

# **INDEPENDENT COMPLAINTS DIRECTORATE**

## **STRATEGIC PLAN**

**2006 – 2009**

**DRAFT**

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## **Policy Statement by the Minister for Safety and Security**

This is the fifth Strategic Plan of the Independent Complaints Directorate (ICD). It is for the period commencing 01 April 2006.

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. The ICD is an important pillar of that system of control we want to see as a government.

I expect that the other pillars of police control will play their role. Firstly, police management must do all they can to ensure that misconduct within police ranks is dealt with effectively. Secondly, the ICD must investigate police criminality and misconduct, where the police fail to act against their members. Thirdly, civil society must work with us to ensure that police are held accountable for improper action.

Over the past few months I have spoken at length about strengthening the ICD's capacity to carry out its mandate effectively. This includes having a presence in all 43 policing areas. It is unacceptable that our people travel long distances in order to lodge complaints with the ICD which is only located in major centres. The ICD's services must reach even the most remote areas of our country. I have also spoken about restructuring the ICD to ensure that it operates better within its constitutional mandate.

I am encouraged by the recent workshop organized by the ICD in Pretoria on 6 – 7 February 2006, with the aim of establishing a cordial relationship between the ICD, the police and the Secretariat for Safety and Security. I believe this workshop was long overdue. We must accept that tensions will always be there between these institutions but such tensions should be creative enough to ensure better service delivery. It is important that relations be sound enough to encourage cooperation among all the role players.

It is also important that the overlap between the work of the Secretariat and that of the ICD be cleared, so that each can pursue its mandate effectively and efficiently.

The biggest challenge the ICD faces is improving its performance within the limited resources at its disposal. I support the recommendation of the Portfolio Committee on Safety and Security that the ICD should review the targets it has set itself. These targets should be in line with the ICD's capacity to deliver on expectations.

I wish the ICD well in the implementation of their Strategic Plan 2006 – 2009.

## **MR C NQAKULA**

### **MINISTER FOR SAFETY AND SECURITY**

#### **Overview by the Executive Director**

The financial year 2004/2005 was quite a challenge for the ICD. Severe capacity problems were revealed resulting in failure by the ICD to meet its targets. This failure was compounded by the fact that ICD management set unreasonable targets for the organization. I am glad that these targets were reviewed at the Senior Management Committee meeting of November 2005. I hope that the Minister will support such a review.

Equally important is the ability of the ICD to fulfill its mandate with adequate resources. In my opinion many of the ICD's problems stem from the fact that it has never had sufficient capacity to do its work effectively. To this end the ICD will receive a budget increase during the 2006/2007 – 2008/2009 MTEF cycle. The R24 million additional funding allocated to the ICD for MTEF cycle will be used to appoint four Provincial Heads at Senior Manager level, as well as 14 investigators all over the country. A further 20 investigators will be appointed in the 2007/08 financial year. In the last year of the MTEF cycle, that is 2008/2009, 29 investigators will be appointed.

The importance of the work of the ICD cannot be overemphasized. Retaining quality and committed staff is our priority and is essential for improving service delivery levels to our communities. I am glad to say that priority has been given to addressing internal management problems, as well as giving attention to concerns from our valuable staff. Stabilizing the organization is important to me.

Despite the challenges of 2004/05, there were important achievements, namely:

- The decrease of 9% in deaths in custody or as a result of police action compared to the same period in the financial year 2003/2004;
- Establishment of the Integrity Strengthening Unit to ensure a high degree of ethics among ICD staff;
- The establishment of the Proactive Research Unit to conduct research on policing matters; and
- Setting up of the Anti-Corruption Command to prioritize cases of corruption.

Along with what I have already mentioned above, a number of areas will be addressed in the coming financial year; viz,

- The implementation of recommendations of the task team on working relations between the ICD, the police, Secretariat for Safety and Security and civil society;
- Reviewing the investigative priorities of the ICD and streamlining systems and processes to ensure higher levels of service delivery; and
- Increasing police co-operation on domestic violence non-compliance matters.

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

**L XINWA**  
**ACTING EXECUTIVE DIRECTOR**

## **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.

## **Mission and Vision**

### **Mission**

To promote proper police conduct.

