

POLICY STATEMENT

BY THE MINISTER FOR SAFETY AND SECURITY

This is the sixth Strategic Plan for the Independent Complaints Directorate (ICD) for the period commencing 1 April 2007.

The role of the ICD forms part of our ongoing commitment to transform policing in South Africa. The ICD is an independent mechanism established to ensure that policing in our 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.

We have to continue our struggle to curb acts of criminality and misconduct by some members of the South African Police and Municipal Police Services, hence we need to forge and maintain good relations with other state organs in a quest to preserving peace, national unity and the indivisibility of our country and secure the well-being of the people of South Africa. It is important that relations be sound enough to encourage cooperation among all the role-players.

The ICD will be celebrating its 10 (ten) years this year since establishment on 01 April 1997 and I am impressed with the progress made. The number of reported and resolved cases bears testimony to their success. To this end we continue to embrace unequivocally the role of the Independent Complaints Directorate in its oversight over the police. Since it was established and through its persistent interventions, the ICD has ensured a successful decrease in the number of deaths in police custody or as a result of police action. Not only does the decrease confirm the growing human rights culture within the SAPS, it also reflects the pivotal role played by ICD in the safety and security environment. Its role has also contributed positively to the improvement of policing standards.

Over the years we have also seen an increased awareness among the members of the public with regard to the mandate and existence of the ICD. This is a good indication that the organization is going in the right direction. In its endeavor to ensure accessibility, the ICD will open 2 satellite offices as from the 1st April 2007. It envisages opening more of these offices in all the provinces.

The biggest challenge that the ICD faces is improving its performance within its limited financial resources at its disposal and funding for added mandate. Staff complement is another issue that needs to be improved upon.

I am certain that the Strategic Plan 2007-2010 will continue to contribute towards inculcating public confidence in our police services and I wish them well in the implementation of this Strategic Plan. Happy ten years celebrations!

MR C NQAKULA
MINISTER FOR SAFETY AND SECURITY

OVERVIEW BY THE EXECUTIVE DIRECTOR.

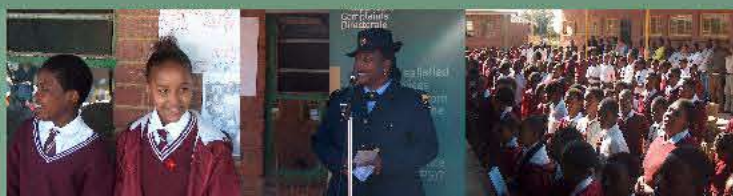
The Independent Complaints Directorate (ICD) was established ten years ago, merely three years into the new democracy on 01 April 1997 and this year we will be celebrating our ten years (10) of existence. The ICD has been plagued by severe capacity problems since its establishment which nearly resulted in failure to meet its mandate. We had in the past approached National Treasury for additional funding to relieve us of some capacity problems we encountered.

We were, in 2004, 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, since it was established three years into democracy in 1997 and it 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.

Despite the challenges faced by ICD since its existence the following achievements, amongst others, have been attained:

- ICD started with 36 employees nationally in 1997 but today, the number has grown to 247. We also started with only 3 regional offices to provide services in the nine provinces and have since managed to establish offices in the remaining 6 provinces to ensure that we have a presence in all the provinces. Two satellite offices are to be established in KwaZulu-Natal and Eastern Cape.
- Pursuant to the goals that we set ourselves, we successfully hosted a Policing Oversight in Africa conference on 26-29 January 2004. The purpose and the objective of the conference was to advocate and lobby for external policing oversight, as well as the establishment of a chapter for policing oversight, in Africa. This objective culminated in a resolution taken by the conference, for the establishment of the African Policing Oversight Forum (APCOF) and the ICD was appointed as its Secretariat.
- There has been a decrease in deaths in custody or as a result of police action.
- The ICD established the Integrity Strengthening Unit, the first of its kind in the Public Service, to ensure a high degree of ethics among ICD staff.
- It also established the Proactive Research Unit to conduct research on policing matters.
- The Anti- Corruption Command was set up to prioritize cases of corruption by South African Police Service members and Municipal Police Service members.
- There is an increased awareness among members of the public to the mandate and existence of the ICD. The increase in the number of complaints received by ICD bears testimony to that.

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.

We can therefore agree that ICD continued to soldier on to make remarkable progress during the years to improve its service standards in terms of services provided to South African communities, under harsh conditions they were faced with and having to deliver with limited resources.

I am looking forward to a continued relationship with all ICD stakeholders and expect the pillars of police control to play their role in rooting out errant behaviour in our police services.

Let me once again take this opportunity to thank the Minister for Safety and Security, the South African Police Service, the Municipal Police Services, and other stakeholders for their continued support over the years, it is much appreciated.

