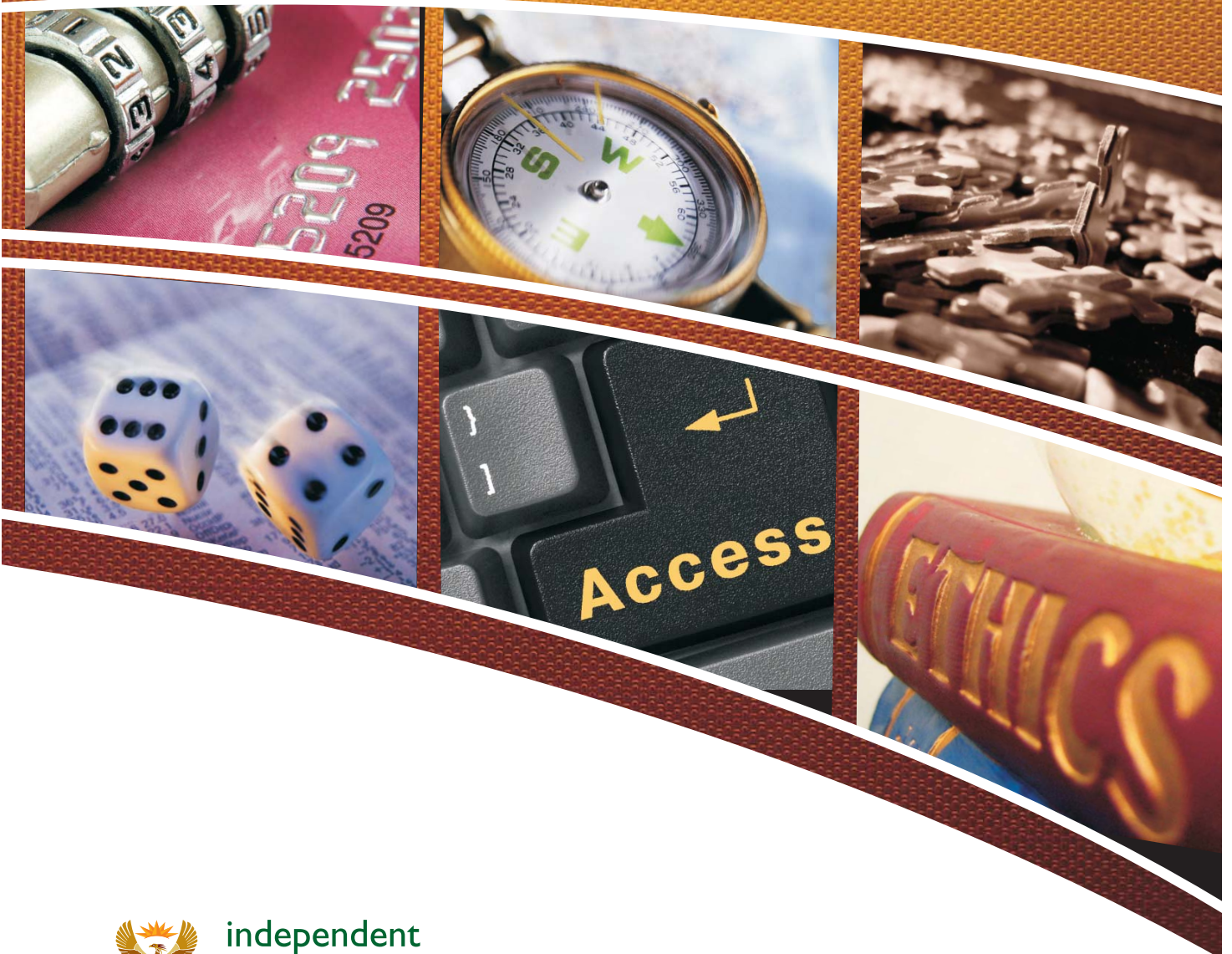


Strategic Plan 2010 - 2013



**independent
complaints directorate**

Department:
Independent Complaints Directorate
REPUBLIC OF SOUTH AFRICA



Independent Complaints Directorate

Strategic Plan

for the fiscal years

2010 – 2013

Date of tabling

March 2010



FOREWORD

MESSAGE FROM THE MINISTER OF POLICE,
MR EN MTHETHWA, MP

South Africa is moving in a new direction as far as policing is concerned. Our new approach intends to prepare police officers for a return to discipline and professionalism in the fight against crime. As can be expected, there have been unfortunate deaths as a result of police action which we have had to process and investigate. To this end, we are strengthening the Independent Complaints Directorate in order to give effect to investigating any abuses by police officers in the course of their duty.

The steps we are taking in strengthening the ICD relate to a number of areas.

Firstly, we are developing new legislation that will arm the institution with more powers to investigate. It will also provide the opportunity for the leadership to work very closely with the Ministry and the Police to investigate and reduce the numbers of complaints against the Police.

Secondly, we have appointed a new Executive Director to give effect to the changes that we are proposing. This Executive Director has been asked to re-organize and refocus the ICD to ensure greater professionalism and service delivery in fulfilling its mandate.

Thirdly, we are in the process of developing new legislation for the Police Civilian Secretariat that will see greater collaboration and cooperation between the ICD and the Secretariat of Police. This will strengthen the oversight role of the ICD within the new policing environment.

Our aim is to transform the ICD into a high performance institution that is focused on quality service delivery. We intend to re-instill the public confidence in the investigative mandate of the ICD so that they are able to investigate deaths in police custody and deaths as a result of police action, without fear or favour.

This Strategic Plan provides us with clear measurements for evaluating the effectiveness of the institution in the future. The targets set in Annual performance Plan will provide details that will enable us to measure the output and impact of the ICD.

We have set the building blocks in place for a strengthened ICD in order that members of the public can take comfort in the fact that they have recourse to the ICD where there are cases of police brutality or abuse in the course of their duties. The challenge now is ensuring the building blocks are utilized to the maximum and that the ICD is able to implement the measures we want to see put in place as part of its oversight functions.

Finally, I want to express my commitment to ensuring that going forward there is a strengthened ICD which is able to execute its mandate within the new policing environment.



MINISTER OF POLICE
MR. EN MTHETHWA, MP

FOREWORD BY THE EXECUTIVE DIRECTOR, MR F BEUKMAN

It is an honour to present the Ninth Strategic Plan of the Independent Complaints Directorate (ICD) in my capacity as Executive Director.

The strengthening of the values and principles enshrined in our Constitution should be the core business of the ICD. The safeguarding and upholding of the fundamental rights of every citizen should guide us in our effort to ensure and promote proper police conduct. The President of the Republic of South Africa, Mr JG Zuma and the Minister of Police, Mr EN Mthethwa, MP has given their unequivocal support for the strengthening of the ICD. The enactment of new legislation in 2010 will ensure that we face up to new priorities and trends presenting themselves in society and the broad environment.

A season of change will characterise the activities of ICD in the next 18 months. It is therefore vital that the investigative capacity and public profile of the ICD must be enhanced so that it can carry out its mandate effectively.

The ICD should investigate those matters that will have a lasting impact on transforming the police. The activities will increase in terms of scope of investigations and dedicated focus to more serious crimes and matters of a systemic nature. Current non-core activities, i.e. matters related to the Domestic Violence Act, as well as cell inspections and station audits will possibly in future reside with the Secretariat of Police.

The new legislative framework that is envisaged for the ICD creates the opportunity to streamline and reorganise the complaint handling process and investigative function. It is envisaged that the functions of the current Programme 3 will integrate into Programme 2. The upgrading of Provincial structures and the strengthening of senior management at the National office will be top priorities. Critical matters identified in reports by the Parliamentary Portfolio Committee on Police and the relevant Select Committees will also be addressed during the re-organising process.

The relationship between the ICD and the Secretariat of Police should be formalised to ensure the effective implementation of recommendations of the ICD by the South African Police Service.

Cooperation with the relevant Chapter Nine institutions on matters of common interest will be reinforced with service level agreements where applicable. We also need to continue with an ongoing engagement with the Portfolio and Select Committee, Secretariat of Police, the South African Police Service, the National Prosecution Authority, the various Municipal Police Services, civil society, organised labour and other stakeholders to further promote the principle of civilian oversight of the police.

I want to record the appreciation of the ICD for the valued support and interest of the Minister of Police in the activities of the ICD.



EXECUTIVE DIRECTOR
MR F BEUKMAN

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PART A

STRATEGIC OVERVIEW

I. MISSION STATEMENT

I.1 Vision

“An effective, independent and impartial investigating and oversight body that is committed to justice and acting in the public interest, whilst maintaining the highest standards of integrity and excellence”.

