

Development Partner		Strategic Objectives	Performance			Comments
1	BUSINESS AGAINST CRIME SOUTH AFRICA (National)	Government Institutionalises proven joint projects in the fight against crime				
		Multi-Agency Interaction				The Violent Organised Crime Work Group continues to harness the commitment of over 20 business organisations, as well as all relevant Government departments in the fight against crime. The role of BACSA continues as a strategic facilitator between business and Government with a view to ensuring that business' 'own house' is in order and that preventative measures are put in place to reduce the vulnerability of business, particularly small business, to crime.
		SAPS and NPA				The engagement with Government has been strengthened through a process which will culminate in the signing of an MOU between Government and BACSA. The MOU will seek to structure the relationship between Government and BACSA and re-invigorate the partnership so that joint solutions may be sought and implemented on a sustainable basis in the fight against crime. The partnership with both the SAPS and NPA continues with tangible results being produced. Through this partnership, provincial initiatives have been established in six provinces – Gauteng, KwaZulu-Natal, North West, Western Cape, Eastern Cape and Mpumalanga. At provincial level VOC alignment with a focus on house robberies, business robberies and vehicle hijacking continues.
		Crime reduction through Leadership and Management Development				The <i>Gauteng 10111 Operations Centre improvement programme</i> will be handed over to Government at the end of November. In response to a request for assistance from Government, BACSA leveraged the support of Adcorp Holdings and Quest, as experts in the field of Call-Centre management and competitiveness. The support of Adcorp Holdings and Quest has been provided on a <i>pro-bono</i> basis in support of the SAPS. Improvements through the project have assisted to improve the quality and cost-effectiveness of call-taking and rapid dispatch to situations requiring the intervention of the SAPS. It is hoped that similar improvements will be rolled out to other call-centres in the country. The organisation is engaging with Government partners on this.

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					Other areas where support through the organisation has been requested, includes fleet management and mobile forensics training units.
		A Results-driven and Sustainable Partnership between Business and Government in the fight against crime.			
		Reduction of Violent Organised Crime			<p>The Work Group (business) focus is on the following three core elements of support to Government:</p> <ul style="list-style-type: none"> Ensuring that the business sector's own house is in order with respect to crime prevention and combating capabilities; Aligning business sector crime information and operations to those of the law enforcement agencies; and Responding to specific requests of support from the SAPS. <p>The crime statistics release of 22 September 2009 provides a sobering picture of the as yet unacceptably high levels of crime and violence in the country. The incidence of the Trio crimes, notably House Robberies, Business Robberies and Hijackings, have all increased. A core challenge remains that when concerted efforts are made to address crime in one area, crime displaces to other areas. This has been the case in relation to the significant reductions in bank robberies that are accompanied by a displacement of robberies to other areas such as the shopping malls, for example. In relation to the latter, the organisation is working with partners to extend the Cash Management project to the retail sector to reduce vulnerabilities.</p> <p>The work within the provinces where BACSA has a footprint has continued to ensure that crime prevention practices within the business sector in these provinces are improved systematically, and aligned to support the efforts of the SAPS.</p> <p>At national level, the organisation has been encouraged by the strong levels of commitment exemplified by the Minister of Police, the new Permanent Police Commissioner, the Head of the Directorate of Priority Crimes Investigation (DPCI otherwise known as the Hawks) and the President in seeking to address the crime challenge with renewed energy, vigour and singularity of purpose. A positive</p>

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2				<p>consequence of this is that the business community is rallying through the organisation to intensify business' support to Government in the fight against crime.</p> <p>At an operational level, the sharing of information between business and Government has reached new levels. The sharing of crime-related information and intelligence has assisted to prevent and/or disrupt planned crimes, as well as improve the response to reported incidents.</p>
		Vehicle Crime (Hijacking and Theft)		<p>A number of interventions have been made recently, including:</p> <ul style="list-style-type: none"> ▪ Discussions with the Road Traffic Management Corporation (RTMC) have resulted in the secondment of one of the organisation's operational experts on the implementation of the Best Practice Model (BPM). This model seeks to re-engineer business processes within the licensing authorities to prevent corruption and/or irregularities within the motor vehicle registration environment. The BPM is being incorporated into the RTMC's business plan. • The <u>ANPR Roaming Vehicle</u> continues to impress police and business alike. The ANPR technology has been deployed to support such events as the Confederations Cup in the North West, extending the scope of use of the technology in the country. A number of business partners, including SPAR continue to sponsor the technology to advantage; • As part of BACSA's ongoing quest to have <u>Microdot Technology</u> applied to all motor vehicles in the country, the Microdot Standards (SANS 534-1) were finalised and formally launched at the beginning of July 2009 in conjunction with the South African Bureau of Standards (SABS) and other stakeholders who have input into the drafting of the Standards. Compliance with the Standards will contribute towards improving vehicle identity processes, thereby reducing vehicle theft and hijackings. A great deal of awareness has been raised with regard to this technology as an important tool within an arsenal of other measures designed to disrupt the stolen vehicle and parts market. Awareness has been raised through the controlled test explosion which proved the resilience of the technology earlier in the year as well as through the Standards launch. As a result a number of other manufacturers are considering rolling out the technology. Nissan, Avis and BMW continue to apply the technology to their