MR PATRICK MONGWE
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

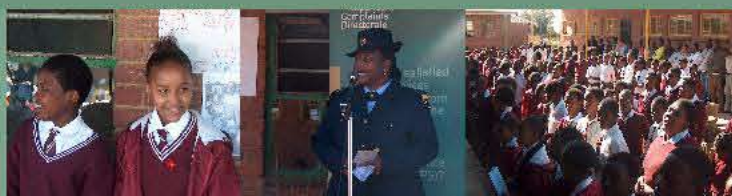
MISSION AND VISION

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 and key policy developments: 2003/04 – 2009/10

The legal mandate of the Independent Complaints Directorate (ICD) entails the investigation of all deaths in police custody and as a result of police action, as well as criminal offences allegedly committed by members of the South African Police Service (SAPS) and the various Municipal Police Services (MPS). Having heeded the call to review its targets, the ICD is pleased to record it achieved a finalization rate of above 60% in respect of notifications of deaths within 180 days, which occurred during the financial year 2005/2006. We also exceeded the 50% target in respect of criminal offences (due for finalization within 180 days) and 60% within 90 days for misconduct cases.

Referral of Service Delivery Complaints

During 2005/06 a decision was taken to refer service delivery complaints to the various Secretariats for Safety and Security around the country. A service delivery complaint shall be described as an expression of dissatisfaction by any member of society with any service rendered, or failure to render a service, by any member of the province's law enforcement agencies (the South African Police Service, the Metropolitan Police Departments), whether justified or not. These complaints range from poor delivery of services or discourteous behaviour by members of the police, just to mention but a few. By their nature these complaints could be triggered by a variety of factors such as inadequate training, lack of proper supervision at the coal-face of service delivery points etc. In our view, they require the intervention of the police management. It is unlikely that an investigation of a service delivery complaint would lead to prosecution of the offending member of the police and therefore attract a sanction.

Domestic Violence Act

The ICD continues to monitor the implementation of the Domestic Violence Act (1998) in an effort to enhance the reduction of reported cases of both non-compliance with the act and domestic abuse by police officials.

Anti Corruption Command (ACC)

The ACC has for the first time during 2006/2007 financial year attained its full complement of four members. The Unit has its inauguration in 2004/5 financial year, experienced a staff turnover of three of its experienced personnel. We can safely now report that this has stabilized. The relationship with the National Anti-Corruption Hotline has improved significantly. The ACC receives on average 15 complaints, the bulk of which gets finalized at preliminary investigation stage as they do not necessarily constitute corrupt activities or because it becomes difficult to investigate as a result of the complainant preferring to remain anonymous. Members of the public also do report allegations of corruption directly with the ACC. We have also received reports of allegations of corruption from members of the police service and Metro police.

Pro-Active Oversight Unit

This Unit initialises and conducts research that would provide the basis for sound recommendations to curb errant police behaviour. Three research projects reports were completed during 2005/6. The Proactive Oversight Unit's latest projects include a collaborative study to look into the extent to which the ICD's recommendations are implemented by the police and the challenges that manifest themselves in relation thereto. Another project is a study into deaths as a result of police action- this study seeks to establish the prevalence of such incidents in a number of provinces and determine the factors that lead to the high incidence of deaths due to police action. There will be systematic recommendations on how to reduce such deaths. The ICD also hosted a workshop to establish a cordial relationship between SAPS, ICD and civil society. A study to investigate the factors that contribute to the backlog of cases investigated by the ICD, emphasized an urgent need for the ICD to establish satellite offices and to increase its investigative component.

Integrity Strengthening Unit

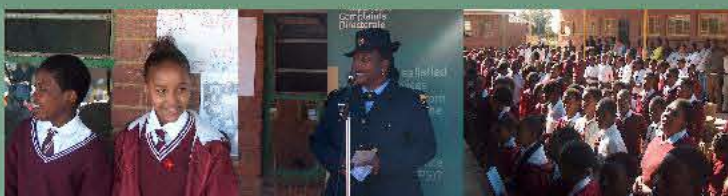
The main objective of this Unit is to encourage ethical behaviour and to combat corruption. The Unit has developed a values-based Code of Ethics for internal and external stakeholders, which addresses specific risk areas and lays down the standards of acceptable and unacceptable behaviour. Since the establishment of this Unit, an Ethics Helpline, which also serves as a whistle-blowing mechanism that makes provision for confidential and anonymous disclosures, has been established. Policies on Fraud and Conflicts of Interest have been adopted, and all employees of the ICD are now required to declare their private and financial interest on an annual basis. Furthermore, the Unit has implemented a gift register where all gifts and hospitality received and offered by the ICD are recorded. An ethics risk assessment was conducted in September 2006 which measured ethical culture and compliance with policies and prescripts. Ethics and Risk Coordinators have been appointed to assist the Unit with Ethics awareness and training in Provinces as well as at National level


Cooperation with policing bodies

The ICD maintains and updates the approved National Protocol on cooperation between the ICD, SAPS and the MPS regarding the implementation of the ICD's policing oversight mandate in terms of section 53 of the South African Police Service Act, 1995 (Act 68 of 1995. This Protocol documents the relations between the organizations and how they relate to each other in compliance to their individual mandates. The Protocol is continuously being reviewed to address areas of possible conflict and concern amongst the stakeholders. The National Forum for Municipal Police Services sits on a quarterly basis to deal with investigative issues or challenges commonly experienced by the three relevant parties.

