



STRATEGIC PLAN 2005 - 2008



independent complaints directorate

Department:
Independent Complaints Directorate
REPUBLIC OF SOUTH AFRICA





Independent Complaints Directorate

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INTRODUCTION

POLICY STATEMENT BY THE MINISTER FOR SAFETY AND SECURITY

This is the fourth Strategic Plan of the Independent Complaints Directorate (ICD) and this plan is for the period commencing 1 April 2005.

The role of the ICD forms part of our ongoing commitment to transform policing and other organs of state in South Africa. This transformation agenda which started with our government in 1994 is premised on the need for security for all the people of South Africa.

The ICD is an independent mechanism that was established to ensure that policing in the country takes place within a human rights ethic and that those officers who do not uphold the rule of law, are held accountable for their actions. I represent a government that stands for the respect of the Constitution and the rights that it accords every citizen of our country. I, therefore, fully support the mandate and the important work that the ICD does.

Equally, I support the role that the ICD plays in spreading the concept of policing oversight to the rest of our continent. This work is done

in response to the imperatives of the New Partnership for Africa's Development (NEPAD).

The increase in the number of complaints reported to the ICD, demonstrates the public's need to be served by an accountable police service. It also shows that the public is more aware that there is a structure to which they can complain if they are not happy with policing.

I am keenly aware of the challenges that the ICD faces, amongst others, the need to continuously work with the SAPS in implementing strategies to reduce deaths involving the police, as well as other criminality in which members of the police get involved.

I wish the ICD success in implementing its vision of being a pioneer in the area of policing oversight.

**MR C NQAKULA
MINISTER FOR SAFETY AND SECURITY**

OVERVIEW BY THE EXECUTIVE DIRECTOR

The Independent Complaints Directorate (ICD) was, last year, among other organizations and government departments which had a reason to proudly celebrate ten years of democracy and freedom. The ICD is the brainchild of democracy, merely established three years into democracy in 1997. The ICD serves as an external, independent and policing accountability mechanism geared towards holding police accountable to the South African people for the way in which they exercise their powers.

During the financial year 2003/04 there has been an increase of 35.2% in deaths in police custody and as a result of police action compared to the same period in the financial year 2002/03. We need to indicate that not all deaths can be attributed to the police. There are many factors which lead to the death of suspects in police custody and as a result of police action and the figures should be looked at against such factors or circumstances.

The following factors have to be taken into consideration when analyzing the statistics on deaths:

- ▶ An increase in vigilantism within communities, who are less tolerant of criminals in their midst. Such deaths cannot be attributed to the police but were reported because the

injured suspects were taken into police custody without having first received proper medical attention. In such matters the police could at best be said to have been negligent;

- ▶ An increase in people who committed suicide in police custody or at the time of arrest. The only part played by police members in these matters is having been negligent in that they did not remove items such as shoe-laces, which could be used to commit suicide. In other instances, suspects used blankets to commit suicide;
- ▶ An increase in the number of incidents of assault taking place in custody, perpetrated by both SAPS members and fellow inmates;
- ▶ Deaths due to natural causes, and
- ▶ The commission of violent crime by armed suspects in which case the police have to use their firearms to defend their own lives or those of other innocent victims.

During the financial year 2005/06, the focus will be on the implementation of the final phase of the ICD's "Vision 2005", which is to investigate all complaints lodged with the ICD, ourselves. Another focus will be on monitoring the operations of our newly established Anti Corruption Command, which will in addition to its reactive investigations, also start to focus on proactive operations.

INDEPENDENT COMPLAINTS DIRECTORATE

The ICD continues to face challenges relating to the added workload brought about by the increase in deaths in police custody and as a result of police action and the increased reporting of criminal offences and misconduct, which have an impact on the rate at which we can finalize investigations, as well as the quality of such investigations. It is clear that given the increase in the number of police officers which is not accompanied by a similar increase in the number of ICD investigators it is difficult for the ICD to contend with the number of complaints against an ever increasing police service. Another serious challenge is to deal with the increase in complaints against members of the various Municipal Police Services.

Our model of policing oversight continues to be envied internationally and arouse considerable interest on the African continent. In furtherance of the goals of NEPAD, we will continue to engage our counterparts throughout the continent to promote the concept of policing oversight.

