STRATEGIC PLAN 2009/12

independent
complaints directorate

Department:
Independent Complaints Directorate
REPUBLIC OF SOUTH AFRICA

Independent Complaints Directorate Strategic Plan 2009 – 2012

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POLICY STATEMENT BY THE MINISTER OF POLICE

This is the eighth Strategic Plan for the Independent Complaints Directorate (ICD) for the period commencing 1 April 2009.

In an endeavor to improve access to its services, the ICD has to date managed to establish six (6) satellite offices to service our diverse communities in various provinces. An increased budget will ensure that three more satellite offices are opened in other provinces in the very near future. The aim of the ICD is to have at least twenty-two (22) satellite offices across the country to allow our communities to not only rely on provincial offices that are at the major cities for assistance all the time, but to bring services closer to them.

The restructuring process of Complaints Registry (Programme 3) that the ICD embarked on has not been finalized due to the unavailability of funds. The ICD has approached National Treasury to obtain the necessary funding for such restructuring. The purpose of this restructuring is to increase its investigative capacity and to ensure that the receipt of complaints and the completion of the investigation are handled within one programme (Programme 2).

It is very encouraging to see that our South African public is becoming more aware of the ICD's existence and its mandate. The number of cases reported to the ICD increases every year and many people fully utilize the services rendered by the ICD.

Collaboration with the police and other stakeholders is critical to ensure that we have an accountable police service where complaints against police officers are investigated in an effective and efficient manner. This will assist us in realizing our mission of promoting proper police conduct and re-building public confidence in the police service.

I will give the necessary support to the ICD to help them overcome their challenges, so that it may continue to serve the citizens of this beautiful country who are in so much need for justice.

I hope to see greater achievements in the future from the ICD.

MR N MTHETHWA
MINISTER OF POLICE

OVERVIEW BY THE EXECUTIVE DIRECTOR

It is my pleasure to present the eighth Strategic Plan of the Independent Complaints Directorate, in my capacity as Acting Executive Director.

My greatest desire is to have our services accessible to all the citizens of this country, especially those who are in the remote areas. This will be achieved through two initiatives. Firstly, we are in the process of restructuring one of our Programmes, viz: Complaints Registry. The restructuring will involve the translation of the posts of Monitor and Case Analyst into posts of Investigator and Assistant-Investigator, respectively. The rationale for the restructuring is to enhance our investigative capacity and streamline the complaints handling process. This means that from the time when a complaint is lodged to its investigation, the process will be handled within one programme. Such a change will ensure total accountability and will reduce delays in the process of handling complaints. These changes can only benefit our client – the complainant. I have approached the National Treasury to get funding in 2010/11 so that we can finalize the restructuring process.

The second initiative is by taking our services to the people. We are making progress with regard to increasing our accessibility, albeit at a very small scale. We have opened a number of satellite offices in some provinces where they did not exist before and aim to continue doing so until we reach our target of a number of satellite offices throughout the country, with special focus on rural areas.

The current financial year has been “business unusual” for the organisation, as per the Government's call to all government departments. The deterioration in the global economic environment also effected the ICD's allocation for the 2009/10 financial year and with more than 3% cut to our “slice of the cake” only the commitment and sacrifices from our staff members will ensure delivery on the ICD's mandate.

As management, we stepped out of our offices to attend Izimbizo, to see and hear for ourselves if we were indeed delivering a service that we are mandated with, and if it's improving the lives of our people. The Minister has demonstrated his support to the ICD in many ways and we commend him for involving the ICD in many of his outreach campaigns. This gives us even more courage to execute our mandate.

I therefore wish to take this opportunity to thank the Minister of Police earnestly for his continuous support ever since he took his position.

I also wish to thank the Portfolio Committee, the South African Police Service, the various Municipal Police Services and members of ICD management and staff.

MR E VALOYI
ACTING EXECUTIVE DIRECTOR

DEPARTMENTAL OVERVIEW

LEGISLATIVE MANDATE

Section 53(2) of the South African Police Act (Act no 68 of 1995) stipulates that the Independent Complaints Directorate:

1) May mero motu or upon receipt of a complaint, investigate any misconduct or offence allegedly committed by a member, and may, where appropriate, refer such investigation to the Commissioner concerned;

2) Shall mero motu or upon receipt of a complaint, investigate any death in police custody or as a result of police action; and

3) May investigate any matter referred to the Directorate by the Minister or member of the Executive Council.

Section 18 of the Domestic Violence Act, Act no 116 of 1998 stipulates that failure by a member of the South African Police Service to comply with an obligation imposed in terms of this Act or the National Instructions referred to in subsection (3), constitutes misconduct as contemplated in the South African Police Service Act, 1995, and the Independent Complaints Directorate, established in terms of that Act, must forthwith be informed of any such failure reported to the South African Police Service. Unless the Independent Complaints Directorate directs otherwise in any specific case, the South African Police Service must institute disciplinary proceedings against any member who allegedly failed to comply with an obligation.

The Independent Complaints Directorate must, every six months, submit a report to Parliament regarding the number and particulars of matters reported to it in terms of subsection (4) (a), and set out the recommendations made in respect of such matters. The National Commissioner of the South African Police Service must, every six months, submit a report to Parliament regarding steps taken as a result of recommendations made by the Independent Complaint Directorate.

