

INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE

2018/19

**ANNUAL
PERFORMANCE PLAN**



INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE



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FOREWORD BY THE MINISTER OF POLICE



The past year has seen very exciting developments in the fight against crime in our country. As the Ministry of Police, we spearheaded the stabilisation of our policing institutions such as the Directorate of Priority Crime Investigation (DPCI), otherwise known as the Hawks, by appointing an acting head. We also appointed a new and permanent National Commissioner for the South African Police Service (SAPS). We reiterate our support for the functional and operational independence of the Independent Police Investigative Directorate (IPID), as the oversight mechanism established to keep criminality within the ranks of the SAPS in check.

In making sure that our communities are and feel safe, we will spearhead the fight against crime by visiting many communities across the country and actively intervening to ensure that their concerns about crime are addressed. We will be giving instructions to the police to act against known criminals. The drug dealers, pimps and common criminals must be driven out of communities and taken to prison. Although a lot has been done, it is still not enough for us to say that South Africans feel safe and can sleep, peacefully free from the scourge of crime.

The ministry's strategy to fight crime was underpinned by operation 'Fiela', which is a practical way to work with other state agencies to drive criminals out of our communities. I will review this operation and adjust it accordingly or bring in new initiatives so that we continue the fight against crime until it is won.

I have observed, albeit from a distance, the IPID playing its role in the takedown of criminals masquerading as police. This included the arrest of criminals who had evaded the law for a long time and senior police officials implicated in corruption. I am on record as having said that there is no place for criminal elements within police ranks.

I want to also say that the independence of the IPID is non-negotiable as asserted by the Constitutional Court. As the Ministry of Police, we continue to support the work of the IPID and its efforts to secure additional funding. I will be meeting with the Executive Director and management of the IPID.

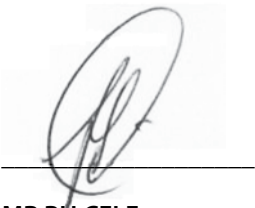
Our vision is to see the police living up to the National Development Plan's (NDP) expectation of being "...helpers and protectors of the people". I expect the police to put in place mechanisms to rid the police service of those elements that continue to tarnish the reputation of the police service and the country through involvement in criminality.

South Africa is a Constitutional Democracy where the Constitution and the rule of law are supreme. We should all work together to ensure that we deal a deadly blow to crime within the confines of the rule of law.

The government continues to work tirelessly to improve the efficiency of the criminal justice system. Such efforts are made to enhance service delivery to all South Africans. As part of our government system, the IPID is correct in putting together strategies and plans to ensure better service delivery to our communities.

We remain focused on the immense task to extinguish the legacy of injustice and to create a society based on fundamental human rights and freedoms. Our collective efforts should result in the restoration of dignity to our people. Ultimately, the professionalisation of policing as envisioned by the NDP will strengthen the confidence of our people in a fair and impartial criminal justice system for all.

It is my pleasure to table the Annual Performance Plan of the Independent Police Investigative Directorate for the 2018/19 financial year.

A handwritten signature in black ink, appearing to be 'Bheke Cele', is written over a horizontal line. The signature is stylized and cursive.

MR BH CELE

MINISTER OF POLICE (MP)

FOREWORD BY THE DEPUTY MINISTER OF POLICE



South Africa is a democratic state and subscribes therefore to democratic principles such as the rule of law, human rights, transparency and accountability. The National Development Plan, which is the long-term strategic vision for South Africa, advocates for democratic policing, which is glued on strategic pillars such as professional policing, community participation and integration.

Police misconduct has a negative impact on society as it affects the trust and confidence of citizens towards the police. Crime therefore cannot be effectively eradicated if there is no positive relationship between the communities and the police. Impunity in actions by the police is not the solution in addressing crime challenges in the country as it undermines the fundamental rule of equality before the law.

The Annual Performance Plan of the IPID is giving more narrative therefore on how IPID intend to strategically operationalize the Constitution, the NDP, CSPS, the IPID Act and other relevant legislations. It is one of the fundamental objectives of IPID to investigate complaints against SAPS without favour or prejudice. It is meant to deal with corruption within the ranks of SAPS. Structures such as the Consultative Forum should be utilised effectively by stakeholders to promote effective oversight and to realise the goals of the NDP.

Compliance with the provisions of the IPID Act should be guided at all times with special emphasis on progress made by SAPS and outcome of the cases. IPID should therefore be fully empowered to be independent and to deal robustly with the systemic corruption matters.

Recently I had an opportunity to interact with IPID's management in the process of finalising their Annual Performance Plan. In this process we shared the Ministerial strategic priorities which need to be integrated in the plans of IPID. I'm confident that strategic issues that we discussed are reflected in this document.

If we are to win the fight against crime, we must work with all relevant stakeholders, whether NGO's, religious organisations, academic institutions, community based organisations, civil society (in particular CPF's and CSF'S) as they are based in the communities we serve. We therefore encourage IPID to interact robustly with these institutions with the aim of bringing sustainable solutions.

In this centenary year of celebrating the life of former President Nelson Mandela, the ordinary citizens of South Africa should feel confident in the existence of truly robust and independent institutions that serve everyone. This Annual Performance Plan should therefore contribute towards ensuring people of South Africa are free and safe.

A handwritten signature in black ink, appearing to read 'Mr. BM Mkongi', written over a horizontal line.

MR BM MKONGI

DEPUTY MINISTER OF POLICE (MP)

MESSAGE FROM THE EXECUTIVE DIRECTOR



The Independent Police Investigative Directorate (IPID) is an independent police complaints body established in terms of section 206(6) of the Constitution of South Africa. The existence of IPID ensures that criminality within the ranks of our policing agencies are kept in check. The investigations conducted by IPID in the past two years have underscored the need for heightened oversight over the South African Police Service (SAPS) in particular. These events, in which the IPID has had to investigate a number of officers at highest levels within the SAPS ranks, have been met with fierce resistance from the subjects of investigation, who had at their disposal state resources used to undermine IPID investigations. In asserting its independence and authority to investigate, the IPID found itself having to resort to the courts. Legal law fare needs a considerable amount of financial resources – I am pleased to say that we were able to bring some of the suspects before the courts of law.

This experience clearly indicates that the IPID needs to be funded sufficiently not only to investigate but to litigate where there is interference of where its investigations are challenged in courts of law. Unfortunately, the IPID has not been allocated enough human and financial resources.

