



NPA Strategic Plan 2012/2017



NATIONAL PROSECUTING AUTHORITY
South Africa

Foreword

The five year Strategic Plan for the National Prosecuting Authority (NPA) is informed by government priorities and specifically the Justice, Crime Prevention and Security (JCPS) Delivery Agreement which, sets out the priorities for all JCPS departments. The aim of government is to ensure that mandates are translated into clear outcomes with the intent to improve service delivery to all South Africans. In conducting prosecutions, the NPA plays a critical role towards achieving the outcome, namely, that all people in South Africa are and feel safe.

The NPA, as the fourth programme of the Department of Justice and Constitutional Development (DoJ&CD), supports all the efforts of the DoJ&CD to improve, modernise and strengthen the work of the Criminal Justice System (CJS). By working with its CJS partners, the NPA strives to address inefficiencies in the system such as unnecessary delays and ensure better collaboration. All Justice, JCPS initiatives are prioritised and implemented.

The DoJ&CD remains responsible for resourcing the lower courts and the NPA's relationship with them remains pivotal. The resourcing of the lower courts has become a very real threat to service delivery in the courts. Prosecutors are faced on a daily basis with physical infrastructure constraints, such as inadequate accommodation, poor working conditions and limited resources. These conditions prevent prosecutors from performing at their best which affects other role-players in the CJS and ultimately result in poor service delivery. The NPA Goods and Services budget is well funded, and together with the DoJ&CD the organisation will investigate means to alleviate the resourcing burden in the lower courts.

The NPA's focus on addressing the vacancy rate specifically amongst prosecutors has yielded results. Unfortunately the Compensation of Employees budget has come under strain and will negatively affect its ability to build critical capacity to increase performance in the lower courts. The mandate of prosecution cannot be successfully executed if the organisation is unable to provide the necessary resources particularly, human resources.

The NPA will continue to focus on its core business of ensuring prosecutions without fear, favour or prejudice. Specialised capabilities were created to ensure the effective prosecution of cases that fall within the crime focus areas and more staff will be developed to build capacity to successfully prosecute these matters. Areas focused on for development where the prosecution of cyber crime, organised crime, sexual offences and asset forfeiture.

Crime affects all South Africans, it hinders development on all fronts and it robs people, not only of their possessions, but most importantly of their freedom to live in safety.

The NPA serves the victims of crime, particularly vulnerable groups (women, children and the impoverished) by offering court preparation for witnesses in approximately seventy six courts. This includes special care for the complainants in sexual offences at the twenty seven Thuthuzela Care Centres (TCCs) across the country. The organisation endeavours to bring these services to each and every one that has fallen victim to crime and has to testify in a court of law.

Corruption erodes the fibre of society and is a scourge that needs to be eradicated. The NPA has adopted a zero tolerance approach in respect of its employees and closely monitors the prosecution of these cases, particularly in respect of JCPS official in line government priorities. The NPA actively participates in the interdepartmental structures established to address corruption and is responsible for coordinating the JCPS response to achieving the objectives 3 and 5 of the JCPS Delivery Agreement.

The adage “justice delayed is justice denied” is real to not only the accused but also to the victims of crime. The NPA in collaboration with its partners has undertaken a backlog project that has focussed on the regional courts. The project has shown significant results since its inception in 2006 and will continue to be a focus area.

The NPA is committed to transforming itself to meet the needs of society in contributing to an effective CJS. The NPA structure has been aligned to improve service delivery in identified areas through specialist units and an integrated prosecution service. The alignment was necessitated by an analysis of the performance of the organisation and the link to the structure. These changes will ensure that the provision of these services is efficient and that the accountability level is enhanced.

The NPA is committed to attaining the strategic objectives set out in the Strategic Plan 2012-2017. Against the back-drop of global and local economic constraints with resultant government efficiency savings, the objectives are realistic and achievable with the focus on delivering essential services without compromise to those we serve.



Adv N Jiba

National Director of Public Prosecutions (Acting)

Date:

Official Sign Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the National Prosecuting Authority (NPA) under the guidance of the Minister of Justice and Constitutional Development.
- Takes into account all the relevant policies, legislation and other mandates for which the NPA is responsible.
- Accurately reflects the strategic outcome orientated goals and objectives which the NPA will endeavor to achieve over the period 2012-2017.

Mr G Hollamby

Executive Manager: Finance and Procurement

Signature:



Date:

31/01/2012

Ms K van Rensburg

Acting Chief Executive Officer: NPA

Signature:



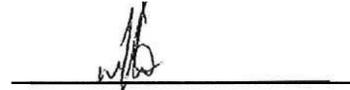
Date:

31/01/2012

Adv N Jiba

**Acting National Director of Public
Prosecutions**

Signature:



Date:

31/01/2012

Approved by:

Ms. N Sindane

**Director General: Department of Justice
and Constitutional Development**

Signature:



Date:

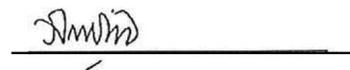
31/01/2012

Supported by:

Mr AC Nel, MP

**Deputy Minister of Justice and
Constitutional Development**

Signature:



Date:

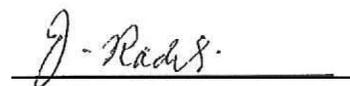
21/02/2012

Authorised by:

Mr J Radebe, MP

**Minister of Justice and
Constitutional Development**

Signature:



Date:

22/02/2012

TABLE OF CONTENTS

Part A: Strategic Overview	7
1. Vision	7
2. Mission	7
3. Values	7
4. Legislative and other mandates	8
4.1 Constitutional mandate.....	8
4.2 Legislative mandate.....	8
4.3 Policy mandate.....	11
5. Situational Analysis	12
5.1 Performance Environment.....	12
5.2 Organisational Environment.....	17
5.3 Description of the strategic planning process.....	19
1 Strategic outcome orientated goals of the institution.....	19
Part B: Strategic Objectives	19
2 Programme 4: National Prosecuting Authority.....	20
2.1 Strategic Objectives.....	21
2.2 Resource considerations.....	23
2.3 Risk management.....	24
Part C: Links to other plans	26
3 Links to the long-terms infrastructure and other capital plans.....	26
Annexure A	27
Organisational Information and Institutional Environment	27
Ensure that the NPA Transforms.....	27
Performance Management.....	27
CJS Review.....	27
Annexure B: Glossary	29
ANNEXURE C: Technical Indicator Description	30

Part A: Strategic Overview

1. Vision

The vision of the NPA is to achieve:

Justice in our society so that people can live in freedom and security

2. Mission

The mission of the NPA is:

Guided by the Constitution, we in the National Prosecuting Authority, ensure justice for the victims of crime by prosecuting without fear, favour or prejudice, and by working with our partners and the public to solve and prevent crime.