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				vehicles to advantage.
		Business Robberies		<ul style="list-style-type: none"> A police-led, and BACSA supported, multi-faceted <i>anti-crime initiative has been launched in the central Johannesburg cluster</i>, involving small businesses particularly. The focus on small business has been prompted by the displacement of crime to areas of vulnerability. A similar initiative has been launched in Tembisa. The pilots have been focused on understanding the nature of crime in these areas with a view to identifying and putting in place preventative and responsive measures that will reduce experienced vulnerabilities. The pilots remain sensitive to the need for cost-effective and practical measures that can be implemented by small businesses without being prohibitive. The Shopping Centre Safety Initiative has been handed over to the CGCSA, though the organisation continues to be involved in work that seeks to improve the integrity of the retail environment. <p>Extensive measures are being explored through the CRIM project, whereby an expert in the field has been seconded to the organisation to help design a framework which will promote the improved handling of cash across the cash management value chain, including the retail sector.</p> <ul style="list-style-type: none"> The <i>SAPS National Joint Operations Centre</i>, NATJOC, continues to operate successfully, with business participation being enabled through the involvement of the various Associations, such as SABRIC, the CIT companies, the Shopping Centre Security Initiative, the Tourism Safety Initiative, CGCSA and SAPIA. The resulting co-operation between business and SAPS has proven to be beneficial in speeding up information-sharing and communications, thus enhancing the fight against business robberies and other priority crimes.
		House Robberies		<ul style="list-style-type: none"> The <i>Private Security Alignment pilot project</i>, undertaken in partnership with the Security Industry Alliance and private security companies, continues to contribute towards a significant decrease in the Trio Crimes in <i>Honeydew</i>. An interim evaluation of the pilot project has been conducted and presented to the Minister of Police. The Ministry is considering the successes of this pilot to-date with a view to replicating the approach elsewhere in the country. This would result in a formal SAPS National Instruction and Standard Operating Procedure



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					<p>being developed and issued. The combined force and established co-operation between the private security partners and the SAPS in the Honeydew cluster has resulted in the arrest of a number of robbers and criminals involved in drug and other illicit and/or fraudulent activities.-</p> <ul style="list-style-type: none"> As indicated above, the challenge with regard to residential robberies is being addressed in the six identified provinces through the established structures. This replication as a result of the Gauteng pilots. Other areas of focus include the launch of an alcohol-testing centre in Randburg to assist the JMPD to utilise state of the art breathalysing technology to enforce compliance with the rules of the road and, in particular, to stem the abuse of alcohol on the roads by drivers. <p>The centre has been established through funding provided by SAIA. SAIA has taken on road safety as it is linked to crime as a new strategic area of focus, in conjunction with BACSA, as the short-term insurance industry has seen a marked increase in road accident claims. A high proportion of these are linked to accidents that involve the use or abuse of alcohol.</p>
		A Significant Reduction in the levels of targeted crime types measured against appropriate international benchmarks.			
		Reduce Violent and Organised Crime			<p>Due to the release of the crime statistics for the 2009 financial year, it is clear that ongoing and sustained interventions and a structured partnership between business and Government is urgently needed to reverse negative trends and Trio crime increases. Already, several months within the current financial year have passed and the festive season, when crimes tend to increase, is around the corner. It remains clear that successes are achieved where partnerships focus their efforts to provide a comprehensive response and anti-crime solution. The displacement of crime to areas where business, for example, is typically unorganised remains a key challenge.</p>
		Reduction of Non-Ferrous Metal			<p>The SAPS is currently re-aligning the work of the Non-Ferrous Crime Combating Committee within its structures. While this process is being finalised, the Committee</p>