## **Vision**

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

## **Strategic overview and key policy developments**

The ICD is mandated 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**

The report of the Portfolio Committee on the ICD's poor performance for the 2004/2005 financial year, paved way for the review of our strategic objectives. We are experiencing huge backlogs in finalization of Class 1 (deaths in custody and as a result of police action) cases and Class 4 cases (Service related complaints). It is our view that in those individual service related complaints that we have finalized in terms of our strategic objectives, we did not add much value, as we cannot make policy recommendations to the SAPS to help them improve delivery of service to communities. The Secretariat is best positioned to make policy recommendations, which would include recommendations on service delivery improvement by SAPS, as part of their mandate. These complaints only make little impact, if any, to the ICD and we cannot measure the impact of our intervention in dealing with them in a singular approach. We are of the view that the Secretariat would be best placed to handle these complaints.

### **Capacity**

It must be indicated that the ICD's workload is not equally complemented by additional staff to investigate the increases of complaints resulting from the ICD strategy (vision 2005) and that started affecting the morale of investigators who are constantly overworked. More investigators (28) will be employed during the financial year 2006/2007. Four more Provincial Heads' positions at Director Level (Senior Manager) will also be created in 2006/07.

It is also envisaged that satellite offices will be opened. The report of the Portfolio Committee on the poor service delivery in 2004/05 necessitated the review of the service delivery targets.

The development of internal capacity is critical and since all vacant posts for 2005/06 are likely not to be filled by the end of March 2006, we would have to improve efforts to fill these vacant positions. 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 has taken a lead in building strong linkages and 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. The Protocol is continuously updated to bring it line with the changing environment.

#### Proactive 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) was established as from 1 April 2005 and should ensure targeted research focused on operations and systems; trend and case analysis. The Research Reference Group which consists of external experts converges monthly to advise on and oversee the work of the POU.

The ICD management also agreed on a revised strategy in investigating notifications of deaths in custody and as a result of police or municipal police action. Our strategy as informed by "Vision 2005", has also come under scrutiny. We are engaging the Secretariat as a key stakeholder on how to deal with the service related complaints once they have been referred to them.

## Domestic Violence Act

The ICD's continued monitoring of the implementation of the Domestic Violence Act (1998) should improve public confidence in the SAPS' ability to deal with such cases. The ICD should every six months table DVA report to Parliament accordingly.

## Expenditure Estimates

### Independent Complaints Directorate

Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited 2002/03	Audited 2003/04	Preliminary outcome 2004/05	Adjusted appropriation 2005/06	Revised estimates	2006/07	2007/08	2008/09
R thousand								
1 Administration	15,826	16,525	17,801	22,132	22,132	22,717	24,094	25,460
2 Investigation of Complaints	13,855	16,948	20,103	22,132	22,132	29,094	34,955	42,324
3 Information Management and Research	5,902	7,807	9,080	10,527	10,527	14,095	14,842	15,583
<b>Total</b>	<b>35,583</b>	<b>41,280</b>	<b>46,984</b>	<b>54,791</b>	<b>54,791</b>	<b>65,906</b>	<b>73,891</b>	<b>83,367</b>
Change to 2005 Budget Estimate	-	-	-		5,269	9,714	13,189	19,660

### Economic classification of payments

Current payments								
Compensation of employees	19,289	20,520	29,362	34,909	34,098	39,700	45,533	52,326
Goods and services	13,226	14,841	16,197	17,349	17,349	24,334	26,781	29,272
Interest and rent on land	-	-	-	-	-	-	-	-
Financial transactions in assets	-	-	-	-	-	-	-	-



and liabilities								
Unauthorised expenditure	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>74</b>	<b>80</b>	<b>89</b>	<b>149</b>	<b>149</b>	<b>72</b>	<b>42</b>	<b>44</b>
To: Provinces and municipalities	53	57	60	113	113	32	-	-
Departmental agencies and accounts	21	23	29	36	36	40	42	44
Universities and technikons	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>								
Buildings and other fixed structures	-	-	366	575	575	-	-	-
Machinery and equipment	2,712	5,339	850	1,684	2,517	1,658	1,384	1,560
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible Assets	282	500	120	125	103	142	151	165
Land and subsoil assets	-	-	-	-	-	-	-	-
<b>Total</b>	<b>35,583</b>	<b>41,280</b>	<b>46,984</b>	<b>54,791</b>	<b>54,791</b>	<b>65,906</b>	<b>73,891</b>	<b>83,367</b>

## Programme 1: Administration

Administration encompasses the overall management of the ICD, including the programme managers, the policy-formulation responsibilities of senior management, the appropriate organization of the ICD, administrative office support, human resource management, asset security, property management and financial management services (include property management).