3. Values

Values of the NPA are:

- **Integrity** which is displayed through ethical conduct, high moral standards, honesty, moral principles and values, no bribery or corruption – zero tolerance, keeping promises, truthfulness and being beyond reproach.
- **Accountability** which is depicted by being responsible and answerable for our actions.
- **Service excellence** which is found in providing first class customer service and complying with the Batho Pele principles.
- **Professionalism** which can be seen through commitment / dedication, punctuality, competence, and professional conduct in and out of court.
- **Credibility** which is depicted in the following behaviour: consistency and the ability to inspire belief or trust.

The values are contextualised in the NPA Code of Conduct.

4. Legislative and other mandates

4.1 Constitutional mandate

The NPA derives its mandate from section 179 of the Constitution. Section 179(2) expressly empowers the prosecuting authority to institute criminal proceedings on behalf of the state, and to carry out any necessary functions incidental to instituting criminal proceedings. Furthermore, section 179(4) requires that the prosecuting authority must exercise its functions without fear, favour or prejudice.

The National Director of Public Prosecutions (National Director), as head of the prosecuting authority, and Directors of Public Prosecutions (DPPs), as heads at various seats of the High Court, are responsible for ensuring compliance with the abovementioned constitutional obligation. In terms of section 179(5) of the Constitution the National Director must determine prosecution policy and issue policy directives, which must be observed in the prosecution process. Furthermore, in terms of section 179(6) of the Constitution, the Minister responsible for the administration of justice, exercises final responsibility over the prosecuting authority, and may in terms of national legislation request reports from the National Director regarding the functioning of the prosecuting authority.

4.2 Legislative mandate

The NPA as the sole entity seized with the responsibility for instituting prosecutions on behalf of the State, is legally bound by various legislation¹. Below is a short discussion of the key pieces of legislation.

Criminal Procedure Act, 1977 (Act No. 51 of 1977)

This Act regulates matters relating to criminal proceedings in a court of law, including the power to withdraw a charge and stop a prosecution; private prosecution; search and seizure; attendance in court; arrest; summons; admission of guilt; bail; release of an accused person; summary trial; the charge; the plea; jurisdiction; preparatory examination; trial before different courts; conduct of proceedings; witnesses; evidence; competent verdicts; previous convictions; sentence; compensation; and reviews and appeals.

¹ The NPA is in the process of developing a comprehensive list that will be attached to the 2012/13 Annual Plan.

National Prosecuting Authority Act, 1998 (Act No. 32 of 1998) (NPA Act)

In terms of section 20(1) of the NPA Act, the power vests in the prosecuting authority, to—

- (a) institute and conduct criminal proceedings on behalf of the State;
- (b) carry out any necessary functions incidental to instituting and conducting such criminal proceedings; and
- (c) discontinue criminal proceedings,

In terms of section 11 of the NPA Act, the President may, after consultation with the Minister and National Director, appoint not more than four persons as Deputy National Directors of Public Prosecutions (DNDPP). A DNDPP has all the powers as set out in section 20(1) of the NPA Act above. The DNDPP's powers and functions are exercised subject to the control and direction of the National Director. The National Director may designate certain specific functions to a DNDPP, for example legal affairs which includes constitutional action.

Section 24 of the NPA Act provides that the DPPs must submit annual reports on all their activities during the previous year to the National Director. The National Director must in turn submit an annual report to the Minister to be tabled in Parliament (section 35(2)(a)).

Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998)

This Act provides measures for the law enforcement agencies and the prosecuting authority to combat organised crime and money laundering. The primary features of the Act include provisions for the recovery of the proceeds of unlawful activity. Chapter 5 provides for the forfeiture of benefits derived from crime in those cases where the “defendant” is convicted of an offence. Chapter 6, on the other hand, does not focus on wrongdoers themselves, but on property that either has been used to commit an offence or which constitutes proceeds of crime. Although it provides for forfeiture of proceeds of and instrumentalities used in crime, it is not conviction based and may be invoked even where there is no prosecution.

Implementation of the Rome Statute of the International Criminal Court Act, 2002 (Act No. 27 of 2002)

The Priority Crimes Litigation Unit (PCLU) within the Office of the National Director is mandated to manage and direct the investigation and prosecution of crimes contemplated in the above Act. These crimes include serious national and international crimes, which include acts of terrorism and sabotage, high treason, sedition, and foreign military crimes committed by mercenaries.

Witness Protection Act, 1998 (Act No. 112 of 1998)

The Office for Witness Protection (OWP) provides a support service to the CJS providing protection to threatened or intimidated witnesses, thus enabling them to testify in criminal proceedings. The OWP is administered by the NPA but is accountable to the Director-General of Justice and Constitutional Development.

Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)

The South African anti-corruption legislation is primarily contained in the abovementioned Act. The Act provides, among others, for the strengthening of measures to prevent and combat corruption and corrupt activities; for the offence of corruption and offences relating to corrupt activities; for investigative measures in respect of corruption and related corrupt activities; for the establishment and endorsement of a register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; to place a duty on certain persons holding a position of authority to report certain corrupt transactions; for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities.

Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007) (Sexual Offences Act)

The Act comprehensively and extensively amended all aspects and implementation of the laws relating to sexual offences, and deals with all legal aspects of, or relating to, sexual offences in a single statute. The Act, *inter alia*, repeals various common law offences and replaces it with statutory offences that are gender neutral and applicable to all forms of sexual penetration and sexual violation committed without consent. It also creates new offences for certain compelled acts of penetration or violation, and enacts comprehensive provisions re new or amended offences against children and persons that are mentally disabled.

Child Justice Act, 2008 (Act No. 75 of 2008)

“The aim of the Child Justice Act is to set up a child justice system for children in conflict with the law. This means that children under the age of 18, who are suspected to have committed crime, will not be dealt with in terms of the normal criminal procedure which is used for adults, but the child justice process will be followed. The Act seeks to ensure that child justice matters are managed in a rights-based manner and to assist children suspected of committing crime to turn their lives around and become productive members of society by engaging with the child in restorative justice measures, diversions and other alternative sentencing options.”²

4.3 Policy mandate

The JCPS Delivery Agreement requires of the cluster to focus on eight expected outputs (only outputs relevant to the NPA are discussed throughout this document). All eight outputs were defined and are underpinned by activities and timelines that are being managed and monitored at the highest executive levels within the JCPS.