Emanating from a Policing Oversight in Africa conference during 26-29 January 2004, a resolution, for the establishment of the African Policing Oversight Forum (APCOF), an interim Steering Committee has been established. The APCOF Steering Committee had its first meeting in Abuja, Nigeria during 4-5 November 2004. The Executive Director was selected as Chairperson of the APCOF Steering Committee during this meeting.

The Steering Committee made a presentation to the African Commission for Human and People's Rights (ACHPR) at its 36th session in Dakar, Senegal, in November 2004. The presentation to the Commission covered the following areas:

- ▶ The importance of police reform and accountability to the work of the Commission;
- ▶ The establishment of the African Police-Civilian Oversight Forum (APCOF);
- ▶ The APCOF plan of action.

The purpose of the said presentation was to explore the modalities for an ongoing relationship between the APCOF and ACHPR. The presentation proposed that a Special Rapporteur be appointed or to extend the mandate of an existing Special Rapporteur, to include the responsibility for police accountability and policing oversight.

The continued support of the Minister for Safety and Security, the Deputy Minister of Safety and Security, the South African Police Service and other stakeholders, is much appreciated.

ADV KD McKENZIE
EXECUTIVE DIRECTOR

DEPARTMENTAL OVERVIEW

LEGISLATIVE MANDATE

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

- (a) 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;
- (b) Shall **mero motu** or upon receipt of a complaint, investigate any death in police custody or as a result of police action; and
- (c) May investigate any matter referred to the Directorate by the Minister or Member of the Executive Council.

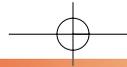
Section 18 of the Domestic Violence Act, Act No. 116 of 1998 stipulates that failure by a member of the South African Police Service to comply with an obligation imposed in terms of this Act or the National Instructions referred to in subsection (3), constitutes misconduct as contemplated in the South 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 Complaints Directorate.

In terms of Section 64 O 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.



INDEPENDENT COMPLAINTS DIRECTORATE

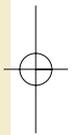
MISSION AND VISION

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 AND KEY POLICY DEVELOPMENTS

The legal mandate of the ICD requires it to investigate all cases of deaths in police custody and as a result of police action; criminal offences and misconduct allegedly committed by members of the SAPS and the MPS.

BROADER SCOPE OF INVESTIGATION

Through its vision 2005, the ICD committed itself actively to investigate all complaints received by it. This ambitious vision was adopted against the backdrop of an increased budgetary provision realised since the 2002/03 financial year. Through this approach the ICD will be in control of the pace of finalisation of complaints reported. Furthermore, the outcome of the investigation conducted by us would carry our approval.

The Anti-Corruption Command (ACC) was established during the 2004/05 financial year. Staffing the ACC was and continues to be a huge challenge as we need credible, experienced and skilled investigators. Technical equipment has been procured for use by the

Anti-Corruption Command and has been successfully deployed in various operations. A full-time technician now has to be appointed to ensure operation deployment as well as maintenance and custody of the equipment utilised by the Command. This technician will also have to ensure the integrity of the downloading of visuals from said equipment, for the purpose of evidence in criminal prosecutions.

CAPACITY

The development of internal capacity is critical and all vacant posts for 2004/05 are likely to be filled by the end of March 2005. It is also acknowledged that the retention of trained skilled and committed staff is essential to ensure the achievement of organisational objectives and the continued improvement of service delivery to communities.

CO-OPERATION WITH POLICING BODIES

The ICD attributes its successes to strong linkages and good co-operation with the SAPS and the MPS. The approved National Protocol for the ICD, SAPS, MPS and the Department of Transport (at the time responsible for training traffic officers) documents the agreement reached regarding the relationship between these agencies and compliance with their respective mandates, and is continuously being updated, in a changing environment.

STRATEGIC OVERVIEW AND KEY POLICY DEVELOPMENTS

ROACTIVE INTERVENTIONS

International trends indicate that without proactive interventions, oversight of the police cannot be effective. An increased emphasis has been placed on making proactive recommendations about interventions aimed at altering and curbing errant police behaviour in order to improve service delivery. These interventions will contribute to strengthening a human rights culture in the SAPS and the MPS.

A new Proactive Oversight Unit (POU) will be established as from 1 April 2005 and will ensure targeted research focussed on operations and systems; trend and case analysis and strategy and policy. An innovation in this respect will be the establishment of a Research Reference Group which will consist of external experts who will advise on and oversee the work of the POU.