## Expenditure estimates

### Administration

Programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	Audited	Audited	Preliminary outcome				
R thousand	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Management	3,351	2,976	3,349	5,887	6,314	6,649	6,981
Corporate Services	8,658	9,260	9,581	10,976	10,689	11,256	11,819
Property Management	3,817	4,289	4,871	5,269	5,714	6,189	6,660
<b>Total</b>	<b>15,826</b>	<b>16,525</b>	<b>17,801</b>	<b>22,132</b>	<b>22,717</b>	<b>24,094</b>	<b>25,460</b>
Change to 2004 Budget Estimate	-	-	-	-	6,473	7,137	7,664

### Economic classification of payments

<b>Current payments</b>							
Compensation of employees	6,601	6,507	8,783	11,547	12,789	13,466	14,139
Goods and services	7,916	7,912	8,400	8,989	9,657	10,363	11,043
Interest and rent on land	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-
Unauthorised expenditure	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>41</b>	<b>43</b>	<b>51</b>	<b>71</b>	<b>50</b>	<b>42</b>	<b>44</b>
To: Provinces and municipalities	20	20	22	35	10	-	-

Departmental agencies and accounts	21	23	29	36	40	42	44
Universities and technicons	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
<b>Payments for capital assets</b>							
Buildings and other fixed Structures	-	-	366	575	-	-	-
Machinery and equipment	1,228	1,926	170	919	190	190	199
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible Assets	40	137	31	31	31	33	35
Land and subsoil assets	-	-	-	-	-	-	-
<b>Total</b>	<b>15,826</b>	<b>16,525</b>	<b>17,801</b>	<b>22,132</b>	<b>22,717</b>	<b>24,094</b>	<b>25,460</b>

## 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.

## Challenges

Challenges for the 2006/07 financial year will be:

- Development and full implementation of Departmental Service Commitment Charter and Service Delivery Improvement Plan based on Batho Pele Principles by 2006/7;
- Full implementation of the Learnerships;
- Staff shortages as against the original approved structure of the ICD (i.e. structure of 535 posts)
- Full implementation of Supply Chain Management;

## Key result areas

Sub-programme	Indicator	Target
Human Resource Management.	Development and implementation of staff retention policy.	June 2006.
Service Delivery & Training.	Implementation of PDPs.	March 2007.
	Full implementation of Batho Pele Principles and 100 % implementation of Personal Developmental Plans.	March 2007.
Financial Management.	Efficient management of the budget and planned expenditure.	Monthly.
	Risks minimized through the finalization of policies to strengthen corporate governance and furthering awareness campaigns.	March 2007.

Supply Chain Management.	Full implementation of SCM in National Office - correct segregation of duties, evaluation plan and risk management plan.	March 2007.
	Accreditation and implementation of Logis in two Provincial Offices (NW and EC)	March 2007.
	Review of asset policy, including life cycle, depreciation, demand management, acquisition and disposal plans.	March 2007.
Internal Audit.	Review of strategic and operational risks.	March 2007.

### 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 recognizing and rewarding excellence in an innovative way. Internal promotions where employees qualify. Continuously creating a learning organization and an enabling environment that is characterized by a spirit, culture and practice of collaboration, participation collegiality, flexibility to learn and teamwork, through continuous team building sessions, training and development, multi-	Maximum production / service excellence / improved service delivery.  Learned and professional employees.  Team Building Sessions.