The NPA will contribute to the achievement of the following outputs:

- i. Reducing the overall levels of serious crime in particular contact and trio crimes
- ii. A more effective Criminal Justice System
- iii. Reduction in corruption within the JCPS cluster to ensure its effectiveness and its ability to serve as deterrent against crime
- iv. Perceptions of crime among the population managed and improved
- v. Level of corruption reduced thus improving investor perception, trust and willingness to invest in South Africa
- vi. Cyber crime combated

These outputs are further refined and specific activities and measures identified for each.

² <http://www.doj&cd.gov.za>

In respect of the NPA the following require priority:

- a. A coordinated focus on charging and convicting perpetrators
- b. A focus on the prosecution of serious crimes, which includes corruption and contact crimes (especially the trio crimes)
- c. Participation in the implementation of the Criminal Justice Review 7-point plan
- d. Increasing the finalisation of criminal cases, both through trials and alternative dispute resolution mechanisms, and reducing the case backlogs and average length of time persons spend in remand detention
- e. Participate in developing anti-corruption strategies for the CJS cluster and prosecution of corruption cases
- f. Improving support to victims of crime, including increasing the number of Thuthuzela Care Centres (TCCs)
- g. Successfully convict 100 people that have assets of more than R5m restrained by 2014

5. Situational Analysis

A situation analysis³ is conducted on an annual basis and aims to identify internal and external opportunities and/or obstacles which may affect the future of the organisation. Both the internal environment of the NPA and the external environment are explored. The situation analysis report (SAR) provides a summary of the findings, challenges, implications and recommendations for the NPA.

5.1 Performance Environment

The most important factor driving the development of the NPA Strategic Plan is government priorities led by the Presidency. Government is committed to the five priorities of: education, health, rural development and land reform, creating decent work and fighting crime. In fighting crime the following crime priorities have been identified:

- Crimes against women and children
- Corruption within government and public service
- Cybercrime
- Drug trafficking

³ Full report available from the Strategy Office
NPA Strategic Plan 2012-2017

- Trio crimes
- Fraud and scams

Despite a steady decline in the levels of certain crime types over the years the impact of crime in South Africa is still widely. Serious crime incidents decreased by 2.4% and the ratio of serious crime per 100 000 of the population decreased by 3,7% respectively as compared to the 2009/10 report.

In the 2010/11 financial year, a total of 2 071 487 serious crimes were recorded. The distribution of the recorded number of serious crimes is as follows:

- Contact crimes (30.8%)
- Other serious crimes (25.8%)
- Property-related crimes (25.8%)
- Crimes detected as a result of police action (11.2%)
- Contact related crimes (6.4%)

The trend in the following categories of serious crime is as follows when compared to the 2009/10 data:

- Murder (-6.6%)
- Attempted murder (-11%)
- Sexual offences (-3.1%)
- Assault with the intent to inflict grievous bodily harm (-3.3%)
- Common assault (-5.8%)
- Robbery with aggravating circumstances (-10.8%)
- Common robbery (-4.6%)

Based on the latest crime statistics the trend in the various crime types is discussed below as aligned to government priorities.

- *Crime against women and children*

There has been a recorded decrease in all crimes against women and children with the exception of murder of adult females which has increased by 5.6% and sexual offences against children younger than 18 which has increased by 2.6%.

- *Corruption*

Output 3 of the JCPS Delivery Agreement seeks to eradicate all forms of corruption, by officials within the CJS. Corruption is difficult to measure and therefore the impact of this phenomenon is often underestimated. While corruption is commonly attributed to the public sector, it also exists in the private business sector.

- *Trio crimes*

Although carjacking has recorded a decrease (23.6%) as well as robbery at residential premises (-10.1%). Robbery at non-residential premises has slightly increased (0.9).

- *Drugs*

Drug related crimes have shown an increase of 10.2%.

- *Cyber crime*

Online fraud and phishing⁴ represent some of the most organised and sophisticated crime. January 2010 marked a new record high for the number of phishing attacks (18 820 attacks) in South Africa⁵, an increase of 21% from December 2009. South Africa recorded third highest number of phishing attacks in all countries. With global technological development online fraudsters are able to find new ways of committing crime⁶. Cellular phones are being used for SMS crimes⁷. The detection of cyber facilitated fraud and scams are difficult and the successful prosecution requires specialist skill⁸.

⁴Phishing is the criminally fraudulent process of attempting to acquire sensitive information such as usernames, passwords and credit card details by masquerading as a trustworthy entity in an electronic communication. Communications purporting to be from popular social web sites, auction sites, online payment processors or IT administrators are commonly used to lure the unsuspecting public. Accessed from <http://www.identity-theft-scenarios.com>. Dated 17 January 2011.

⁵ RSA Online Fraud Report (February 2010). Accessed from <http://www.rsa.com>. Dated 17 January 2011.

⁶ RSA Online Fraud Report (February 2010). Accessed from <http://www.rsa.com>. Dated 17 January 2011.

⁷ IT web. (17 June 2010). (p.1). SMS is a new 419 scam. Accessed from

http://www.itweb.co.za/index.php?option=com_content&view=article&id=34081%3Asms-is-new-419-scam&Itemid=58. Dated 30 June 2010.

⁸ White Collar Crime. Accessed from <http://www.whitecollarcrime.co.za/news.php>. Dated 17 January 2011.

A particular challenge facing this country with regard to cybercrime is child pornography. According to a research conducted by the Human Science Research Council (HSRC) there is more than a million child sexual abuse images available on the internet and the figure is growing. Child pornography is underreported and under-prosecuted⁹.

- *Fraud and Scams*

Fraud¹⁰ negatively impacts on the economic system. In the first three months of 2008, identity theft-related fraud (of which credit card fraud makes up the bulk) cost the South African business R276m and the figure is reckoned to be substantially on the increase¹¹. Fraud has evolved over the last few years. Individuals and businesses are affected.

The main indicator for the demand in the NPA is the number of cases referred to the NPA for prosecution. The South African Police Service (SAPS) are mainly responsible for this. There has, however, been an insignificant change in this demand over the past five years. The increase in investigative capacity of the SAPS was expected to result in an increase in cases referred to the NPA for prosecution. There has, however, been a decrease in the number of cases enrolled but a significant increase in the number of cases referred for decision. This can be attributed to better screening of cases in the courts.

The ability of the CJS to finalise cases is another indicator of the demand as the new cases coupled with existing court rolls will result in a growing outstanding court-roll (work in progress) if the NPA cannot complete more cases than it receives. The NPA has managed a positive clearance ratio in the past year finalising more cases than it received.