In terms of Section 64 0 of the SAPS Act, read with Regulation 9 and Annexure 5 of the Regulations for Municipal Police Services, the ICD has been given the same civilian oversight duties in respect of Municipal Police Services that it has in respect of the South African Police Service

MISSION AND VISION

MISSION

To promote proper police conduct.

VISION

A transformed police service in line with the spirit and purport of the Constitution.

DEPARTMENTAL STRATEGIC OVERVIEW

STRATEGIC OVERVIEW: 2005/06 – 2011/12

The Independent Complaints Directorate investigates any misconduct or offence allegedly committed by any member of the South African Police Service or the Municipal Police Services, any death in police custody or as a result of police action, and any matter referred to the directorate by the minister or member of the executive council. The Independent Complaints Directorate will oversee the newly established South African Police Service directorate for priority crime investigation once the National Prosecuting Authority's directorate of special operations has been disbanded, in line with the South African Police Service Amendment Bill (2008). Key strategic objectives for the directorate include streamlining key programmes, finalising old cases and increasing communities access to its services.

STREAMLINING KEY PROGRAMMES

Restructuring the Complaints Processing, Monitoring and Investigation and the Information Management and Research programmes is a priority. The restructuring exercise aims to involve monitors and case workers in active investigations through skills transfer, and to streamline the complaint handling process. Currently complaints are received, captured on the database, and then a decision is made whether to investigate. The restructuring will allow the investigator to receive the complaint directly and decide what further action to take.

Over the medium term, the restructuring will increase investigative capacity, and ensure that the entire complaints process is managed within one programme, from the receipt of a complaint to the completion of the investigation. This will result in a stronger focus on monitoring complaints of non-compliance with the provisions of the Domestic Violence Act (1998). The Information Management and Research programme will focus on increasing the number of visits by analysts to police holding cells.

The Independent Complaints Directorate received additional funding in 2009/10 to further establish the Asset Management unit, which now comprises five positions.

COMPLETING OLD CASES

Since its inception, the Independent Complaints Directorate has focused on finalising new investigations in the shortest possible time. However, this impacted negatively on the workflow as scheduled actions on older cases were set aside as urgent new cases would receive immediate attention. Since 2007/08, a concerted effort has been made to finalise all the older cases, which require more attention and take longer to resolve as witnesses may have relocated or are unable to recall the details of an incident satisfactorily. From 2008, new and old cases have been managed at the same time.

When investigators visit a specific area, they are required to take all relevant case dockets to collect any outstanding information. While this approach ensures that old and new cases receive equal attention, it ultimately limits the number of cases finalised every year. To counter this, the directorate now prioritises complaints that require active investigation, rather than complaints subject to investigation.

INCREASING ACCESS TO THE ICD

As part of the initiative to broaden communities' access to the Independent Complaints Directorate's services, 6 of the 22 identified satellite offices were established in 2007 and 2008. These are in Empangeni (KwaZulu-Natal), Mthatha (Eastern Cape); Rustenburg (North West), Thohoyandou (Limpopo), Bethlehem (Free State) and Upington (Northern Cape).

SELECTED PERFORMANCE AND OPERATIONS INDICATORS

Table 1. Independent Complaints Directorate

INDICATOR	PROGRAMME	PAST				PROJECTIONS		
		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Percentage of investigations of deaths in custody and as a result of police action finalised	Complaints Processing, Monitoring and Investigation	70% (222)	60% (251)	60% (259)	60% (466)	60% (470)	60% (470)	65% (470)
Percentage of investigations of complaints of criminality finalised	Complaints Processing, Monitoring and Investigation	52% (854)	70% (894)	50% (912)	50% (1 000)	50% (1 050)	50% (1 050)	55% (1 150)
Percentage of investigations of complaints of misconduct finalised	Complaints Processing, Monitoring and Investigation	50% (1052)	50% (1240)	50% (1370)	50% (1 386)	50% (1 486)	50% (1 635)	55% (1 760)
Number of additional police stations audited for compliance with the Domestic Violence Act (1998)	Complaints Processing, Monitoring and Investigation	16	20	24	54	108	108	135
Percentage of applications for exemptions in terms of the Domestic Violence Act (1998) completed within 30 days	Complaints Processing, Monitoring and Investigation	100% (34)	100% (36)	100% (42)	100% (45)	100% (47)	100% (50)	100% (53)
Percentage of complaints registered and allocated within 48 hours	Information Management and Research	100% (5 277)	100% (5 412)	100% 5 440	100% (5 800)	100% (6 024)	100% (6 100)	100% (6 180)
Number of new research projects and recommendation reports compiled	Information Management and Research	2	3	3	3	3	3	3
Number of new community awareness programmes launched	Information Management and Research	108	108	216	230	240	250	260

Table 2. Independent Complaints Directorate

PROGRAMME	AUDITED OUTCOME			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM EXPENDITURE ESTIMATE		
R million	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
1. Administration	21.7	22.7	27.4	35.6	35.6	43.8	48.9	53.9
2. Complaints Processing, Monitoring and Investigation	26.1	35.1	44.0	50.0	50.0	55.1	60.6	66.2
3. Information Management and Research	6.7	7.4	9.4	12.9	12.9	15.9	17.6	19.5
TOTAL	**54.5**	**65.3**	**80.9**	**98.5**	**98.5**	**114.9**	**127.1**	**139.5**
Change to 2008 Budget estimate				–	–	(0.5)	4.4	9.5