Our vision serves to illustrate what the Independent Complaints Directorate will look like in the future and clarifies the direction we need to progress. In addition it:

1. inspires, engages and empowers staff to focus their efforts and builds an effective organisation;
2. builds on core competencies and raises the standard of excellence;
3. creates relevance in the current juncture; and
4. serves to bring a sense of trust and assurance within the community.

I.2 Mission

We serve the public interest by acting with integrity and in accordance with our legislative mandate to investigate, amongst others, any misconduct or offences committed by members of the South African Police Service and Municipal Police Services.”

I.3 Values

At the Independent Complaints Directorate we aspire to adhere to the highest standard of ethical behaviour, integrity and the continuous application of our values. The following values are the core from which we operate and respond:

*Mutual Respect and Trust
Integrity and Honesty
Transparency and Openness
Equity and Fairness
Courtesy and Commitment*

2. LEGISLATIVE AND OTHER MANDATES

2.1 Constitutional Mandate

Chapter 3 of the Constitution of the Republic of South Africa (Act 108 of 1996) provides for the upholding and safeguarding of the fundamental rights of every person.

Section (206)(6) of the Constitution provide that on receipt of a complaint lodged by a provincial executive, an independent complaints body established by national legislation must investigate any alleged misconduct of, or offence committed by, a member of the police service in the province.

2.2 Legislative Mandates

2.2.1 South African Police Service Act (Act No 68 of 1995)

Chapter 10 of the South African Police Service Act (Act No 68 of 1995) makes provision for the establishment of the Independent Complaints Directorate at both national and provincial level. The Directorate functions independently from the South African Police Service.

In terms of section 53(1)(a) of Act 68 of 1995 the principal function of the Directorate shall be the achievement of the object contemplated in section 222 of the 1993 Interim Constitution namely:

“There shall be established and regulated by an Act of Parliament an independent mechanism under civilian control, with the object of ensuring that complaints in respect of offences and misconduct allegedly committed by members of the Service are investigated in an effective and efficient manner.”

In terms of section 3(a) of Act 68 of 1995 no organ of state and no member or employee of an organ of state or any other person shall interfere with the Executive Director or a member of the personnel of the Directorate in the exercise and performance of his or her powers and functions.

In terms of section 4 of Act 68 of 1995 all organs of state shall accord such assistance as may be reasonably required for the protection of the independence, impartiality, dignity and effectiveness of the Directorate in the exercise and performance of its powers and functions.

Section 53(2) of Act 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.

The Executive Director of the ICD may in terms of subsections 53(6)(b), (c) and (i):

- (b) request and obtain information from any Commissioner or police official as may be necessary for conducting any investigation;
- (c)
 - (i) monitor the progress of;
 - (ii) set guidelines regarding; and
 - (iii) request and obtain information regarding an investigation referred to a Commissioner under section 53 (2) (a) and
- (i) make recommendations to the Commissioner concerned.

Section 53(8) of Act 68 of 1995 also obliges the National or Provincial Commissioner of the SAPS to notify the Directorate of all cases of death in police custody or as a result of police action.

In terms of section 64 of Act 68 of 1995, 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.

2.2.2 Domestic Violence Act (Act No 116 of 1998)

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 matter. 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.

2.3 Planned Policy Initiatives

New policy initiatives for the 2010 - 2013 Medium Term Strategic Framework (MTSF) period will depend on the finalisation of the envisaged new legislation of the Independent Complaints Directorate.

3. SITUATIONAL ANALYSIS

3.1 Performance Environment

3.1.1 Background

The legal mandate of the Independent Complaints Directorate is first, to investigate all deaths in police custody or as a result of police action, and second, to investigate criminal offences and serious misconduct alleged to have been committed by members of the South African Police Service and the Municipal Police Services.

The Directorate began operations in 1997. The Head Office is situated in Pretoria and the Provincial Offices are located in KwaZulu-Natal (Durban), Eastern Cape (East London), North West (Mafikeng), Limpopo (Polokwane), Free State (Bloemfontein), Northern Cape (Kimberley), Mpumalanga (Nelspruit), Gauteng (Johannesburg) and Western Cape (Cape Town). As part of its objective of improving access to its services, 6 of the 22 identified satellite offices have been established and are fully functional since 2008/09. They are KwaZulu-Natal (Empangeni), Eastern Cape (Mthatha), North West (Rustenburg), Limpopo (Thohoyandou), Free State (Bethlehem) and Northern Cape (Upington).

The current budget does not enable the Directorate to establish more access points or satellite offices closer to rural communities, but three more planned satellite offices will be opened, when funding is available, in Mpumalanga, Western Cape and Gauteng.

In 2009/10, the Directorate was affected by the global recession and government's call to all Departments to curb spending. With its allocation reduced by more than 3 per cent, the Independent Complaints Directorate has had to reprioritise and manage resources more effectively to ensure that it delivers on its mandate.

3.1.2 Strengthening the Mandate of the ICD

The challenges posed by the legislative lacuna in the current Chapter 10 of the South African Police Services Act, 68 of 1995, may soon be a thing of the past. Plans are being made to strengthen the ICD in order to ensure the due execution of its constitutional mandate. A Task Team was established by the Minister of Police to prepare separate legislation for the ICD. The draft legislation is expected to be tabled before Cabinet during the first quarter of 2010.

These developments are indicative of the commitment made by the Minister of Police during his budget speech in 2009. The Honourable President of the Republic of South Africa, President JG Zuma, also emphasised the strengthening of the ICD during his address to the various Station Commanders and Senior Managers of the SAPS, Management of the Secretariat and ICD, during September 2009 in Pretoria.

3.2 Organisational Environment

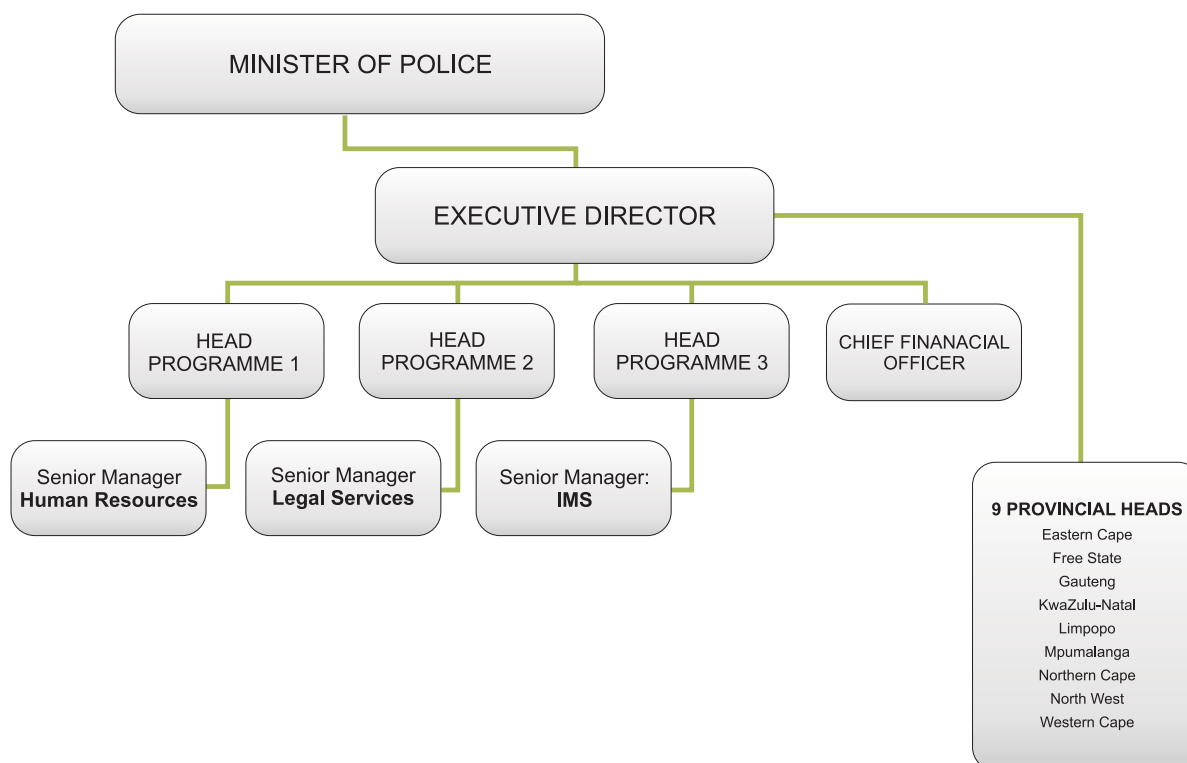
The Independent Complaints Directorate is a national Department listed in Schedule I of the Public Service Act (1994) and listed as Vote 22 in the Estimates of National Expenditure 2010.

3.2.1 Current Departmental Structure

The Minister of Police is the Executive Authority and the Executive Director is the Head of Department (HOD) and the accounting officer.