The availability of diversion programmes provides an option of diverting suitable cases from the mainstream prosecution thereby alleviating the trial demands on the courts.

9 HSRC. Child pornography in the age of the internet. (2007). (p.1). HSRC Review. Volume 5 no 4. Accessed from http://www.hsrc.ac.za/hsrc_review_article-71.phtml. Dated 02 July 2010.

10 The legal definition of fraud is that it is the: (a) unlawful; (b) intentional; (c) misrepresentation of facts (distortion of the truth); d) calculated to prejudice another. Accessed from <http://www.henkbotha.co/fraud.htm>. Dated 17 January 2011.

11 SA losing more to identity theft (22 April 2008). Accessed from <http://www.fin24.com/Business/Sa-losing-more-to-identity-theft>. Dated 17 January 2011.

However, in most jurisdictions the CJS has been unable to cope with this demand, adding to the overburdened court rolls.

Various legislative amendments are applicable to the NPA, and require the organisation to respond by amending processes, resources and integration of services i.e. the Criminal Law (Forensic Procedures) Amendment Act 6 of 2010, South African Citizenship Amendment Act 17 of 2010, Independent Police Investigative Directorate Act 1 of 2011, and the Civilian Secretariat for Police Service Act 2 of 2011.

The NPA is dependent on the role players within the JCPS to deliver on its mandate. Successful partnerships with key stakeholders and effective service delivery of all are required. In this respect a lack of joint targets with the judiciary and the quality of investigations in some cases, negatively impact on the NPA's ability to deliver. The general inefficiency of the CJS also affects the NPA. The NPA also depends on the public to report crime and give evidence. Confidence in the CJS is required. Correct media reporting also enhances public confidence.

The courts have maintained good conviction rates in all fora and the AFU has exceeded the target on its overall success rate. However, the SCCU has seen a decline in the conviction rate while the number of cases finalised marginally increased compared to last year. The performance of the SCCU when compared to that achieved before the structural changes shows a clear decline.

The general performance in respect of case finalisation has shown a decline compared to the previous financial year. However, in respect of case backlogs, there has been a significantly improvement with the best recorded figures in the past four years.

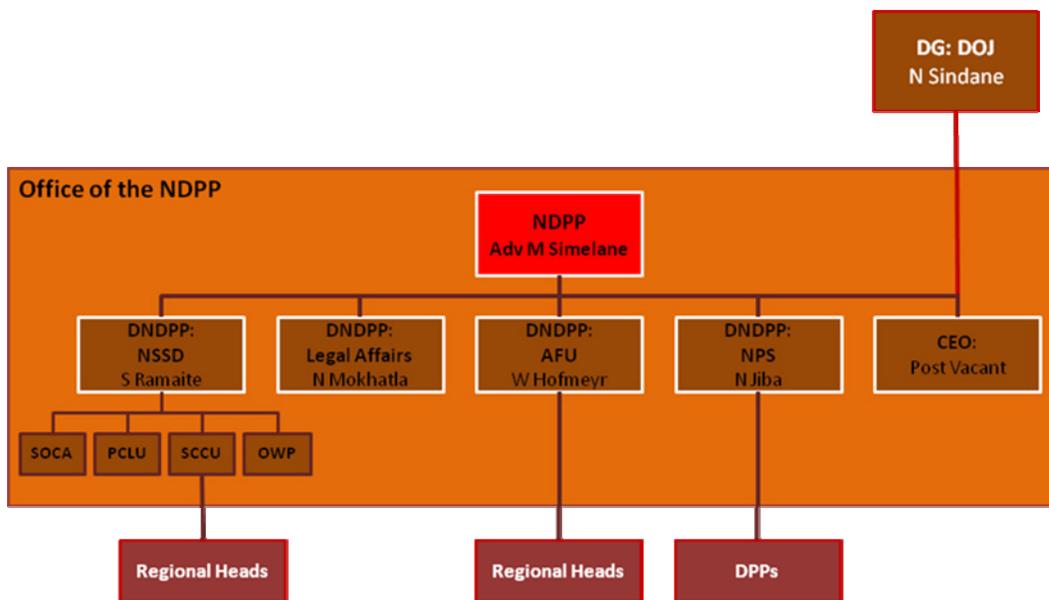
The OWP continues to ensure that no witnesses are harmed or threatened while on the programme with lesser recorded walk-offs.

The Asset Forfeiture Unit's (AFU) focus on high value cases is impacting on the number of new completed forfeiture cases as well as the number of new freezing orders. The AFU is struggling to achieve its value targets.

5.2 Organisational Environment

The purpose of the NPA is to provide a co-ordinated prosecuting service that ensures that justice is delivered to the victims of crime through general and specialised prosecutions, protects certain witnesses, and removes profit from crime¹². The NPA has aligned its structure to ensure improved performance. The changes affected where to reinstate the SCCU and National Prosecutions Service (NPS) as fully operational units. The NPA is structured to achieve this purpose as follows:

Figure 1: High Level Organisational Structure of the NPA



The DNDPP: Legal Affairs Division provides legal advice and render assistance to the NDPP including, actively being involved with civil litigation, mutual legal assistance and extraditions.

The DNDPP: NPS is the head of the NPS which has the primary responsibility in terms of section 179(2) of the Constitution for instituting criminal proceedings and performing related functions on behalf of the State. The NPS is the largest unit in the NPA and houses the public prosecutors and state advocates manning the nation's District, Regional and High Courts. Apart from the prosecution of cases and arising appeals, the NPS is also responsible for matters involving the resolution of criminal matters

¹² Vote 23, Estimates of National Expenditure p2.

outside of the formal trial process through Alternative Dispute Resolution Mechanisms (ADRM).

The DNDPP: NPS will be responsible for the following:

- Determining prosecution policy and issue policy directives which must be observed by all Director of Public Prosecutions and prosecutors in the prosecution process
- Monitoring delivery in the courts to ensure that it is in line with the plans as well as the regional annual plans.
- Dealing with complaints and representations, court preparation and advocacy

The DNDPP: National Specialised Services Division (NSSD) is responsible for the Sexual Offences and Community Affairs (SOCA), Office for Witness Protection (OWP), Priority Crimes Litigation Unit (PCLU) as well as Specialised Commercial Crime Unit (SCCU). The SCCU will be responsible for the prosecution of all cases relating to JCPS officials charged with corruption (output 3) as well as all prosecutions in respect of output 5.