ECONOMIC CLASSIFICATION

CURRENT PAYMENTS	**50.8**	**61.3**	**74.1**	**96.2**	**96.2**	**112.6**	**124.7**	**137.0**
Compensation of employees	30.2	36.8	45.7	54.8	54.8	65.2	70.1	73.8
Goods and services	20.5	24.5	28.4	41.5	41.5	47.4	54.6	63.2
of which:								
Administrative fees	5.3	5.1	6.2	6.9	6.9	7.4	8.1	8.8
Advertising	0.7	0.4	1.3	0.8	0.8	0.8	0.9	1.0
Assets less than R5 000	0.4	0.4	1.1	0.4	0.4	0.4	0.5	0.6
Audit costs: External	0.8	0.7	0.7	1.6	1.6	1.7	1.9	2.0
Communication	1.5	1.5	1.9	2.5	2.5	2.7	4.0	5.2
Computer services	1.5	1.9	1.7	4.1	4.1	5.1	6.8	8.3
Consultants and professional services: Business and advisory services	1.5	1.1	1.2	0.1	0.1	0.1	0.1	0.1
Inventory: Other consumables	0.1	0.2	0.3	0.3	0.3	0.3	0.4	0.5
Inventory: Stationery and printing	0.4	1.0	2.0	1.1	1.1	1.1	1.2	1.4
Lease payments	0.4	0.4	0.7	1.3	1.3	1.3	1.5	2.0
Owned and leasehold property expenditure	0.4	0.5	0.5	1.9	1.9	2.0	2.7	3.7
Travel and subsistence	5.9	8.9	9.2	18.2	18.2	22.2	23.7	26.4
Training and development	0.6	0.5	0.6	0.4	0.4	0.4	0.7	0.8
Operating expenditure	0.3	0.6	0.3	0.8	0.8	0.8	1.0	1.1
Financial transactions in assets and liabilities	0.0	0.0	0.0	–	–	–	–	–
TRANSFERS AND SUBSIDIES	**0.1**	**0.1**	**0.0**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**
Provinces and municipalities	0.1	0.0	–	–	–	–	–	–
Departmental agencies and accounts	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1
PAYMENTS FOR CAPITAL ASSETS	**3.6**	**3.9**	**6.7**	**2.2**	**2.2**	**2.2**	**2.3**	**2.4**
Buildings and other fixed structures	0.6	–	–	–	–	–	–	–
Machinery and equipment	2.6	3.1	3.8	2.3	2.3	2.2	2.3	2.4
Software and other intangible assets	0.4	0.8	3.0	(0.1)	(0.1)	–	–	–
TOTAL	**54.5**	**65.3**	**80.9**	**98.5**	**98.5**	**114.9**	**127.1**	**139.5**

INDEPENDENT COMPLAINTS DIRECTORATE

AIM

The aim of the Independent Complaints Directorate is to provide an accessible complaints processing mechanism and efficient and effective investigation of complaints of deaths, misconduct and criminality allegedly committed by members of the South African Police Service and Municipal Police Services, and make appropriate recommendations.

PROGRAMME PURPOSES

PROGRAMME 1: ADMINISTRATION

PURPOSE: Provide for the overall management, policy development and organisation of the Independent Complaints Directorate, in line with government prescripts.

PROGRAMME 2: COMPLAINTS PROCESSING, MONITORING AND INVESTIGATION

PURPOSE: Provides for the receipt, registration, processing of complaints and the investigation of deaths in police custody and as a result of police action, the investigation and/or monitoring of complaints of criminality and misconduct and monitoring of the implementation of the Domestic Violence Act.

PROGRAMME 3: INFORMATION MANAGEMENT AND RESEARCH

PURPOSE: Provide information and recommendations including in relation to the Domestic Violence Act (1998), by analyzing the complaints, conducting research and producing reports, and conducting community awareness programmes every year.