	skilling and provision of bursaries. Timeously inducing newly appointed staff.	Induction manual.
Eliminate service delivery barriers and improve service delivery.	<p>Develop and implement clear strategies regarding the delivery of services by internal and external resources by the end of financial 2006/7.</p> <p>Continuously seek gaps in organizational transformation and formulate strategies to strive for service excellence.</p> <p>Change the mindset of managerial levels towards effective problem solving and support of the efforts of frontline teams on annual basis.</p>	<p>Launched and published Service commitment Charter.</p> <p>Service Delivery Improvement Plan.</p> <p>Batho Pele Policy document.</p> <p>Team Building sessions.</p>
Contribution to the National Youth Development Strategy.	<p>Increase in Internships.</p> <p>Implementation of Learnerships.</p>	<p>30% of interns on the Programme at any given moment.</p> <p>Learnership programme to be developed.</p>
Promoting labour peace in the Department.	<p>Adherence to the grievance procedures.</p> <p>Consistency in the application of Policies.</p>	Less than 5% grievances and dispute rate.
Maintaining a satisfied cadre of service providers.	<p>Payment of invoices within 7 days of receipt.</p> <p>Communicating internal procedures to suppliers.</p>	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 7 <sup>th</sup> of each	Monitoring and implementing the SDIP.

	month.	
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### Service Delivery Improvement Plan (SDIP)

Objective	Service standards	Indicator
Retention of competent staff to deliver quality services.	Timeous recognizing and rewarding excellence in an innovative way. Internal promotions where employees qualify. Continuously creating a learning organization and an enabling environment that is characterized by a spirit, culture and practice of collaboration, participation collegiality, flexibility to learn and teamwork, through continuous team building sessions, training and development, multi-skilling and provision of bursaries.	Less 10% of staff turnover.  Learned and professional employees.  Maximum production/service excellence/improved service delivery.
Induct all newly appointed staff members.	Timously conducting induction course for newly appointed employees.	Induction Manual.
Eliminate service delivery barriers and improve service delivery.	Develop and implement clear strategies regarding the delivery of services by internal and external resources by the end of financial 2006/7 or  Continuously seek gaps in organizational transformation and formulate strategies to strive for service excellence.  Change the mindset of managerial levels towards effective problem solving and support of the efforts of frontline teams on annual basis (30 days per annum).	Launched and published Service commitment Charter    Service Delivery Improvement Plan.  Batho Pele Policy document.

## Programme 2: Investigation of Complaints

Investigation of Complaints provides for the investigation of 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.

The Integrity Strengthening Unit (ISU), which was established in 2005, provides a platform for employees to report any form of illegal or unethical behaviour by their colleagues or managers via a secure email or fax line. All cases are dealt with in a confidential manner and complainants are guaranteed the protection in terms of the Protected Disclosures Act 26 of 2000. Whilst some cases require in-depth investigations, others are solved through mediation or remedial counseling.

### Expenditure estimates

#### Investigation of Complaints

Programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	Audited	Audited	Preliminary outcome				
R thousand	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Investigation of Complaints	13,135	16,139	19,182	21,107	27,271	33,035	40,308
Legal Services	720	809	921	1,025	1,823	1,920	2,016
<b>Total</b>	<b>13,855</b>	<b>16,948</b>	<b>20,103</b>	<b>22,132</b>	<b>29,094</b>	<b>34,955</b>	<b>42,324</b>
Change to 2004 Budget Estimate	–	–	–	–	3,228	6,896	12,876
<b>Economic classification of payments</b>							
<b>Current payments</b>							
Compensation of employees	8,812	10,276	14,031	15,485	18,809	23,536	29,230
Goods and services	3,988	4,452	5,653	6,142	9,571	10,699	12,224
Interest and rent on land	–	–	–	–	–	–	–



Financial transactions in assets and liabilities	-	-	-	-	-	-	-
Unauthorised expenditure	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>							
To: Provinces and municipalities	24	27	27	53	16	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technicons	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
<b>Payments for capital assets</b>							
Buildings and other fixed Structures	-	-	-	-	-	-	-
Machinery and equipment	977	2,021	340	400	633	650	790
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible Assets	54	172	52	52	65	70	80
Land and subsoil assets	-	-	-	-	-	-	-
<b>Total</b>	<b>13,855</b>	<b>16,948</b>	<b>20,103</b>	<b>22,132</b>	<b>29,094</b>	<b>34,955</b>	<b>42,324</b>

## Objective

The objective of Investigations under 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 investigations will be conducted in an unbiased, impartial and independent manner and recommendations will be made to the Director of Public Prosecutions (DPP) and/or the National Commissioner of SAPS or the relevant Municipal Police Chief.