The DNDPP: Asset Forfeiture Unit (AFU) ensures that the powers in the Prevention of Organised Crime Act, 1988 (POCA), to seize criminal assets, are used effectively to remove the profits of crime. The unit focuses on restraining and forfeiting the proceeds of crime or the property used to commit crime. Forfeited money is paid into the Criminal Assets Recovery Account, unless there is an identified victim of crime that has a reasonable claim. A committee has been established to advise Cabinet on utilising these funds to further combat crime or to assist victims.

Challenges:

The budget constraints experienced within the JCPS cluster affect accommodation and general resourcing in the Lower Courts.

In terms of the challenges experienced regarding the lack of an integrated information management system in the cluster, significant progress has been made and the Electronic Case Management System (ECMS) will be implemented from the 1st of April 2012 at 30 selected sites.

The NPA prosecutorial vacancy rate is 12% which is a reduction on the previous financial year's figure of 12.16% (-0.16%). Although there is a lower vacancy rate, the number of prosecutors increased by only 155 in the past year.

5.3 Description of the strategic planning process

The NPA annually undertakes a situation analysis (PESTLE) that is continuously updated, that reviews the following:

- Political environment and factors
- Economic environment and factors
- Social environment and factors
- Technological environment and factors
- Legislative developments
- Environmental factors
- Crime statistics and trends
- Internal performance
- Super-ordinate plans and CJS partner plans

The report is used to identify factors to which the NPA needs to respond in its strategic planning. A summary of the report is included in the strategic plan. Input is obtained from senior managers and the strategic plan developed using the latest templates from National Treasury. The NPA aligns its plan to that of the DoJ&CD and seeks to support initiatives and strategic goals of the department. In the current plan the JCPS Delivery Agreement is the basis for the NPA plan.

Part B: Strategic Objectives

1 Strategic outcome orientated goals of the institution

	JCPS Outcome:	All people of South Africa Are and Feel Safe
	NPA Strategic Outcome Oriented Goal	Improved prosecution service
	Goal Statement	Render a prosecution service that is effective

2 Programme 4: National Prosecuting Authority

Purpose: Provide a coordinated prosecuting service that: ensures that justice is delivered to the victims of crime through general and specialised prosecutions, removes the profit from crime and protects certain witnesses

There are four sub-programmes:

- The sub-programme: Public Prosecutions includes general prosecutions and several specialised prosecution units, such as those for priority crimes litigation, sexual offences and community affairs, and specialised commercial crime.
- The sub-programme: Office for Witness Protection provides for the protection, support and related services to vulnerable witnesses and related people in judicial proceedings.
- The sub-programme: Asset Forfeiture seizes assets that are the proceeds of crime or have been part of an offence through a criminal or civil process.
- The sub-programme: Support Services provides corporate services in terms of the finance, human resources, information communication technology, supply chain, and risk management.

2.1 Strategic Objectives

1.	JCPS Output	Reduced levels of serious reported crimes and specifically the levels of contact and trio crimes
1	Strategic Objective	Increased successful prosecution of serious crime
	Objective Statement	Increase the number of convictions measured against the number of new cases in Regional and High Courts (serious crime) to 49% in 2016/17
	Baseline	Number of criminal court cases in which a sentence of 10 years or more of direct imprisonment without the option of a fine is imposed: Estimated performance 2011/12: 6 889
		Convictions in criminal court cases measured against the number of new cases enrolled in the Regional and High Courts (serious crime) 2010/2011: 36.8% (20 026)
	Justification	This objective will contribute to reducing the overall levels of serious crime in particular contact and trio crimes
	Links	This objective will contribute to achieving the JCPS output 1
2	JCPS Output	Effectiveness of the CJS which is integrated and dispenses with fair justice
2	NPA Strategic Objective	Improved collaboration with JCPS partners
	Objective Statement	To increase the number of criminal court cases finalised including ADRM to 526 731 in 2016/17
	Baseline	Overall conviction rate 2010/11: 88.7% (331 045)
		Number of criminal court cases finalised including ADRM 2010/11: 460 891
	Justification	This objective will contribute to the effectiveness of the CJS
	Links	This objective will contribute to achieving the JCPS output 2
3	JCPS Output	Corruption eradicated, including bribery, by officials within the JCPS as one of the major contributors to ongoing criminal activity and suspicion as well as lack of trust and confidence in the system by the community
3	NPA Strategic Objective	Improved prosecution of JCPS officials charged with corruption
	Objective Statement	To increase the number of JCPS officials convicted of corruption: to 200 by 2016/17
	Baseline	Number of JCPS personnel convicted of corruption 2010/11: 32
		Value of assets linked to corruption and fraud frozen 2010/11: R0
	Justification	This objective will contribute to combating corruption in the JCPS cluster and to ensure its effectiveness and its ability to serve as a deterrent
	Links	This objective will contribute to achieving the JCPS output 3
4	JCPS Output	Promote trust in the CJS by improving support to victims of crime and increasing engagement with the community on security awareness and crime prevention
4	NPA	To improve justice services for the victims of crime

	Strategic Objective	
	Objective Statement	To expand the number of TCCs to 55 by 2016/17
	Baseline	Number of operational TCCs 2010/11: 25
	Justification	This objective will contribute to managing and improving the population's perception of crime
	Links	This objective will contribute to achieving the JCPS output 4
5	JCPS Output	Investor perception, trust and willingness to invest in South Africa is improved by taking legal criminal actions against a defined number of highly visible corruption cases
5	NPA Strategic Objective	Increased successful prosecutions of serious corruption
	Objective Statement	To successfully prosecute and restrain assets of corruption cases where there are assets to the value of at least R5m that can be restrained: 170 persons convicted where at least R5m assets are restrained (cumulative) by 2016/17
	Baseline	Number of convictions where there is at least R5m assets restrained 2010/11: 0 Number of freezing orders with at least R5m assets restrained 2010/11: 10
	Links	This objective will contribute to achieving the JCPS output 5
6	JCPS Output	Cyber crime activities that are threatening to become a pervasive danger to individuals and the community as well as the economy are combated
6	NPA Strategic Objective	Increased prosecution of cyber crime
	Objective Statement	To increase the number of prosecutors trained in the prosecution of cyber crime to 295 in 2016/17
	Baseline	Number of prosecutors in the prosecution of cyber crime: Actual performance 2010/11 - 174
	Justification	This objective will contribute to combating cyber crime
	Links	This objective will contribute to achieving the JCPS output 6