The Department consists out of 4 components, in addition to the 9 Provincial Offices, namely -

1. Program 1: Administration;
2. Program 2: Complaints processing, monitoring and investigation;
3. Program 3: Information management and research; and
4. Finance Component



3.2.2 Current Status Of Human Resources

The table below outlines the existing work profile of the ICD as at 31 January 2010:

Salary Level	African		Coloured		Indian		White		TOTAL
	Female	Male	Female	Male	Female	Male	Female	Male	
1	-	-	-	-	-	-	-	-	-
2	-	-	-	-	-	-	-	-	-
3	-	-	-	-	-	-	-	-	-
4	32	11	6	-	1	-	-	-	50
5	20	21	4	-	1	-	-	-	46
6	3	1	-	-	-	-	-	-	4
7	23	4	-	-	1	-	-	1	29
8	8	38	3	-	2	-	-	-	51
9	12	19	-	1	-	2	1	6	41
10	1	6	-	2	-	-	-	1	10
11	5	9	1	-	-	2	3	1	21
12	-	1	-	-	-	-	-	-	1
13	3	9	-	-	-	-	-	-	12
14	1	2	-	-	-	-	1	-	4
15	-	-	-	-	-	-	-	1	1
TOTAL	108	121	14	3	5	4	5	10	270

3.2.3 Organisational Structure

The current organisational structure of the ICD reflects the following human resources:

SALARY LEVEL	NUMBER OF POSTS
15	1
14	4
13	12
12	1
11	21
10	10
9	44
8	53
7	35
6	5
5	49
4	52
3	-
2	-
1	-
TOTAL	287

3.3 Strategic Planning Process

The strategic planning process commenced during August 2009. On 22 October 2009 the Portfolio Committee on Police was briefed on the previous Annual Report and certain strategic matters were raised during this engagement.

During November 2009 at a planning Lekgotla, which was attended by Top - and Senior Management as well as Provincial Heads and Deputy Provincial Heads of the ICD, the strategic priorities were further discussed. During the same month a consultative workshop was held to consider the future strategic direction of the Department. The participants not only included members of the Department itself, but also the Secretariat of Police, Organised Labour, the South African Police Service, Civil Society Organisations, Non-Governmental Organisations and Academia. A further briefing was made during January 2010 to the Portfolio Committee on Police regarding the new strategic direction and approach of the ICD.

4. STRATEGIC PRIORITIES FOR THE 2010 – 2013 MTSF PERIOD

4.1 New Legislation

A new legislative framework for the Directorate is envisaged in 2010 to ensure the Directorate's independence from the South African Police Service. The Directorate is currently structured according to Chapter 10 of the South African Police Service Act (1995), which is outdated in its references to other legislation.

Additional reasons for new legislation include:

- a) to grant the Directorate an extended mandate which focuses on more serious and priority crimes committed by members of the South African Police Service;
- b) to improve the management structure of the Directorate;
- c) to improve reporting and accountability practices in the Directorate; and
- d) to establish a formal liaison mechanism between the Directorate and the Secretariat of Police.

The draft legislation is expected to be tabled before Cabinet during the first quarter of 2010.

The Executive Director has also appointed a task team in anticipation of the new legislation. The team, consisting of representatives of the Independent Complaints Directorate and the Department of Public Service and Administration, will drive the implementation of the reorganisation of the Directorate. Organised labour has been briefed, and a forum will be established to formalise their inputs.

4.2 Revised Activities and Focus Areas

While the appointment of a permanent Executive Director in August 2009 has ensured continued good governance, it has also brought some changes to the Directorate's strategic direction.

At a planning Lekgotla in November 2009, management considered the challenges of having to

work with more limited resources and decided to re-evaluate and prioritise the Directorate's many activities. The result is that there will be an increase in activities for finalising all cases involving complaints of alleged deaths in custody or due to police action, and cases involving complaints of serious police brutality.

The Directorate will also focus on specific serious crimes, such as alleged rape by a police officer (irrespective of whether the police officer is on or off duty) and the alleged rape of a complainant by other detainees while the complainant is in police custody.

Matters of systemic corruption referred by the Minister or Secretary of Police, as well as any incidents of torture referred to by a judge, legal representative, or the Minister or Secretary of Police will also become important areas of focus for the Complaints Processing, Monitoring and Investigation programme.

More attention will be given to these cases to shorten the time taken for the preliminary investigations and to collect evidence that will secure further criminal or disciplinary proceedings.

4.3 Streamline and Reorganise the Complaint Handling Process and Investigative Function

The new legislative framework that is envisaged for ICD in 2010 will create the opportunity to streamline and reorganise the complaint handling process and investigative function.

It is envisaged that the functions of the current Information Management and Research programme will be integrated into the Complaints Processing, Monitoring and Investigation programme. Legal Services will become the new Programme 3.

The change in the programme structure as set out above will bring better coordination between the lodgement of complaints and the investigation thereof. The entire process will thereby be managed in one programme, from the receipt of the complaint to the completion of the investigation. This will ultimately enhance the effectiveness of the Directorate.

4.4 Dedicated Legal Services

The revised priorities will necessitate a dedicated Legal services programme to provide legal advice and opinions to investigators. The new interface with the legal community will also be part of the focus of the new Legal Services programme, and help to improve service delivery and expedite investigations.

4.5 Liaison with the Secretariat of Police

The reprioritisation of the Independent Complaints Directorate's strategy will formalise the cooperative relationship between the Directorate and the Secretariat of Police. The intention of this is to ensure the effective monitoring of the South African Police Service and the successful implementation of the Directorate's recommendations.

A formalised communication mechanism between the ICD and the Secretariat of Police, especially in relation to feedback to the Directorate, will ensure that serious and priority crimes are effectively

investigated and that action by the South African Police Service against offending members is properly monitored.

4.6 Transfer of Functions to Secretariat of Police

The research function in the Information Management and Research programme will be transferred to the Secretariat of Police.

It has been proposed that the Domestic Violence Act (1998) be amended so that the Secretariat of Police can continue reporting to Parliament on the members of the South African Police Service's failure to comply with the obligations imposed by the Act.

4.7 Database and Information Management Services

In order to improve the accuracy of statistical information on cases of police brutality and criminality, the Database and Information Management system shall be upgraded.

4.8 Communications Function

The communications function will relocate to the office of the Executive Director. The ICD envisages developing and implementing a revised Media Communication Plan as well as a well developed Marketing Communication Plan.

4.9 Access Points

The current budget does not enable the ICD to establish more access points or satellite offices closer to rural communities. It is however envisaged, when funding permit, to establish three additional satellite offices respectively in Mpumalanga, Western Cape and Gauteng, thereby further improving access to services of the ICD.

4.10 Community Awareness Programmes

The ICD envisages to conduct more community outreach programmes, especially in rural areas, in order to raise the community's awareness of the ICD's mandate.

4.11 Investigation Services

In order to improve service delivery by means of the improvement of the ICD's investigation services the ICD shall endeavour to meet the following targets:

- finalise 65-70% investigations of deaths in custody or as a result of police action per annum;
- finalise 55-60% of investigations of complaints of criminality per annum;
- decrease backlogs to not more than 10% of the previous year;
- increase attendance of crime scenes by 90%;
- register and allocate all complaints within 48 hours; and
- complete all applications for referral within 30 days.

4.12 Additional Priorities

During the 2010 - 2013 MTSF period the Independent Complaints Directorate intend, in addition to the priorities set out above, to:

- a) Develop and implement service delivery improvement plans and develop and promote service delivery charters;
- b) Put measures in place to improve the security management system of the Directorate;
- c) Develop and implement a risk management plan;
- d) Promote employment equity by having 50% females in top - and senior management and 2% of the total staff comprising of disabled persons;
- e) Build the Human Resources capacity and facilitate a conducive working environment; and
- f) Develop and implement a National Case Management System and ensure the implementation of a Provincial Case Management System.

5. SELECTED PERFORMANCE AND OPERATIONS INDICATORS FOR THE 2010/13 MTSF PERIOD

The table below indicates the projected performance indicators and targets, for the 2010/13 MTSF period, which projections were calculated by taking the past- and current performance indicators and targets into account.