Outcomes

Effecting a reduction in the number of police related deaths from 714 in the 2003/4 financial year





to eventually 621 in the 2005/6 financial year, confirms the impetus rendered by the ICD to improve errant SAPS/MPS behaviour. Similarly the number of criminal offences committed by members of the police also declined from 1 473 in the 2003/4 financial year to 3 407 and 2 855 respectively, in the 2004/5 and 2005/6 financial years.

The annual change in the number of complaints registered with the ICD varied from 5 903 in the 2003/4 financial year to 5 790 and 5 119 in 2004/5 and 2005/6 respectively. This constant flow of complaints against police criminality and misconduct emphasizes the trust and confidence of the public in the ICD's ability to treat them with dignity and, to promptly attend to their complaints.

Expenditure trends

Expenditure grows steadily at an average rate of more than 15% per year, over the seven years, increasing from R 41,2 million in 2003/4 to R110,6 million in 2009/10. More than half of the expenditure refers to compensation of employees, which rises from R39,5 million in 2006/7 to R66.8 million in 2009/10, at a rate of 16.4 per cent. Over the MTEF, all the programmes are expected to grow, yet the programme Investigation of Complaints grows strongly, at a rate of 23 per cent due to the funding made available for the opening up of two satellite offices and the general improvement on the compensation of Investigators.

In the 2007 Budget, additional allocations were made of R7 million for 2007/8, R 12 million for 2008/9 and R16 million for 2009/10. These will enable the ICD to commence with the opening up of satellite offices and the improvement of the compensation of its investigative capacity to investigate all criminality and the more serious cases of police misconduct and, to monitor the policing of domestic violence cases. It will also allow for growth in the administrative support of the ICD in order to ensure compliance to the Public Finance Management Act (PFMA).

INDEPENDENT COMPLAINTS DIRECTORATE

	2007/08 To be appropriated	2008/09	2009/10
MTEF allocations of which:	80 891	95 367	109 998
Current payments	76 527	87 176	100 956
Transfers and subsidies	48	56	67
Payments for capital assets	4 316	8 135	8 975
Statutory amounts	-	-	-
Executive authority Accounting officer	Minister for Safety and Security Executive Director of the Independent Complaints Directorate		

Programme purpose and measurable objectives

Programme 1: Administration

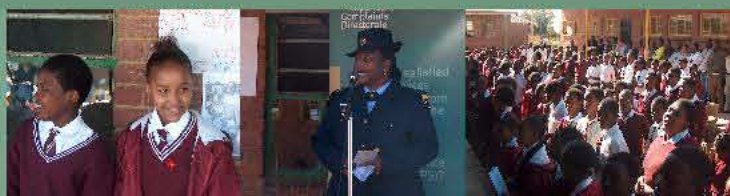
Purpose: Provide for the overall management, policy development and organisation of the Independent Complaints Directorate, in line with government prescripts.

Programme 2: Investigation of Complaints

Purpose: Investigate deaths in police custody and as a result of police action, and any complaints of misconduct, criminality and corruption allegedly committed by a police official.

Programme 3: Information Management and Research

Purpose: Receive, register and process complaints of misconduct, criminality and corruption committed by a police officer as well as notifications of police-related deaths. Monitor the implementation of the Domestic Violence Act (1998) by the South African Police Service and Municipal Police Services. Manage all information. Recommend solutions to inherent policing problems.



PROGRAMME 1: ADMINISTRATION

The Programme Administration conducts the overall management of the ICD and provides centralised support services.

Expenditure estimates

Table 1.3: Administration

Sub programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2003/04	2004/05	2005/06		2006/07	2007/08	2008/09
R thousand							
Management	2 975	3 019	4 116	5 227	5 541	6 981	7 330
Corporate Services	9 293	9 810	12 357	11 835	17 768	17 696	20 028
Property Management	4 289	4 871	5 270	5 715	6 190	6 661	7 346
Total	16 557	17 700	21 743	22 777	29 499	31 338	34 704
Change to 2006 Budget estimate				-	1 397	1 831	

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2003/04	2004/05	2005/06		2006/07	2007/08	2008/09
R thousand							
Economic classification							
Current payments	14 452	16 046	19 783	22 532	28 657	29 881	32 072
Compensation of employees	6 506	7 609	9 324	12 675	15 534	16 296	17 096
Goods and services	7 940	8 437	10 459	9 857	13 123	13 585	14 976
of which:							
	662	423	472	407	1 684	2 169	3 002
Communication	791	564	440 974	600	633	665	698
Computer services							
Consultants, contractors and special services	252	345	244	351	370	389	408
Inventory	194	231	4 502	259	273	287	302
Operating Leases	3 596	4 161	1 001	4 691	5 065	5 464	5 737
Travel and subsistence	718	892		980	1 006	1 056	1 109
Financial transactions in assets and liabilities	6	-	-	-	-	-	-
Transfers and subsidies	42	51	63	48	48	56	67
Payments for capital assets	2 063	1 603	1 897	197	794	1 401	2 565
Total	16 557	17 700	21 743	22 777	29 499	31 338	34 704