2.2 Resource considerations

Table 1: Budget allocation for the NPA per sub-programme over the MTEF period

R thousand	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcomes			Appropriation	Medium-term estimates		
Public Prosecutions	1,427,855	1,582,516	1,861,392	1,933,163	2,017,057	2,123,030	2,252,745
Office for Witness Protection	103,592	120,376	127,977	148,230	158,460	166,962	177,059
Asset Forfeiture Unit	64,513	78,640	156,956	122,555	129,721	136,575	144,902
Support Services	330,942	406,678	348,947	447,717	510,553	537,996	570,464
TOTAL	1,926,902	2,188,210	2,495,272	2,651,665	2,815,791	2,964,563	3,145,170

Table 2: Budget allocation for the NPA per economic classification over the MTEF period

R thousand	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcomes			Appropriation	Medium-term estimates		
CURRENT PAYMENTS							
Compensation of employees	1,454,005	1,620,171	1,952,222	2,072,237	2,180,186	2,294,338	2,434,731
Goods and services	465,392	453,246	465,388	494,916	537,485	566,991	601,012
<i>Of which:</i>							
Communication	31,050	39,134	34,070	33,055	35,908	37,873	40,361
Computer services	47,693	56,683	29,320	67,130	72,904	76,905	81,505
Consultants	63,466	56,308	97,379	50,233	54,553	57,548	60,988
Agency and support/ outsourced services	12,329	15,148	16,866	15,891	17,257	18,205	19,294
Inventory	11,507	20,879	8,382	29,105	32,305	34,342	36,337
Lease payments (Incl. operating leases, excl. finance leases)	103,813	15,729	34,920	53,276	59,858	62,046	64,684
Owned and leasehold property expenditure	33,822	75,233	68,797	42,640	46,306	48,848	52,766
Travel and subsistence	81,525	85,026	81,009	71,803	73,695	76,686	81,301
Assets <R5000	2,546	11,505	769	4,475	4,880	5,126	5,433
Operating expenditure	51,874	47,516	56,679	71,646	79,323	82,612	87,552
Advertising	2,139	4,934	5,211	6,912	7,557	7,919	8,392
Audit cost: External	5,033	4,849	6,238	6,371	6,919	7,299	7,735
Venues and facilities	8,586	6,911	6,086	8,539	9,273	9,781	10,366
Other	10,009	13,391	19,662	33,840	37,254	41,801	44,863
Interest and rent on land	304	25,114	10,224	14,661	24,324	26,120	27,122
Payments for financial assets	19	418	3,940	0	0	0	0

R thousand	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcomes			Appropriation	Medium-term estimates		
Total current payments	1,919,720	2,098,949	2,431,774	2,581,814	2,742,502	2,887,449	3,063,430
TRANSFERS AND SUBSIDIES TO:	4,863	18,934	7,447	10,447	9,334	9,819	10,400
Departmental agencies and accounts	1,073	1,373	1,826	1,553	1,630	1,714	1,824
Households	3,790	17,561	5,621	8,894	7,704	8,105	8,576
PAYMENTS FOR CAPITAL ASSETS	2,319	70,327	56,051	59,404	63,955	67,295	71,340
Buildings and other fixed structures	0	21,046	14,723	15,793	16,574	17,434	18,480
Machinery and equipment	2,307	49,281	41,328	43,611	47,381	49,861	52,860
Software and other intangible assets	12	-	-	-	-	-	-
TOTAL	1,926,902	2,188,210	2,495,272	2,651,665	2,815,791	2,964,563	3,145,170

The NPA currently employs 4 247 (88%) prosecutors of the total staff complement of 4 840. The bulk of the NPA staff, 4 007 (86.3%), is allocated to public prosecutions, 147 (2.9%) are employed in OWP, 162 (3.5%) in the AFU and 338 (7.3%) in Support Services.

The skills levels and experience of prosecutors varies. The most experienced prosecutors are employed as Deputy Directors of Public Prosecutions. Staff turnover is not very high amongst prosecutors. The implementation of OSD Phase 2 is intended to provide incentives to address the recruitment for these areas. In the newly developed fields of law, expertise needs to be established and training is required. The DoJ&CD through its Justice College provides for most training needs of the prosecutorial staff.

The NPA requires additional prosecutors to ensure that it is able to deliver on an annual increase in targets as well as the JCPS Delivery Agreement specifically in respect of output 5. The establishment of additional high courts also requires additional staff.

2.3 Risk management

The NPA has identified the top ten risks and mitigation plans have been included. The top five risks are discussed below.

Table 3: NPA Top Five Risks and mitigation actions

	Risks and risk description	Responsible	Mitigation	Risk Rating
1	Operational efficiency Operational efficiency of the NPA and in particular its ability to deliver on the set targets could be compromised by deficiencies in the Criminal Justice System and the existing interdependencies. The operational efficiency can also be negatively impacted on if there are not adequate resources in particularly the lower courts.	NDPP	NPA will continue to actively participate in meetings and fora with stakeholders within the JCPS Cluster (e.g. CFM, Devcom and Joints) Re-prioritise current baseline budget allocation to accommodate the resourcing of the lower courts, including the provision of baseline funding to convert the TCC donor funded contract posts to NPA funded posts. Develop plans at regional level to improve operational efficiency in the NPA.	High
3	Operational Capacity: Service delivery could be compromised if the NPA does not invest in optimal capacity through skills development and capacity building.	CEO & NDPP	The recruitment process at national and regional levels to be closely monitored to ensure efficiency in filling of vacant positions, special intervention (e.g. National recruitment panel) to be instituted where necessary. Development and implementation of Workplace Skills Development plan (WSD) inclusive of individual training requirements (Training and capacity building programme) Extension of the Aspirant Prosecutor programme to increase the base from which the NPA can recruit to address the issue of capacity within prosecution.	Medium
4	Ethical behaviour within the NPA: Independent decision making (e.g. decision dockets), inherent in the generic trial process can be open to abuse if not closely monitored (docket management and security). Further, a culture of non-compliance can easily support fraudulent and corrupt activities within critical processes such as supply chain management, covert operations, handling of dockets and management of seized or forfeited assets. The NPA acknowledges that any incident of fraud and corruption, which includes information leaks, will negatively impact the public's confidence in the CJS.	CEO & NDPP	NPA to adopt a zero tolerance approach to fraud and corruption across all functions. Implementation of the Fraud & Corruption Response strategy, including the continuous fraud and corruption risk assessments in order to identify areas that are vulnerable to fraud and corruption. Implement checks and balances in the prosecutorial process Link performance reward to compliance with Code of Ethics, Prosecution Policy, policy directives and legislation and regulations Monitor criminal cases of corruption in which NPA officials are involved	High
5	Fair presentation on financial statements: In terms of section 38(1)(a)(i) of the PFMA, a department is required to have and maintain effective, efficient and transparent systems of financial, risk management and internal control. In 2010/2011 PFMA audit, the NPA received an unqualified audit opinion from the Auditor General. However, AG reported a number of weak controls (emphasis of matter). Poor financial management and control could result in incorrect financial reporting.	CEO	Review policies and procedures relating to the financial management to identify and rectify gaps. Conduct training and awareness on financial management processes and procedures. Continuous implementation of consequence management, whereby disciplinary action is taken against non-compliance to process and procedures. Continuous implementation of Audit Action plan Enter into a Strategic Support Plan with National Treasury with respect to financial management. (Asset management, goods & services, systems security, compensation of employees, liability management and revenue management.) Capacitate contract management function to ensure effective contract management within the NPA. Closely monitoring of the decentralised leave management process, to ensure new emerging risks are identify and managed promptly.	Medium
5	Business continuity: There are no approved and tested plans in place to ensure that the NPA responds and recovers from disaster, business interruptions and disruptions, thereby ensuring business continuity in case of disruptive events.	CEO	Develop and implement business continuity plan Develop and implement Disaster Recovery plan, including conducting of regular tests.	Medium