INDICATORS	PROGRAMME	ANNUAL PERFORMANCE TARGETS						
		Past			Current	Projected		
		2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Percentage of complaints registered and allocated within 48 hours	Complaints Processing, Monitoring and Investigation	100% (5 412)	100% (5 440)	100% (5 800)	100% (5 450)	100% (5 450)	100% (5 995)	100% (6 500)
Percentage of investigations of deaths in custody or as a result of police action finalised	Complaints Processing, Monitoring and Investigation	60% (251)	60% (259)	60% (466)	60% (470)	65% (470)	65% (470)	70% (480)
Percentage of investigations of complaints of criminality finalised	Complaints Processing, Monitoring and Investigation	70% (894)	50% (912)	50% (1 000)	50% (1 050)	55% (1 100)	55% (1 150)	60% (1 200)
Number of police stations audited for compliance with the Domestic Violence Act	Complaints Processing, Monitoring and Investigation	20	24	54	81	108	135	135
Percentage of applications for exemptions in terms of the Domestic Violence Act (DVA) completed within 30 days	Complaints Processing, Monitoring and Investigation	100% (36)	100% (42)	100% (45)	100% (47)	100% (50)	100% (53)	100% (60)
Number of community awareness programmes launched	Information Management and Research	108	216	230	240	250	260	270
Number of research projects and recommendation reports compiled	Information Management and Research	3	3	3	3	-	-	-

(See the ICD's Annual Performance Plan for 2010/2011 for Technical Indicator Descriptions.)

6. EXPENDITURE ESTIMATES AND ECONOMICAL CLASSIFICATION

INDEPENDENT COMPLAINTS DIRECTORATE

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
R million	2006/7	2007/8	2008/9	2009/10		2010/11	2011/12	2012/13
1. Administration	22.7	27.4	33.5	44.4	44.4	50.1	55.3	60.6
2. Complaints Processing, Monitoring and Investigation	35.1	44.0	54.5	56.0	56.0	63.4	71.6	72.5
3. Information Management and Research	7.4	9.4	11.3	16.1	16.1	15.8	17.3	19.3
Total	65.3	80.9	99.3	116.5	116.5	129.3	144.1	152.4
Change to 2009 Budget estimate				1.6	1.6	2.2	4.6	5.8
Economic classification								
Current payments	61.3	74.1	95.0	114.2	114.2	126.0	140.5	148.6
Compensation of employees	36.8	45.7	58.0	66.5	66.5	74.1	85.5	90.4
Goods and services of which:	24.5	28.4	37.0	47.7	47.7	51.9	55.0	58.1
Computer services	1.98	1.7	4.1	5.1	5.1	4.8	5.1	5.4
Lease payments	0.4	0.7	1.3	1.6	1.6	10.4	11.0	11.6
Property payments	0.5	0.5	1.9	2.0	2.0	4.4	4.6	4.9
Travel and subsistence	8.9	9.2	16.6	22.3	22.3	13.3	14.1	14.9
Transfers and subsidies	0.1	0.0	0.1	0.1	0.1	0.1	0.1	0.1
Provinces and municipalities	0.0	-	-	-	-	-	-	-
Departmental agencies and accounts	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1
Payments for capital assets	3.9	6.7	4.2	2.2	2.2	3.3	3.5	3.7
Machinery and equipment	3.1	6.7	4.2	2.2	2.2	3.3	3.5	3.7
Software and other intangible assets	0.8	-	-	-	-	-	-	-
Payments for financial assets	0.0	0.0	0.0	-	-	-	-	-
Total	65.3	80.9	99.3	116.5	116.5	129.3	144.1	152.4

6.1 Savings and Cost Effective Service Delivery

No decreases were made to the baseline of the ICD over the Medium Term Expenditure Framework (MTEF) period. Due to the recession, the Directorate has implemented cost saving measures. These measures include curtailing expenditure on entertainment and catering, cell phones, government garage vehicles, resettlement benefits, car rental and travel by Senior Management.

PART B

STRATEGIC OBJECTIVES

7. KEY PERFORMANCE AREAS

7.1 Aim

To provide an accessible complaint processing mechanism and efficient and effective investigation of complaints of deaths, misconduct and criminality allegedly committed by members of the South African Police Service and Municipal Police Services, and to make appropriate recommendations.

7.2 Programme Purposes

Programme 1: ADMINISTRATION

Purpose:

The overall management of the Independent Complaints Directorate and support services.

Programme 2: COMPLAINTS PROCESSING, MONITORING AND INVESTIGATION

Purpose:

1. To receive, register and process complaints;
2. To investigate deaths in police custody or as a result of police action;
3. To investigate and/or monitor complaints of police criminality and misconduct; and
4. To monitor the implementation of the Domestic Violence Act (1998).

Programme 3: INFORMATION MANAGEMENT AND RESEARCH

Purpose:

1. To manage all information needs and knowledge;
2. To conduct proactive research and various proactive oversight activities; and
3. To manage all communication and marketing of activities and products to stakeholders.

8. PROGRAMME I

ADMINISTRATION

The Administration component attends to the overall management of the Independent Complaints Directorate and support services. This programme consists out of Internal Audit, Human Resource Management, Financial Management, Supply Chain Management, Asset Management, Risks and Ethics Management, Labour Relations, Employee Wellness Management and Security Services.

8.1 Strategic Objectives

MEASURABLE OBJECTIVES	OUTPUT	INDICATORS/ TARGETS
Increase compliance with the Employment Equity Act	Promote employment equity by having 50% women in top - and senior management	2012/13
Effective implementation of the approved retention strategy	Ensure that 2% of staff consists out of disabled persons	2012/13
	Reduce vacancy rate by 10%	2012/13
	Reduce time within which vacancies are to be filled	Within 3 months of the vacancy occurring
Implement Government's strategy on Asset Management in line with the prescripts of the PFMA	Maintain and update electronic Asset Register	Ongoing
Promote discipline in the ICD	Finalisation of a disciplinary hearing	Within 90 days after commencement of the hearing
	Finalisation of a grievance	Within 60 days
Evaluate the effectiveness of internal controls and ensure ICD's compliance with applicable prescripts	Execute all audit activities as per operational plan	By 31 March annually
Promote employee wellness	Embark on health and wellness campaigns	At least one campaign per quarter
Combat corruption and fraud and encourage ethical behaviour	Investigate all cases reported to the Ethics Helpline	Within 90 days from receipt of complaint
Effectively manage risk in the ICD	Provide risk management progress reports in terms of the Risk Management Strategy	Quarterly
Improve service delivery through revitalization of the Batho Pele revitalization programme	Update the Service Delivery Improvement Plan	By 31 March annually
Quality assured training programmes	All training programmes to be offered by recognised service providers	Ongoing
Policy review	Review 70% of ICD policies and procedures	By 31 March annually
Compliance with Minimum Information Security Standard Policy	Conduct security audits	Ongoing

8.2 Resource Considerations

8.2.1 Expenditure Estimates

ADMINISTRATION

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Management	4.5	5.3	5.6	7.4	9.9	10.6	11.4
Corporate Services	13.2	15.9	21.3	29.6	32.1	36.1	40.1
Office Accommodation	5.1	6.2	6.7	7.4	8.1	8.6	9.1
Total	22.7	27.4	33.5	44.4	50.1	55.3	60.6
Change to 2009 Budget estimate				0.6	1.2	1.4	5.5
Economic classification							
Current payments	21.9	25.4	32.4	44.0	49.3	54.3	59.6
Compensation of employees	11.0	13.1	16.3	22.3	24.9	28.5	32.3
Goods and services of which:	10.9	12.3	16.2	21.7	24.4	25.8	27.3
Computer services	0.6	0.4	1.3	2.1	1.5	1.6	1.7
Lease payments	0.2	0.3	0.2	0.2	7.3	7.7	8.1
Property payments	0.3	0.2	1.1	1.2	2.6	2.7	2.9
Travel and subsistence	1.8	2.0	6.3	7.4	4.7	4.9	5.2
Transfers and subsidies	0.0	0.0	0.1	0.1	0.1	0.1	0.1
Provinces and municipalities	0.0	-	-	-	-	-	-
Departmental agencies and accounts	0.0	0.0	0.1	0.1	0.1	0.1	0.1
Payments for capital assets	0.7	1.9	1.0	0.3	0.8	0.9	1.0
Machinery and equipment	0.7	1.9	1.0	0.3	0.8	0.9	1.0
Software and other intangible assets	0.0	-	-	-	-	-	-
Payments for financial assets	-	-	0.0	-	-	-	-
Total	22.7	27.4	33.5	44.4	50.1	55.3	60.6

8.2.2 Expenditure Trends

Expenditure in the Administration programme increased at an average annual rate of 25 per cent, from R22.7 million in 2006/07 to R44.4 million in 2009/10. The increase can be attributed to the purchase of additional office furniture and equipment, and the expenditure related to the opening of 6 additional satellite offices, which improved the ICD's accessibility.

Expenditure is projected to increase at an average annual rate of 11 per cent over the medium term, rising from R44.4 million to R60.6 million, due to increased capacity in support services and to cater for the expansion of the asset management unit. Expenditure on goods and services is

expected to grow, from R21.7 million in 2009/10 to R27.3 million in 2012/13, at an average annual rate of 8.1 per cent due to lease and property payments and changes to the standard chart of accounts. The expected increase in expenditure in the Management sub-programme is mainly due to an increase in staff in the Office of the Executive Director to increase its capacity, including interactions with stakeholder Departments and parliamentary committees.