Details of transfers and subsidies:							
Provinces and municipalities	19	22	28	8	-	-	-
Municipalities	19	22	28	8	-	-	-
Municipal bank accounts							
Current							
Capital							
Public corporations and private enterprises							
Public corporations							
Other transfers	23	29	35	40	48	56	67
Current							
Capital							
Households							
Social benefits							
Current							
Capital							
Total	42	51	63	48	48	56	67

Expenditure trends

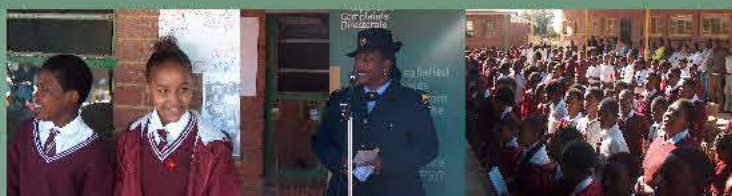
Expenditure for the programme: Administration increases at rate of more than 8 per cent between 2003/4 and 2009/10, with expenditure rising from R16,2 million in 2003/4 to R30,2 million in 2009/10. Expenditure increased from R22,1 million in 2005/6 to R27,9 million in the 2007/8 MTEF to cater for the increase in the capacity of Support Services as well as to cater for support staff in the newly established satellite offices. Expenditure on compensation of employees comprises 52,6 per cent of the total programme expenditure in 2007/8 compared to 56,3 per cent in 2005/6. Relocation cost due to the opening up of satellite offices and the space shortage experienced in the provincial offices, contributed to the increase in expenditure.

The ICD will receive the following amounts in respect of the cost for leases and accommodation charges that was devolved from the Department of Public Works as from 1 April 2006: R6,1 million in 2007/8, R6,6 million in 2008/9 and R7,3 million in 2009/10.

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





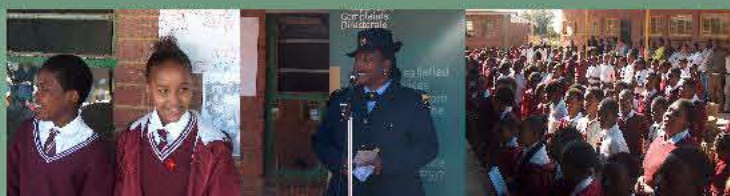
the policy formulation responsibilities of the Executive Director and Top Management. Through the development and maintenance of effective and efficient administrative and support systems, the programme intends to enhance service delivery on the constitutional and legislative mandate of the ICD by creating people-and-service centric culture and systematic organizational development based on service delivery principles/ good governance, and the provision of decentralized administrative, office support, human resource management and financial management services.

Selected medium-term output targets

Programme Administration

Measurable objectives

Sub programme	Output	Measure/indicator	Target
Asset Management	Commence implementation of the Government's Strategy on Asset Management in line with the prescripts of the PFMA	Maintain an updated Asset Register Finalize the appointment of Asset Holders throughout the ICD Address and implement control measures in respect of at least 10% of the identified priority risk areas	31 January 2008 31 March 2008
Auxiliary Services	Installation of Tracker Systems in all GG and subsidised-cars Implementation of Electronic Log Sheet System	Reduced misuse of vehicles All offices to implement the system after training	Quarterly reports August 2007
Financial Management	Improve Financial Management in line with the prescripts of the PFMA	Full compliance with PFMA	Continuous
Human Resource Management	To comply more with the Employment Equity Act Effective Implementation of the approved Retention Strategy	50% women in Top Management 2% of people with disabilities Maintain vacancy rate at less than 10%	31 March 2008 31 March 2008 Quarterly



Integrity Strengthening and Risk Management	Monitor the implementation of control measures to address the identified risks and ensure a high level of integrity amongst ICD staff members	Risk Management Report	Quarterly
Internal Audit	To evaluate the effectiveness of internal controls and to ensure that the ICD comply with applicable laws, policies and procedures.	Execute all the audit activities as per operational plan. To report on the findings that may have a material effect on the purpose, operations or financial management of the ICD	31 March 2008 Report quarterly
Labour Relations	Promotion of labour peace and discipline in the Department	Work shopping Code of Conduct, disciplinary code and grievance procedure to all employees.	August 2007
Service Delivery & Training	Improvement of Service Delivery through the implementation of Batho Pele Revitalization Programme. Implementation of Learnerships Provision of quality assured training programmes Review of bursary policy and bursary contract and development of bursary operational procedures.	Launch of Service Commitment Charter 2% Registered Learnerships 70% of training programmes to be offered by recognized Service Providers Policy documents and professional and qualified employees.	31 March 2007 31 March 2008 31 March 2007 31 March 2007

Special Programmes	Employee Wellness Campaigns	VCT roll-out. Four offices have launched it already. 64 Employees have tested Induction sessions on EWP at all offices	All offices to comply by 30 June 2007 31 May 2007
Supply Chain Management	Maintain an effective Supply Chain Management System	Complete at least one stock taking of the store-rooms (3) Commence the process to evaluate service providers in order to identify and blacklist poor service providers	28 February 2008 30 June 2007

Programme 2: Investigation of Complaints

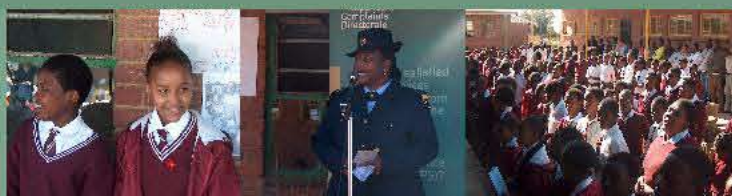
The Programme: Investigation provides for the investigation into all deaths in police custody and as a result of police action. It also provides for investigation of criminality, corruption and misconduct allegedly committed by members of the SAPS and the MPS, including allegations brought to the attention of the ICD by the Minister for Safety and Security or the Member of the Executive Council (MEC) responsible for Safety and Security in the province.

