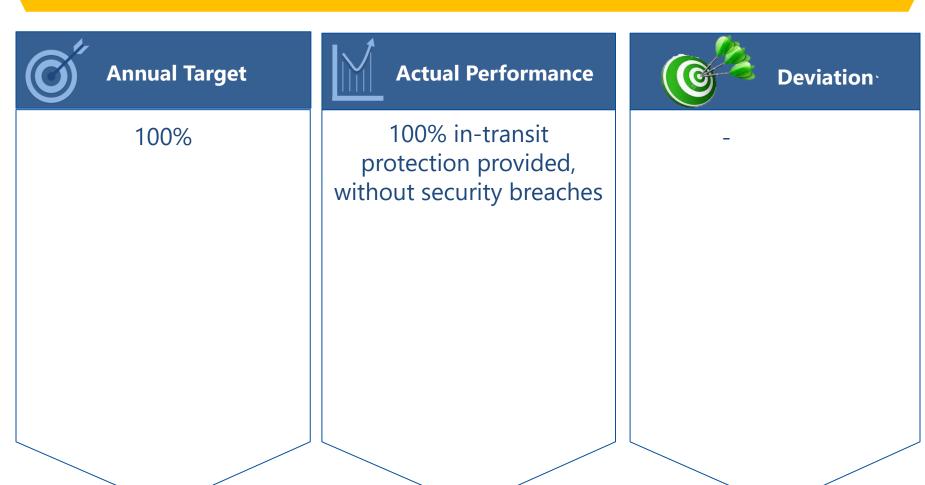


Minimise security violations by protecting foreign and local prominent people and securing strategic interests



Strategic Objectives and Performance Indicator Annual Targets - PSS

Percentage of protection provided to VIPs without security breaches



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



Percentage of protection provided at identified government installations and identified VIP residences without security breaches



#### **Annual Target**

100%



#### **Actual Performance**

99,97% static protection provided, with three security breaches.



#### **Deviation**

-0,03% points

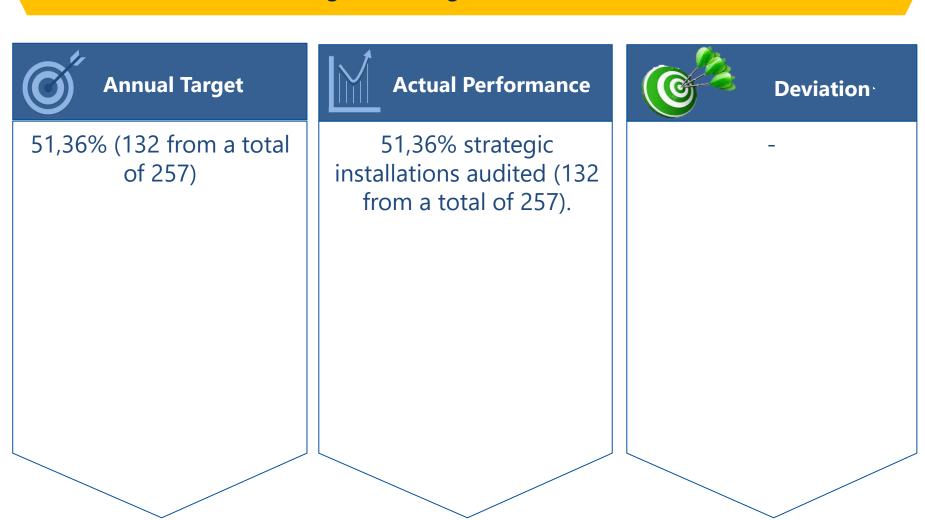
#### **Comments**

Three security breaches occurred, during the second and the fourth quarters (a
housebreaking occurred at the residence of the Deputy Minister of Trade and
Industry, in Groenkloof and two shooting incidents occurred, one at the
Parliamentary Complex, in the Western Cape and one at Pan African Parliament, in
Midrand).

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



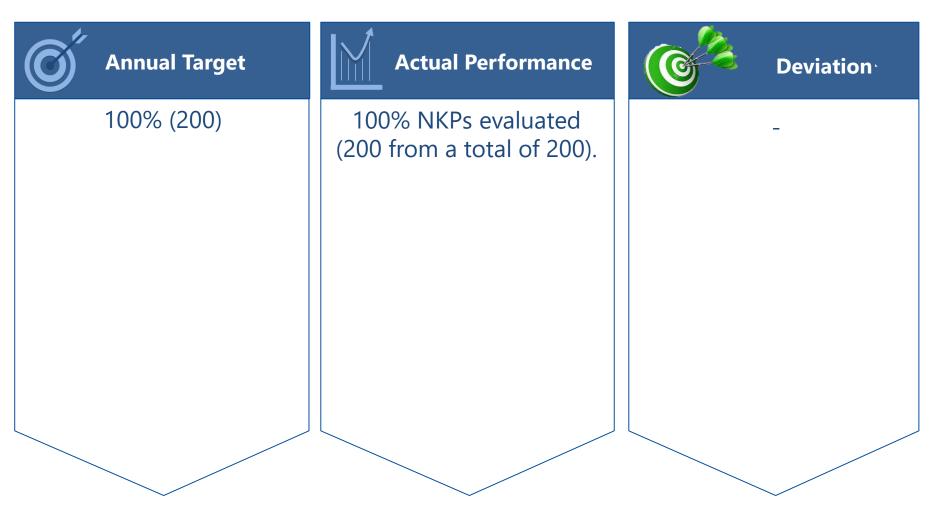
#### Percentage of strategic installations audited