8.3 Risk Management

	KEY PRIORITY	DETAILS / DISCUSSION OF RISK	MITIGATION OF THE RISK
1.	50% females at Top - and Senior Management level.	The achievement of this priority depends on whether certain positions at Top and Senior Management levels become vacant, or whether new posts are created on the aforementioned levels.	<ul style="list-style-type: none"> - Top- and Senior Management Service positions should, once they become vacant, be filled by female candidates. - 50% of newly created Top- or Senior Management positions should during the 2010/2013 MTSF period be designated for filling with female candidates.
2.	2% of staff to consist of disabled persons.	The Department is currently at 1.31% below the target.	Every Provincial Office should fill at least one vacant position during the 2010/2011 financial year with a disabled person.
3.	Finalising disciplinary cases within 90 days.	Limited capacity to attend to the investigation and finalisation of disciplinary cases.	Enhancement of capacity within the Department to attend to disciplinary cases.
4.	Promote employee wellness.	Limited resources and a lack of available time to attend and prioritise employee wellness programs.	To assist employees in building resilience and enhance ability to handle work related pressure, one employee wellness campaign shall be conducted quarterly.
5.	Compliance with the Minimum Information Security Standard (MISS).	Lack of knowledge and the proper implementation of the provisions of the MISS may result in the disclosing of classified information as well as the violation of security policies and standards.	Proper implementation of the MISS, training in respect of the security policy, as well as ongoing performance of security audits.

9. PROGRAMME 2

COMPLAINTS PROCESSING, MONITORING AND INVESTIGATION

Complaints Processing, Monitoring and Investigation receives, registers, processes and investigates complaints of deaths in police custody or as a result of police action, and complaints of misconduct and criminality.

Legal Services provides legal advice to Independent Complaint Directorate officials.

9.1 Strategic Objectives

The table below indicates the projected performance indicators and targets, for the 2010/13 MTSF period, which projections were calculated by taking the past- and current performance indicators and targets into account.

MEASURABLE OBJECTIVES	OUTPUT	ANNUAL PERFORMANCE INDICATORS / TARGETS						
		Past				Projected		
		2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Promote proper police conduct	Finalise investigation of deaths in custody or as a result of police action	60% 251	60% 259	60% 466	60% 470	65% 470	65% 470	70% 480
	Finalise investigation of complaints of criminality	70% 894	50% 912	50% 1 000	50% 1 050	55% 1 100	55% 1 150	60% 1 200

Explanation of table: The percentages indicated in the table above, reflect the anticipated percentage of cases to be finalised on an annual basis. The numerical quantity indicated just below the percentages reflects the anticipated number of cases to be received during the indicated year. (See the ICD's Annual Performance Plan for 2010/2011 for Technical Indicator Descriptions.)

9.2 Service Delivery Focus

More than 6 110 complaints of police criminality and misconduct were registered by the Directorate in 2008/09, an increase of more than 5 per cent from 2007/08. Including cases carried forward from 2007/08, more than 11 190 complaints of police misconduct and brutality were handled by the Directorate in 2008/09, of which 6 133 were completed.

The number of deaths in police custody or as a result of police action reported to the Directorate increased from 791 in 2007/08 to 912 in 2008/09. The Directorate attained 38 criminal convictions in 2008/09 and 90 convictions for disciplinary matters. By the end of the third quarter of 2009/10, the Directorate had registered 4 712 new cases, of which 652 referred to death in police custody or as a result of police action. During the same period, the Directorate closed 5 102 cases and finalised 11 804 investigations, which include cases from previous years.

9.3 Resource Considerations

9.3.1. Expenditure Estimates

COMPLAINTS PROCESSING, MONITORING AND INVESTIGATION

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Complaints Processing, Monitoring and Investigation	34.1	43.5	53.7	54.4	61.8	69.6	70.5
Legal Services	1.0	0.6	0.9	1.6	1.7	2.0	1.9
Total	35.1	44.0	54.5	56.0	63.4	71.6	72.5
Change to 2009 Budget estimate				0.9	2.8	5.4	(0.8)
Economic classification							
Current payments	33.4	39.8	52.1	54.7	61.8	69.8	70.6
Compensation of employees	22.1	28.1	36.0	37.0	41.2	48.0	47.6
Goods and services of which:	11.3	11.7	16.1	17.7	20.6	21.8	23.0
Computer services	1.1	0.9	2.2	2.3	2.0	2.1	2.2
Lease payments	0.2	0.4	0.9	1.2	2.7	2.9	3.0
Property payments	0.2	0.2	0.5	0.5	1.4	1.5	1.6
Travel and subsistence	6.4	6.6	8.8	9.9	7.0	7.4	7.8
Transfers and subsidies	0.0	-	-	-	-	-	-
Provinces and municipalities	0.0	-	-	-	-	-	-
Payments for capital assets	1.7	4.2	2.4	1.3	1.7	1.8	1.9
Machinery and equipment	1.6	4.2	2.4	1.3	1.7	1.8	1.9
Software and other intangible assets	0.1	-	-	-	-	-	-
Payments for financial assets	0.0	0.0	0.0	-	-	-	-
Total	35.1	44.0	54.5	56.0	63.4	71.6	72.5

9.3.2 Expenditure Trends

Expenditure in this programme is expected to grow at an average annual rate of 16.8 per cent, from R35.1 million in 2006/07 to R56 million in 2009/10. The substantial increase between 2006/07 and 2009/10 is attributable to the additional allocations in previous periods for increased capacity. In 2009/10, additional posts were added to the staff structure, which resulted in an increase of expenditure in compensation of employees.

Expenditure is expected to grow to R72.5 million over the medium term at an average annual rate of 9 per cent. This is due to an increase in expenditure on goods and services, which is expected to grow at an average annual rate of 9.1 per cent. Expenditure on compensation of employees is expected to increase over the medium term at an average annual rate of 8.7 per cent, from R37 million to R47.6 million. This increase is for additional posts to strengthen support services and investigative capacity.

During the 2010/13 MTEF period, spending will focus on the improvement of investigative equipment by procurement of bullet proof vests and other specialised equipment and increasing the number of computers for use in the field. This will necessitate an increase of 33.1 per cent in expenditure on capital assets. The Department will also send a strong message that police criminality will not be tolerated by focusing on the investigation of complaints and on notifications of deaths in custody and those resulting from police action, criminality and the serious abuse of powers.

9.4 Risk Management

	KEY RISKS	DETAILS/DISCUSSION OF RISK	MITIGATION OF THE RISK
1.	Failure to meet the targets set out in the Strategic Plan	Lack of monitoring of performance of investigators.	<p>Provincial Heads and Senior Management must submit monthly performance reports in respect of all cases handled by his/her office.</p> <p>The Monitoring and Evaluation Committee must conduct at least one audit per financial year in order to evaluate output by each Province Office and follow-up on those Offices which failed to meet the necessary performance targets.</p> <p>Monthly reports should be evaluated by the Monitoring and Evaluation Committee which should implement a course of action to address identified deficiencies.</p>
2.	Improper conclusion of cases.	<p>Incomplete or incorrect information captured in files and dockets may cause delays in the finalisation of cases due to queries from the Director of Public Prosecutions (DPP) and/or the South African Police Service (SAPS).</p> <p>Information and statements not accurately obtained in affidavits and investigation reports.</p>	The Standard Operating Procedure imposes an obligation on various levels of supervision to ensure quality control of the end product before cases are forwarded to the DPP/SAPS for final decision.
3.	Leakage of confidential information during investigations may compromise the credibility of the ICD.	<p>Affidavits and supporting documents may be removed by unauthorised persons.</p> <p>Confidential reports or classified information may be disclosed to unauthorised persons, including the media, resulting in the investigation being compromised.</p>	Investigators should be made aware of the provisions of the Minimum Information Security Standard (MISS) during component meetings.

4.	Staff turnover	Loss of experienced investigators to other investigating bodies as a result of low remuneration structure.	<p>The necessary steps have been taken to ensure that internal candidates get preference in the event that a promotional position becomes vacant.</p> <p>The recruitment criterion has been amended in order to accommodate experienced investigators who do not necessarily possess tertiary qualifications.</p> <p>All the investigator positions should be job-evaluated in order to bring them in line with similar positions at other investigation institutions.</p>
5.	Lack of capacity	Lack of capacity to timeously finalise cases of deaths in police custody or as a result of police action.	<p>Improvement of management practices.</p> <p>Capacitate provinces by the appointment of additional staff.</p>

10. PROGRAMME 3

INFORMATION MANAGEMENT AND RESEARCH

Information Management maintains a database which serves as a register for all complaints, manages IT, and manages the distribution of the Independent Complaints Directorate products and the provision of services to stakeholders.