Part C: Links to other plans

3 Links to the long-terms infrastructure and other capital plans

The NPA, as a programme within the DoJ&CD, does not develop its own long-term infrastructure or capital plans. The NPA provides its needs that are incorporated into the DoJ&CD strategies.

Annexure A: Organisational Information and Institutional Environment

Organisational Information and Institutional Environment

Ensure that the NPA Transforms

The implementation of the Transformation Strategy of the NPA will require a transformed workforce at all levels. To transform the organisation to meet the needs of the people of South Africa, the NPA needs to change the manner in which things are done as well as its approach. Not only do aspects relating to employment equity and diversity need to be addressed specifically at the management levels (level 12 upwards), but the transformation of the organisational culture is required. The transformation required is how the NPA executes its functions at a process and system level.

The NPA strives to comply with the Code of Good Practice of the Integration of Employment Equity into Human Resource and Practices Policies issued in terms of the Employment Equity Act, 1998 (Act No. 55 of 1998).

The NPA, in line with the President's call for dedicated and committed public servants that understand the needs of the public that it serves, will build a culture of service excellence. A transformation strategy is being developed and its implementation over the next five years will be closely monitored. The NPA will identify its responsibility at both a national and international level to report on transformation issues such as racism, gender discrimination etc. and prepare reports timely.

Performance Management

The success of the implementation of the NPA strategy lies in individual and enterprise performance management. The NPA will ensure that individual performance is aligned to the NPA strategic objectives as well as reward and recognition. There is a strong focus on monitoring performance at all levels in the NPA which will continue.

CJS Review

The CJS Review is aimed at establishing a new, modernised, efficient and transformed CJS. The NPA actively participates in the review and the various sub-committees. The NPA will ensure strategic alignment with the integrated CJS vision, mission and objectives and will continue to contribute toward the process of refining key

performance indicators and targets for the cluster. The NPA will contribute toward the development of protocols and participate in projects aimed at addressing challenges facing the CJS, such as backlogs and overcrowding. Currently the NPA is developing an electronic case management system which is information communication technology aimed at integrating information management systems across the CJS. The NPA is also addressing capacity issues by filling vacant posts.

Annexure B: Glossary

ADRM	Alternative Dispute Resolution Mechanism
AFU	Asset Forfeiture Unit
CARA	Criminal Assets Recovery Account
CJS	Criminal Justice System
DNDPP	Deputy National Director of Public Prosecutions
DoJ&CD	Department of Justice and Constitutional Development
DPP	Director of Public Prosecutions
ENE	Estimates of National Expenditure
HSRC	Human Science Research Council
ICT	Information Communication Technology
JCPS	Justice, Crime Prevention and Security Cluster
LASA	Legal Aid South Africa
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NPS	
NDPP	National Director of Public Prosecutions
NPA	National Prosecuting Authority
NSSD	National Specialist Services Division
OWP	Office for Witness Protection
POCA	Prevention of Organised Crime Act
PCLU	Priority Crimes Litigation Unit
SAPS	South African Police Service
SCCU	Specialised Commercial Crimes Unit
SDPP	Special Director of Public Prosecutions
SOCA	Sexual Offences and Community Affairs Unit
Sexual Offences Act	Criminal Law (Sexual Offences and Related Matters) Amendment Act
TCC	Thuthuzela Care Centre

Annexure C: Technical Indicator Description

PART A: KEY CONCEPTS

1. Case

In the NPA a case includes a criminal court cases and a civil court cases. These concepts are defined as:

1.1 Criminal Court Case

A criminal court case is a matter that has been enrolled in a criminal court of South Africa regardless of the forum. At present, excluded from criminal court cases are traffic matters not contained in a police docket, domestic violence matters as far as they do not form part of a police docket, maintenance inquiries, appeals, civil motions, inquests, decision dockets, reviews and *ex parte* applications. A criminal court case may have multiple counts and/or accused and can involve multiple police dockets. A single docket may result in multiple court cases.

1.2 Civil Court Case

A Civil court case is a civil matter that has been enrolled in a court of South Africa regardless of the forum. This includes *ex parte* applications or applications on Notice. It includes motion and trial proceedings. Examples are restraint, preservation, forfeiture and confiscation applications. It also includes interlocutory applications relating to living and legal expenses and curators in civil matters.

2. Alternative Dispute Resolution Methods (ADRM)

Alternative dispute resolution encompasses the following methods for the resolution of disputes between the parties. This includes Diversion and Informal Mediation:

2.1 Diversion

Diversion is one of the alternative ways of delivering justice. It is the process of electing in suitable and deserving criminal court cases, a manner of disposing of a criminal court case other than through normal court proceedings. (It usually implies the withdrawal of the charges against the accused person, after the accused person participates in particular certified programmes.) After the offender has completed the

diversion programme, the social worker submits a report to the prosecutor. If it is clear that the offender has cooperated and benefited from the programme, the matter is withdrawn and recorded as a diverted case on the daily statistics. These figures are totalled on the last court date of each calendar month. Separate statistics are recorded for children (persons younger than 18 years) and adult diversions.

2.2 Informal mediation

It is the process by which a prosecutor, duly authorised thereto and within the ambit of the restorative justice guidelines, while acting as a mediator between the victim and offender, resolves the conflict which resulted in the criminal court case or addresses the harm caused in a manner that does not require formal justice but seeks to deliver justice. The matter is withdrawn.