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 the maintaining of existing protocols.

The main objective of the Integrity Strengthening Unit (ISU) is to ensure that the ICD's core values, as expressed in the Code of Ethics, are being practised by all staff members. The ISU also has to ensure that risks within the organisation are managed effectively to enable the ICD to achieve its strategic intent, and therefore certain controls are put in place to monitor compliance with legislation and policies. Although the ISU resides within Programme 2 and investigations form part of its functions, it operates as an independent unit and enjoys full support of the Executive Authority.

## **Challenges**

The Anti-Corruption Command (ACC) was established during the 2004/05 financial year. It is aimed at the investigation of allegations of corruption perpetrated by the SAPS and MPS members.

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.

Training of representatives in the provincial offices with regard to specialised corruption knowledge remains a challenge.

The process of referring service delivery complaints to the Secretariats would involve consultations with the National Secretariat and the Provincial Secretariats. If agreement is reached that they take over the service related complaints, this will culminate in a working protocol between the two organisations to regulate the referrals from the ICD. It is envisaged that this process will have commenced by the end of the current financial year.

Training to all ICD staff with regard to legislation, Acts promulgated and legislative frameworks mentioned in internal policies, and which are relevant to the proper and effective functioning of all staff will have to commence and be consistently maintained.

The delay in obtaining Policing Powers for ICD investigators has been cause for great concern and impacted negatively on the services that ICD investigators deliver.

The ISU, which was established in terms of the minimum anti-corruption capacity requirements, will have to address specific forms of corruption included in the Public Service Anti-Corruption Strategy, such as conflicts of interest, fraud, bribery and insider trading. This will be achieved through the development of policies, a fraud and corruption risk assessment, an ethics audit, as well as a comprehensive ethics training and awareness programme.

### Key result areas

Outcomes	Indicators	Targets
Reduced levels of criminality in the SAPS and MPS.	Finalized internal investigations in respect of Class 1 (deaths) within 180 days.	60% of notifications received from SAPS/MPS.
Reduced levels of criminality in the SAPS and MPS.	Finalized internal ICD investigations of criminality within 180 days.	50% of complaints received from SAPS/MPS.
Conducting on-scene investigation of Class 1.	Attendance of crime scene.	70% of all reported Class 1 scenes.
Participation at autopsy/post mortem examination.	Attending an autopsy/post mortem examination at an identified location.	70% of all reported deaths.
Preliminary investigation findings.	Finalization of preliminary investigation within 30 days.	70% of all Class 1.
Progress/update on investigation.	Written/oral feedback made to complainants and recorded in the investigation diary.	Every 30 days.

### 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. Finalization of investigations into deaths in police custody and as a result of police action is dependent on the services rendered to the ICD by the Forensic Science Laboratory of the South African Police Service in processing exhibits.

One of the objectives of the ISU is to ensure that the Ethics Helpline is manned at all times during official hours, and that it operates as an extension of the National Anti-Corruption Hotline (NACH).

### **Service Delivery Improvement Plan (SDIP)**

<b>OBJECTIVE</b>	<b>SERVICE STANDARDS</b>	<b>INDICATORS</b>
<b>External Clients</b>		
The investigation of all deaths in police custody and as a result of police action and 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.
	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.

	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.
	Reporting progress to stakeholders.	<ul style="list-style-type: none"> <li>• Initial written report within 7 days of incident.</li> <li>• Further progress report on a monthly basis.</li> </ul>
Legal liaison services with stakeholders.	Liaising and maintaining protocols on co-operation with SAPS, MPS, NPA and any other relevant stakeholders.	Ongoing.
Integrity and Risk Management.	Receiving concerns through the Ethics Helpline.	Acknowledge receipt within 24 hours.
	Providing requests/ recommendations to management.	Within 48 hours.
	Providing feedback on progress to complainants.	Progress to be reported on a monthly basis.
	Submitting final response to complainants.	60 days as from receipt of case.
	Development and implementation of conflicts of interest policy and declarations.	June 2006.
	Development of ICD Code of Conduct for suppliers and external service providers.	November 2006.
<b>Internal Clients</b>		
Skilling of investigators through training.	In-house training interventions.	Two training interventions annually.
Provision of effective legal advisory services.	Attend and respond to legal queries.	Within 5 days and on-going.
Integrity and Risk Management.	Receiving concerns through the Ethics	Written acknowledgement of receipt within 24