Without this funding, the fight against crime is seriously undermined. In one instance, the IPID's investigations have resulted in preventing the loss of forty-five million rand (R45 million) to the taxpayers. In another investigation, the IPID is investigating corruption involving upwards of five billion rand (R5 billion), which was undetected for many years before its involvement.

In the past financial year, the IPID established a working relationship with the Directorate for Priority Crime Investigation (DPCI), otherwise known as the Hawks. We also signed a Memorandum of Understanding (MOU) with the Inspector General of Intelligence (IGI). This MOU has resulted in the two institutions undertaking joint investigations into the prevalent yet unbridled looting of the Secret Service Account (SSA) in Crime Intelligence (CI). These joint investigations have already yielded positive results and some of the culprits have been arrested and brought before the courts. The IPID has recommended to the Minister of Police that proper controls be put in place to prevent the theft of hundreds of millions of taxpayers' money from state coffers.

By having a well-resourced IPID which can adequately investigate corruption, the state can prevent the loss of considerable resources which can be directed towards the service delivery needs of all South Africans.

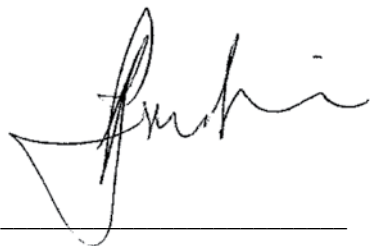
In previous successive financial years, the IPID's budget was cut, resulting in accruals amounting to R5.3 million in 2014/15, R6.9 million in 2015/16, and R23.3 million in 2016/17 attributed mainly to contractual obligations and travelling expenditure. This reality had a detrimental effect on the IPID's ability to continue with operations. A difficult decision was taken by management to close down four (4) of our District Offices in Upington, Bethlehem, Empangeni and Mthatha.

The Department has received additional funding of R158.5 million for the 2018/19-2020/21 MTEF period which was reprioritised from the South African Police Service budget allocation. The additional funding will be directed mainly to the creation of additional 27 positions, settling of accruals, review of the IPID Act, ICT infrastructure upgrades and procurement of ICT equipment.

In view of the additional funding received, the staff establishment will be increased from 388 to 415, by 27 posts. These posts are aimed at strengthening internal controls to address majority of Auditor General of South Africa (AGSA) audit findings in different components. While there are challenges with internal controls, most of which arise in the investigative environment and which were picked up by the Auditor-General (AGSA), it would be imprudent for the IPID to add more investigators before the internal control challenges are addressed, as it would multiply the problem instead of resolving it.

In compliance with ConCourt judgement, the review process of the IPID Act is on-going. The IPID has concluded internal review processes and relevant stakeholders were consulted accordingly, including the State Law Advisor. The reviewed draft Bill was submitted to the Civilian Secretariat for Police Service legal team to lead process of tabling the Bill in Cabinet. The due date in line with the ConCourt timeframe is 24 months which will lapse in September 2018. The reviewed IPID Act will ensure the operational and structural independence of the IPID.

The IPID will continue to collaborate with all role players in fulfilling its mandate without fear or favour. We will be relentless in pursuing the criminal elements within the police service - anything else would be a betrayal of the vision of our forbearers, who envisioned a South Africa in which "The police force... shall be the helpers and protectors of the people" – and not perpetrators of corruption and criminality in general.

A handwritten signature in black ink, appearing to read 'RJ McBride', is written above a horizontal line.

MR RJ McBRIDE

EXECUTIVE DIRECTOR

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of the Executive Director, the Minister of Police and the Deputy Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible.
- Accurately reflects the strategic outcome-oriented goals, objectives and targets that the Directorate will endeavor to achieve over the period 2015-2020.

MS S LETLAPE

OFFICIAL RESPONSIBLE FOR PLANNING

Signature: 

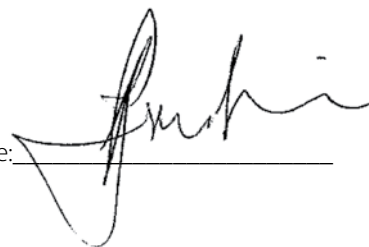
MR VO SENNA

CHIEF FINANCIAL OFFICER

Signature: 

MR RJ McBRIDE

ACCOUNTING OFFICER

Signature: 

Approved by:

MR BH CELE, MP

EXECUTIVE AUTHORITY


Signature: 

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PART A

STRATEGIC OVERVIEW

PART A: STRATEGIC OVERVIEW

Vision

An effective independent investigative oversight body that ensures policing that is committed to promoting respect for the rule of law and human dignity.

Mission

To conduct independent, impartial and quality investigations of identified criminal offences allegedly committed by members of the South African Police Services (SAPS) and Metro Police Services (MPS), and to make appropriate recommendations in line with the IPID Act, whilst maintaining the highest standard of integrity and excellence.

Values

The IPID adheres to the highest standards of ethical behaviour through the continuous application of our values. The following values are the core from which we operate and respond:

- Independence and impartiality
- Mutual respect and trust
- Integrity and honest
- Transparency and openness
- Equity and fairness
- Courtesy and commitment

Strategic-Outcome-Oriented Goals

The Department's four (4) strategic-outcome-oriented goals are:

- The IPID is an effective independent oversight body
- The IPID investigates cases effectively and efficiently
- The police service is responsive to IPID recommendations
- The IPID is accessible to the public

Constitutional Mandate

Section 206(6) of the Constitution of the Republic of South Africa makes provision for the establishment of an independent police complaints body and stipulates that "On receipt of a complaint lodged by a provincial executive, an independent police complaints body established by national legislation must investigate any alleged misconduct of, or offence committed by, a member of the police services in the province."

Legislative Mandates

The Independent Police Investigative Directorate (IPID) Act No. 1 of 2011 gives effect to the provision of section 206(6) of the Constitution, ensuring independent oversight of the SAPS and MPS. The IPID resides under the Ministry of Police and functions independently of the SAPS.

The IPID Act empowers the Department to investigate offences listed hereunder, allegedly committed by the SAPS and the MPS members.