THE DOMESTIC VIOLENCE ACT

The ICD's continued monitoring of the implementation of the Domestic Violence Act (116 of 1998) by policing agencies, improves public confidence in the SAPS ability to deal with such cases. There has been a slight increase of 4,9 percent in reported domestic violence cases — from 122 complaints in the second half of 2002/03 to 128 during the same period in 2003/04. We attribute this to an increased awareness campaign.

EXPENDITURE ESTIMATES

Independent Complaints Directorate								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary outcome	Adjusted appropriation	Revised estimates			
R thousand	2001/02	2002/03	2003/04	2004/05		2005/06	2006/07	2007/08
1 Administration	8 407	12 009	12 236	12 930	12 930	15 559	16 244	16 957
2 Investigation of Complaints	11 177	13 855	16 948	20 103	20 103	23 149	25 866	28 059
3 Information Management and Research	7 131	5 902	7 807	9 081	9 081	10 814	14 082	15 686
Total	26 715	31 766	36 991	42 114	42 114	49 522	56 192	60 702
Change to 2004 Budget estimate						3 000	6 000	
Current payments	23 970	28 698	31 072	40 689	39 841	48 293	54 692	59 340
Compensation of employees	16 782	19 289	20 520	29 362	28 514	35 926	39 900	42 826
Goods and services	7 188	9 409	10 552	11 327	11 327	12 367	14 792	16 514
Interest and rent on land	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-
Unauthorised expenditure	-	-	-	-	-	-	-	-
Transfers and subsidies	79	74	80	89	89	149	153	158
Provinces and municipalities	47	53	57	60	60	113	115	118
Departmental agencies and accounts	32	21	23	29	29	36	38	40
Universities and technicons	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-

INDEPENDENT COMPLAINTS DIRECTORATE

EXPENDITURE ESTIMATES

Independent Complaints Directorate								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
R thousand	2001/02	2002/03	outcome 2003/04	appropriation 2004/05	estimates	2005/06	2006/07	2007/08
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-
Payments for capital assets	2 666	2 994	5 839	1 336	2 184	1 080	1 347	1 204
Buildings and other fixed structures	219	-	-	366	416	-	-	-
Machinery and equipment	1 711	2 712	5 339	850	1 648	955	1 213	1 065
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible Assets	736	282	500	120	120	125	134	139
Land and subsoil assets	-	-	-	-	-	-	-	-
Total	26 715	31 766	36 991	42 114	42 114	49 522	56 192	60 702

DEPARTMENTAL PROGRAMMES AND PLANNED EXPENDITURE

PROGRAMME 1: ADMINISTRATION

Administration encompasses the overall management and organisation of the ICD, viz. programme management, policy formulation and corporate services.

EXPENDITURE ESTIMATES

Administration								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
			outcome	appropriation	estimates			
R thousand	2001/02	2002/03	2003/04	2004/05		2005/06	2006/07	2007/08
Management	2 153	3 351	2 976	3 349	3 349	5 887	6 202	6 490
Corporate Services	6 254	8 658	9 260	9 581	9 581	9 672	10 042	10 467
Total	8 407	12 009	12 236	12 930	12 930	15 559	16 244	16 957
Change to 2004 Budget Estimate				-	366	2 193	2 000	
Economic classification of payments								
Current payments	7 921	10 700	10 130	12 312	12 312	15 267	15 948	16 656
Compensation of employees	5 139	6 601	6 507	8 783	8 783	11 547	12 259	12 815
Goods and services	2 782	4 099	3 623	3 529	3 529	3 720	3 689	3 841

INDEPENDENT COMPLAINTS DIRECTORATE

Administration								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
R thousand	2001/02	2002/03	outcome 2003/04	appropriation 2004/05	estimates	2005/06	2006/07	2007/08
Interest and rent on land	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-
Unauthorised expenditure	-	-	-	-	-	-	-	-
Transfers and subsidies								
To: Provinces and municipalities	15	20	20	22	22	35	37	40
Departmental agencies and accounts	32	21	23	29	29	36	38	40
Universities and technicons	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-
Payments for capital assets	439	1 268	2 063	567	567	221	221	221
Buildings and other fixed structures	219	-	-	366	366	-	-	-
Machinery and equipment	220	1 228	1 926	170	170	190	190	190
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible	-	40	137	31	31	31	31	31
Land and subsoil assets	-	-	-	-	-	-	-	-
Total	8 407	12 009	12 231	12 930	12 930	15 559	16 244	16 957

OBJECTIVE

The objective of the Programme: Administration is to provide for the overall management and organization of the ICD.