	Helpline.	hours.
	Forwarding requests / providing recommendations to management.	Within 48 hours.
	Providing feedback on progress to complainants.	Progress to be reported on a monthly basis.
	Submitting final response to complainants.	In writing within 60 days as from receipt of case.
	Providing ethics and awareness training.	6 training interventions per annum.
	Development and implementation of conflicts of interest policy and declarations.	June 2006.
	Ethics risk assessment.	Annual report to the ED.
	Ethics audit.	Annual report to the ED.

## Recent outputs

In 2004/05 preliminary investigations into 714 reported cases of deaths in police custody and as a result of police action were completed within the departments own internal set target of 14 days.

The target of finalising 85 per cent of investigation reports of police criminality and misconduct within 180 days in 2004/05 was not achieved due to the fact that the increased workload in implementing Vision 2005 was not complemented by additional staff.

The 2004/05 target of implementing 80 per cent of recommendations implemented that were issued by Legal Services has been met.

## 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 MEC's. It also oversees the investigation of any cases it refers to the SAPS, and monitors the implementation of the Domestic Violence Act (DVA), 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 and Communication Technology and Communication.

## Expenditure estimates

### Information Management and Research

Programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	Audited	Audited	Preliminary outcome				
R thousand	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Monitoring and Research	566	349	1,469	1,571	1,665	1,753	1,840
Information Management System	5,336	7,458	7,611	8,956	12,430	13,089	13,743
<b>Total</b>	<b>5,902</b>	<b>7,807</b>	<b>9,080</b>	<b>10,527</b>	<b>14,095</b>	<b>14,842</b>	<b>15,583</b>
Change to 2004 Budget Estimate					13	(844)	(880)

### Economic classification of payments

<b>Current payments</b>							
Compensation of employees	3,876	3,737	6,548	7,877	8,102	8,531	8,957
Goods and services	1,322	2,477	2,144	2,218	5,106	5,719	6,005
Interest and rent on land	–	–	–	–	–	–	–
Financial transactions in assets and liabilities	–	–	–	–	–	–	–
Unauthorised expenditure	–	–	–	–	–	–	–
<b>Transfers and subsidies</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>25</b>	<b>6</b>	–	–
To: Provinces and municipalities	<b>9</b>	<b>10</b>	<b>11</b>	<b>25</b>	<b>6</b>	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–

Universities and technikons	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
<b>Payments for capital assets</b>							
Buildings and other fixed Structures	-	-	-	-	-	-	-
Machinery and equipment	507	1,392	340	365	835	544	571
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible Assets	188	191	37	42	46	48	50
Land and subsoil assets	-	-	-	-	-	-	-
<b>Total</b>	<b>5,902</b>	<b>7,807</b>	<b>9,080</b>	<b>10,527</b>	<b>14,095</b>	<b>14,842</b>	<b>15,583</b>

## 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 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

The first challenge 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. We hope to address this challenge by employing data capturers in the provincial offices to ensure that the database is updated constantly.



The second challenge is to ensure that recommendations flowing from the stakeholder workshop are taken forward and that the objective of establishing a cordial relationship with the police, Secretariat for Safety and Security and civil society becomes a reality.

### Key result areas

Sub-programme	Indicator	Target
Complaints Registry.	Registration and allocation of new cases on the database.	Registration within 24 hours. Allocation within 48 hours after registration.
	Updating the database with case developments.	Within two (2) days of case development.
Monitoring.	Finalization of all applications for exemption in terms of DVA, received by ICD provincial offices within 30 days of such application.	100% Within thirty (30) days of receipt.
	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 the SAPS.	Three (3) station audits per quarter per province.
	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.	Three (3) cell inspections per quarter per ICD provincial office.
Research	Production of qualitative reports containing recommendations.	Three (3) reports per annum.
	Production of workshop report.	(One) 1 workshop per annum.