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



#### Percentage of National Key Points (NKPs) evaluated



## Programme 5: Strategies that have been/will be implemented to address underperformance



PERFORMANCE	
INDICATOR	

#### **MANAGEMENT ACTION**

Percentage of protection provided at identified government installations and identified VIP residences without security breaches, by PSS.

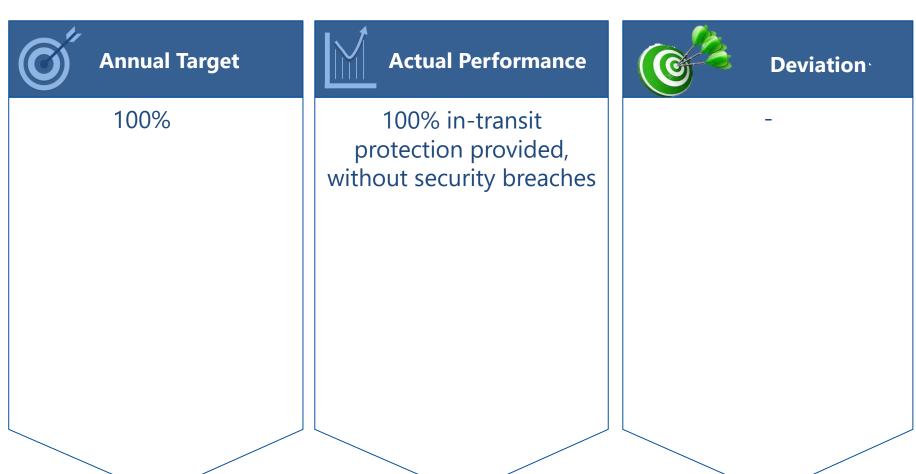
- National Legislature Quick Win Action Plan.
- Turnaround Strategy for Security of Legislatures Sector.

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



Strategic Objectives and Performance Indicator Annual Targets - PPS

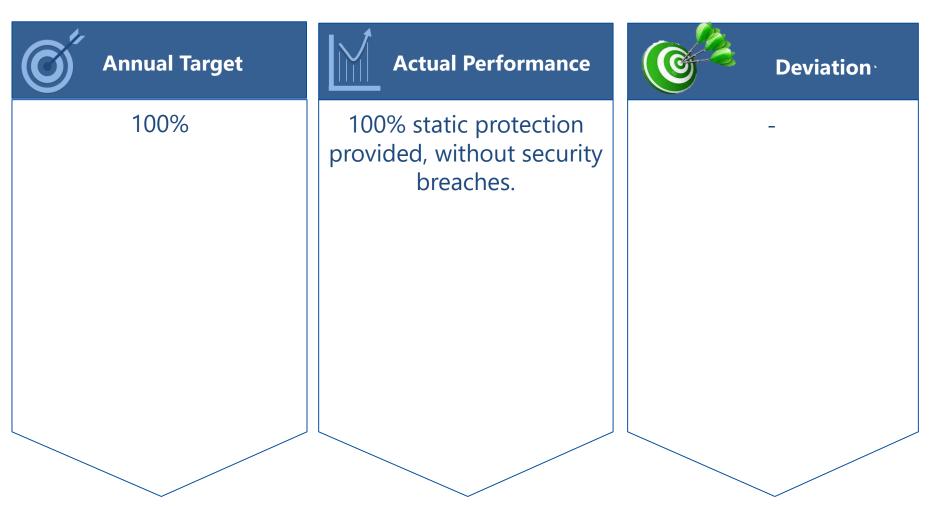
Percentage of protection provided to VIPs without security breaches







Percentage of protection provided at identified government installations and identified VIP residences without security breaches



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



#### Percentage of National Key Points (NKPs) evaluated



#### **Annual Target**

100% (11)



#### **Actual Performance**

81,82% (9 from a total of 11).



#### Deviation ·

-18,18% points

#### **Comments**

- One NKP is for sale. The process to declassify the NKP, will be followed once the house is sold.
- No assessment was done at one NKP, due to the non-implementation of SAPS security-related recommendations by the DPW.
- Dependency on external stakeholders.

## Programme 5: Strategies that have been/will be implemented to address underperformance



PERFORMANC	
INDICATOR	

#### MANAGEMENT ACTION

Percentage of National Key Points evaluated by PPS. The process to declassify the NKP, will be followed once the house is sold. A meeting to resolve implementation issues by the DPW at the other NKP was held between the VIP, DPW and PPS, which resulted in a new schedule for assessment once the current issues are implemented.

#### 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.



### **Thank You**