The above-mentioned objective implies that the Programme: Administration conducts activities which provide for the strategic leadership, overall management and corporate services, including the policy-formulation responsibilities of the Executive Director and Top Management. Through the development and maintenance of effective and efficient administrative and support systems, the programme intends to enhance service delivery on the constitutional and legislative mandate of the ICD with special attention given to people-centred governance and, the provision of centralized administrative, office support, human resource management and financial management services.

CHALLENGES

Challenges for the 2005/06 financial year will be:

- ▶ Full implementation of Supply Chain Management;
- ▶ Full implementation of the Human Resource Development Plan (HRDP) based on the results of the Skills Audit (the Skills Audit was finalised in 2004/05).

KEY RESULT AREAS

Sub-programme	Indicator	Target
Human Resource Management	Ten percent (10%) implementation of every employee's development plan.	November 2005
Financial Management	Efficient management of the budget and planned expenditure.	Monthly
	Risks minimized through the development of policies in order to strengthen corporate governance.	November 2005
Supply Chain Management	Full compliance, implementation and roll-out	October 2005
Internal Audit	Review of strategic and operational risks.	October 2005

INDEPENDENT COMPLAINTS DIRECTORATE

SERVICE DELIVERY OBJECTIVES AND INDICATORS

Service Delivery targets have been met in 95% of activities. The revision of certain service delivery standards, which have proven to be unrealistic in the past three years, is in progress.

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

Objective	Service standards	Indicators
Retention of competent staff to deliver quality services.	Timeous rewarding of good performance. Team building sessions to strengthen group morale. Internal promotions where employees qualify. Continuous training and multi-skilling.	Less than 10% annual staff turnover.
Contribution to the National Youth Development Strategy.	Increase in Internships Implementation of Learnerships.	30% of interns on the Programme at any given moment. Learnership programme to be developed.
Promoting labour peace in the Department.	Adherence to the grievance procedures. Consistency in the application of policies.	Less than 5% grievances and dispute rate.
Maintaining a satisfied cadre of service providers.	Payment of invoices within 7 days of receipt. Communicating internal procedures to suppliers.	0% of complaints.
Refining/Strengthening internal business processes in partnership with CPSI.	Improvement in service delivery.	Review the SDIP annually.
Monthly Reporting.	Reports to be received by the 7th of each month.	Monitoring and implementing the SDIP.

PROGRAMME 2: INVESTIGATION OF COMPLAINTS

Investigation of Complaints provides for the investigation into all deaths in police custody and as a result of police action. It also provides for the investigation of corruption, other forms of criminality and misconduct committed by members of the SAPS and MPS, including allegations brought to the attention of the ICD by the Minister for Safety and Security or a Member of the Executive Council.

EXPENDITURE ESTIMATES

Investigation of Complaints								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
			outcome	appropriation	estimates			
R thousand	2001/02	2002/03	2003/04	2004/05		2005/06	2006/07	2007/08
Management	10 632	13 135	16 139	19 182	19 182	22 124	24 785	26 920
Corporate Services	545	720	809	921	921	1 025	1 081	1 139
Total	11 177	13 855	16 948	20 103	20 103	23 149	25 866	28 059
Change to 2004 Budget Estimate						791	2 000	
Economic classification of payments								
Current payments	10 317	12 800	14 728	19 684	19 684	22 644	25 441	27 615
Compensation of employees	7 473	8 812	10 276	14 031	14 031	16 502	18 356	19 868
Goods and services	2 844	3 988	4 452	5 653	5 653	6 142	7 085	7 747
Interest and rent on land	-	-	-	-	-	-	-	-

INDEPENDENT COMPLAINTS DIRECTORATE

Investigation of Complaints								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
R thousand	2001/02	2002/03	outcome 2003/04	appropriation 2004/05	estimates	2005/06	2006/07	2007/08
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-
Unauthorised expenditure	-	-	-	-	-	-	-	-
Transfers and subsidies	21	24	27	27	27	53	53	53
To: Provinces and municipalities	21	24	27	27	27	53	53	53
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Universities and technicons	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-
Payments for capital assets	839	1 031	2 193	392	392	452	372	391
Buildings and other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	839	977	2 021	340	340	400	313	329
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible	-	54	172	52	52	52	59	62
Land and subsoil assets	-	-	-	-	-	-	-	-
Total	11 177	13 855	16 948	20 103	20 103	23 149	25 866	28 059

OBJECTIVE

The objective of this Programme is the investigation of all deaths in custody and as a result of police action, and any allegations of misconduct, criminality and corruption committed by any member of the SAPS or MPS. This objective is to be achieved by inter alia: Within 180 days of reporting the complaint, finalize investigations into all SAPS / MPS related deaths, acts of criminality and corruption. Such investigation is conducted in an unbiased, impartial and independent manner and recommendations are then made to the Director of Public Prosecutions (DPP) and/or the National Commissioner of SAPS or the relevant Municipal Police Chief.