Research conducts proactive research.

10.1 Strategic Objectives

The measurable objectives of this program for the 2010-2013 MTSF period are as follows:

1. To analyse information in relation to the Domestic Violence Act;
2. To register all complaints received within 48 hours;
3. To increase the number of community awareness programmes annually;
4. To improve and properly manage the Information Database;
5. To improve Information Communication Technology by developing and implementing the Information Communication Technology Action Plan.

The table below indicates the projected performance indicators and targets, for the 2010/13 MTSF period, which projections were calculated by taking the past- and current performance indicators and targets into account.

MEASURABLE OBJECTIVES	OUTPUT	ANNUAL PERFORMANCE INDICATORS / TARGETS						
		Past				Projected		
		2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Timeous registration of all complaints received	Register all complaints within 48 hours	100% 5 412	100% 5 440	100% 5 800	100% 5 450	100% 5 450	100% 5 995	100% 6 500
Auditing of police stations in compliance with the Domestic Violence Act	Increase the number of police stations audited for compliance with the Domestic Violence Act	20	24	54	81	108	135	135
Attend to all applications of exemptions in terms of the Domestic Violence Act (DVA)	Applications for exemptions in terms of the Domestic Violence Act (DVA) completed within 30 days	100% 36	100% 42	100% 45	100% 47	100% 50	100% 53	100% 60
Provide relevant information to the public and stakeholders	Compilation of research projects and reports	3	3	3	3	-	-	-
Conduct community awareness programmes	Increase the number of community awareness programmes launched	108	216	230	240	250	260	270

(See the ICD's Annual Performance Plan for 2010/2011 for Technical Indicator Descriptions.)

10.2 Service Delivery Focus

In 2008/09, 22 applications for exemption from disciplinary action in terms of the Domestic Violence Act were received from SAPS members, of which thirteen exemptions were granted and the rest were still under consideration at the end of that year. Research reports were completed in 2008/09 on the management of persons in police custody, accidents involving police vehicles, and the developing of an instrument for cell inspections. In the same year two research reports were completed in respect of domestic violence.

In 2008/09, 596 police stations were audited and 473 cell inspections conducted nationally. Thirty nine community liaison and outreach activities took place per quarter per provincial office in 2008/09.

Details of the Directorate's services are made known to the public through outreach activities, advertisements and the media.

During community liaison and outreach activities public complaints are attended to and those complaints that fall outside the mandate of the ICD are referred to the relevant government Department in question. Complaints against alleged police misconduct are recorded, processed and investigated. By the end of December 2009, the Directorate performed 96 police station audits nationally and conducted 124 community outreach programmes.

10.3 Resource Considerations

10.3.1 Expenditure Estimates

INFORMATION MANAGEMENT AND RESEARCH

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2006/7	2007/8	2008/9		2010/11	2011/12	2012/13
R million							
Research	1.6	1.7	1.7	1.8	1.6	1.8	1.8
Information Management System	5.9	7.8	9.6	14.3	14.1	15.5	17.4
Total	7.4	9.4	11.3	16.1	15.8	17.3	19.3
Change to 2009 Budget estimate				0.2	1.8	2.2	1.2
Economic classification							
Current payments	6.0	8.8	10.4	15.5	15.0	16.4	18.4
Compensation of employees	3.7	4.4	5.7	7.2	8.0	9.1	10.6
Goods and services of which:	2.3	4.4	4.7	8.3	7.0	7.4	7.8
Computer services	0.2	0.3	0.6	0.7	1.3	1.4	1.5
Lease payments	0.0	0.0	0.1	0.2	0.4	0.4	0.4
Property payments	0.1	0.1	0.3	0.3	0.3	0.4	0.4
Travel and subsistence	0.7	0.7	1.4	4.9	1.6	1.8	1.9
Transfers and subsidies	0.0	-	-	-	-	-	-
Provinces and municipalities	0.0	-	-	-	-	-	-
Payments for capital assets	1.5	0.6	0.8	0.6	0.8	0.9	0.9
Machinery and equipment	0.8	0.6	0.8	0.6	0.8	0.9	0.9
Software and other intangible assets	0.7	-	-	-	-	-	-
Payments for financial assets	-	0.0	-	-	-	-	-
Total	7.4	9.4	11.3	16.1	15.8	17.3	19.3

10.3.2 Expenditure Trends

Expenditure in the Information Management and Research programme increased from R7.4 million in 2006/07 to R16.1 million in 2009/10 at an average annual rate of 29.4 per cent, due to increased spending on compensation of employees, which grew at an average annual rate of 24.6 per cent. The increase was as a result of additional personnel and the general salary increase. For the same reasons, expenditure is projected to grow over the medium term at an average annual rate of 6.2 per cent, reaching R19.3 million in 2012/13.

Spending by the Information Management System sub-programme is also expected to increase over the 2010/13 MTEF period to improve and maintain the Directorate's information support system. This will result in more thorough data management, a streamlined linkage to government's online portals and the gateway e-government project, improved knowledge management, and the production of high quality reports.

Over the 2010/13 MTEF period, spending in this programme focuses on maintaining the IDS's electronic information system and the ongoing updating of the case management system.

10.4 Risk Management

	KEY RISKS	DETAILS/DISCUSSION OF THE RISK	MITIGATION OF THE RISK
1.	Data integrity	The database may contain inaccurate statistical information, which may compromise the credibility of the ICD.	Improved management practices and implementation of a new case management system.
2.	Disaster Recovery Plan and Server Rooms	The server rooms do not comply with security and/or IT specifications. The finalisation of the Disaster Recovery Plan is awaited.	Provincial Offices must comply with the security and IT specifications in respect of the server rooms. The finalisation and implementation of the Disaster Recovery Plan must be prioritised.
3.	Leakage of confidential information	The lack of training and awareness about information security may result in the leakage of confidential information.	Continuous training on MISS and IT security policies should form part of the operational plan of the Information Technology component.
4.	Staff turnover	Low remuneration structure results in a high staff turnover.	The staff positions should be evaluated and the retention strategy should be revised.
5.	Lack of capacity	Lack of expertise with relation to marketing.	To attract experts in the marketing field.

II. SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) FOR THE MTSF PERIOD 2010/2013

II.1 Key service area I: Investigation of deaths in Police Custody

Service Beneficiary: Public

CURRENT STANDARD		DESIRED STANDARD	
Quantity	60% Finalisation of investigations of deaths in police custody	Quantity	65 % Finalisation of all investigations of deaths in custody
Consultation	Personal visits Community outreach programmes Izimbizo Public Service Week 16 Days of Activism Internal meetings Annual Strategic Plan Youth day Women's day	Consultation	Customer satisfaction survey through telephone and questionnaires. Include ICD mandate into the SAPS training curriculum (SAPS colleges). Inform High Schools and communities about the ICD
Access	Flexible hours Provincial offices Lifts for disabled 6 Satellite Offices established	Access	Establish 3 additional Satellite Offices, respectively in Mpumalanga, Western Cape and Gauteng when funds permit
Courtesy	TV, aqua cooler and furnished waiting area at reception	Courtesy	Customer care training to all employees
Information	Website, Signage outside and inside the buildings, Brochures, Reports, Circulars, Meetings, Interviews, Media reports, Media slots and E-mails	Information	Intranet Service Commitment Charter Translation of information to official languages
Openness & Transparency	Reports Strategic Plan Media slots Service Commitment Charter displayed	Openness & Transparency	Quarterly newsletter Displayed hours of service
Redress	Service Delivery Component dealing with service delivery complaints Complaints handling system Ethics help line	Redress	Service evaluation forms Suggestion boxes
Value for money	Economic, efficient and effective utilisation of resources.	Value for money	Consistent implementation of service standards.
Time	2009/2010	Time	2010/2013
Cost	Within budget.	Cost	Within budget cycle.

11.2 Key service area 2: Investigation of deaths where there is police involvement

Service Beneficiary: Public

CURRENT STANDARD		DESIRED STANDARD	
Quantity	60% Finalisation of investigations where there is police involvement	Quantity	65 % Finalisation of all investigations of deaths in custody
Consultation	Personal visits Community outreach programmes Izimbizo, Public Service Week, 16 Days of Activism Internal meetings Annual Strategic Plan Youth day Women's day	Consultation	Customer satisfaction survey through telephone and questionnaires. Include ICD mandate into the SAPS training curriculum (SAPS colleges). Inform High Schools and communities about the ICD
Access	Flexible hours Provincial offices Established 6 Satellite Offices	Access	Establish 3 additional Satellite Offices, respectively in Mpumalanga, Western Cape and Gauteng when funds permit
Courtesy	TV, aqua cooler and furnished waiting area at reception.	Courtesy	Customer care training to all employees
Information	Website, Signage outside and inside the buildings, Brochures, Reports, Circulars, Meetings, Interviews, Media reports, Media slots and E-mails	Information	Intranet Service Commitment Charter Translation of information to official languages
Openness & Transparency	Reports Strategic Plan Bill Boards Media slots	Openness & Transparency	Quarterly newsletter Displayed hours of service Service Commitment Charter
Redress	Service Delivery Component dealing with service delivery complaints Complaints handling system Ethics help line	Redress	Service evaluation forms Suggestion boxes
Value for money	Economic, efficient and effective utilisation of recourses.	Value for money	Consistent implementation of service standards.
Time	2009/2010	Time	2010/2013
Cost	Within budget.	Cost	Within budget cycle.