In view of the fact that the component Legal Services renders support service in the form of legal advisory services, mainly to the Programme: Investigation, it was decided that it should be incorporated under this programme to ensure efficiency. Legal Services will however continue to render legal advisory services to the other programmes including Corporate Services, where it initially resided.

Expenditure estimates

Table 2.3: Investigation of Complaints

Sub programme	Audited outcome				Adjusted appropriation	Medium-term expenditure estimate		
	2003/04	2004/05	2005/06	2006/07		2007/08	2008/09	2009/10
R thousand								
Investigation of Complaints	16 108	18 523	20 380	27 755	34 831	45 553	53 175	
Legal Services	808	953	903	1 303	832	874	918	
Total	16 916	19 476	21 283	29 058	35 663	46 427	54 093	
Change to 2006 Budget estimate				-	4 716	8 150		



	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
R thousand							
Economic classification							
Current payments	14 761	18 084	20 615	28 253	33 411	41 967	51 545
Compensation of employees	10 444	12 462	13 910	18 798	23 483	30 562	39 888
Goods and services	4 314	5 616	6 702	9 455	9 928	11 405	11 657
<i>of which:</i>							
<i>Communication</i>	658	625	653	722	758	796	836
<i>Computer services</i>	326	733	554	990	1 040	1 092	1 147
<i>Consultants, contractors and special services</i>	104	256	231	366	384	403	423
<i>Inventory</i>	207	268	283	354	372	391	411
<i>Operating leases</i>	113	137	145	181	190	200	210
<i>Travel and subsistence</i>	2 177	2 593	3 788	3 431	3 602	3 782	3 971
<i>Financial transactions in assets and liabilities</i>	3	6	3	-	-	-	-
Transfers and subsidies	27	35	41	12	-	-	-
Payments for capital assets	2 128	1 357	627	793	2 252	4 460	2 548
				16 916	19 476	21 283	29 058
Total							

Details of transfers and subsidies:

Provinces and municipalities	27	35	41	12	-	-	-
Municipalities	27	35	41	12	-	-	-
Municipal bank accounts							
Current							
Capital							
Public corporations and private enterprises							
Public corporations							
Other transfers							
Current							
Capital							
Households							
Social benefits							
Current							
Capital							
Total	27	35	41	12	-	-	-

Expenditure trends

Expenditure in investigation of complaints the largest programme, is expected to accelerate its rapid growth rising from R16,9 million in 2003/4 to R 29,0 million in 2006/7 and reaching R54,0 million in 2009/10, an average annual increase of more than 20 per cent. This increase reflects the ICD's growing emphasis on the increase of its investigative capacity. Most of the expenditure is on compensation of employees, which grows by more than 22,2 per cent per annum from 2006/7 due to the improvement of the salary levels of investigators and the increase in the number of investigators through the opening of more satellite offices. The complementary expenditure on goods and services and the rental of accommodation will grow at a rate of 29,4 per cent per annum, over the same period.

Service delivery objectives and indicators

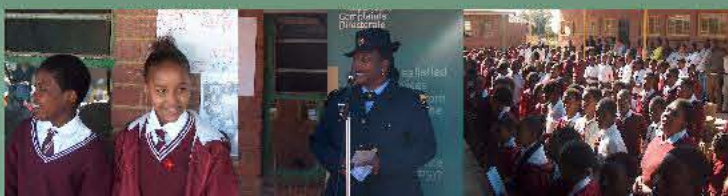
Objective

The objective of the Programme: Investigation is ensuring that complaints reported to the ICD are dealt with effectively and efficiently through investigation of all notifications of deaths in custody and as a result of police action, and investigation of allegations of misconduct, criminality and corruption committed by any member of the SAPS or MPS. This objective is to be achieved by inter alia: finalizing internal investigations on at least 60% of all deaths in custody and as a result of police action within 30 and 120 days respectively from the date of reporting to the ICD. This objective and the time period is limited to internalized processes of investigation to the exclusion of technical reports and referral to the Director of Public Prosecution. The Programme further undertakes to finalize investigations of at least 50% of complaints of criminality and corruption within 120 days from the date of reporting of the complaint. We pledge to conduct our investigations with integrity and in an unbiased, impartial manner and make our own findings independently before making recommendations on possible criminal or disciplinary prosecution to the Director of Public Prosecutions (DPP) and the National Commissioner of SAPS or the relevant Municipal Police Chief respectively.

Legal Services provide effective legal advisory support by providing telephonic and written legal advice to line functionaries and corporate services as well as liaison on a continuous basis with external stakeholders and ensuring that the ICD is kept abreast with latest developments that affect conducting of our business.

Challenges

- The biggest test that we have to face is giving effect to the recommendations of the Kgampepe Commission, which recommended amongst others that the ICD should play a similar oversight role on the Directorate of Special Operations (DSO), the Scorpions as it does on the SAPS and the MPS. The effect of these recommendations would imply an amendment into the existing legislation regulating the SAPS, ICD and National Prosecuting Authority. The challenge is even compounded by the fact that the SAPS Act that regulates the ICD is not the





latter's primary legislation. This task can therefore not be achieved without the cooperation of these three departments.

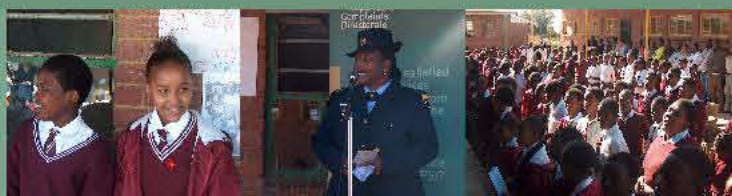
- The Provincial offices of the ICD have been engaging their counterparts in the provinces (Provincial Secretariats) to improve cooperation that will pave the way for referral of complaints across the two organizations. Six of the nine provinces have already concluded the Memoranda of Understanding (MOU), which will see the ICD referring complaints of service delivery to the Provincial Secretariats and the latter referring complaints of criminality and serious misconduct to the ICD. The remaining three provinces will finalize their MOU during the next few months. We are currently developing a Working Protocol to regulate the relationship between the two organizations in the handling of complaints of poor service delivery.
- The implementation and internal monitoring of the reviewed strategy that was informed by the recent study into our business process is sure to pose a biggest challenge for both provincial and national management. Related to this is the challenge to overhaul all the Standard Operating Procedures (SOP's) that impact on the revised strategy.

Selected medium-term output targets

Programme: Investigation of Complaints

Measurable objective

Sub programme	Output	Measure/indicator	Target
Investigation of Complaints	Investigate all registered complaints of deaths, criminality including corruption and misconduct allegedly committed by members of the SAPS and the MPS	<p>Finalization of investigations internally in respect of Class 1:</p> <ul style="list-style-type: none"> Deaths in custody and deaths where there is no police involvement could be established, within 30 days Deaths as a result of police action and where police involvement can be established, within 120 days <p>Finalization of internal investigations of allegations of criminality within 120 days</p> <p>Finalization of Class 4 (misconduct) investigations within 60 days</p> <p>Attendance of crime scenes</p> <p>Attending an autopsy/post mortem examination</p> <p>Written feedback to stakeholders</p>	<p>60% of all notifications of deaths received from SAPS/MPS</p> <p>60% of all notifications of death received from SAPS/MPS</p> <p>50% of all reported complaints against SAPS/MPS</p> <p>50% of all reported complaints against SAPS/MPS</p> <p>70% of all death notifications</p> <p>70% of all death notifications</p> <p>Every 30 days</p>



Programme 3: Information Management and Research

The Information Management and Research programme receives, registers and processes complaints from the community, the Minister for Safety and Security, and the relevant members of the provincial executive councils (MEC's). It also oversees the investigation of any cases it refers to the SAPS and monitors the implementation of the Domestic Violence Act (1998) by both the SAPS and the MPS.

There are two sub programmes:

- Monitoring and Research monitors cases being investigated and does proactive research.
- Information Management System maintains a database which serves as a register for all complaints and manages IT.

Expenditure estimates

Table 3.3: Information Management and Research

Sub programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
R thousand							
Monitoring and Research	349	1 044	1 108	1 573	1 753	1 840	1 932
Information Management	7 458	8 764	10 300	12 498	13 976	15 762	19 934
Total	7 807	9 808	11 480	14 071	15 729	17 602	21 866
Change to 2006 Budget estimate				-	887	2 019	

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
R thousand							
Economic classification							
Current payments	6 213	8 549	10 364	13 185	14 459	15 328	18 004
Compensation of employees	3 736	4 838	7 001	8 086	8 740	9 323	9 838
Goods and services	2 470	3 711	3 352	5 099	5 719	6 005	8 165
<i>of which:</i>							
Communication	385	358	409	443	475	499	1 384
Computer services	212	1 276	463	370	390	410	431
Consultants, contractors and special services	152	188	255	290	306	321	337
Inventory	372	311	328	410	433	455	478
Operating leases	84	96	101	220	232	244	256
Travel and subsistence	577	1 131	979	750	792	832	873

<i>Financial transactions in assets and liabilities</i>	7	-	11	-	-	-	-
Transfers and subsidies	10	14	22	5	-	-	-
Payments for capital assets	1 584	1 245	1 094	881	1 270	2 274	3 862
Total	7 807	9 808	11 480	14 071	15 729	17 602	21 866

Details of transfers and subsidies:

Provinces and municipalities	10	14	22	5	-	-	-
Municipalities	10	14	22	5			
Municipal bank accounts					-	-	-
Current							
Capital							
Public corporations and private enterprises							
Public corporations							
Other transfers							
Current							
Capital							
Households							
Social benefits							
Current							
Capital							
Total	10	14	22	5	-	-	-

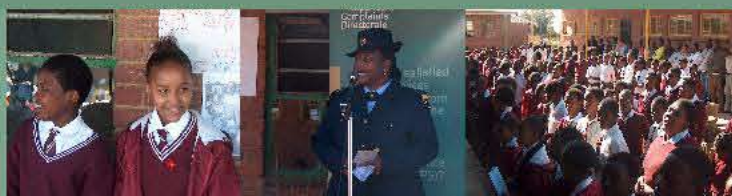
Expenditure trends


Expenditure over the 2007 MTEF continues to grow steadily, rising from R14,0 million in 2006/7 to R21,8 million in 2009/10, an average annual rate of more than 14 per cent. Expenditure on goods and services increases by 17,7 per cent per annum, over the same period, due to the travelling undertaken by the researchers and the escalating costs involved in the printing of the various research recommendation reports. There is also a significant increase of 65,7 per cent in machinery and equipment – for the same period – to support the increase in the monitoring of domestic violence and investigations by the SAPS and MPS.

Service delivery objectives and indicators

Objective

The objective of the Programme: Information Management and Research is to maintain a current





complaints register, allocate and follow-up on cases, oversee the implementation of the Domestic Violence Act (DVA) and analyse all information on the database, producing at least three reports annually and recommending interventions to enhance human rights focused service delivery in policing. Further it serves to improve the management of information through technology and the dissemination of information in order to market the organization to various stakeholders.

Challenges

Challenges faced by the Programme: Information Management and Research:

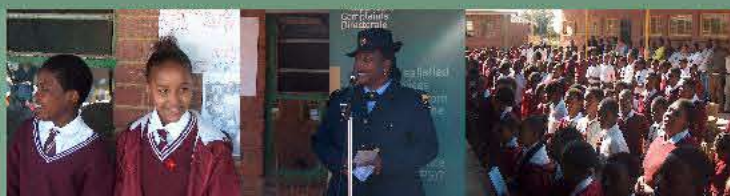
- increasing complaints received from the community. The workload becomes too much for employees since the increase is not complemented by additional staff.
- maintaining a database that is always up-to-date, due to the important role that accurate information plays in decision-making and accountability to stakeholders.
- production of quality research recommendations. The co-operation of the SAPS and MPS is crucial in ensuring access to relevant information.
- ensuring access to and sharing of knowledge resources among all ICD staff, this includes keeping up with the ever changing technology in the ICT sector.
- ability to successfully create awareness about ICD's existence to the general public due to lack of the necessary resources.
- To further strengthen the existing relationship with SAPS through effective communication.

Selected medium-term output targets

Programme Information Management and Research

Measurable objective

Sub programme	Output	Measure/indicator	Target
Monitoring and Research	Processing of applications for exemption in terms of DVA, received by ICD provincial offices	<p>Time within which all applications for exemption must be finalized</p> <p>Number of station audits conducted by provincial offices reflecting the state of affairs concerning compliance with the DVA and relevant recommendations related to management of DVA by the SAPS</p> <p>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.</p> <p>Production of qualitative reports containing recommendations</p> <p>Production of workshop report</p>	<p>Within thirty (30) days of receipt</p> <p>Five (5) station audits per quarter per province</p> <p>Five (5) cell inspections per quarter per province</p> <p>Four (4) reports per annum (One) 1 workshop per annum</p>
Information Management System	Registration and allocation of new cases on the database.	Time within which cases must be registered	Registration within 24 hours
		Time within which cases must be allocated after registration	Allocation within 48 hours after registration



		Internal client satisfaction in terms of number of responses and response time from Information and Communication Technology	Response to 95% requests within four (4) hours
Communication	Marketing ICD	Time taken to respond to media enquiries Number of community outreach activities to be undertaken	Within 1 hour of receipt Five (5) community awareness programmes per quarter per province

INDEPENDENT COMPLAINTS DIRECTORATE

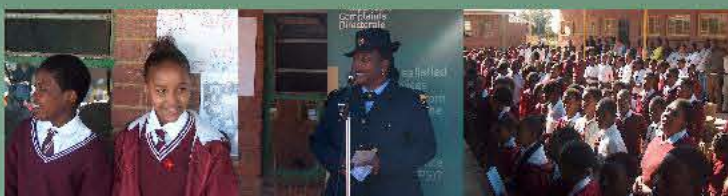
SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

MAIN SERVICES AND STANDARDS

<ul style="list-style-type: none"> Investigation of complaints against the members of the South African Police Service (SAPS) and Metropolitan Police Service (MPS) Monitor the Implementation of Domestic Violence Act (DVA) by SAPS / MPS 			
SERVICES	CUSTOMERS	CURRENT SERVICE STANDARDS	NEW SERVICE STANDARDS
Investigation of deaths with no police involvement	Public	None	Finalization of investigation within 30 days
Investigation of deaths due to police action	Public	Finalization of investigation within 180 days	Finalization of investigation within 120 days
Investigation of offences	Public	120 days	90 days
Investigation of misconduct	Public	90 days	60 days
Monitoring the implementation of Domestic Violent Act	Public	Finalization of all applications received within 30 days	Finalization of all applications received within 30 days

PUTTING SERVICE DELIVERY PRINCIPLES INTO PRACTICE

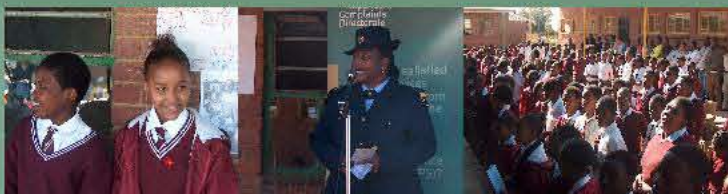
PRINCIPLE	CURRENT STANDARDS	DESIRED STANDARDS
Consultation	<ul style="list-style-type: none"> Community outreach programmes e.g. Road shows Izimbizos Public Service Week 16 Days of Activism Internal meetings Annual Strategic Planning Annual research workshops Partnerships with other Departments Youth Day Women's Day 	<ul style="list-style-type: none"> Questionnaires Suggestion boxes Visit SAPS Colleges



Service Standards		
Service Standards	<ul style="list-style-type: none"> • Service standards are communicated with staff members and they are published in the Strategic Plan of the department 	<ul style="list-style-type: none"> • Service standards will be set after consultation with the end-users • Service standards are going to be published through the Departmental Service Commitment Charter
		<ul style="list-style-type: none"> • Service Standards will emanate from the Master Strategic Plan
		<ul style="list-style-type: none"> • The Service Commitment Charter will be endorsed and launched by the Minister
Access		
Access	<ul style="list-style-type: none"> • Flexible hours (policy is in place) • Translation of brochures to all official languages • Website • Signage • Provincial offices • Ethics helpline 	<ul style="list-style-type: none"> • Installation of toll-free line • Satellite offices • Intranet
Courtesy		
Courtesy	<ul style="list-style-type: none"> • TV, aqua coolers at reception • Performance bonus and pay progression to staff members 	<ul style="list-style-type: none"> • Frontline personnel training for all frontline staff members
Information		
Information	<ul style="list-style-type: none"> • Website • E-mails • Reports • Circulars • Meetings • Quarterly newsletter • Media / Radio slots • Brochures • Interviews • Media reports 	<ul style="list-style-type: none"> • Service Commitment Charter • Intranet



Openness and Transparency	<ul style="list-style-type: none">• Quarterly reports• Annual reports• Strategic Planning• DVA reports• Signage• Media reports• Ethics helpline	<ul style="list-style-type: none">• name tags• Displayed hours of service
Redress	<ul style="list-style-type: none">• Service Delivery Component• Service delivery complaints handling procedures• Service evaluation forms	<ul style="list-style-type: none">• Customer care helpline• Customer satisfaction surveys
Value for money	<ul style="list-style-type: none">• Supply chain management procedures and code of conduct• Sharing of resources• Management of budget• Internal control measure	



CURRENT STATUS ON HUMAN RESOURCES

Workforce analysis: Staff Complement

The Table below outlines the existing work profile (filled posts) of the ICD as at 31 January 2007

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
01									
02									
03									
04	20	12	4	-	-	-	1	-	34
05	16	10	4	-	3	-	1	-	32
06	-	-	-	-	-	-	-	-	-
07	23	23	2	1	3	4	1	4	56
08	2	10	-	1	-	2	-	5	20
09	5	12	-	-	1	-	2	-	20
10	-	1	-	1	-	1	-	-	3
11	4	7	-	2	1	1	6	1	21
12	-	-	-	-	-	-	-	-	-
13	-	9	1	-	1	-	-	1	12
14	1	2	-	-	-	-	1	-	4
15	-	-	-	-	-	-	-	-	-
TOTAL	71	86	11	5	9	8	12	11	213

Gap Analysis

This is an indication of the gap relating to human resources needed to meet the current challenges and capacity problems. On inception the ICD had a total approved structure of 535 positions. Of the 535 positions there are only 231 funded positions, which are not even half of the originally approved structure. This has an immense impact on the functioning and performance of the ICD in that:

- The ICD is not accessible to all communities and rural areas because our offices are only located in major cities in all provinces.
- We have limited capacity to face a very huge workload in the area of investigation and other areas.

The following is an illustration gap:



	Ideal approved personnel structure	Current funded personnel structure(2006/2007)	Gap
Number of approved posts	535	231	304

Approved and funded organizational structure

As reflected in its approved organizational structure, the ICD's structure presently – as at 31 January 2007 – reflects the following human resources for the financial year 2006/2007, the posts are all funded.

Salary level	Number of posts	Filled posts	Vacant posts
15	1	-	1
14	4	4	-
13	12	12	-
12	-	-	-
11	22	21	1
10	3	3	-
9	23	20	3
8	20	20	-
7	71	56	15
6	1	-	1
5	34	32	2
4	40	34	6
3	-	-	-
2	-	-	-
1	-	-	-
Total	231	202	29

