

# Vote 20

## Independent Complaints Directorate

### Budget summary

| R million   | 2009/10  |                  |                         |                             | 2010/11      | 2011/12      |
|---|--|------------------|-------------------------|-----------------------------|--------------|--------------|
|   | Total to be appropriated                                     | Current payments | Transfers and subsidies | Payments for capital assets | Total        | Total        |
| <b>MTEF allocation</b>                              |  |                  |                         |                             |              |              |
| Administration                                      | 43.8   | 43.6             | 0.1                     | 0.1                         | 48.9         | 53.9         |
| Complaints Processing, Monitoring and Investigation | 55.1   | 53.7             | –                       | 1.5                         | 60.6         | 66.2         |
| Information Management and Research                 | 15.9   | 15.3             | –                       | 0.6                         | 17.6         | 19.5         |
| <b>Total expenditure estimates</b>                  | <b>114.9</b>   | <b>112.6</b>     | <b>0.1</b>              | <b>2.2</b>                  | <b>127.1</b> | <b>139.5</b> |
| Executive authority                                 | Minister of Safety and Security                              |                  |                         |                             |              |              |
| Accounting officer                                  | Executive Director of the Independent Complaints Directorate |                  |                         |                             |              |              |
| Website address                                     | www.icd.gov.za   |                  |                         |                             |              |              |

### Aim

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

### Programme purposes

#### Programme 1: Administration

**Purpose:** Overall management of the Independent Complaints Directorate and support services.

#### Programme 2: Complaints Processing, Monitoring and Investigation

**Purpose:** Receive, register and process complaints. Investigate deaths in police custody and as a result of police action. Investigate and/or monitor complaints of police criminality and misconduct. Monitor the implementation of the Domestic Violence Act (1998).

#### Programme 3: Information Management and Research

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

### Strategic overview: 2005/06 – 2011/12

The Independent Complaints Directorate investigates any misconduct or offence allegedly committed by any member of the South African Police Service or the Municipal Police Services, any death in police custody or as a result of police action, and any matter referred to the directorate by the minister or member of the executive council. The Independent Complaints Directorate will oversee the newly established South African Police Service directorate for priority crime investigation once the National Prosecuting Authority's directorate of

special operations has been disbanded, in line with the South African Police Service Amendment Bill (2008). Key strategic objectives for the directorate include streamlining key programmes, finalising old cases and increasing communities' access to its services.

### Streamlining key programmes

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

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

The Independent Complaints Directorate received additional funding in 2008/09 to establish an asset management unit, which has three staff members.

### Completing old cases

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

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

### Increasing communities' access

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

## Selected performance and operations indicators

**Table 20.1 Independent Complaints Directorate**

| Indicator   | Programme   | Past         |              |              | Current        | Projections    |                |                |
|---|---|--------------|--------------|--------------|----------------|----------------|----------------|----------------|
|   |   | 2005/06      | 2006/07      | 2007/08      | 2008/09        | 2009/10        | 2010/11        | 2011/12        |
| Percentage of investigations of deaths in custody and as a result of police action finalised                    | Complaints Processing, Monitoring and Investigation | 70%<br>(222) | 60%<br>(251) | 60%<br>(259) | 60%<br>(466)   | 60%<br>(470)   | 65%<br>(470)   | 65%<br>(470)   |
| Percentage of investigations of complaints of criminality finalised   | Complaints Processing, Monitoring and Investigation | 52%<br>(854) | 70%<br>(894) | 50%<br>(912) | 50%<br>(1 000) | 50%<br>(1 050) | 55%<br>(1 100) | 55%<br>(1 150) |
| Number of additional police stations audited for compliance with the Domestic Violence Act (1998)               | Complaints Processing, Monitoring and Investigation | 16           | 20           | 24           | 54             | 81             | 108            | 135            |
| Percentage of applications for exemptions in terms of the Domestic Violence Act (1998) completed within 30 days | Complaints Processing, Monitoring and Investigation | 100%<br>(34) | 100%<br>(36) | 100%<br>(42) | 100%<br>(45)   | 100%<br>(47)   | 100%<br>(50)   | 100%<br>(53)   |