3. JCPS Officials

All the signatories to the JCPS Delivery Agreement and includes persons employed in the following departments:

- Arts and Culture
- Defence
- Finance
- Government Communication and Information Service
- Home Affairs
- Intelligence Services
- Justice and Constitutional Development (including such entities such as: Legal Aid South Africa, Judicial Services Commission etc.)
- National Intelligence Agency
- National Prosecuting Authority
- National Treasury
- Office of the Public Service Commission
- Provincial and Local Government
- Public enterprises
- Public Service and Administration
- Safety and Security
- South African Police Service

- South African Revenue Service (including Customs)
- Special Investigating Unit

4. **Corruption**

Corruption should be understood as the misuse of public or private office or position or resources with a corrupt intent, and may include acts of bribery, nepotism, extortion, fraud and theft.

5. **Serious crime**

Serious is regarded as all criminal court cases prosecuted in the regional and high courts.

6. **Dedicated prosecutor**

A dedicated prosecutor is a prosecutor with specialised skill and experience that has been assigned to primarily deal with the prosecution of certain crime type.

7. **Successful prosecution**

A successful prosecution of a corruption matter for purposes of the output 3 and 5 is a prosecution that has resulted in a conviction.

8. **Cyber crime**

Any crime that is facilitated by the use of information technology.

Indicator Title	10 years imprisonment for serious crime
Short definition	Number of criminal court cases in which a sentence of 10 years or more of direct imprisonment without the option of a fine is imposed
Purpose/importance	Measures whether serious crime is being dealt with effectively
Source/collection of data	Lower courts: NPA Daily Court Return High courts: NPA Daily Court Return
Method of calculation	The measurement is on the day on which the sentence is imposed in the regional and high court only and the sentence must be at least ten years direct imprisonment without the option of a fine, or any portion thereof being suspended. It is does not include correction supervision.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	Yes
Desired performance (standard)	As it is a new indicator baseline data will first be collected
Indicator responsibility	DNDPP: Strategy and Operations Management
Indicator Title	Criminal Court Cases finalised including ADRM
Short definition	Number of criminal court cases finalised in the reporting period by verdict, or through the use of alternatives such as diversion or informal mediation, irrespective of the date of enrolment.

Purpose/importance	Tracks the ability of the NPA to deal with the demand for services for the purpose of measuring productivity
Source/collection of data	Lower courts: NPA Daily Court Return High courts: NPA Daily Court Return
Method of calculation	The criminal court case is measured as finalised on the date on which the verdict of not guilty given (including stopping of prosecution in terms of section 6(b) of Act 51 of 1977) is given or sentence is imposed in the case of a guilty verdict and includes cases dealt with in terms of section 57A of the CPA. Should there be multiple accused, the case is only counted upon conclusion of the case against all accused.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance (standard)	DC: 3 cases per court per day; RC: 0.7 cases per court per day; HC: 0.2 cases per court per day
Indicator responsibility	DNDPP: Strategy and Operations Management
Indicator Title	Number of JCPS official convicted of corruption
Short definition	The number of JCPS officials (as defined above) that are convicted for corruption (as defined above) within the reporting period irrespective of when the prosecution was instituted
Purpose/importance	Tracks the ability of the NPA to successfully deal with corruption in the JCPS through prosecution.
Source/collection of data	Lower courts: NPA Daily Court Return High courts: NPA Daily Court Return
Method of calculation	The criminal court case is measured as finalised on the date on which the verdict of not guilty given (including stopping of prosecution in terms of section 6(b) of Act 51 of 1977) is given or sentence is imposed in the case of a guilty verdict and includes cases dealt with in terms of section 57A of the CPA. Should there be multiple accused, the case is only counted upon conclusion of the case against all accused. The number of accused is measured and not the case. The conviction rate is similarly calculated at an accused level.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance (standard)	At least 80% of accused that are prosecuted should be convicted.
Indicator responsibility	DNDPP: Strategy and Operations Management
Indicator Title	Conviction rate

Short definition	Percentage of cases finalised with a guilty verdict (including Sec 57A) divided by the number of cases finalised with a verdict (i.e. excluding diversions).
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by South African public as such. Not a correct indicator for the quality of the prosecution though.
Source/collection of data	None – combined figure derived from other KPI's
Method of calculation	Conviction rate is measured at the date of sentencing or verdict of not-guilty irrespective of the date when the plea was entered.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance (standard)	RC: 75%, HC 87%, DC: 85%
Indicator responsibility	DNDPP: Strategy and Operations Management
Indicator Title	Value of assets frozen (restrained or preserved)
Short definition	Total value of assets frozen by court orders obtained in the reporting period, reported in Rands and estimated on the best available evidence on the date when the order is obtained.
Purpose/importance	It provides the first indication of the actual value of property that was seized (the court order refers to what the AFU is entitled to seize). It measures the amount of proceeds removed from the control of criminals and provides an indication of the depth of the impact made by the AFU, i.e. in dealing with those who have accumulated significant wealth from crime.
Source/collection of data	The information is based on an estimate from the financial investigation done by the AFU financial investigator and advocate and is captured on the ECMS and on a case report form
Method of calculation	The sum of the value of assets frozen by court orders obtained in the reporting period. This does not refer to the value of the freezing order obtained, but to the estimated value of the actual assets frozen. The values of orders that are refused are not counted. Where an order was initially granted and later reversed, it is not counted as a negative value for the reporting period in which it was reversed.
Data limitations	The data reflects an estimate and may not be accurate
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance (standard)	To increase the target of R450 million in 2010/11 by about 10% per year.
Indicator responsibility	DNDPP: AFU
Indicator Title	Number of operational TCCs
Short definition	The number of one stop centres for rape care in which all steps all steps to the project plan relating to the establishment of the centre has been completed and all role-players are

	represented at the centre. The launch of the centre does not imply that the centre is fully operational.
Purpose/importance	To measure the availability of these services
Source/collection of data	TCC returns
Method of calculation	The total TCC as at the end of the reporting period
Data limitations	Manual system and operational measure
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance (standard)	Fully operational after full implementation
Indicator responsibility	SDPP: SOCA

NPA Strategic Plan 2012/2017



NATIONAL PROSECUTING AUTHORITY
South Africa

Victoria & Griffiths Mxenge Building
123 Westlake Avenue
Weavind Park
Silverton, Pretoria
Private Bag X752
Pretoria
0001
Tel: +27 12 845 6000
www.npa.gov.za