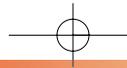
CHALLENGES

The establishment of the Anti-Corruption Command has commenced and is aimed at the investigation of allegations of corruption perpetrated by SAPS and MPS members.

The Integrity Office has been established and key challenges will be the finalization of an ICD Code of Ethics and the training of all ICD staff in regard to this Code, as well as ensuring that all ICD policies conform to accepted standards of ethics and integrity.

KEY RESULT AREAS

Sub-programme	Indicator	Target
Investigation of complaints	▶ Proportion of investigations finalized within 180 days.	85% in 2005/2006
	▶ Proportion of corruption investigations in respect of "Buy and Bust" operations, finalized within 90 days.	85% in 2005/2006



INDEPENDENT COMPLAINTS DIRECTORATE

Sub-programme	Indicator	Target
Effective legal advisory support	<ul style="list-style-type: none"> ▶ Provision of telephonic legal advice to line functionaries during field operations, within 4 hours of the request being received. ▶ Provision of written legal advice to line functionaries and corporate services within 5 working days of receipt of request in writing. ▶ Liaison with internal and external stakeholders to review current cooperation protocols and conclude new protocols where they do not exist. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Increased levels of accountability and ethics	<ul style="list-style-type: none"> ▶ Training on the ICD Code of Ethics and roll-out programme for ethics to all ICD staff. 	<p>Ongoing</p>
Training and development	<ul style="list-style-type: none"> ▶ Packaging of a bespoke ICD training manual by the ICD trainers in conjunction with the MPS (Scotland Yard) trainers. ▶ Provision of in-house training for investigators. ▶ Provision of refresher firearm training as prescribed by the Firearms Control Act, 2000. 	<p>September 2005</p> <p>May/August 2005</p> <p>May/August 2005</p>

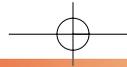


SERVICE DELIVERY OBJECTIVES AND INDICATORS

We have conducted preliminary investigations into all the reported cases of deaths in police custody and as a result of police action, which were also completed within the set 14 days. There is a reasonable expectation, judging from the performance of the past 9 months, that our target in respect of investigating 80% of allegations of criminality will be achieved. Finalization of investigations into deaths in police custody and as a result of police action is dependent on the services that are rendered to the ICD by the Forensic Science Laboratory of the South African Police Service, in respect of processing of exhibits.

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

Objective	Service Standards	Indicators
External Clients		
The investigation of all deaths in police custody and as a result of police action and, any allegations of misconduct or offences allegedly committed by any member of the SAPS and MPS.	Family liaison to be conducted immediately and on an ongoing basis.	Written confirmation in docket.
	Production of preliminary reports within 180 days (Class 1 and Class 3).	Reports captured on database within 48 hours.
	Production of final recommendation reports within 14 days of receipt of technical reports (Class 1 and Class 3).	Reports captured on database within 48 hours.
	Production of final reports in respect of Class 4 cases, within 180 days.	Final reports captured on database within 48 hours.



INDEPENDENT COMPLAINTS DIRECTORATE

Objective	Service Standards	Indicators
	Quality and thorough investigation of dockets to the DPP / SAPS / MPS.	No query should be received but if such queries arise, dockets should be forwarded back to the DPP within 30 days.
	<ul style="list-style-type: none"> ▶ Reporting progress to stakeholders. 	<ul style="list-style-type: none"> ▶ Initial written report within 7 days of incident. ▶ Further progress report on a monthly basis.
Provision of effective legal advisory and liaison services.	<ul style="list-style-type: none"> ▶ Attend and respond to legal queries. ▶ Liaising and maintaining protocols on co-operation with SAPS, MPS, NPA and any other relevant stakeholders. 	<ul style="list-style-type: none"> ▶ Within 5 days and ongoing. ▶ Ongoing.
Corporate Governance.	<ul style="list-style-type: none"> ▶ Finalize the establishment of an Integrity Strengthening Unit. ▶ Development of ICD Code of Ethics. 	<ul style="list-style-type: none"> ▶ September 2005. ▶ December 2005.