Table 20.1 Independent Complaints Directorate (continued)

| Indicator   | Programme                           | Past            |                 |               | Current         | Projections     |                 |                 |
|---|-------------------------------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|
|   |                                     | 2005/06         | 2006/07         | 2007/08       | 2008/09         | 2009/10         | 2010/11         | 2011/12         |
| Percentage of complaints registered and allocated within 48 hours   | Information Management and Research | 100%<br>(5 277) | 100%<br>(5 412) | 100%<br>5 440 | 100%<br>(5 800) | 100%<br>(6 024) | 100%<br>(6 100) | 100%<br>(6 180) |
| Number of new research projects and recommendation reports compiled | Information Management and Research | 2               | 3               | 3             | 3               | 3               | 3               | 3               |
| Number of new community awareness programmes launched               | Information Management and Research | 108             | 108             | 216           | 230             | 240             | 250             | 260             |

## Expenditure estimates

Table 20.2 Independent Complaints Directorate

| Programme  | Audited outcome |             |             | Adjusted appropriation | Revised estimate | Medium-term expenditure estimate |              |              |
|--|-----------------|-------------|-------------|------------------------|------------------|----------------------------------|--------------|--------------|
|  | 2005/06         | 2006/07     | 2007/08     | 2008/09                |                  | 2009/10                          | 2010/11      | 2011/12      |
| R million  |                 |             |             |                        |                  |                                  |              |              |
| 1. Administration                                      | 21.7            | 22.7        | 27.4        | 35.6                   | 35.6             | 43.8                             | 48.9         | 53.9         |
| 2. Complaints Processing, Monitoring and Investigation | 26.1            | 35.1        | 44.0        | 50.0                   | 50.0             | 55.1                             | 60.6         | 66.2         |
| 3. Information Management and Research                 | 6.7             | 7.4         | 9.4         | 12.9                   | 12.9             | 15.9                             | 17.6         | 19.5         |
| <b>Total</b>   | <b>54.5</b>     | <b>65.3</b> | <b>80.9</b> | <b>98.5</b>            | <b>98.5</b>      | <b>114.9</b>                     | <b>127.1</b> | <b>139.5</b> |
| Change to 2008 Budget estimate                         |                 |             |             | –                      | –                | (0.5)                            | 4.4          | 9.5          |

### Economic classification

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

## Expenditure trends

Expenditure grows steadily over the period under review, increasing from R54.5 million in 2005/06 to R139.5 million in 2011/12, an average annual increase of 17 per cent. The largest programme in 2009/10 is *Complaints Processing, Monitoring and Investigation*, consuming 48 per cent of the Independent Complaints Directorate's budget. The *Administration* programme consumes 38.1 per cent and the *Information Management*

and *Research* programme, 13.9 per cent. Over the medium term, the *Administration* programme will dominate the department's budget, as 38.6 per cent of the budget is expected to be allocated to this programme in 2011/12.

Compensation of employees comprises an average of 55.1 per cent of the Independent Complaints Directorate's total budget over the medium term, rising from R54.8 million in 2008/09 to R73.8 million in 2011/12, an average annual rate of 10.5 per cent. This is mainly due to increases in investigators' salary levels determined by the outcomes of the job evaluation as from April 2008, increased investigative capacity, and the appointment of staff for the newly established asset management unit at head office. Over the medium term, goods and services consume an average of 42.9 per cent per year of the Independent Complaints Directorate's total budget, rising from R41.5 million in 2008/09 to R63.2 million in 2011/12, an average annual increase of 15.1 per cent.

The 2009 Budget sets out additional allocations of R2.6 million in 2009/10, R8.1 million in 2010/11 and R13.4 million in 2011/12, mainly for spending on the policy priorities of service delivery improvement and capacity building. The increased allocation will also cater for the appointment of five additional asset management unit staff at the national office and in two provincial offices in KwaZulu-Natal and Western Cape.