INDEPENDENT COMPLAINTS DIRECTORATE

PROGRAMME 1: ADMINISTRATION

EXPENDITURE ESTIMATES

Table 3. Administration

SUBPROGRAMME	AUDITED OUTCOME			ADJUSTED APPROPRIATION		MEDIUM-TERM EXPENDITURE ESTIMATE	
R million	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Management	4.1	4.5	5.3	5.8	7.3	8.4	9.3
Corporate Services	12.4	13.2	15.9	23.1	29.2	32.4	35.9
Property Management	5.3	5.1	6.2	6.7	7.4	8.1	8.6
TOTAL	**21.7**	**22.7**	**27.4**	**35.6**	**43.8**	**48.9**	**53.9**
Change to 2008 Budget estimate				–	0.8	2.7	4.3
ECONOMIC CLASSIFICATION							
CURRENT PAYMENTS	**19.8**	**21.9**	**25.4**	**35.1**	**43.6**	**48.7**	**53.7**
Compensation of employees	9.3	11.0	13.1	16.1	22.0	23.5	25.0
Goods and services	10.5	10.9	12.3	19.0	21.6	25.2	28.7
of which:							
Administrative fees	5.3	5.1	6.2	6.6	7.1	7.8	8.4
Audit costs: External	0.6	0.7	0.7	1.6	1.7	1.9	2.0
Communication	0.4	0.4	0.5	0.6	0.6	1.6	1.9
Computer services	0.5	0.6	0.4	1.3	2.1	2.8	2.9
Consultants and professional services: Business and advisory services	1.0	0.8	0.7	0.0	0.0	0.0	0.0
Owned and leasehold property expenditure	0.2	0.3	0.2	1.1	1.2	1.2	2.1
Travel and subsistence	1.0	1.8	2.0	6.3	7.3	8.2	9.2
TRANSFERS AND SUBSIDIES	**0.1**	**0.0**	**0.0**	**0.1**	**0.1**	**0.1**	**0.1**
Provinces and municipalities	0.0	0.0	–	–	–	–	–
Departmental agencies and accounts	0.0	0.0	0.0	0.1	0.1	0.1	0.1
Payments for capital assets	**1.9**	**0.7**	**1.9**	**0.5**	**0.1**	**0.1**	**0.1**
Buildings and other fixed structures	0.6	–	–	–	–	–	–
Machinery and equipment	1.3	0.7	1.1	0.6	0.1	0.1	0.1
Software and other intangible assets	0.0	0.0	0.9	(0.1)	–	–	–
TOTAL	**21.7**	**22.7**	**27.4**	**35.6**	**43.8**	**48.9**	**53.9**

SERVICE DELIVERY OBJECTIVES AND INDICATORS

PURPOSE : CONDUCT THE OVERALL MANAGEMENT OF THE ICD AND PROVIDE SUPPORT SERVICES.

Table 4. Administration

OUTPUT	INDICATOR	TARGET
Increase compliance with the Employment Equity Act	Promote employment equity by having 50% women in senior management	31 March 2010
Effective implementation of the approved retention strategy	Ensure that 2% of staff is made up of people with disabilities	31 March 2010
	Time within which vacancies are to be filled	3 months
Implement Government's strategy on Asset Management in line with the prescripts of the PFMA	Maintain an updated electronic Asset Register	31 March 2010
Promote peace and discipline in the ICD	Timely finalize reported cases	70% of cases
Evaluate the effectiveness of internal controls and ensure ICD compliance with applicable prescripts	Execute all audit activities as per operational plan	31 March 2010
Maintain employee wellness and special programmes	Embark on four health and wellness campaigns, including special programmes	Quarterly
Develop a security plan in line with the revised MISS	Conduct training on the revised Security policy	31 March 2010
Combat corruption and fraud and, encouraging ethical behaviour	Investigate all cases reported to the Ethics Helpline	90 days
Effectively manage risk in the ICD	Provide quarterly risk management progress reports in terms of the Risk Management Strategy	Quarterly
Improve service delivery through revitalization of the Batho Pele revitalization programme	Update the Service Delivery Improvement Plan	31 March 2010
Enable quality assured training programmes	70% of training programmes to be offered by recognized service providers	31 March 2010
	Implement a crime resolving learnership	30 June 2009
Policy review	Revise 70% of ICD policies and procedures	31 March 2010

INDEPENDENT COMPLAINTS DIRECTORATE

PROGRAMME 2: COMPLAINTS PROCESSING, MONITORING AND INVESTIGATION

1. Complaints Processing, Monitoring and Investigation receives, registers, processes and investigates complaints of deaths in police custody or as a result of police action, and complaints of misconduct and criminality. Funding is distributed according to the number of personnel and cases.

2. Legal Services provides legal advice to officials regarding the Independent Complaints Directorate mandate. Funding is distributed based on historical patterns and strategic priorities.

OBJECTIVES AND MEASURES

3. Maintain the integrity of independent oversight by increasing the number of investigations of complaints of criminality finalised from 854 in 2005/06 to 1 150 in 2011/12.

4. Ensure that the South African Police Service attends to every complaint of domestic violence by:

- Monitoring compliance with the Domestic Violence Act (1998) and completing applications for exemption from disciplinary action in terms of the act within 30 days

- Increasing the number of police stations audited annually from 16 in 2005/06 to 135 in 2011/12.

SERVICE DELIVERY AND SPENDING FOCUS

The Independent Complaints Directorate registered more than 5 800 complaints of police criminality and misconduct in 2007/08, an increase of more than 8 per cent from 2006/07. Similarly, there was an increase of 13 per cent in the registered number of deaths in police custody and as a result of police action, and the directorate investigated 94 more cases (792 in total) in 2007/08, compared to 698 in 2006/07.

In 2007/08, the Independent Complaints Directorate finalised 60 per cent of investigations of deaths in custody and as a result of police action. The directorate secured 28 criminal convictions in 2007/08 for a variety of offences, and another 32 convictions for disciplinary matters.

Over the MTEF period, the distribution of funds will be based on the following priorities: the investigation of deaths in custody and as a result of police action; alleged police criminality; and the investigation of police misconduct. In addition, funds are allocated for monitoring police compliance with the Domestic Violence Act (1998) based on historical patterns of non-compliance. Finally, funds are made available for visits to police holding cells as part of ICD's proactive oversight role.