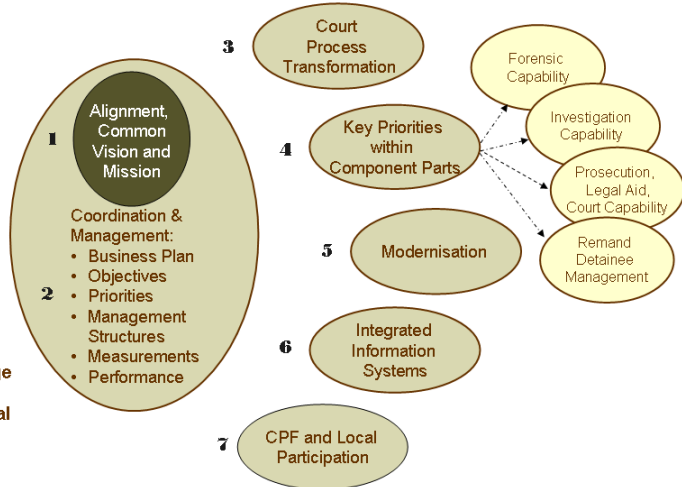


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		Theft			<p>has not met this quarter under the leadership and direction of the SAPS.</p> <p>The Second Hand Goods Act was promulgated at the beginning of April 2009. BACSA is as a result facilitating the drafting of regulations to guide the industry. Industry-wide understanding and implementation of the requirements of the Act will be requisite before internal markets for illicit non-ferrous metals are disrupted. The gazetted regulations calling for the registration and accreditation of Second Goods providers and associations is anticipated to be released shortly. A number of meetings mobilising the various associations have been held through the facilitation of BACSA in conjunction with the SAPS as the lead partner in these efforts.</p>
		Significant Improvements in the effectiveness and efficiency of the Criminal Justice System as measured against international best practice.			
		Improvement of the Criminal Justice System			<p>CJS Review Background</p> <p>Presidential Directive 2009: Speaking on the occasion of the State of the Nation Address on 3 June 2009, the Honourable President, Mr. Jacob Zuma said in this regard: <i>“Together we must do more to fight crime. Our aim is to establish a transformed, integrated, modernised, properly-resourced and well-managed criminal justice system. It is also critically important to improve the efficiency of the courts and the performance of prosecutors and to enhance detective, forensic and intelligence services. This work has started in earnest, and it will be undertaken with new energy and vigour. Among the immediate targets is to ensure that we increase the number of prosecutors and Legal Aid Board personnel. We will do the same with police detectives.”</i></p> <p>Following an extensive review into the CJS by a workgroup of senior departmental representatives, recommendations were made to Cabinet, which then approved the Seven-Point-Plan.</p> <p>The Seven-Point-Plan consists of a package of interventions that are</p>



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			<p>depicted in the schematic below:</p> <div data-bbox="1249 341 2040 900" data-label="Diagram"> <p style="text-align: center;">Schematic of the Seven Point CJS Transformation Plan</p>  </div> <p>A number of very important and ground breaking projects and programmes have been launched by the interim Office for Criminal Justice Systems Review (OCJSR) that has been functioning since June 2008. This work is being continued under the guidance of the Minister of Justice and Constitutional Development, with the active support of the Director General of Justice and Constitutional Development.</p> <p>The programmes are being managed and co-ordinated by the relevant stakeholders and targets and milestones have been included in the Medium Term Strategic Framework as well as the performance management system of the Presidency.</p> <p>1 CJS Measurement Considerations</p>

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				<p>1.1 Overall Management Strategy</p> <p>Performance measurement is not an end in itself and there are no single magical indicators. What is required is an overall management strategy that binds the different stakeholders together and that is supported by measurements that are used for evaluation, monitoring and reporting and budgeting purposes as well as for motivation, learning and improvement of the CJS as a whole. A well considered approach, where measures have been specifically chosen for the impact they will have on the success of chosen strategies, is the preferred approach.</p> <p>1.2 Coherent and Seamless System</p> <p>Effective functioning of the CJS is only possible if it operates as a coherent and seamless system with congruent objectives and performance measurements. This will require targets and measurements across the entire CJS value chain that cover operational efficiencies within the individual component parts of the CJS as well as the effectiveness and efficiency of the hand-off and cooperative processes between the different role players. The accuracy and speed of execution within and between component parts is what has to be measured, managed and continuously improved.</p> <p>1.3 The Role of CJS Information Technology</p> <p>The JCPS cluster is the sponsor the cluster-wide technology systems development capability through the Integrated Justice System (IJS) Board. This IJS Board has embarked upon several programmes with the collective strategic goal of achieving greater efficiencies across the value chain. The programmes are not dealt with here in detail, but they are underpinned by a three prong strategy to:</p> <ul style="list-style-type: none"> – Enable (departmental CJS business process segments);