11.3 Key service area 3: Investigation of offences such as criminality

Service Beneficiary: Public

CURRENT STANDARD		DESIRED STANDARD	
Quantity	50% Finalisation of investigations of criminal offences	Quantity	55% Finalisation of investigations of criminal offences
Consultation	Personal visits Community outreach programmes Izimbizo Public Service Week 16 Days of Activism Internal meetings Annual Strategic Plan Youth day Women's day	Consultation	Customer satisfaction survey through telephone and questionnaires Include ICD mandate into the SAPS training curriculum (SAPS colleges) Inform High Schools and communities about the ICD
Access	Flexible hours Established 6 Satellite offices	Access	Establish 3 additional Satellite Offices, respectively in Mpumalanga, Western Cape and Gauteng when funds permit
Courtesy	TV, aqua cooler and furnished waiting area at reception	Courtesy	Customer care training to all employees
Information	Website, Signage outside and inside the buildings, Brochures, Reports, Circulars, Meetings, Interviews, Media reports, Media slots, E-mails	Information	Intranet Service Commitment Charter
Openness & Transparency	Reports Strategic Plan document Media slots Bill boards	Openness & Transparency	Quarterly newsletter Displayed hours of service Service Commitment Charter
Redress	Service Delivery Component dealing with service delivery complaints Complaints handling system Ethics help line	Redress	Service evaluation forms Suggestion boxes
Value for money	Economic, efficient and effective utilisation of recourses.	Value for money	Consistent implementation of service standards.
Time	2009/2010	Time	2010/2013
Cost	Within budget	Cost	Within budget cycle

11.4 Key service area 4: Investigation of misconduct

Service Beneficiary: Public

CURRENT STANDARD		DESIRED STANDARD	
Quantity	50% Finalisation of investigations of misconduct	Quantity	55% Finalisation of investigations of misconduct
Consultation	Personal visits Community outreach programmes Izimbizo Public Service Week 16 Days of Activism Internal meetings Annual Strategic Plan Youth day Women's day	Consultation	Customer satisfaction survey through telephone and questionnaires Include ICD mandate into the SAPS training curriculum (SAPS colleges) Inform High Schools and communities about the ICD
Access	Flexible hours Established 6 Satellite offices	Access	Establish 3 additional Satellite Offices, respectively in Mpumalanga, Western Cape and Gauteng when funds permit
Courtesy	TV, aqua cooler and furnished waiting area at reception	Courtesy	Customer care training to all employees
Information	Website, Signage outside and inside the buildings, Brochures, Reports, Circulars, Meetings, Interviews, Media reports, Media slots and E-mails	Information	Intranet Service Commitment Charter
Openness & Transparency	Reports Strategic Plan Media slots, Bill boards	Openness & Transparency	Quarterly newsletter Displayed hours of service Service Commitment Charter
Redress	Service Delivery Component dealing with service delivery complaints Complaints handling system Ethics help line	Redress	Customer care help line Service evaluation forms Suggestion boxes
Value for money	Economic, efficient and effective utilisation of resources.	Value for money	Consistent implementation of service standards.
Time	2009/2010	Time	2010/2013
Cost	Within budget	Cost	Within budget cycle

11.5 Key service area 5: Monitoring the implementation of the Domestic Violence Act by the South African Police Service and Metropolitan Police Services
Service beneficiary: Public

CURRENT STANDARD		DESIRED STANDARD	
Quantity	100% Finalisation of all applications for exemption	Quantity	100% Finalisation of all applications for exemption
Consultation	Personal visits Community outreach programmes Izimbizo Public Service Week 16 Days of Activism Internal meetings Annual Strategic Plan Youth day Women's day DVA workshops Written and telephonic consultations	Consultation	Customer satisfaction survey through telephone and questionnaires Include ICD mandate into the SAPS training curriculum (SAPS colleges) Inform High Schools and communities about the ICD
Access	Flexible hours Established 6 Satellite offices	Access	Establish 3 additional Satellite Offices, respectively in Mpumalanga, Western Cape and Gauteng when funds permit
Courtesy	TV, aqua cooler and furnished waiting area at reception	Courtesy	Customer care training to all employees
Information	Website, Signage outside and inside the buildings, Brochures, Reports, Circulars, Meetings, Interviews, Media reports and Media slots, E-mails, DVA reports, written and telephonic consultations	Information	Intranet Service Commitment Charter
Openness & Transparency	Reports Strategic Plan Media slots Bill boards	Openness & Transparency	Quarterly newsletter Displayed hours of service Service Commitment Charter
Redress	Service Delivery Component dealing with service delivery complaints Complaints handling system Ethics help line	Redress	Service evaluation forms Suggestion boxes
Value for money	Economic, efficient and effective utilisation of resources.	Value for money	Consistent implementation of service standards.
Time	2009/2010	Time	2010/2013
Cost	Within budget	Cost	Within budget cycle

PART C

ACTION PLANS

12. ASSET MANAGEMENT PLAN

12.1 Introduction

A progressive asset management strategy is required to plan the acquisition process of assets in line with the budget and supply profile of the Independent Complaints Directorate. Decisions regarding asset management and the use and/or disposal of the assets should be made within an integrated service and financial planning framework.

12.2 Purpose of Asset Management

The purpose of asset management is to enable the ICD to meet its service delivery objectives effectively. This objective will be achieved by providing the best possible match of assets in line with programme delivery. The Asset Management of the Department is aimed at providing the necessary goods and services that the Department requires in accordance with strategic objectives of the Department while complying with all the relevant prescripts and policies in this regard.

Asset Management consists of the following functions:

- Monitoring and evaluation of assets ensure that programme delivery needs are met in order to increase programme efficiency. As part of this process, assets should be evaluated in terms of their physical condition, functionality, utilisation and financial performance.
- The asset planning and budgeting process is required to determine the demand for assets. This process entails an options analysis in order to determine the economic value and full cycle cost of assets. The process also includes the preparation of an annual asset management plan for major or capital assets which comprises of an acquisition plan, operations, and maintenance plans.
- Acquisition and disposal will be dealt with according to relevant provisions in the policy.
- Recording of assets: All assets must be recorded in the Asset Register.
- Asset Register: The Asset Register must be used in the planning and budgeting process and must record information with regard to the control of the asset and the preparation of Annual Financial Statements and reports for National Treasury.
- Tracking of assets: Assets must be tracked according to specific timeframes and the movement of the assets must be updated when the location thereof changes.

12.3 Asset Management Plan

1. Each stage of the life-cycle of assets should be planned in order to identify the steps that need to be taken to ensure that assets effectively support programme delivery. Regular reviews of asset performance should be undertaken and the plans should be modified accordingly.
2. During the 2010 MTFs period, the Department will undertake a comprehensive review of its policies, procedures and process for supply of furniture, equipments and goods and services. The aim of this review will be to ensure that the required goods and services are provided as needed and that the assets are properly recorded and managed both at all offices.

3. The ICD is in the process of implementing an electronic Asset Management System that will be finalised in the 2010/11 financial year. The ICD therefore intends to improve the asset management system to properly manage its assets and records in order to comply with National Treasury requirements.
4. In order to make the Asset Management System easily accessible to all users, training will be provided to all relevant staff members in order for them to track assets and to identify any discrepancies.
5. The assets to be procured may be purchased or custom developed for their purpose, from suppliers in the open market who have an approved government contract or alternatively, the bid processes may be followed to provide such goods and services to State Departments. The Provincial Heads and the Heads of Components will present their asset requirements in their Business Plans.
6. Monthly meetings will be held between the Asset Management Component and the Finance Component in order to reconcile Logis/BAS and to identify any discrepancies. A compiled report must be forwarded to the Internal Audit Unit for verification. Training will be arranged for relevant staff members with the aim to improve the accuracy and completeness of the Annual Financial Statements.
7. Monthly verification of asset registers against Vulindlela/ELBIS reports will be done in order to ensure accurate reporting at the end of the financial year.
8. Quarterly verification of asset registers will be conducted to ensure that assets are managed properly and to prevent theft and fraudulent use thereof. The condition of all assets captured as per the electronic asset register on the Logis system will be reported to the Manager: Supply Chain Management & Asset Management. The Asset Management Unit will embark on provincial audits to reconcile the existence of the actual assets per office, in terms of an Identification Control Number (ICN), unique numbers and location.
9. In order to comply with National Treasury's requirement for correction of assets with a R I value, the Asset Management Unit has already commenced with a project to value those assets and to bring the value of the assets inline with their actual market value.
10. Implementation of an electronic asset register on the Logis system in all Provincial Offices will commence in the 2010/11 financial year and the aim is to have it completed by 31 March 2013. The implementation will commence in the North West and Gauteng Provincial offices.
11. The Sub-Directorate: Asset Management will ensure that the ICD staff has an understanding of the principles of asset management and the associated budgeting and accounting processes that need to be followed to ensure that objectives are met and services delivered.

12.4 Effective Implementation of the Asset Management Plan

The effective implementation of the ICD's Asset Management Plan will necessitate proactive steps to plan, procure, manage, safeguard and maintain assets for the efficient use by ICD staff members, in order to deliver a service to the community.

12.5 Operational Plan for the 2010/13 MTSF period

ACTIVITY	PROJECT	TARGET
Implementation of Logis	North West and Gauteng Remaining provinces	2010/11 2011/12 - 2012/13
Acquisition of furniture	According to Business Plan	Continuously
Disposal of items	When need arises	Twice a year
Correction of RI value	All affected items	2010/11
Correction of asset categories	All affected items	30 June annually
Asset verification	All Components at National Office	Twice a year
BAS/LOGIS Reconciliation	Reconciling of procured assets	Monthly
Provincial visits	Asset verification and inspection of procurement procedures	31 January annually

13. INFORMATION COMMUNICATION TECHNOLOGY PLAN

13.1 Introduction

The primary aim of the Information Communication Technology (ICT) plan is to clarify the ICT strategic direction for the 2010/13 MTSF period. The ICT plan aims to ensure that the information systems and technology are aligned with the operational plan of the ICD. To ensure this alignment, the Vision, Mission, Strategic and Business Activities/Processes of the ICD were analysed. The results were then measured against the current and required Information Communication Technology (ICT) needs. Some of the projects mentioned herein are recommendations from the ICD's Master Systems Plan (MSP).

During the 2010/2013 MTSF period, the Department will focus on the following projects:

1. New Case Management System – training and rollout of system to all sites;
2. Video Conferencing – implementation of a video conferencing system to selected sites;
3. Information Management – to create the necessary infrastructure to inaugurate and operate an integrated Information Management (IM) function for management decision support. In addition an Electronic Document Management System (EDMS) will be introduced; and
4. Knowledge Management – Knowledge Management to evolve from Information Management.

The Department has commenced with the planning and implementation of the following projects:

- Development of a new web-enabled Case Management System
- Redesign of the ICD's website
- Development of an Intranet portal
- Infrastructure for the new head office building
- Infrastructure for the satellite office in Thohoyandou and Rustenburg
- Review of the ICT organisational structure
- Implementation of a Wireless Mobile Access solution

- Rollout Voice Over Internet Protocol (VOIP)
- Implementation of a Disaster Recovery Plan

13.2 Strategic priorities for the 2010/13 MTSF period

The ICD has identified the following priorities to be pursued in the next three years:

- Building Business Processes
- Optimised technology
- Information supply

The following table illustrates the alignment of the projects to the priorities:

MAJOR PROJECTS	PRIORITIES		
	Building business processes	Optimised technology	Information supply
Development of a new web-enabled Case Management System	x		
Redesign of the Departmental website and intranet portal			x
Infrastructure for the new head office- and satellite buildings		x	
Review of the ICT organisational structure	x		
Implementation of a Wireless Mobile Access solution		x	x
Rollout Voice over IP (VOIP)		x	
Implementation of a Disaster Recovery Plan	x		

13.3 Challenges and Risks

In accordance with the State Information Technology Agency (SITA) Act, the ICD relies on SITA to provide services and equipment in order to realize the priorities set out in this ICT plan. Where the ICD or SITA is unable to initiate the above projects, the functions will be contracted out to service providers from the private sector.

The following risks and challenges have been identified:

- Availability of funds;
- Training and retention of staff;
- Turnaround time by SITA; and
- Performance of SITA and relevant contractors.

13.4 Conclusion

The success of the implementation of the Information Communication Technology Plan will depend on the extent to which the ICT unit can clearly articulate its strategic direction, the availability of funds to implement the projects identified, skills development as well as the retention of ICT staff. Lastly, change management will have to be an integral part of the process.

13.5 Objectives and Indicators

MEASURABLE OBJECTIVE	OUTPUT	INDICATORS / TARGETS		
		2012 - 2013	2011 - 2012	2010 - 2011
Modern and efficient infrastructure	Complete new head office ICT infrastructure	Complete installation of network infrastructure (LAN) at new head office	Continuous upgrade of ICT infrastructure	Continuous upgrade of ICT infrastructure
	Complete infrastructure for Thohoyandou satellite office	Plan and install network infrastructure (LAN) at Thohoyandou satellite office	Plan and install network infrastructure (LAN) at possible future satellite offices	Plan and install network infrastructure (LAN) at possible future satellite offices
	Complete infrastructure for Rustenburg satellite office	Complete installation of network infrastructure (LAN) at Rustenburg satellite office	Plan and install network infrastructure (LAN) at possible future satellite offices	Plan and install network infrastructure (LAN) at possible future satellite offices
	Stable ICT environment	Upgrade of server rooms in Gauteng, Eastern Cape and Mpumalanga provincial offices and Upington satellite office	Upgrade of server rooms in Limpopo, Northern Cape and Free State provincial offices	Upgrade of server rooms in Western Cape, KwaZulu-Natal provincial offices
	Implement Disaster recovery plan	Implement software upgrade for Storage Area Network	Implementation of back-up servers in provinces	Review of Disaster recovery plan
	Complete development and roll-out of new Case Management System	Implement new system for all users	Enhancement of functionality	Continuous update of the system
	Effective business support system	Create infrastructure for integrated Information Management	Implementation of Electronic Document Management System	Completion of Knowledge Management system
	Implement a new ICT structure	Develop and implement career mapping and retention strategy based on ICT industry standards	Training in line with international standards	Review technology functions based on technology changes
Better communication with stakeholders	Dissemination of information to stakeholders	Launch revamped website	Add new functionality to website	Revamp website
	Dissemination of information to staff	Development of Intranet portal	Integration of e-Communication functionality	Revamp Intranet portal
	Dissemination of information with staff	Plan for and pilot video conferencing system at two sites	Implement video conferencing system between Head Office and Western Cape, Eastern Cape, Gauteng and KwaZulu-Natal provincial offices	Implement video conferencing system between head office and Mpumalanga, North West and Limpopo provincial offices

14. HUMAN RESOURCES STRATEGY

14.1 Purpose

The development of the Human Resources Strategy was built on the premise that an effective Human Resources Component should support the Independent Complaints Directorate in carrying out its mandate, aligning the strategic focus and objectives of the Department in order to ensure the achievement of the strategic objectives and priorities.

To create an effective strategy and to engage in endeavours for high performance, the Human Resources Component will focus on the following basic principles to create conditions that enable employees to perform to their full potential.

14.2 Priorities

In order to build an effective organisation the ICD has identified several key focus areas that should be prioritised.

FOCUS AREAS	PERFORMANCE INDICATORS
Transform the ICD into a high performance organization focused on quality service delivery	<ul style="list-style-type: none">• Develop, implement and maintain an effective performance management system.• Implement effective recruitment and selection strategies.• Vacant positions to be filled within 3 months of becoming vacant.• Training offered to all employees.• Newly appointed staff should be inducted within three months of assuming employment.• Develop a comprehensive Workplace Skills Plan in line with SASSETA requirements.• Conduct training on Employee Relations and grievance procedures.
Enhance the compliance with equity targets i.e. 50% gender equity at Top- and Senior Management levels and 2% disability representation within the Department.	<ul style="list-style-type: none">• Each province must appoint at least one disabled person during the 2010/2011 financial year.• Positions that will become vacant at Top - and Senior Management levels must be filled by female candidates.
Develop and implement Human Resources Policies	Facilitate, develop, maintain and revise Human Resources policies in line with relevant legislation and changes thereto.
Deal immediately and purposefully with the HIV/ AIDS pandemic and other health and social threats / vulnerabilities	<ul style="list-style-type: none">• Support the social, psychological, spiritual and physical well being of employees by developing, implementing and maintaining a 24 hour service Employee Assistance Programme which should be accessible to all staff members.• Implement Voluntary Counselling and Testing (VCT) and other health and social programmes.



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