Table 5. Complaints Processing, Monitoring and Investigation

SUBPROGRAMME	AUDITED OUTCOME			ADJUSTED APPROPRIATION		MEDIUM-TERM EXPENDITURE ESTIMATE	
R million	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Complaints Processing, Monitoring and Investigation	25.2	34.1	43.5	49.1	54.1	59.4	64.9
Legal Services	0.9	1.0	0.6	0.8	1.0	1.2	1.3
TOTAL	**26.1**	**35.1**	**44.0**	**50.0**	**55.1**	**60.6**	**66.2**
Change to 2008 Budget estimate				–	(1.1)	1.5	4.1

ECONOMIC CLASSIFICATION

CURRENT PAYMENTS	**25.2**	**33.4**	**39.8**	**48.4**	**53.7**	**59.1**	**64.6**
Compensation of employees	17.0	22.1	28.1	33.8	36.2	39.1	40.6
Goods and services	8.2	11.3	11.7	14.7	17.5	20.0	23.9
of which:							
Assets less than R5 000	0.1	0.2	0.7	0.3	0.3	0.3	0.4
Communication	0.9	1.0	1.2	1.6	1.7	1.9	2.6
Computer services	0.8	1.1	0.9	2.2	2.3	3.0	3.8
Consultants and professional services: Legal costs	0.3	0.6	0.0	0.0	0.0	0.1	0.1
Lease payments	0.2	0.2	0.4	0.9	1.0	1.1	1.5
Owned and leasehold property expenditure	0.2	0.2	0.2	0.5	0.5	1.1	1.2
Travel and subsistence	4.3	6.4	6.6	7.4	10.0	10.4	11.8
Training and development	0.3	0.3	0.3	0.3	0.3	0.5	0.5
Operating expenditure	0.1	0.4	0.2	0.4	0.4	0.5	0.5
Financial transactions in assets and liabilities	0.0	0.0	0.0	–	–	–	–
TRANSFERS AND SUBSIDIES	**0.1**	**0.0**	–	–	–	–	–
Provinces and municipalities	0.1	0.0	–	–	–	–	–
PAYMENTS FOR CAPITAL ASSETS	**0.8**	**1.7**	**4.2**	**1.6**	**1.5**	**1.6**	**1.6**
Machinery and equipment	0.7	1.6	2.4	1.6	1.5	1.6	1.6
Software and other intangible assets	0.1	0.1	1.8	–	–	–	–
TOTAL	**26.1**	**35.1**	**44.0**	**50.0**	**55.1**	**60.6**	**66.2**

OBJECTIVES AND MEASURES

Provide for the receipt, registration, processing of complaints and the investigation of deaths in police custody and as a result of police action, the investigation and/or monitoring of complaints of criminality and misconduct and monitoring the implementation of the Domestic Violence Act.

Table 6. Complaints Processing, Monitoring and Investigation

INDICATORS	ANNUAL PERFORMANCE						
	PAST				PROJECTED		
	2005/6	2006/7	2007/8	2008/9	2009/10	2010/2011	2011/2012
Complaints registered and allocated within 48 hours	100% 5277	100% 5412	100% 5440	100% 5400	100% 5450	100% 5500	100% 5600
Finalize investigation of deaths in custody and as a result of police action	70% 222	60% 251	60% 259	60% 466	60% 470	60% 470	65% 470
Finalize investigation of complaints of criminality	52% 854	70% 894	50% 912	50% 1000	50% 1050	50% 1050	55% 1150
Finalize investigation of complaints of misconduct	50% 1052	50% 1240	50% 1370	50% 1386	50% 1486	50% 1580	55% 1760
Applications for exemptions in terms of the Domestic Violence Act (DVA) completed within 30 days	100% 34	100% 36	100% 42	100% 45	100% 47	100% 50	100% 53

PROGRAMME 3: INFORMATION MANAGEMENT AND RESEARCH

5. Research conducts proactive research. Research needs, guided by statistical information, determine how funds are distributed.

6. Information Management System maintains a database which serves as a register for all complaints, manages IT, and manages promoting Independent Complaints Directorate products and services to stakeholders. Funding is distributed according to historical patterns and strategic priorities.

OBJECTIVES AND MEASURES

7. Proactively curb errant police behaviour by:
   - analysing information in relation to the Domestic Violence Act (1998)
   - each year registering all complaints received within 48 hours
   - conducting research and producing three reports per year over the MTEF period
   - increasing the number of community awareness programmes from 108 in 2005/06 to 260 in 2011/12.

SERVICE DELIVERY AND SPENDING FOCUS

In 2007/08, 58 applications for exemption from disciplinary action were received, of which 44 were granted and 12 declined. 2 of these applications were carried over to 2008/09. 436 station audits were conducted nationally, representing more than 12 audits per quarter per provincial office. Research reports were completed on femicide and suicide, and on non-compliance with the Domestic Violence Act (1998) and compliance with Independent Complaints Directorate recommendations. The directorate publishes the Domestic Violence Act report biannually.

In 2008/09, 596 station audits were done and 473 cell inspections were conducted nationally. 307 outreach activities were conducted, during which community members were informed about the Independent Complaints Directorate's services, and complaints and concerns noted.