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				<ul style="list-style-type: none"> – Integrate (electronically connect the enabled CJS business processes between the departments); and – Instrument (introduce the real-time capture of the key business that will enable accurate and near immediate management information). <p>2 Current Focus of CJS Activities</p> <p>The CJSR remains one of the most important national priorities. It is now fully integrated within the JCPS cluster activities and its essential elements are reflected in the Government’s Medium Term Strategic Framework (MTSF) and Programme of Action (POA)</p> <p>The OCJSR current focus is on the following interventions:</p> <p>Co-ordinating and Management Structure:</p> <ul style="list-style-type: none"> – Developing a proposal for a new CJS Coordinating and Management Structure, this includes the drafting of CJS Mission, Vision and new Performance Measurement System. This should be linked with the Monitoring and Evaluation Unit within the Presidency. <p>Protocols</p> <ul style="list-style-type: none"> – The drafting of four protocols to assist with improving the criminal justice system, i.e. screening mechanisms of the trial readiness of cases, improvement of pre-trial readiness of cases, procedures to be followed utilizing the forensic chemistry laboratories and possible changes to be made to improve bail in practice. Furthermore the OCJSR is also monitoring the implementation of the bail protocol in conjunction with DCS. <p>Manuals</p> <ul style="list-style-type: none"> – Assistance with the drafting of Crime Scene Manuals (step-by-step field guide) to improve operational efficiencies. <p>Legislation</p> <ul style="list-style-type: none"> – In the process of reviewing and removing inhibiting legislation and identification of new (enabling) legislation that may be required is receiving attention, the following bills have been identified for promotion / further

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						<p>investigation during 2009, namely:</p> <ul style="list-style-type: none"> – The Criminal Law (Forensic Procedures) Amendment Bill, 2009 (Bill 2 of 2009), to strengthen the criminal forensic investigation powers of the police by broadening the fingerprint database of the police and by establishing a DNA database, and – Bills amending Sections of the Criminal Procedures Act, 1977 (Act No 51 of 1977) to streamline the criminal justice process addressing four issues, of which Trial in Absentia and Right to Silence are two. – Assistance is also provided in the development of regulations to implement legislation already passed, i.e. Regulations to for the Admission of Guilt for minor offences legislation. <p>Court Efficiency:</p> <ul style="list-style-type: none"> – Various projects focusing on a steady and continuous decrease in the number of backlog cases nationally are being addressed, i.e. Case Backlog Reduction Project, also dealing with Xenophobia Cases and Election Related Cases. The Management of Awaiting Trial Detainees (MATD) is also closely linked to facilitate the speedier removal of ATDs out of the CJS. <p>Component Parts:</p> <ul style="list-style-type: none"> – Identify key areas within the component parts of the CJS that contribute negatively to the overall systems performance and put measures in place to correct shortcomings and remove constraints, inhibitors and dependencies, especially relating to policies dealing with capacity, and bring all component parts to a point where they function together harmoniously. Processes, volumes, capacities, data and systems are being analysed to design a properly resourced (capacity, skills, tools etc.) and new streamlined CJS. It will include more efficient staff retention and performance management strategies and policies. Progress has also been made relating to Human Resources / and OSDs in scarce resourced and specialised areas. <p>IT / Modernisation:</p> <ul style="list-style-type: none"> – Establish an integrated and seamless National CJS Information System (IT Infrastructure and national database) with information and systems that are seamless and scientifically and technically robust and reliable, and that will facilitate more informed strategies, plans and decision making. – Implement a programme of modernisation of the CJS through applying



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					technology solutions to more effectively manage day-to-day operations, reduce costs and eliminating waste and automating paper intensive systems.
		Criminal Justice Strengthening Programme (CJSP)			This USAID-funded programme has been completed and the closure report has been presented to USAID.
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>75%	Project progress on scheduled time, on specification and on budget
50-75%	Project in progress, not yet complete or some problems
<50%	Not achieved, very early stages or major problems
	Not Applicable / or restructured