Information and Communication Technology	Internal client satisfaction in terms of number of responses and response time.	Response to 95% requests within four (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**

The registration of new cases took place on average within 24 hours as required by the standard. This fact was also confirmed by independent internal audits. It is heartening to see that there is 100% improvement as compared to the past financial year. However, there is still a problem of prompt referral of complaints to other internal units such as Investigations and Monitoring. This problem happened across the board. One of the contributing factors is that the Case Intake Committees that should review each complaint and determine where the cases should be referred, do not function as expected. In some instances, due to the shortage and/or availability of staff in provincial offices, it is difficult to convene meetings of such committees.

All applications for exemption were finalized on the day they were made. This achievement is, however, marred by the fact that only a few applications were forthcoming from members of the South African Police Service. This is in spite of the fact that reported cases of non-compliance with the Domestic Violence Act were far higher than the actual number of applications received.

The ICD set a standard of three (3) research reports annually plus an additional two (2) reports which must be tabled before Parliament in compliance with the Domestic Violence Act. During 2004/2005, the component tasked with research work lacked research personnel to conduct the said task. Consequently, the target of 4 research reports could not be met except for the production of the DVA reports which have been submitted to the Minister for approval prior to tabling before Parliament.

Since May 2005, the Proactive Research Unit has been established consisting of a Deputy Manager and three (3) Assistant Managers, all of whom are researches. As a result two (2) recommendation reports, one workshop report and two (2) DVA reports have been completed. The last recommendation report is being finalized.

## **Service Delivery Improvement Plan (SDIP)**

OBJECTIVE	SERVICE STANDARDS	INDICATORS
<b>External Clients</b>		
Complaints Processing and Monitoring.	Acknowledgement in visitor's register of client within 5 minutes.	Evaluation of service form.
	Waiting time for interview with Case 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: <ul style="list-style-type: none"> <li>Clients – Walk in</li> </ul>	Acknowledgement of clients in visitor's register: <ul style="list-style-type: none"> <li>Waiting time for interview – 30 minutes.</li> <li>Acknowledgement letter to a complainant within 30 days.</li> <li>Progress report – within 30 days.</li> <li>Final Report – within 90 days thereafter.</li> </ul>	Evaluation of service form. Letter in database.  Report in database. Report in database.
<ul style="list-style-type: none"> <li>Emergency</li> </ul>	Attendance – 5 minutes. <ul style="list-style-type: none"> <li>Assessment – 10 minute interviews.</li> <li>Immediate Investigation/ or referrals.</li> </ul>	Note in register.

General stakeholder enquiries and services.	Media: 24 hours SAPS: within 30 days	Copy of response filed.
	Other services – 48 hours.	
<b>Internal Clients</b>		
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.

## Recent outputs

The ICD registered 5 790 complaints in 2004/05, a decrease of 2 per cent from the previous year. Cases recorded for 2003/04 amounted to 5 903. Reports on deaths in police custody or as a result of police action numbered 652 in 2004/05, a decrease of 9 per cent compared to 2003/04, when a total of 714 cases were recorded. The number of criminal offences allegedly committed by members of the SAPS and the MPS increased from 1 473 in 2003/04 to 1 731 in 2004/05, an increase of 18 per cent. Incidents of misconduct reported to the ICD decreased by 8 per cent, from 3 716 in 2003/04 to 3 407 in 2004/05. The ICD met the target of registering 70% cases in 24 hours in 2004/05.

During financial year 2004/2005 about eighty (80) awareness campaigns were conducted throughout the country.

## 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		
<b>Executive Director</b>	0	0	0	0	0	0	0	0	1	1
<b>General</b>	0	2	0	0	0	0	1	0	1	4

<b>Managers</b>										
<b>Senior Managers</b>	0	3	1	1	1	0	0	1	5	12
<b>Managers</b>	2	10	0	1	0	1	6	0	2	22
<b>Assistant Managers</b>	6	12	1	1	0	1	2	1	2	26
<b>Below AM</b>	47	46	2	3	7	3	9	2	47	166
<b>Grand Total</b>	55	73	4	5	8	5	18	4	58	231