Section 28 (1) of the Act:

- a. Any death in police custody
- b. Deaths as a result of police actions;

- c. Complaints relating to the discharge of an official firearm by any police officer;
- d. Rape by a police officer, whether the police officer is on or off duty;
- e. Rape of any person in police custody;
- f. Any complaint of torture or assault against a police officer in the execution of his or her duties;
- g. Corruption matters within the police initiated by the Executive Director, or after a complaint from a member of the public or referred to the Department by the Minister, MEC or the Secretary for the Police Service;
- h. Any other matter referred to the IPID as a result of a decision by the Executive Director or if so requested by the Minister, an MEC or the Secretary for the Police Service as the case may be.

Section 28 (2), the Department may investigate matters relating to systemic corruption involving the police.

Section 33(3), any police officer who fails to comply with section 29 is guilty of an offence and liable on conviction to a fine or to imprisonment for a period not exceeding two years.

1. UPDATED SITUATIONAL ANALYSIS

The IPID management convened two departmental strategic review sessions to deliberate on the department's strategic direction for the new Medium Term Expenditure Framework (MTEF) period. A SWOT analytical tool was used to identify key external and internal factors that should be taken into account in order to successfully achieve planned outputs and outcomes, and to support effective decision making. The Department will endeavour to remain sustainable as a result of the identified strengths and opportunities. The outcomes of the SWOT analysis were also considered when the situational analysis was updated.

1.1. IPID's Performance Environment

Economic Environment

Over the last several years, South Africa's per capita income has begun to stagnate. Unemployment is rising at 27.7 per cent and has reached the highest level recorded since 2003. Poverty, which had been in decline, has risen since 2011 and more than 30 million South Africans live on less than R1 000 per month. To expand job creation, build an inclusive and transformed economy, and reduce inequality, South Africa needs a strong, sustained economic expansion. Growth is also the essential prerequisite for restoring the health of the nation's public finances.¹

The 2012 Budget introduced expenditure ceilings to enable government to manage departmental spending levels in the context of a constrained fiscal framework. Allocations made over the MTEF period provide an agreed-upon upper limit within which departments prepare their budgets. The expenditure ceiling has been lowered by R7 billion in 2018/19 and R15 billion in 2019/20 as a result of reductions to the contingency reserve². Government departments should continue to institutionalise cost containment measures to reduce and curb on government spending.

South Africa's projected GDP growth for 2017, forecast at 1.3 per cent at the time of the 2017 Budget, has been revised down to 0.7 per cent. GDP growth is expected to increase slowly, reaching 1.9 per cent in 2020. Policy and political uncertainty remain central risks to the domestic economic outlook. Elevated policy and political uncertainty, coupled with weak confidence, discourage investment and consumption. Further risks include a downgrade of the local currency rating and higher administrative prices, which would lead to higher inflation.³

¹ Republic of South Africa, National Treasury, Medium Term Budget Policy Statement 2017. Available on <http://www.treasury.gov.za/documents/mtbps/2017/mtbps/fullMTBPS.pdf>, accessed on 23 November 2017

² Republic of South Africa, National Treasury, Medium Term Budget Policy Statement 2017. Available on <http://www.treasury.gov.za/documents/mtbps/2017/mtbps/fullMTBPS.pdf> accessed on 23 November 2017

³ Republic of South Africa, National Treasury, Medium Term Budget Policy Statement 2017. Available on <http://www.treasury.gov.za/documents/mtbps/2017/mtbps/fullMTBPS.pdf>, accessed on 23 November 2017

In the previous financial years, the Department has been experiencing extensive budget cuts. As a result, its resources were extremely constrained and had an adverse impact on the department's operations. These constrained fiscal envelope, gave rise to accruals amounting to R5.3 million in 2014/15, R6.9 million in 2015/16, and R23.3 million in 2016/17 attributed mainly to contractual obligations and travelling expenditure.

The Department has received an additional funding of R158.5 million for the 2018/19-2020/21 MTEF period which was reprioritised from the South African Police Service budget allocation. This additional funding will be directed mainly to the creation of additional 27 positions, settling of accruals, review of the IPID Act, ICT infrastructure upgrades and procurement of ICT equipments. The key spending areas for investigators includes; overtime, travel and accommodation, S&T, petrol claims, subsidies vehicles (including insurance), maintenance of crime scene vehicles, and communication (cell-phones and 3G claims).

In the Medium Term Budget Policy Framework of 2017 an Integrated Plan to fight crime was outlined as one of the key priorities that will be considered for funding to fight corruption and economic crimes. The IPID is committed to contributing to this key priority by prioritising investigations of complaints on corruption and systemic corruption allegedly committed by police officers.

1.2. Organisational Environment

The IPID is committed to deliver on its legislative mandate with the purpose of contributing towards a police service that is trusted by the community and operates in line with the principles enshrined in the Constitution of South Africa.

The Independent Complaints Directorate (ICD), forerunner to the Independent Police Investigative Directorate (IPID), was established in 1997 by Chapter 10 of the South African Police Services (SAPS) Act No 68 of 1995 (SAPS Act) as provided for in Section 222 of the Interim Constitution. The Independent Police Investigation Directorate Act No 1 of 2011 (IPID ACT), promulgated on 1 April 2012 replaced the ICD with IPID, bringing about a revised institution to address the shortcomings identified in the mandate and workings of the former ICD.

Service Delivery Model of IPID (Provincial and District Offices)

The IPID structure consists of a National Office, nine (9) Provincial Offices and nine (9) District Offices in the respective provinces. The District offices were established to improve access to IPID services; but due to the dire financial situation of IPID, a strategic decision was taken to close four (4) District Offices. Provincial Offices comprise of a Provincial Head, Deputy Provincial Head, investigators and administrative staff. However, this is not sufficient because the SAPS alone has 1 146 police stations and a number of satellite stations⁴. The geographical location of some of IPID offices makes it difficult for ordinary citizens in rural or far-fetched areas to access its services. In addition, this geographical location necessitates extensive traveling for IPID investigators, thereby requiring and exhausting the greater part of the budget on travelling and accommodation.

Department argues for its independence through adequate resourcing of financial and non-financial resources in order for the IPID to implement its mandate of independence as a core value. At the core is the need for IPID to have its own capacity to fully investigate cases including technical support, forensic and ballistic experts. However due to limited resources, the Department still relies on SAPS and other Departments for this expertise. Hence this may also impact on the integrity of the investigations carried out and compromises the Department's independence. It is in this regard that the IPID will continue to advocate for the funding of the Expansion Strategy that had received wide support from all stakeholders, yet remain unfunded.