In aggregate, savings amounting to R2.8 million in 2009/10, R3 million in 2010/11 and R3.3 million in 2011/12 have been identified under goods and services expenditure. The reduction in subsistence and travel allocations will necessitate increased coordination and planning to mitigate the impact of the decrease on investigative activities.

## Departmental receipts

Revenue generated by the Independent Complaints Directorate is mainly from parking fees, commissions on insurance deductions, and recovered bursary debt. An increase in revenue is anticipated between 2008/09 and 2011/12 due to the projected increase in personnel. The large increase in 2005/06 was mainly due to clearing suspense accounts and the resultant payment of credits into revenue.

**Table 20.3 Departmental receipts**

| R thousand   | Audited outcome |           |            | Adjusted estimate | Revised estimate | Medium-term receipts estimate |           |           |
|--|-----------------|-----------|------------|-------------------|------------------|-------------------------------|-----------|-----------|
|  | 2005/06         | 2006/07   | 2007/08    | 2008/09           |                  | 2009/10                       | 2010/11   | 2011/12   |
| <b>Departmental receipts</b>                       | <b>171</b>      | <b>38</b> | <b>377</b> | <b>60</b>         | <b>67</b>        | <b>72</b>                     | <b>77</b> | <b>82</b> |
| Sales of goods and services produced by department | 33              | 32        | 99         | 60                | 61               | 65                            | 69        | 73        |
| Interest, dividends and rent on land               | 1               | 3         | 21         | –                 | 6                | 7                             | 8         | 9         |
| Financial transactions in assets and liabilities   | 137             | 3         | 257        | –                 | –                | –                             | –         | –         |
| <b>Total</b>                                       | <b>171</b>      | <b>38</b> | <b>377</b> | <b>60</b>         | <b>67</b>        | <b>72</b>                     | <b>77</b> | <b>82</b> |

## Programme 1: Administration

### Expenditure estimates

**Table 20.4 Administration**

| Subprogramme                   |                 |             |             | Adjusted appropriation | Medium-term expenditure estimate |             |             |
|--------------------------------|-----------------|-------------|-------------|------------------------|----------------------------------|-------------|-------------|
| R million                      | Audited outcome |             |             | 2008/09                |                                  |             |             |
|                                | 2005/06         | 2006/07     | 2007/08     |                        | 2009/10                          | 2010/11     | 2011/12     |
| Management                     | 4.1             | 4.5         | 5.3         | 5.8                    | 7.3                              | 8.4         | 9.3         |
| Corporate Services             | 12.4            | 13.2        | 15.9        | 23.1                   | 29.2                             | 32.4        | 35.9        |
| Property Management            | 5.3             | 5.1         | 6.2         | 6.7                    | 7.4                              | 8.1         | 8.6         |
| <b>Total</b>                   | <b>21.7</b>     | <b>22.7</b> | <b>27.4</b> | <b>35.6</b>            | <b>43.8</b>                      | <b>48.9</b> | <b>53.9</b> |
| Change to 2008 Budget estimate |                 |             |             | –                      | 0.8                              | 2.7         | 4.3         |

  

| Economic classification                  |             |             |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Current payments</b>                  | <b>19.8</b> | <b>21.9</b> | <b>25.4</b> | <b>35.1</b> | <b>43.6</b> | <b>48.7</b> | <b>53.7</b> |
| Compensation of employees                | 9.3         | 11.0        | 13.1        | 16.1        | 22.0        | 23.5        | 25.0        |
| Goods and services                       | 10.5        | 10.9        | 12.3        | 19.0        | 21.6        | 25.2        | 28.7        |
| of which:                                |             |             |             |             |             |             |             |
| Administrative fees                      | 5.3         | 5.1         | 6.2         | 6.6         | 7.1         | 7.8         | 8.4         |
| Audit costs: External                    | 0.6         | 0.7         | 0.7         | 1.6         | 1.7         | 1.9         | 2.0         |
| Communication                            | 0.4         | 0.4         | 0.5         | 0.6         | 0.6         | 1.6         | 1.9         |
| Computer services                        | 0.5         | 0.6         | 0.4         | 1.3         | 2.1         | 2.8         | 2.9         |
| Consultants and professional services:   | 1.0         | 0.8         | 0.7         | 0.0         | 0.0         | 0.0         | 0.0         |
| Business and advisory services           |             |             |             |             |             |             |             |
| Owned and leasehold property expenditure | 0.2         | 0.3         | 0.2         | 1.1         | 1.2         | 1.2         | 2.1         |
| Travel and subsistence                   | 1.0         | 1.8         | 2.0         | 6.3         | 7.3         | 8.2         | 9.2         |
| <b>Transfers and subsidies</b>           | <b>0.1</b>  | <b>0.0</b>  | <b>0.0</b>  | <b>0.1</b>  | <b>0.1</b>  | <b>0.1</b>  | <b>0.1</b>  |
| Provinces and municipalities             | 0.0         | 0.0         | –           | –           | –           | –           | –           |
| Departmental agencies and accounts       | 0.0         | 0.0         | 0.0         | 0.1         | 0.1         | 0.1         | 0.1         |
| <b>Payments for capital assets</b>       | <b>1.9</b>  | <b>0.7</b>  | <b>1.9</b>  | <b>0.5</b>  | <b>0.1</b>  | <b>0.1</b>  | <b>0.1</b>  |
| Buildings and other fixed structures     | 0.6         | –           | –           | –           | –           | –           | –           |
| Machinery and equipment                  | 1.3         | 0.7         | 1.1         | 0.6         | 0.1         | 0.1         | 0.1         |
| Software and other intangible assets     | 0.0         | 0.0         | 0.9         | (0.1)       | –           | –           | –           |
| <b>Total</b>                             | <b>21.7</b> | <b>22.7</b> | <b>27.4</b> | <b>35.6</b> | <b>43.8</b> | <b>48.9</b> | <b>53.9</b> |

### Expenditure trends

Expenditure in the *Administration* programme is projected to increase at an average annual rate of 14.8 per cent over the medium term, rising from R35.6 million in 2008/09 to R53.9 million in 2011/12, compared to 17.9 per cent between 2005/06 and 2008/09. Spending between 2008/09 and 2009/10 is expected to increase by 22.9 per cent, from R35.6 million to R44 million, to provide for the increased capacity in support services and to cater for the expansion of the asset management unit at the national office. Goods and services expenditure, which is driven by administrative services and travel and subsistence, grows from R19 million in 2008/09 to R28.7 million in 2011/12, at an average annual rate of 14.8 per cent.

## 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. Funding is distributed according to the number of personnel and cases.
- *Legal Services* provides legal advice to officials regarding the Independent Complaints Directorate mandate. Funding is distributed based on historical patterns and strategic priorities.

## Objectives and measures

- Maintain the integrity of independent oversight by increasing the number of investigations of complaints of criminality finalised from 854 in 2005/06 to 1 150 in 2011/12.
- Ensure that the South African Police Service attends to every complaint of domestic violence by:
  - monitoring compliance with the Domestic Violence Act (1998) and completing applications for exemption from disciplinary action in terms of the act within 30 days
  - increasing the number of police stations audited annually from 16 in 2005/06 to 135 in 2011/12.

## Service delivery and spending focus

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

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

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

## Expenditure estimates

**Table 20.5 Complaints Processing, Monitoring and Investigation**

| Subprogramme  | Audited outcome |             |             | Adjusted appropriation | Medium-term expenditure estimate |             |             |
|---|-----------------|-------------|-------------|------------------------|----------------------------------|-------------|-------------|
|   | 2005/06         | 2006/07     | 2007/08     | 2008/09                | 2009/10                          | 2010/11     | 2011/12     |
| R million   |                 |             |             |                        |                                  |             |             |
| Complaints Processing, Monitoring and Investigation | 25.2            | 34.1        | 43.5        | 49.1                   | 54.1                             | 59.4        | 64.9        |
| Legal Services                                      | 0.9             | 1.0         | 0.6         | 0.8                    | 1.0                              | 1.2         | 1.3         |
| <b>Total</b>  | <b>26.1</b>     | <b>35.1</b> | <b>44.0</b> | <b>50.0</b>            | <b>55.1</b>                      | <b>60.6</b> | <b>66.2</b> |
| Change to 2008 Budget estimate                      |                 |             |             | –                      | (1.1)                            | 1.5         | 4.1         |
| <b>Economic classification</b>                      |                 |             |             |                        |                                  |             |             |
| <b>Current payments</b>                             | <b>25.2</b>     | <b>33.4</b> | <b>39.8</b> | <b>48.4</b>            | <b>53.7</b>                      | <b>59.1</b> | <b>64.6</b> |
| Compensation of employees                           | 17.0            | 22.1        | 28.1        | 33.8                   | 36.2                             | 39.1        | 40.6        |
| Goods and services                                  | 8.2             | 11.3        | 11.7        | 14.7                   | 17.5                             | 20.0        | 23.9        |
| <i>of which:</i>                                    |                 |             |             |                        |                                  |             |             |
| Assets less than R5 000                             | 0.1             | 0.2         | 0.7         | 0.3                    | 0.3                              | 0.3         | 0.4         |
| Communication                                       | 0.9             | 1.0         | 1.2         | 1.6                    | 1.7                              | 1.9         | 2.6         |
| Computer services                                   | 0.8             | 1.1         | 0.9         | 2.2                    | 2.3                              | 3.0         | 3.8         |
| Consultants and professional services: Legal costs  | 0.3             | 0.6         | 0.0         | 0.0                    | 0.0                              | 0.1         | 0.1         |
| Lease payments                                      | 0.2             | 0.2         | 0.4         | 0.9                    | 1.0                              | 1.1         | 1.5         |
| Owned and leasehold property expenditure            | 0.2             | 0.2         | 0.2         | 0.5                    | 0.5                              | 1.1         | 1.2         |
| Travel and subsistence                              | 4.3             | 6.4         | 6.6         | 7.4                    | 10.0                             | 10.4        | 11.8        |
| Training and development                            | 0.3             | 0.3         | 0.3         | 0.3                    | 0.3                              | 0.5         | 0.5         |
| Operating expenditure                               | 0.1             | 0.4         | 0.2         | 0.4                    | 0.4                              | 0.5         | 0.5         |
| Financial transactions in assets and liabilities    | 0.0             | 0.0         | 0.0         | –                      | –                                | –           | –           |
| <b>Transfers and subsidies</b>                      | <b>0.1</b>      | <b>0.0</b>  | <b>–</b>    | <b>–</b>               | <b>–</b>                         | <b>–</b>    | <b>–</b>    |
| Provinces and municipalities                        | 0.1             | 0.0         | –           | –                      | –                                | –           | –           |
| <b>Payments for capital assets</b>                  | <b>0.8</b>      | <b>1.7</b>  | <b>4.2</b>  | <b>1.6</b>             | <b>1.5</b>                       | <b>1.6</b>  | <b>1.6</b>  |
| Machinery and equipment                             | 0.7             | 1.6         | 2.4         | 1.6                    | 1.5                              | 1.6         | 1.6         |
| Software and other intangible assets                | 0.1             | 0.1         | 1.8         | –                      | –                                | –           | –           |
| <b>Total</b>  | <b>26.1</b>     | <b>35.1</b> | <b>44.0</b> | <b>50.0</b>            | <b>55.1</b>                      | <b>60.6</b> | <b>66.2</b> |

## Expenditure trends

Expenditure in the directorate's largest programme, *Complaints Processing, Monitoring and Investigation*, grows at a slower rate over the medium term, rising from R50 million in 2008/09 to R66.2 million in 2011/12, an average annual rate of 9.8 per cent compared to 24.2 per cent between 2005/06 and 2008/09.

The substantial increase between 2005/06 and 2008/09 is attributable to the large increase in personnel numbers. Expenditure on compensation of employees is expected to increase over the medium term at an average annual rate of 6.4 per cent, from R33.8 million in 2008/09 to R40.6 million in 2011/12.

Complementary expenditure on goods and services is expected to grow at an average annual rate of 17.8 per cent over the MTEF period. A large part of this will be in travel and subsistence, as, apart from routine information gathering visits to crime scenes, investigators will also perform police station audits and visit holding cells to ensure compliance with the relevant police prescripts. To further public awareness of its role in the implementation of the Domestic Violence Act (1998) the Independent Complaints Directorate will also visit community centres.

## Programme 3: Information Management and Research

- *Research* conducts proactive research. Research needs, guided by statistical information, determine how funds are distributed.
- *Information Management System* maintains a database which serves as a register for all complaints, manages IT, and manages promoting Independent Complaints Directorate products and services to stakeholders. Funding is distributed according to historical patterns and strategic priorities.

## Objectives and measures

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

## Service delivery and spending focus

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

In 2008/09, 103 stations were audited and 369 cell inspections conducted nationally, representing on average more than 10 audits per quarter per provincial office. 43 outreach activities were conducted, during which an average of 4 300 community members were informed about the Independent Complaints Directorate's services, and complaints and concerns noted.

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



## Expenditure estimates

**Table 20.6 Information Management and Research**

| Subprogramme                   | Audited outcome |            |            | Adjusted appropriation | Medium-term expenditure estimate |             |             |
|--------------------------------|-----------------|------------|------------|------------------------|----------------------------------|-------------|-------------|
|                                | 2005/06         | 2006/07    | 2007/08    | 2008/09                | 2009/10                          | 2010/11     | 2011/12     |
| R million                      |                 |            |            |                        |                                  |             |             |
| Research                       | 1.2             | 1.6        | 1.7        | 1.9                    | 1.8                              | 2.0         | 2.3         |
| Information Management System  | 5.5             | 5.9        | 7.8        | 11.0                   | 14.2                             | 15.6        | 17.2        |
| <b>Total</b>                   | <b>6.7</b>      | <b>7.4</b> | <b>9.4</b> | <b>12.9</b>            | <b>15.9</b>                      | <b>17.6</b> | <b>19.5</b> |
| Change to 2008 Budget estimate |                 |            |            | –                      | (0.2)                            | 0.3         | 1.0         |

### Economic classification

|  |            |            |            |             |             |             |             |
|--|------------|------------|------------|-------------|-------------|-------------|-------------|
| <b>Current payments</b>                          | <b>5.8</b> | <b>6.0</b> | <b>8.8</b> | <b>12.8</b> | <b>15.3</b> | <b>16.9</b> | <b>18.8</b> |
| Compensation of employees                        | 3.9        | 3.7        | 4.4        | 4.9         | 7.0         | 7.6         | 8.2         |
| Goods and services                               | 1.9        | 2.3        | 4.4        | 7.8         | 8.3         | 9.3         | 10.6        |
| <i>of which:</i>                                 |            |            |            |             |             |             |             |
| Advertising                                      | 0.1        | 0.1        | 1.0        | 0.4         | 0.5         | 0.5         | 0.5         |
| Communication                                    | 0.1        | 0.1        | 0.2        | 0.3         | 0.4         | 0.5         | 0.6         |
| Computer services                                | 0.2        | 0.2        | 0.3        | 0.6         | 0.7         | 1.0         | 1.5         |
| Inventory: Stationery and printing               | 0.1        | 0.6        | 1.5        | 0.7         | 0.7         | 0.7         | 0.8         |
| Owned and leasehold property expenditure         | 0.0        | 0.1        | 0.1        | 0.3         | 0.3         | 0.4         | 0.4         |
| Travel and subsistence                           | 0.5        | 0.7        | 0.7        | 4.5         | 4.9         | 5.1         | 5.4         |
| Financial transactions in assets and liabilities | 0.0        | –          | 0.0        | –           | –           | –           | –           |
| <b>Transfers and subsidies</b>                   | <b>0.0</b> | <b>0.0</b> | <b>–</b>   | <b>–</b>    | <b>–</b>    | <b>–</b>    | <b>–</b>    |
| Provinces and municipalities                     | 0.0        | 0.0        | –          | –           | –           | –           | –           |
| <b>Payments for capital assets</b>               | <b>0.9</b> | <b>1.5</b> | <b>0.6</b> | <b>0.2</b>  | <b>0.6</b>  | <b>0.7</b>  | <b>0.7</b>  |
| Machinery and equipment                          | 0.6        | 0.8        | 0.3        | 0.2         | 0.6         | 0.7         | 0.7         |
| Software and other intangible assets             | 0.3        | 0.7        | 0.3        | –           | –           | –           | –           |
| <b>Total</b>                                     | <b>6.7</b> | <b>7.4</b> | <b>9.4</b> | <b>12.9</b> | <b>15.9</b> | <b>17.6</b> | <b>19.5</b> |

## Expenditure trends

Expenditure in the *Information Management and Research* programme grows steadily over the review period, rising from R6.7 million in 2005/06 to R19.5 million in 2011/12, at an average annual rate of 19.5 per cent.

Spending on goods and services is set to increase at an average annual rate of 10.5 per cent over the medium term, mainly to cater for travel expenses for researchers, IT maintenance staff and the increased costs of printing reports. Expenditure on machinery and equipment decreased by 37.2 per cent between 2005/06 and 2008/09, as the investigative capacity of the directorate was prioritised.

Spending over the medium term will assume an upward trend, increasing by 66.7 per cent, to improve the communication network and to allow investigators to link up to the database while in the field.



## Additional tables

**Table 20.A Summary of expenditure trends and estimates per programme and economic classification**

| Programme  | Appropriation |             | Audited outcome | Appropriation |            |             | Revised estimate |
|--|---------------|-------------|-----------------|---------------|------------|-------------|------------------|
|  | Main          | Adjusted    |                 | Main          | Additional | Adjusted    |                  |
| R million  | 2007/08       |             | 2007/08         | 2008/09       |            |             | 2008/09          |
| 1. Administration                                      | 29.5          | 29.1        | 27.4            | 35.6          | –          | 35.6        | 35.6             |
| 2. Complaints Processing, Monitoring and Investigation | 41.7          | 35.2        | 44.0            | 50.0          | –          | 50.0        | 50.0             |
| 3. Information Management and Research                 | 9.7           | 16.5        | 9.4             | 12.9          | –          | 12.9        | 12.9             |
| <b>Total</b>   | <b>80.9</b>   | <b>80.9</b> | <b>80.9</b>     | <b>98.5</b>   | <b>–</b>   | <b>98.5</b> | <b>98.5</b>      |

### Economic classification

|  |             |             |             |             |              |             |             |
|--|-------------|-------------|-------------|-------------|--------------|-------------|-------------|
| <b>Current payments</b>                          | <b>76.5</b> | <b>76.5</b> | <b>74.1</b> | <b>96.2</b> | <b>(0.0)</b> | <b>96.2</b> | <b>96.2</b> |
| Compensation of employees                        | 47.8        | 46.5        | 45.7        | 55.0        | (0.3)        | 54.8        | 54.8        |
| Goods and services                               | 28.8        | 30.0        | 28.4        | 41.2        | 0.3          | 41.5        | 41.5        |
| Financial transactions in assets and liabilities | –           | –           | 0.0         | –           | –            | –           | –           |
| <b>Transfers and subsidies</b>                   | <b>0.0</b>  | <b>0.0</b>  | <b>0.0</b>  | <b>0.1</b>  | <b>–</b>     | <b>0.1</b>  | <b>0.1</b>  |
| Departmental agencies and accounts               | 0.0         | 0.0         | 0.0         | 0.1         | –            | 0.1         | 0.1         |
| <b>Payments for capital assets</b>               | <b>4.3</b>  | <b>4.3</b>  | <b>6.7</b>  | <b>2.2</b>  | <b>0.0</b>   | <b>2.2</b>  | <b>2.2</b>  |
| Buildings and other fixed structures             | 0.2         | –           | –           | –           | –            | –           | –           |
| Machinery and equipment                          | 4.0         | 4.1         | 3.8         | 2.0         | 0.3          | 2.3         | 2.3         |
| Software and intangible assets                   | 0.2         | 0.2         | 3.0         | 0.2         | (0.3)        | (0.1)       | (0.1)       |
| <b>Total</b>                                     | <b>80.9</b> | <b>80.9</b> | <b>80.9</b> | <b>98.5</b> | <b>–</b>     | <b>98.5</b> | <b>98.5</b> |

**Table 20.B Summary of personnel numbers and compensation of employees**

|   | Audited outcome |             |             | Adjusted appropriation | Medium-term expenditure estimate |             |             |
|---|-----------------|-------------|-------------|------------------------|----------------------------------|-------------|-------------|
|   | 2005/06         | 2006/07     | 2007/08     | 2008/09                | 2009/10                          | 2010/11     | 2011/12     |
| <b>Permanent and full time contract employees</b> |                 |             |             |                        |                                  |             |             |
| Compensation (R million)                          | 30.2            | 36.8        | 45.6        | 54.7                   | 65.1                             | 70.0        | 73.7        |
| Unit cost (R million)                             | 0.2             | 0.2         | 0.2         | 0.2                    | 0.2                              | 0.2         | 0.2         |
| Personnel numbers (head count)                    | 174             | 231         | 248         | 270                    | 291                              | 325         | 345         |
| <b>Interns</b>                                    |                 |             |             |                        |                                  |             |             |
| Compensation of interns (R million)               | 0.1             | 0.1         | 0.1         | 0.1                    | 0.1                              | 0.1         | 0.1         |
| Unit cost (R million)                             | 0.0             | 0.0         | 0.0         | 0.0                    | 0.0                              | 0.0         | 0.0         |
| Number of interns                                 | 37              | 40          | 42          | 44                     | 46                               | 48          | 55          |
| <b>Total for department</b>                       |                 |             |             |                        |                                  |             |             |
| <b>Compensation (R million)</b>                   | <b>30.2</b>     | <b>36.8</b> | <b>45.7</b> | <b>54.8</b>            | <b>65.2</b>                      | <b>70.1</b> | <b>73.8</b> |
| <b>Unit cost (R million)</b>                      | <b>0.1</b>      | <b>0.1</b>  | <b>0.2</b>  | <b>0.2</b>             | <b>0.2</b>                       | <b>0.2</b>  | <b>0.2</b>  |
| <b>Personnel numbers (head count)</b>             | <b>211</b>      | <b>271</b>  | <b>290</b>  | <b>314</b>             | <b>337</b>                       | <b>373</b>  | <b>400</b>  |

**Table 20.C Summary of expenditure on training**

|   | Audited outcome |         |         | Adjusted appropriation | Medium-term expenditure estimates |         |         |
|---|-----------------|---------|---------|------------------------|-----------------------------------|---------|---------|
|   | 2005/06         | 2006/07 | 2007/08 | 2008/09                | 2009/10                           | 2010/11 | 2011/12 |
| Compensation of employees (R million)           | 30.2            | 36.8    | 45.7    | 54.8                   | 65.2                              | 70.1    | 73.8    |
| Training expenditure (R million)                | 0.6             | 0.5     | 0.6     | 0.6                    | 0.7                               | 0.7     | 0.7     |
| Training as percentage of compensation          | 2.0%            | 1.5%    | 1.3%    | 1.0%                   | 1.0%                              | 1.0%    | 1.0%    |
| Total number trained in department (head count) | 383             | 203     | 91      | 103                    |                                   |         |         |
| <i>of which:</i>                                |                 |         |         |                        |                                   |         |         |
| Employees receiving bursaries (head count)      | 49              | 53      | 56      | –                      |                                   |         |         |
| Internships trained (head count)                | 37              | 40      | 42      | 90                     |                                   |         |         |