Sub-programme	Service Standards	Indicators
Internal Clients		
The investigations of all deaths in police custody and as a result of police action and any allegations of misconduct or offences allegedly committed by any member of the SAPS and MPS.	Attendance of scenes of crime (Class 1) within 72 hours.	Written confirmation in file/docket.
	Forwarding of exhibits for forensic examination within 7 days of receiving exhibits.	Written confirmation.
	Forwarding of memoranda to the National Case Evaluation Committee after 5 days of completing the case.	Acknowledgement of receipt from the National Case Evaluation Committee.
	National Case Evaluation Committee to respond within 5 days of receipt of memorandum.	Feedback to the relevant Province.
Skilling of investigators through training	In-house training interventions.	Two training interventions annually.

INDEPENDENT COMPLAINTS DIRECTORATE

PROGRAMME 3: INFORMATION MANAGEMENT AND RESEARCH

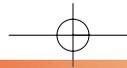
Information Management and Research receives and registers complaints from the community, the Minister for Safety and Security, and the relevant MECs. It also oversees the investigation of any cases it refers to the SAPS, and monitors the implementation of the Domestic Violence Act, by both the SAPS and the MPS. This programme is divided into two sub-programmes, namely, Information Management System (IMS) and Proactive Oversight. IMS is further made up of three components, namely, Complaints Registry and Monitoring, Information Technology and Communication.

EXPENDITURE ESTIMATES

Information Management and Research								
Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
			outcome	appropriation	estimates			
R thousand	2001/02	2002/03	2003/04	2004/05		2005/06	2006/07	2007/08
Monitoring and Research	336	566	349	1 469	1 469	1 571	1 652	1 727
Information Management System	6 795	5 336	7 458	7 612	7 612	9 243	12 430	13 959
Total	7 131	5 902	7 807	9 081	9 081	10 814	14 082	15 686
Change to 2004 Budget Estimate								
Economic classification of payments								
Current payments	5 732	5 198	6 274	8 693	8 693	10 382	13 303	15 069
Compensation of employees	4 170	3 876	3 737	6 548	6 548	7 877	9 285	10 143
Goods and services	1 562	1 322	2 477	2 145	2 145	2 505	4 018	4 926
Interest and rent on land	-	-	-	-	-	-	-	-

Information Management and Research

Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted	Revised			
R thousand	2001/02	2002/03	outcome 2003/04	appropriation 2004/05	estimates	2005/06	2006/07	2007/08
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-
Unauthorised expenditure	-	-	-	-	-	-	-	-
Transfers and subsidies	11	9	10	11	11	25	25	25
To: Provinces and municipalities	11	9	10	11	11	25	25	25
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Universities and technicons	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-
Payments for capital assets	1 388	695	1 583	377	377	407	754	592
Buildings and other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	652	507	1 392	340	340	365	710	546
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible	736	188	191	37	37	42	44	46
Land and subsoil assets	-	-	-	-	-	-	-	-
Total	7 131	5 902	7 807	9 081	9 081	10 814	14 082	15 686



INDEPENDENT COMPLAINTS DIRECTORATE

OBJECTIVE

The objective of the Programme: Information Management and Research is to maintain a current complaints register, allocate and follow-up on cases and, oversee the implementation of the DVA and analyse all information on the database, producing at least six reports annually recommending interventions to enhance human rights focussed service delivery in policing. Further, to improve the management of information through technology and the dissemination of information in order to market the organization to various stakeholders.

CHALLENGES

The first challenge is to ensure harmonization of Information Technology, Complaints Registry and Communication and the marketing of services so that the idea of consolidating, sharing and distribution of information becomes a reality. The second challenge is to refine Proactive Oversight so that it facilitates the analysis of trends and patterns but also adds value to collated research data by formulating and recommending practical and implementable solutions to identified problems regarding police misconduct. The third challenge facing the programme is maintaining a database that is always up-to-date, due to the important role that accurate information plays in decision-making and accountability to stakeholders.

KEY RESULT AREAS

Sub-programme	Indicator	Target
Complaints Registry	Registration and allocation of new cases on the database.	Within two (2) days of receipt of complaint.
	Percentage of registered cases updated monthly.	72%.
	Updating the database with case developments.	Within two (2) days of case development.