Human Resource Capacity

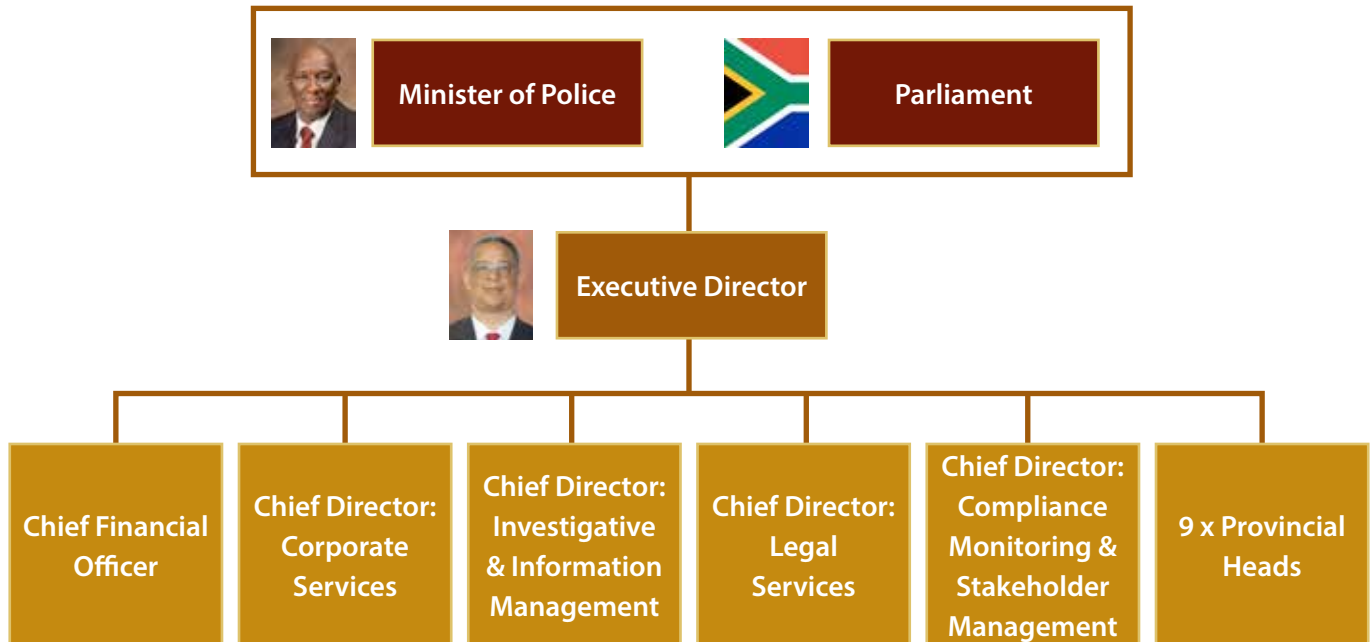
During the establishment of the ICD, the Department of Public Service and Administration (DPSA) has conducted the human capacity assessment which had recommended a total of 535 personnel. In the 2016/17 the IPID's staff establishment was reduced from 414 to 388 as a result of a ceiling that was put on Compensation of Employees which led to freezing of posts. The staff establishment will be increased from 388 to 415, by 27 posts. These posts are aimed at strengthening internal controls to address majority of Auditor General of South Africa (AGSA) audit findings in different Components. Although, the establishment of IPID led to an expansion of the mandate; no work study was conducted to determine the capacity needs in terms of organisational structure to enable the effective implementation of the new mandate.

⁴ South African Police (SAPS): Vote 23 Annual Report 2015/2016, p34.

The Department has been experiencing high turnover rate at entry salary levels, junior and middle management due to salary levels that are lower compared to other government departments. The lack of succession planning, non-implementation of Retention Strategy and IPID Section 23 (for investigators) were identified as some of the contributing to the staff turnover.

Organisational Structure

The structure of IPID is as follows:



2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

Implications of the Constitutional Court Judgment on IPID's organisational environment

On the 6th of September 2016 in a case of the Executive Director of IPID, Mr McBride v Minister of Police and Another. CCT 255/15 a unanimous judgment of the Constitutional Court written by Bosielo AJ confirmed the High Court's declaration of invalidity on the Minister's interference in the operations of IPID and found that the dispute provisions undermined IPID's constitutionally guaranteed independence. The Court emphasised the need to protect IPID from undue influence or political pressure by ensuring that appropriate mechanisms for accountability and oversight are in place. This would include, among other things, security of tenure through parliamentary oversight. Public confidence in IPID's ability to fulfil its duties is important the Court held, and as a result in addition to having actual independence, the Constitution also requires IPID to be perceived as independent.

Given the ConCourt judgment which provides for IPID's structural independence, there will be a need for the Department to review its organisational structure after the legislative reforms have been effected to the IPID Act in order to ensure that IPID functions effectively and efficiently. Furthermore, the training and development of investigators will continue to receive priority in order to ensure that the Department delivers on its mandate, more especially in the context of the need for IPID's independence.

The review process of the IPID Act is in progress. The Department has concluded internal review processes and relevant stakeholders were consulted during this process, including the State Law Advisor. The reviewed draft Bill was submitted to the Civilian Secretariat for Police Service legal team to lead process of tabling the Bill in Cabinet. The due date in line with the ConCourt timeframe is 24 months which is lapsing, September 2018. The reviewed IPID Act will ensure that the operational and structural independence of the IPID, to be able to effectively execute its mandate without any undue interference.

OVERVIEW OF 2017 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK ESTIMATES

3. OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES

3.1 Expenditure estimates: 2018/19- 2020/21

Table 20.3 Vote expenditure estimates by Programme and economic classification

| Programmes | | | | | | | | |
|---|------------------|-------------------------|---------------------------------|----------------------------------|--------------|--------------|-------------------------|---------------------------------|
| 1. Administration | | | | | | | | |
| 2. Investigation and Information Management | | | | | | | | |
| 3. Compliance Monitoring and Stakeholder Management | | | | | | | | |
| Programme | Revised estimate | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
| R million | 2017/18 | 2014/15 - 2017/18 | | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | |
| Programme 1 | 87.1 | 2.3% | 33.2% | 109.0 | 116.3 | 124.1 | 12.5% | 34.5% |
| Programme 2 | 156.9 | 1.6% | 64.0% | 190.0 | 203.1 | 216.8 | 11.4% | 60.6% |
| Programme 3 | 11.4 | 47.6% | 2.9% | 16.0 | 17.2 | 18.5 | 17.4% | 5.0% |
| Total | 255.5 | 2.9% | 100.0% | 315.1 | 336.7 | 359.4 | 12.0% | 100.0% |
| Change to 2017 Budget estimate | | | | 48.2 | 50.8 | 53.6 | | |
| Economic classification | | | | | | | | |
| Current payments | 254.4 | 3.4% | 97.7% | 310.0 | 331.3 | 353.7 | 11.6% | 98.6% |
| Compensation of employees | 176.9 | 8.9% | 63.8% | 212.3 | 228.8 | 246.5 | 11.7% | 68.2% |
| Goods and services | 77.5 | -5.9% | 33.8% | 99.7 | 102.5 | 107.2 | 11.4% | 30.4% |
| Transfers and subsidies | 1.1 | 16.4% | 0.4% | 0.6 | 0.7 | 0.7 | -12.6% | 0.3% |
| Departmental agencies and accounts | 0.6 | 4.8% | 0.2% | 0.6 | 0.7 | 0.7 | 9.4% | 0.2% |
| Households | 0.5 | 37.2% | 0.2% | - | - | - | -100.0% | 0.0% |
| Payments for capital assets | - | -100.0% | 1.9% | 4.5 | 4.7 | 4.9 | - | 1.1% |
| Machinery and equipment | - | -100.0% | 1.9% | 4.5 | 4.7 | 4.9 | - | 1.1% |
| Total | 255.5 | 2.9% | 100.0% | 315.1 | 336.7 | 359.4 | 12.0% | 100.0% |

3.2 Relating expenditure trends to Strategic Outcome-Oriented Goals

Chapter 12 of the National Development Plan calls for building safer communities in South Africa. This is given expression by Outcome 3 (all people in South Africa are and feel safe) of government's 2014-2019 Medium-Term Strategic Framework. The work of the Independent Police Investigative Directorate is directly aligned with this Outcome as the Directorate seeks to ensure that all people in South Africa live safely in a society free of corruption, and with an independent and fair criminal justice system. Over the medium term, the Directorate intends to focus on investigating high impact cases; finalising the review of its governing legislation, which is scheduled for completion in September 2018; enhancing its security measures to safeguard sensitive information and data; and conducting community outreach events. To assist the Directorate in carrying out activities related to some of these focus

areas, additional funding of R158.5 million has been reprioritised from the South African Police Service (SAPS) over the medium-term.

As the Directorate's work is labour intensive, 68 per cent (R678.6 million) of its total budget over the MTEF period is allocated to compensation of employees; mainly for investigators. The Directorate's funded personnel establishment is set to increase by 27 posts; from 388 in 2017/18 to 415 in 2018/19, and remains constant over the MTEF period. This explains the 28.2 per cent increase in spending on compensation of employees, from R176.9 million in 2017/18 to R246.5 million in 2020/21. The 27 additional appointments are expected to enable the Directorate to strengthen its capacity across all Programmes to address queries raised by the Auditor-General in relation to weaknesses in its internal control and Case Management System. The Directorate plans to appoint 6 interns in addition to the funded establishment, on one-year contracts in each year over the period. This is expected to increase the Directorate's staff complement from 415 to 421 in 2018/19, to be maintained at this level over the medium term.

Another major cost driver for the Directorate is goods and services; specifically spending on contractual obligations such as audit costs, office accommodation, municipal services, cleaning services, security services, fleet services and computer services. In this regard, R72.7 million of the reprioritised funds from the SAPS will be used to cover the shortfall in payments and accommodate that is higher than inflation increases on contractual obligations over the medium term.

In addition to the procurement and installation of specialised security measures; R14.1 million is allocated over the MTEF period to revamp and upgrade the Directorate's information security system and infrastructure; including networks, servers and desktop equipment. This accounts for the projected 10.5 per cent increase in expenditure on computer services across all Programmes over the medium term, from R7.1 million in 2017/18 to R9.5 million in 2020/21. The implementation of improved ICT infrastructure and security measures will ensure compliance with Minimum Information Security Standards (MISS) and improve efficiencies of the Case Management System. This is expected to enable the registration and allocation of at least 91 per cent of cases received within 72 hours of written notification over the MTEF period.

In September 2016, the Constitutional Court declared several sections of the Independent Police Investigative Directorate Act (2011) to be inconsistent with section 206(6) of the Constitution and ruled that the Act should be reviewed within 24 months from the date of the ruling. To conduct this review, R500 000 was shifted from various goods and services items in the Compliance Monitoring and Stakeholder Management Programme in 2017/18, while R1.2 million is allocated in 2018/19 from the reprioritised funds from the SAPS to finalise the review.





PART B

PROGRAMMES & SUB-PROGRAMME PLANS

PART B: PROGRAMMES & SUB-PROGRAMME PLANS

To effectively and efficiently deliver on our mandate, our activities and priorities are organized according to the following budget programmes:

- Programme 1: Administration
- Programme 2: Investigation and Information Management
- Programme 3: Compliance Monitoring and Stakeholder Management

4. PROGRAMME 1: ADMINISTRATION

Programme 1 activities are guided by the following key legislative framework; Public Finance Management Act (PFMA), Preferential Procurement Policy Framework Act (PPPFA), Treasury Regulations, Public Service Act (PSA), Public Service Regulations (PSR), Labour Relations Act, Skills Development Act, Employment Equity Act, Basic Conditions of Employment Act, Government Immovable Asset Management Act (GIAMA), National Archives Act, Minimum Information Security Standards (MISS), Public Administration Management Act (PAMA), Promotion of Access to Information Act (PAIA) and etc.

4.1 Purpose

Provide strategic leadership, management and support services to the Department.

4.1.1 Departmental Management

This Sub-programme provides strategic leadership, overall management and strategic reporting for the Directorate and ensures overall compliance with all relevant prescripts through the following components:

Executive Support

This Component provides strategic support to the Executive Director of the IPID. It also provides administrative, logistical and secretariat services and coordination of activities in the Office of the Executive Director.

Corporate Governance

This Component provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts.

Strategy and Performance Monitoring

This Component is responsible for implementing effective strategic planning, organisational performance monitoring and reporting processes, in line with relevant legislations. It also ensures assessment of key management practices as a mechanism of enhancing the ability of the Department to deliver on its core mandate.