Over the MTEF period, spending under this programme focuses on maintaining the Independent Complaints Directorate's electronic information system and updating the case management system. Funding is also distributed to research activities and campaigns aimed at increasing community awareness.

Table 7. Information Management and Research

SUBPROGRAMME	AUDITED OUTCOME			ADJUSTED APPROPRIATION		MEDIUM-TERM EXPENDITURE ESTIMATE	
R million	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Reseach	1.2	1.6	1.7	1.9	1.8	2.0	2.3
Information Management System	5.5	5.9	7.8	11.0	14.2	15.6	17.2
TOTAL	**6.7**	**7.4**	**9.4**	**12.9**	**15.9**	**17.6**	**19.5**
Change to 2008 Budget estimate				–	(0.2)	0.3	1.0

ECONOMIC CLASSIFICATION

CURRENT PAYMENTS	**5.8**	**6.0**	**8.8**	**12.8**	**15.3**	**16.9**	**18.8**
Compensation of employees	3.9	3.7	4.4	4.9	7.0	7.6	8.2
Goods and services	1.9	2.3	4.4	7.8	8.3	9.3	10.6
of which:							
Advertising	0.1	0.1	1.0	0.4	0.5	0.5	0.5
Communication	0.1	0.1	0.2	0.3	0.4	0.5	0.6
Computer services	0.2	0.2	0.3	0.6	0.7	1.0	1.5
Inventory: Stationery and printing	0.1	0.6	1.5	0.7	0.7	0.7	0.8
Owned and leasehold property expenditure	0.0	0.1	0.1	0.3	0.3	0.4	0.4
Travel and subsistence	0.5	0.7	0.7	4.5	4.9	5.1	5.4
Financial transactions in assets and liabilities	0.0	–	0.0	–	–	–	–
TRANSFERS AND SUBSIDIES	**0.0**	**0.0**	–	–	–	–	–
Provinces and municipalities	0.0	0.0	0.0	–	–	–	–
PAYMENTS FOR CAPITAL ASSETS	**0.9**	**1.5**	**0.6**	**0.2**	**0.6**	**0.7**	**0.7**
Machinery and equipment	0.6	0.8	0.3	0.2	0.6	0.7	0.7
Software and other intangible assets	0.3	0.7	0.3	–	–	–	–
TOTAL	**6.7**	**7.4**	**9.4**	**12.9**	**15.9**	**17.6**	**19.5**

OBJECTIVES AND MEASURES

Manage all information and knowledge needs. Conduct proactive research and embark on various proactive oversight activities. Manage all communication and the marketing of activities and products to stakeholders:

- Research - conducts proactive research
- Information Management - maintains a database which serves as a register for all complaints, manages IT, and manages the communications activities for promoting ICD products and services.

Table 8.

INDICATORS	ANNUAL PERFORMANCE						
	PAST				PROJECTED		
	2005/6	2006/7	2007/8	2008/9	2009/10	2010/2011	2011/2012
Number of Police Stations audited for compliance with the DVA	108	108	144	180	198	216	236
Compilation of Research projects and recommendation reports	3	3	3	3	3	3	3
Number of community awareness programmes launched	108	108	216	230	240	250	260

SERVICE DELIVERY IMPROVEMENT PLAN
INDEPENDENT COMPLAINTS DIRECTORATE
FOR THE PERIOD 1 APRIL 2009 TO 31 MARCH 2010

VISION: A TRANSFORMED POLICE SERVICE IN LINE WITH THE SPIRIT AND PURPORT OF THE CONSTITUTION

KEY SERVICE	SERVICE BENFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:	Finalization of investigations within 180 days	Quantity :	Finalization of all preliminary investigations within 30 days
Investigation of deaths where there is no police involvement	Public	**Consultation**	✎ Personal visits ✎ Community outreach programmes ✎ Izimbizo ✎ Public Service Week ✎ 16 Days of Activism ✎ Internal meetings ✎ Annual strategic Plan ✎ Youth day ✎ Women's day	**Consultation**	✎ Customer satisfaction survey through telephone and questionnaires ✎ Include ICD mandate into the SAPS training curriculum (SAPS colleges) ✎ Education high schools and communities during pension days about ICD
		Access	✎ Flexible hours ✎ Provincial offices ✎ Lifts for disabled ✎ Six Satellite Office established	**Access**	✎ Installation of toll-free line to log complaints ✎ Establish 22 Satellite Offices across the country ✎ Installation Customer care help line
		Courtesy	✎ TV, aqua cooler and furnished waiting area at reception	**Courtesy**	✎ Customer care training to all employees
		Information	✎ Website ✎ Signage outside and inside the buildings ✎ Brochures ✎ Reports	**Information**	✎ Intranet ✎ Name tags ✎ Service Commitment Charter ✎ Translation of information to official languages
			✎ Circulars ✎ Meetings ✎ Interviews ✎ Media reports and slots ✎ E-mails		
		Openness & Transparency	✎ Reports ✎ Strategic Plan document ✎ Media slots ✎ Bill boards ✎ Service Commitment Charter displayed	**Openness & Transparency**	✎ Quarterly newsletter ✎ Displayed hours of service
		Redress	✎ Service Delivery Component dealing with service delivery complaints ✎ Complaints handling system ✎ Ethics help line	**Redress**	✎ Customer care help line ✎ Service evaluation forms ✎ Suggestion boxes
		Value for money	✎ Within allocated budget	**Value for money**	✎ Within allocated budget
		Time:	✎ 2009/2010	**Time:**	✎ 2010/2011
		Cost:	✎ R65,2 Million	**Cost:**	✎ R73,8 Million
		Human Resources (funded posts)	✎ 287	**Human Resources (approved posts)**	✎ 535