Sub-programme	Indicator	Target
Monitoring	Finalization of all applications for exemption in terms of DVA, received by ICD provincial offices within 30 days of such application.	100%.
	Production of audit reports by ICD provincial offices reflecting the state of affairs concerning compliance with the DVA and relevant recommendations related to management of DVA by SAPS.	Four (4) station audits per quarter per province.
	Production of reports by ICD provincial offices reflecting information pertaining to all misconduct committed by SAPS members at any given time.	Monthly.
	Production of custody management reports by ICD provincial offices following cell inspections at police stations to determine compliance with standards set for proper management of depressed, intoxicated, ill and suicidal prisoners.	Four (4) cell inspections per quarter per ICD provincial office.
Research	Production of qualitative reports containing recommendations.	Four (4) reports per annum.
	Production of workshop report.	(One) 1 workshop per annum.

Sub-programme	Indicator	Target
Information Technology	Internal client satisfaction in terms of number of responses and response time.	Response to 100% requests within (4) hours.
Communications	Time taken to respond to media enquiries.	Within 1 hour of receipt.
	Production of a report reflecting community outreach activities.	Three (3) community awareness programmes per quarter per province.

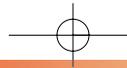
SERVICE DELIVERY OBJECTIVES AND INDICATORS

All cases related to the Domestic Violence Act where the SAPS submitted legally accepted explanations for not proceeding with investigations or prosecutions were finalised within 24 hours. The target of registering and allocating all new cases within two working days during 2003/04 was met in seven offices. Two offices did not meet the targets, due to an increased workload and the number of vacancies. The target of updating 70 percent of registered cases monthly was also not met in 2003/04 due to vacancies and the increased workload.

Research recommendation reports produced by the ICD included the input report into the "South African first country report on the implementation against torture and other cruel, inhuman or degrading treatment or punishment", a report on the "deaths of children in police custody or as a result of police action" and, a report on the "conference on policing oversight in Africa". Domestic Violence reports since January 2003 have been compiled. These reports have however not been tabled before Parliament yet.

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

Objective	Service Standards	Indicators
External Clients		
Complaints Processing.	Acknowledgement in visitor's register of client within 5 minutes.	Evaluation of service form.
	Waiting time for interview with Case Workers/ Analysts: 30 minutes.	Evaluation of service form.
	Written acknowledgement of receipt of complaint — within 30 days.	Acknowledgement letter on database.
	Progress Report — within 30 days.	Report on database.
	Final Report — within 90 days.	Report on database.
Lodging a DVA complaint ▶ Clients — Walk in	Acknowledgement of clients in visitor's register ▶ Waiting time for interview — 30 minutes. ▶ Acknowledgement letter to a complainant within 30 days. ▶ Progress report — within 30 days. ▶ Final Report — within 90 days thereafter.	Evaluation of service form. Letter in database. Report in database. Report in database.
▶ Emergency	Attendance — 5 minutes. ▶ Assessment — 10 minute interviews. ▶ Immediate Investigation/ or referrals.	Note in register.



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Objective	Service Standards	Indicators
General stakeholder enquiries and services.	Media: 24 hours SAPS: within 30 days	Copy of response filed.
	Other services — 48 hours.	
Internal Clients		
Requests for Statistics/Database enquiries.	Advice within 24 hours or less.	Email response/update.
IT services.	Advice within 24 hours or less.	Email response/update.
Communications.	Advice within 24 hours or less.	Email response/update.

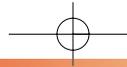


CURRENT STATUS OF HUMAN RESOURCES

WORKFORCE ANALYSIS: STAFF COMPLEMENT

The Table below outlines the departmental staff complement.

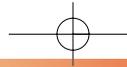
	African		Asian		Coloured		White		Vacant	Total
	Female	Male	Female	Male	Female	Male	Female	Male		
Executive Director	0	0	0	0	1	0	0	0		1
General Managers	0	3	0	0	0	0	1	0		4
Senior Managers	1	2	1	1	1	0	0	1	1	8
Managers	0	10	0	1	0	0	5	0	6	22
Assistant Managers	3	5	1	2	0	2	1	0	10	24
Below AM	41	53	4	2	7	3	2	9	23	144
Grand Total	45	73	6	6	9	5	9	10	40	203



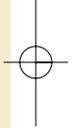
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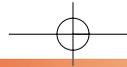
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