Security Management

The Component provides Security Management Services by developing and supporting the implementation of security policies, systems and procedures. It provides access security, information security and physical security and monitors the implementation of information technology policies based on Minimum Information Security Standards, Minimum Physical Security Standards and the Occupational Health and Safety Act.

4.1.2 Internal Audit

This Sub-programme provides assurance and consulting services by conducting risk based audit reviews and performing Ad-hoc requests.

4.1.3 Finance Services

This Sub-programme ensures the establishment and implementation of strategic finance pertaining to sound financial management, accounting, procurement, provisioning and related internal controls in compliance with relevant legislative requirements. The sub-programme consists of the following components:

Office of the Chief Financial Officer

The Office of the Chief Financial Officer provides strategic support to the Executive Director and core service delivery Programmes, pertaining to finance services of the Department. The Component provides effective leadership and ensures the establishment and implementation of strategic finance, for the achievement of departmental objectives. This Component provides leadership to the Finance, Supply Chain Management (SCM) and Asset Management components. This component also provides strategic support in the implementation of relevant IPID Act financial management imperatives.

Finance

This Component provides for the establishment and implementation of sound financial management, expenditure and budgetary management, accounting services, cash-flow management, financial reporting and related internal control systems in compliance with relevant legislative requirements. It also assists the Executive Director in implementing the legislative imperatives as provided for in section 7(1)(a), section 7(1)(b); section 31(1)(a) and section 32(2)(a) of the IPID Act. It provides critical finance support to all service delivery units within the department for the achievement of departmental objectives.

Supply-Chain and Asset Management

This Component provides for the establishment and implementation of provisioning, procurement, asset management and related internal control systems, in compliance with relevant legislative requirements. It provides critical supply-chain and asset management services to the Department and renders efficient provisioning services which contribute towards the attainment of departmental objectives.

4.1.4 Corporate Services

This Sub-programme provides support services to the Department as a whole through the following components:

Human Resources Management and Development Services

The Component provides human resources management and development services through the development of human resource policies and strategies. It ensures the alignment of the organisational structure to the Strategic Plan. It is responsible for rendering efficient and effective human resource administration services. It promotes the optimal development and utilisation of human resources and manages labour relations and co-ordinates the employee health and wellness programme.

Information Communication Technology

This Component provides communication services by developing, implementing and maintaining Information Communication Technology Strategy and advisory services. It is responsible for development and implementation of a Master System Plan and Strategy for Information System Security. It develops, manages and co-ordinates website, intranet and integrated ICT infrastructure. It also provides Business Continuity services.

Auxiliary Services

The Component provides record management services, manage fleet services, render switchboard services, render messenger services and oversee the rendering of cleaning services. It also provides overall services related to activities and costs of office accommodation for the Department as a whole. This includes managing Service Level Agreement with Department of Public Works regarding the renting of new property and maintenance of existing property.

Vetting Services

The Unit provides pre-employment screening as well as information gathering for existing employees in order to obtain security clearances in line with the IPID Act.

4.1.5 Office Accommodation

This Sub-programme houses the devolved funds which are appropriated for office accommodation and related costs. The Auxiliary Services component performs the management of IPID facilities.

4.1.6 Legal Support and Administration

The Sub-Programme oversees and manages the Directorate's constitutional, legal and statutory obligations and compliance. It also develops and maintains legal services systems, norms and standards that enables it to advice, guide and support all the Programmes of the Directorate. The sub-programme oversees the implementation and management of the Legal Services' strategic objectives.

Litigation Advisory Services

The Component is responsible for the coordination and management of civil, labour and arbitration litigation matters. The sub-programme also reviews the Department's policies to ensure compliance with legislation and other departments' policies. Drafts and negotiates contracts, memoranda of understanding and Service Level Agreements. It further provides legal advice, guidance and support to the Department.

4.2 Strategic Objectives and Annual Targets for 2018/19 to 2020/21

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

| Strategic Objective | Strategic Indicator | Strategic Plan Target | Audited/Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
|---------------------|---|-----------------------|----------------------------|---------------|---------------|-----------------------|---------------------|---------|---------|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| A capable workforce | Number of strategic training areas undertaken as per IPID's Training Plan | 21 ⁵ | New Indicator | New Indicator | New Indicator | 7 | 7 | 7 | 7 |

⁵ The strategic target excludes the 2020/21 annual target; which will be incorporated into the 5 year target of the new MTSF cycle

4.3 Programme Performance Indicators and Annual Targets for 2018/19 to 2020/21

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

| Programme Performance Indicator | Audited/Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
|---|----------------------------|---------------|---------------|-----------------------|--------------------------|----------|----------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Percentage vacancy rate per year | 18% | 9.42% | 11% | < 10% | < 10% | <10% | <10% |
| Percentage implementation of annual Internal Audit Plan | New Indicator | New Indicator | 70% | 100% | 80% | 80% | 80% |
| Percentage implementation of risk mitigation strategies | New Indicator | New Indicator | New Indicator | New Indicator | 40% | 50% | 60% |
| Number of evaluations conducted per year | New Indicator | New Indicator | New Indicator | New Indicator | Approved Evaluation Plan | 1 | 1 |
| Percentage of written legal opinions provided to the Department within 30 working days of request | 66% | 85% | 71% | 90% | 70% (4) | 70% (4) | 70% (4) |
| Percentage of contracts/service level agreements finalised within 30 working days of request | 56% | 79% | - | 90% | 70% (10) | 70% (10) | 70% (10) |

4.4 Quarterly Targets for 2018/19

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

| Programme Performance Indicator | Reporting period | Annual target | Quarterly targets | | | |
|---|------------------|--------------------------|-------------------|-----|-----|--------------------------|
| | | | 1st | 2nd | 3rd | 4th |
| Percentage vacancy rate per year | Annually | <10% | - | - | - | <10% |
| Percentage implementation of annual Internal Audit Plan | Annually | 80% | - | - | - | 80% |
| Percentage implementation of risk mitigation strategies | Annually | 40% | - | - | - | 40% |
| Number of evaluations conducted per year | Annually | Approved Evaluation Plan | - | - | - | Approved Evaluation Plan |
| Percentage of written legal opinions provided to the Department within 30 working days of request | Annually | 70% (4) | - | - | - | 70% (4) |
| Percentage of contracts/service level agreement finalised within 30 working days of request | Annually | 70% (10) | - | - | - | 70% (10) |

4.5 Reconciling Performance Targets with the Budget and MTEF

Table 20.9 Administration expenditure trends and estimates by sub-programme and economic classification

| Sub-programme | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|--|-----------------|--------------|--------------|------------------------|-------------------------|---------------------------------|----------------------------------|--------------|--------------|-------------------------|---------------------------------|
| | 2014/15 | 2015/16 | 2016/17 | | | | 2017/18 | 2018/19 | 2019/20 | | |
| R million | | | | | | | | | | | |
| Department Management | 7.4 | 11.0 | 13.2 | 13.6 | 22.8% | 14.1% | 19.7 | 21.0 | 22.4 | 18.0% | 17.6% |
| Corporate Services | 44.1 | 33.9 | 31.1 | 38.0 | -4.9% | 46.0% | 48.8 | 52.2 | 55.7 | 13.6% | 44.6% |
| Office Accommodation | 10.2 | 10.6 | 11.2 | 11.8 | 5.0% | 13.7% | 12.4 | 13.1 | 13.9 | 5.6% | 11.7% |
| Internal Audit | 2.8 | 3.6 | 3.9 | 4.3 | 14.7% | 4.6% | 4.8 | 5.1 | 5.5 | 8.8% | 4.5% |
| Finance Services | 16.5 | 16.4 | 16.7 | 19.5 | 5.7% | 21.6% | 23.3 | 24.9 | 26.5 | 11.0% | 21.6% |
| Total | 81.0 | 75.5 | 76.1 | 87.1 | 2.5% | 100.0% | 109.0 | 116.3 | 124.0 | 12.5% | 100.0% |
| Change to 2017 | | | | 87.1 | | | 16.8 | 17.8 | 18.8 | | |
| Budget estimate | | | | | | | | | | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 77.8 | 74.4 | 74.9 | 86.3 | 3.5% | 98.0% | 103.9 | 111.0 | 118.4 | 11.1% | 96.1% |
| Compensation of employees | 33.7 | 43.0 | 47.9 | 50.1 | 14.1% | 54.7% | 64.2 | 69.2 | 74.5 | 14.2% | 59.1% |
| Goods and services of which: | 44.1 | 31.3 | 26.9 | 36.2 | -6.4% | 43.3% | 39.6 | 41.8 | 43.9 | 6.6% | 37.0% |
| Minor assets | 0.3 | 0.3 | 0.1 | 0.0 | -59.1% | 0.2% | 2.1 | 2.2 | 2.3 | 394.4% | 1.5% |
| Audit costs: External | 4.2 | 3.4 | 2.2 | 4.3 | 0.8% | 4.4% | 3.5 | 3.7 | 3.8 | -4.2% | 3.5% |
| Computer services | 2.9 | 2.9 | 3.5 | 4.7 | 17.5% | 4.3% | 5.4 | 5.7 | 5.8 | 7.8% | 4.9% |
| Operating leases | 20.4 | 12.2 | 9.7 | 14.2 | -11.5% | 17.7% | 14.2 | 15.0 | 16.1 | 4.3% | 13.6% |
| Property payments | 3.9 | 4.1 | 4.4 | 5.1 | 9.5% | 5.5% | 6.7 | 7.0 | 7.3 | 12.5% | 6.0% |
| Travel and subsistence | 3.4 | 3.2 | 2.9 | 1.9 | -17.0% | 3.6% | 2.2 | 2.3 | 2.4 | 8.0% | 2.0% |
| Transfers and subsidies | 0.4 | 0.5 | 1.1 | 0.8 | 29.5% | 0.9% | 0.6 | 0.7 | 0.7 | -3.7% | 0.7% |
| Departmental agencies and accounts | 0.4 | 0.4 | 0.5 | 0.6 | 16.2% | 0.6% | 0.6 | 0.7 | 0.7 | 9.8% | 0.6% |
| Households | 0.0 | 0.1 | 0.6 | 0.3 | 118.7% | 0.3% | - | - | - | -100.0% | 0.1% |
| Payments for capital assets | 2.8 | 0.7 | 0.1 | - | -100.0% | 1.1% | 4.5 | 4.7 | 4.9 | - | 3.2% |
| Machinery and equipment | 2.8 | 0.7 | 0.1 | - | -100.0% | 1.1% | 4.5 | 4.7 | 4.9 | - | 3.2% |
| Payments for financial assets | 0.0 | 0.0 | 0.0 | - | -100.0% | - | - | - | - | - | - |
| Total | 81.0 | 75.5 | 76.1 | 87.1 | 2.5% | 100.0% | 109.0 | 116.3 | 124.0 | 12.5% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 34.8% | 32.2% | 31.5% | 34.1% | - | - | 34.6% | 34.6% | 34.5% | - | - |
| Details of transfers and subsidies | | | | | | | | | | | |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 0.4 | 0.4 | 0.5 | 0.6 | 16.1% | 0.6% | 0.6 | 0.7 | 0.7 | 9.9% | 0.6% |
| Communication | - | - | - | - | - | - | - | - | - | - | - |
| Safety and Security Sector Education and Training Authority | 0.4 | 0.4 | 0.5 | 0.6 | 16.1% | 0.6% | 0.6 | 0.7 | 0.7 | 9.9% | 0.6% |
| Households | | | | | | | | | | | |
| Other transfers to households | | | | | | | | | | | |
| Current | - | - | 0.5 | - | -100.0% | 0.2% | - | - | - | - | - |
| Employee social benefits | - | - | 0.5 | - | -100.0% | 0.2% | - | - | - | - | - |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | - | - | - | 0.3 | 256.6% | 0.1% | - | - | - | -100.0% | 0.1% |
| Employee social benefits | - | - | - | 0.3 | 256.6% | 0.1% | - | - | - | -100.0% | 0.1% |

4.6 Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

In executing its legislative mandate, the Directorate collects and stores sensitive information and evidence from crime scenes. Over the medium-term, the Directorate aims to improve its internal security measures for the collection and storage of this data. The Directorate intends to do this by implementing suggestions based on the findings of the report on security threats compiled by the State Security Agency in 2016/17 financial year. The report identified that the Directorate's internal security measures did not comply with MISS, prompting the need to strengthen them.

For this purpose, R15 million is allocated over the MTEF period to the Administration Programme, for the procurement and installation of specialised security items; such as access controls and biometrics, safes and steel cabinets in all District Offices. In addition, the Directorate intends to prioritise the appointment of 1 Director and 4 Assistant Directors in 2018/19, which will be responsible for security and vetting, respectively. This accounts for the projected increase of 14.2 per cent in spending on compensation of employees in the Administration Programme over the medium-term, from R50.1 million in 2017/18 to R74.6 million in 2020/21.

Furthermore, in order to ensure data integrity and prevention of unauthorised access, IPID will embark on network upgrade that will enable data security in line with MISS. ICT Disaster Recovery Plan will be implemented to ensure that service delivery is not disrupted should a catastrophic event occur, at a cost of R17 million over the MTEF period.

5. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

5.1 Purpose

Coordinate and facilitate the directorate's investigation processes, through the development of policy and strategic frameworks that guide and report on investigations.

The programme consists of the following sub-programmes:

5.1.1 Investigation Management

This sub-programme develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act (2011) and other prescripts.

5.1.2 Investigation Services

This Sub-programme manages and conducts investigations in line provisions of the IPID Act, Regulations, Executive Director Guidelines and Standard Operating Procedures.

5.1.3 Information Management

This Sub-programme manages information and knowledge-management services through the development and maintenance of a Case Flow Management System and database, analyses and compiles statistical information.

5.1.4 Investigation Advisory Services

The sub-programme is responsible for the provision of legal advice, guidance and support to investigators. This support is provided during and after the completion of investigations. The sub-programme also facilitates the conferment of policing powers to investigators in addition to ensuring compliance with the law.

5.2 Strategic Objectives and Annual Targets for 2018/19 to 2020/21

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

| Strategic Objective | Indicator | Strategic Plan Target | Audited/Actual Performance | | | Estimated performance | Medium-Term Targets | | |
|---|--|-----------------------|----------------------------|---------------|---------------|-----------------------|---------------------|---------------|---------------|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Specialised investigative capacity established | Number of investigators trained on specialised services as per the Training Plan | 325 ⁶ | New indicator | New indicator | 73 | 75 | 75 | 75 | 75 |
| Decision ready cases finalised | Percentage of decision ready cases completed from total cases received | 60% (26 260) | 48% (5045) | 69% (7407) | 49% (3449) | 60% (5164) | 45% (5347) | 47% (4893) | 47% (3061) |
| Provide Investigation advisory services to investigators ⁷ | Percentage of legal advice provided to investigators from the total request received | 90% | 90% | 75% | 100% | 90% | 90% (6) | 90% (6) | 90% (6) |

⁶ The strategic target excludes the 2020/21 annual target; which will be incorporated into the 5 year target of the new MTSF cycle.

⁷ Legal Services was discontinued as a budget-programme structure in 2017/18 financial year; however it will be re-instated in 2019/20 in line with the feedback received from the National Treasury. In the current financial year (2018/19), indicators for Legal Services are split between Programme 1: Administration and Programme 2: Investigations and Information Management.

5.3 Programme Performance Indicators and Annual Targets for 2018/19

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

| Programme Performance Indicator | Audited/Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
|---|----------------------------|---------------|----------------|-----------------------|---------------------|---------------|---------------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Percentage of cases allocated within 72 hours of receipt of written notification | 73% (4298) | 92% (5126) | 79% (5543) | 78% (5047) | 79% (5332) | 80% (5100) | 80% (5400) |
| Number of statistical reports generated as per Sec 9(n) of IPID Act | 18 | 18 | 6 | 6 | 2 | 2 | 2 |
| Number of investigations of deaths in police custody that are decision ready | 40% (162) | 69% (229) | 46% (140) | 62% (360) | 150 | 150 | 150 |
| Number of investigations of deaths as a result of police action that are decision ready | 22% (164) | 66% (470) | 29% (115) | 48% (459) | 130 | 130 | 130 |
| Number of investigations of discharge of an official firearm by a police officer that are decision ready | 25% (408) | 62% (959) | 49% (805) | 60% (1366) | 500 | 500 | 500 |
| Number of investigations of rape by police officer that are decision ready | 36% (67) | 74% (130) | 54% (61) | 65% (164) | 65 | 65 | 65 |
| Number of investigations of rape while in police custody that are decision ready | 65% (22) | 89% (25) | 25% (5) | 65% (20) | 10 | 10 | 10 |
| Number of investigations of torture that are decision ready | 18% (26) | 54% (124) | 36% (63) | 45% (60) | 60 | 60 | 60 |
| Number of investigations of assault that are decision ready | 20% (1364) | 72% (5070) | 53% (2 040) | 51% (5000) | 2000 | 2000 | 2000 |
| Number of investigations of corruption that are decision ready | 16% (32) | 57% (130) | 41% (66) | 40% (130) | 60 | 66 | 66 |
| Number of investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 33(3) of the IPID Act that are decision ready | 12% (47) | 58% (180) | 35% (110) | 51% (160) | 80 | 80 | 80 |
| Number of approved systemic corruption investigations that are decision ready | 2 | 7 | 4 | 2 | 2 | 2 | 2 |
| Number of all backlog decision ready cases completed | 16% | 68% | 49% | 50% (1772) | 1 250 | 1 250 | 1 250 |
| Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off | 92% (904) | 84% (808) | 75% (859) | 90% (1294) | 90% (1300) | 90% (1350) | 90% (1400) |
| Percentage of disciplinary recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off | 80% (707) | 89% (1149) | 83% (1 026) | 90% (778) | 90% (1400) | 90% (1450) | 90% (1550) |
| Percentage of oral legal advice provided to investigators within 24 hours of request | 100% | 90% (6) | 100% (3) | 90% (3) | 90% (3) | 90% (3) | 90% (3) |
| Percentage of written legal advice provided to investigators within 2 working days of request | 0% ⁸ | 90% (6) | 100% (3) | 90% (3) | 90% (3) | 90% (3) | 90% (3) |
| Percentage of PAIA requests finalised within 30 days | 63% (25) | 57% (54) | 91% (60) | 100% (60) | 100% (65) | 100% (65) | 100% (65) |

8 The target is demand driven; there were no request for written legal advice during the 2014/15 financial year.

5.4 Quarterly Targets for 2018/19

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

| Programme Performance Indicator | Reporting Period | Annual Target | Quarterly Targets | | | |
|---|------------------|---------------|-------------------|---------------|---------------|---------------|
| | | | 1st | 2nd | 3rd | 4th |
| Percentage of cases allocated within 72 hours of receipt of written notification | Quarterly | 79% (5300) | 79% (1000) | 79% (2400) | 79% (3900) | 79% (5300) |
| