



2009-2019



Briefing to the Select Committee on Security and Justice on the Annual Performance Plan: 2019/2020 for the **Directorate for Priority Crime Investigation**
17 July 2019

Presented by Lieutenant General (Dr/Adv) SG Lebeya

Presentation overview

1. Introduction
2. Presentation on ten (10) slides **17,18,20,23,35,36,37,38,39, and 40.**
3. Background of the Directorate
4. Overview of the workforce profile
5. Overview of the case workload
6. Setting the Strategic Direction for the DPCI
 - Re-engineering the DPCI
7. Revitalising of the Operational Committee



Background of the Directorate(1)

Through engagement with the management and personnel at the coalface of service delivery, the following findings were made and which called for the **re-engineering** of the Directorate:

- Incoherent organisational structure
- High employee turnover rate
- Removal of personnel from DPCI to SAPS
- Failure to implement section **17G** of the Police Act regarding conditions of service, remuneration, allowances, and other conditions of service of members of the Directorate
- Outstanding implementation of section **17K(2)** of the Police Act regarding the establishment of DPCI as a separate programme as well as the repeated directive by PCOP. [**Monitoring**]
- Stagnation in some investigations.



Background of the Directorate(2)

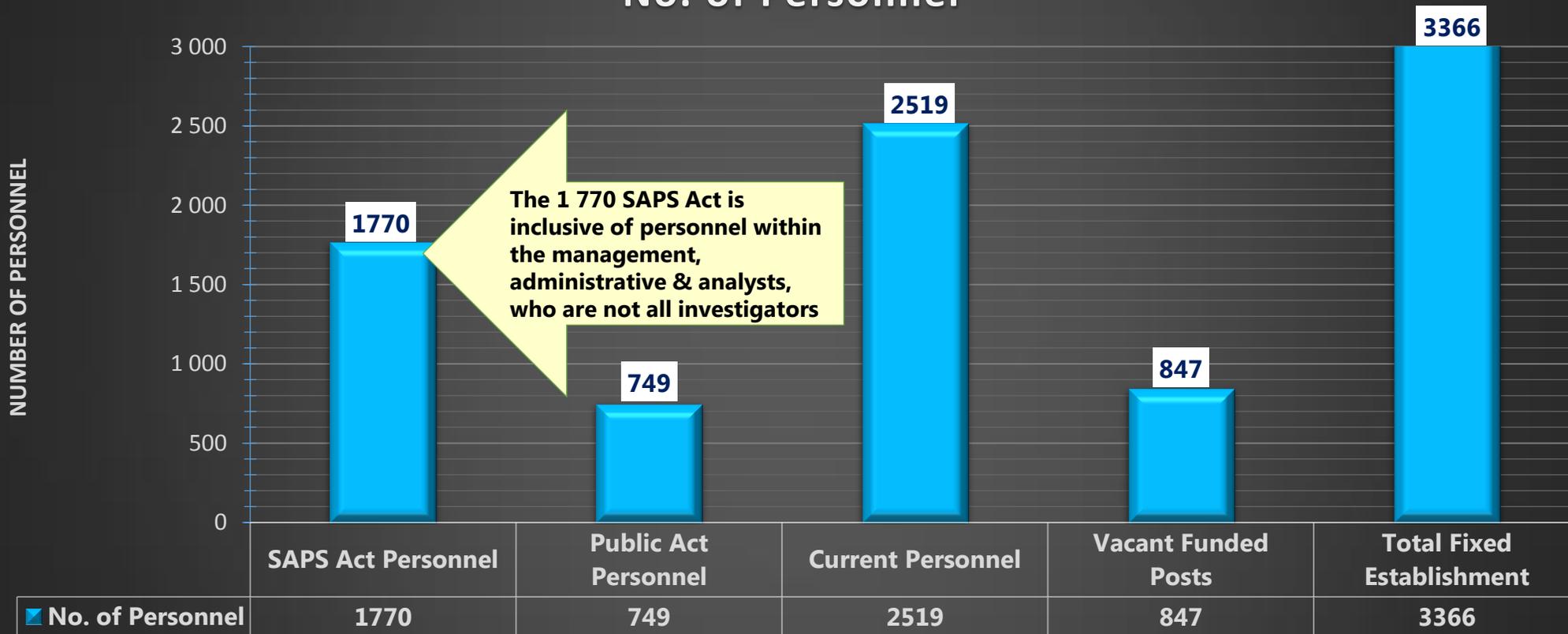
- Accommodation issues (some offices dilapidated and condemned)
- Poor performance management (setting of targets, data integrity, disciplinary and grievances)
- Inadequate storage facilities for exhibits
- Regression of the performance of DPCI (Organised Crime Projects/POCA, including data integrity with regards to performance information, etc.)
- Integrity issues- (Long outstanding and/or no security clearances)
- Nepotistic practices (compromised appointments)
- **Inadequate implementation of the Act**, which has adversely impacted not only on the functioning of the Directorate but on the attrition of skilled personnel

Overview of the Workforce Profile

Overview of the workforce profile since 2009

Fixed Establishment	: 3 366
Actual head count at inception in <u>2009</u>	: 2 663
Head count in 2018	: 2 535
Current Head Count as at <u>2019</u>	: 2 519
<i>Proposed Fixed Establishment</i>	: 5 332

No. of Personnel



Overview of the Case Workload

Overview of the case workload as at 31 March 2019

Overview of cases

Cases submitted to DPP/SPP	1 817
Estimated number of dockets (includes enquiry files)	18 086
Estimated: Counts/Charges	83 736
Estimated: Number of Accuseds	17 338

Setting the Strategic Direction for the DPCI

Re-engineering the DPCI (1)

- Having noted the inputs by personnel within the DPCI, the National Head decided to **re-engineer** the Directorate through the implementation of short, medium and long-term solutions, with the objective of ensuring that the Directorate evolves to become the **primary leader in the fight of the scourge of serious corruption**.
- The process of re-engineering includes the setting of **clear strategy**, designing a **responsive structure**, securing **suitable accommodation**, enhancing **skills** levels and **retaining** personnel which are **beyond reproach**.
- Strategically, the current **operational mandate sets a demarcation threshold that is too low** and which shall be purified, within the legislated mandatory framework, to distinguish that **which satisfies the elements of serious**, in organised crime, corruption and commercial crime. The purification process shall eliminate competition and encourage a complimentary approach.
- The **budgetary process** shall be sensitised, to the areas that have lagged in the last ten years of the existence of the Directorate.
- These processes shall ensure that the **National Development Plan: Vision 2030**, the new **Medium-Term Strategic Framework**, the relevant **Constitutional** and **legislative prescripts**, are given effect to.

Re-engineering the DPCI (2)

Structurally, the Directorate shall be designed to effectively respond to national priority crime in the country. This shall cater for the fixed establishment and geographical setting.

The current inadequacies within the **three main operational legs**, in the fields of serious corruption, serious commercial crime and serious organised crime, shall be catered for.

The structure shall also create room for **growth and the retention of skilled personnel** within the Directorate.

It is envisaged that **implementation of the organisational structure** for the Directorate, shall be approved at legislated level and implemented in the 2019/2020 financial year.

Appreciating that a strategy requires a structure that is appropriately staffed, the current high turnover rate of staff, which had shrunk the Directorate, **needs to be reversed**.

In order to address this, the process of designing of Regulations on the implementation of **Section 17G (conditions of service/salary remuneration)**, has been initiated and is receiving attention.

Re-engineering the DPCI (3)

In line with the State of the Nation Address (**SONA**) and as set out in the strategic direction of the **Minister of Police**, the selection of personnel shall be **professional** and **merit-based**.

A process shall be embarked upon to recruit personnel who are already trained but who have pursued careers outside the Directorate. This will allow for **proper matching and placing** in the Directorate that will fill the skills gaps and reverse the “**brain drain**” that impacted negatively on the environment.

Adequate capacity is necessary to ensure a **team approach**, as opposed to individuals, which affect the speedy finalisation of investigations.

Such capacitation will assist in a move, to **regain the confidence** that has been eroded.

In **ensuring business continuity** and a continuous level of skilled personnel, formal training, content-specific workshops, mentoring and in-service training by skilled personnel to new recruits, shall be prioritised.

A guideline is being developed to serve as a reference library

This process shall give effect to the **skills audit** that has already been initiated.

Secondment, will be ongoing to bolster the Directorate’s capability, as provided for in the SAPS Act.

Re-engineering the DPCI (4)

Operationally, the Directorate has noted that most criminals have adopted the “**mob operational**” method of perpetrating their criminal business, which renders the conventional methods of “**one-member-one-docket**” approach ineffective, in that it does not match syndicated criminal activities.

The **working methodology** must, therefore, be wholly inclined to **multi-disciplinary team work, as opposed to an individual approach.**

The more complex cases must be investigated by teams, led by senior managers, which will ensure that senior officers are also at the service delivery level of production.

A **multi-disciplinary approach** shall, therefore, form the foundation of the basic operational approach of the Directorate.

Re-engineering the DPCI (5)

Integrity Beyond Reproach

Understanding the **impact of integrity** on the work of the Directorate, and having internalised a shared vision, the personnel in the Directorate should command respect.

They should be beyond and be seen to be beyond reproach. We shall be guided by Section 195(1) of the Constitution, and Section 17 (B)(b) and Section 17 (E) of the SAPS Act, which makes provision for a standard of **professional ethics** and a **moral compass** for all members in the Directorate.

We heed to the call by the Honourable President, Dr Ramaphosa, in his recent State of the Nation Address to build a **capable** and **ethical state**.

We have implemented the signing of an **oath of office** as is required by the Act.

Revitalising of the Operational Committee

- Having revitalised the DPCI Operational Committee, in terms of Section 17J of the SAPS Act, within the first 100 days of the National Head in office, it is essential to provide the necessary support to the structure.
- We shall continue to strengthen the operational mechanisms as envisaged by law.
- The **Anti-Corruption Task Team**, an implementation leg of the Operational Committee, shall continue to be enhanced by mobilising of stakeholders to support the mandate of the DPCI and the priorities of government.
- The Operational Committee, will also support the newly established Investigating Directorate, through the continued multi-disciplinary approach in our fight against corruption.



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Thank you