KEY SERVICE	SERVICE BENFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:	**Finalization of investigations within 180 days**	**Quantity :**	**Finalization of all investigations within 120 days**
		Quality:		**Quality:**	
Investigation of deaths where there is police involvement	Public	**Consultation**	✎ Personal visits ✎ Community outreach programmes ✎ Izimbizo ✎ Public Service Week ✎ 16 Days of Activism ✎ Internal meetings ✎ Annual strategic Plan ✎ Youth day ✎ Women's day	**Consultation**	✎ Customer satisfaction survey through telephone and questionnaires ✎ Include ICD mandate into the SAPS training curriculum (SAPS colleges) ✎ Education high schools and communities during pension days about ICD
		Access	✎ Flexible hours ✎ Provincial offices ✎ Established six Satellite Offices	**Access**	✎ Installation of toll-free line to log complaints ✎ Establish 22 Satellite Offices across the country ✎ Installation Customer care help line
		Courtesy	TV, aqua cooler and furnished waiting area at reception	**Courtesy**	✎ Customer care training to all employees
		Information	✎ Website ✎ Signage outside and inside the buildings ✎ Brochures ✎ Reports ✎ Circulars ✎ Meetings ✎ Interviews ✎ Media reports and slots ✎ E-mails	**Information**	✎ Intranet ✎ Name tags ✎ Service Commitment Charter
		Openness & Transparency	✎ Reports ✎ Strategic Plan document ✎ Media slots ✎ Bill boards	**Openness & Transparency**	✎ Quarterly newsletter ✎ Displayed hours of service ✎ Service Commitment Charter
		Redress	✎ Service Delivery Component dealing with service delivery complaints ✎ Complaints handling system ✎ Ethics help line	**Redress**	✎ Customer care help line ✎ Service evaluation forms ✎ Suggestion boxes
		Value for money	✎ Within allocated budget	**Value for money**	✎ Within allocated budget
		Time:	✎ 2009/2010	**Time:**	✎ 2010/2011
		Human Resources (funded posts)	✎ 287	**Human Resources (approved posts)**	✎ 535

KEY SERVICE	SERVICE BENFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:	**Finalization of investigation within 120 days**	**Quantity :**	**Finalization of all investigations within 90 days**
Investigation of offences	Public	**Consultation**	✎ Personal visits ✎ Community outreach programmes ✎ Izimbizo ✎ Public Service Week ✎ 16 Days of Activism ✎ Internal meetings ✎ Annual strategic Plan ✎ Youth day ✎ Women's day	**Consultation**	✎ Customer satisfaction survey through telephone and questionnaires ✎ Include ICD mandate into the SAPS training curriculum (SAPS colleges) ✎ Education high schools and communities during pension days about ICD
		Access	✎ Flexible hours ✎ Established 6 Satellite offices	**Access**	✎ Installation of toll-free line to log complaints ✎ Establish 22 Satellite Offices across the country ✎ Installation Customer care help line
		Courtesy	✎ TV, aqua cooler and furnished waiting area at reception	**Courtesy**	✎ Customer care training to all employees

		Information	✎ Website ✎ Signage outside and inside the buildings ✎ Brochures ✎ Reports ✎ Circulars ✎ Meetings ✎ Interviews ✎ Media reports and slots ✎ E-mails	**Information**	✎ Intranet ✎ Name tags ✎ Service Commitment Charter
		Openness & Transparency	✎ Reports ✎ Strategic Plan document ✎ Media slots ✎ Bill boards	**Openness & Transparency**	✎ Quarterly newsletter ✎ Displayed hours of service ✎ Service Commitment Charter
		Redress	✎ Service Delivery Component dealing with service delivery complaints ✎ Complaints handling system ✎ Ethics help line	**Redress**	✎ Customer care help line ✎ Service evaluation forms ✎ Suggestion boxes
		Value for money	✎ Within allocated budget	**Value for money**	✎ Within allocated budget
		Time:	✎ 2009/2010	**Time:**	✎ 2010/2011
		Human Resources (funded posts)	✎ 287	**Human Resources (approved posts)**	✎ 535

KEY SERVICE	SERVICE BENFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:	**Finalization of all investigations within 90 days**	**Quantity :**	Finalization of all investigations within 60 days
Investigation of misconduct	Public	**Consultation**	✎ Personal visits ✎ Community outreach programmes ✎ Izimbizo ✎ Public Service Week ✎ 16 Days of Activism ✎ Internal meetings ✎ Annual strategic Plan ✎ Youth day ✎ Women's day	**Consultation**	✎ Customer satisfaction survey through telephone and questionnaires ✎ Include ICD mandate into the SAPS training curriculum (SAPS colleges) ✎ Education high schools and communities during pension days about ICD
		Access	✎ Flexible hours ✎ Established 6 offices	**Access**	✎ Installation of toll-free line to log complaints ✎ Establish 22 Satellite Offices across the country ✎ Installation Customer care help line
		Courtesy	✎ TV, aqua cooler and furnished waiting area at reception	**Courtesy**	✎ Customer care training to all employees
		Information	✎ Website ✎ Signage outside and inside the buildings ✎ Brochures ✎ Reports ✎ Circulars ✎ Meetings ✎ Interviews ✎ Media reports and slots ✎ E-mails	**Information**	✎ Intranet ✎ Name tags ✎ Service Commitment Charter
		Openness & Transparency	✎ Reports ✎ Strategic Plan document ✎ Media slots ✎ Bill boards	**Openness & Transparency**	✎ Quarterly newsletter ✎ Displayed hours of service ✎ Service Commitment Charter
		Redress	✎ Service Delivery Component dealing with service delivery complaints ✎ Complaints handling system	**Redress**	✎ Customer care help line ✎ Service evaluation forms ✎ Suggestion boxes

			✎ Ethics help line		
		Value for money	✎ Within allocated budget	**Value for money**	✎ Within allocated budget
		Time:	✎ 2009/2010	**Time:**	✎ 2010/2011
		Human Resources(funded post)	✎ 287	**Human Resources (approved posts)**	✎ 535

KEY SERVICE	SERVICE BENFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity:	Finalization of all applications within 45 days	**Quantity :**	Finalization of applications received within 30 days
Monitoring the implementation of Domestic Violence Act by South African Police Service and Metropolitan Police Service	Public	**Consultation**	✎ Personal visits ✎ Community outreach programmes ✎ Izimbizo ✎ Public Service Week ✎ 16 Days of Activism ✎ Internal meetings ✎ Annual strategic Plan ✎ Youth day ✎ Women's day ✎ DVA workshops ✎ Letter and telephone	**Consultation**	✎ Customer satisfaction survey through telephone and questionnaires ✎ Include ICD mandate into the SAPS training curriculum (SAPS colleges) ✎ Education high schools and communities during pension days about ICD
		Access	✎ Flexible hours ✎ Established 6 Satellite offices	**Access**	✎ Installation of toll-free line to log complaints ✎ Establish 22 Satellite Offices across the country ✎ Installation Customer care help line
		Courtesy	✎ TV, aqua cooler and furnished waiting area at reception	**Courtesy**	✎ Customer care training to all employees
		Information	✎ Website ✎ Signage outside and inside the buildings ✎ Brochures ✎ Reports ✎ Circulars ✎ Meetings ✎ Interviews ✎ Media reports and slots ✎ E-mails ✎ DVA reports ✎ Letter and telephone	**Information**	✎ Intranet ✎ Name tags ✎ Service Commitment Charter
		Openness & Transparency	✎ Reports ✎ Strategic Plan document ✎ Media slots ✎ Bill boards	**Openness & Transparency**	✎ Quarterly newsletter ✎ Displayed hours of service ✎ Service Commitment Charter
		Redress	✎ Service Delivery Component dealing with service delivery complaints ✎ Complaints handling system ✎ Ethics help line	**Redress**	✎ Customer care help line ✎ Service evaluation forms ✎ Suggestion boxes
		Value for money	✎ Within allocated budget	**Value for money**	✎ Within allocated budget
		Time:	✎ 2009/2010	**Time:**	✎ 2010/2011
		Human Resources (funded posts)	✎ 287	**Human Resources (approved posts)**	✎ 535

CURRENT STATUS OF HUMAN RESOURCES ON 01 APRIL 2009

WORKFORCE ANALYSIS: STAFF COMPLEMENT

The table below outlines the existing work profile of the ICD

Salary Level	African		Coloured		Indian		White		Total
	Male	Females	Male	Female	Male	Female	Male	Female	
1	-	-	-	-	-	-	-	-	-
2	-	-	-	-	-	-	-	-	-
3	-	-	-	-	-	-	-	-	-
4	10	25	-	5	-	-	-	-	40
5	19	18	-	2	-	1	-	1	41
6	-	4	-	-	-	-	-	-	4
7	6	20	-	-	1	-	3	-	30
8	35	10	1	3	2	-	-	-	51
9	20	6	1	-	2	-	5	2	36
10	7	1	2	-	-	-	-	-	10
11	8	4	-	1	1	-	1	3	18
12	1	-	-	-	-	-	-	-	1
13	9	3	-	-	-	-	-	-	12
14	2	1	-	-	-	-	-	1	4
15	-	-	-	-	-	-	-	-	-
TOTAL	**117**	**92**	**4**	**11**	**6**	**1**	**9**	**7**	**247**

Gap Analysis
This is an indication of the gap relating to human resources needed to meet the current challenges and capacity problems:

	Ideal Personnel Structure	Current Personnel structure (2009/2010)	Gap
Number of Posts	535	287	248

ORGANIZATIONAL STRUCTURE

Salary Level	Number of Posts
15	1
14	4
13	12
12	1
11	21
10	11
9	43
8	53
7	35
6	5
5	49
4	52
3	0
2	0
1	0
TOTAL	**287**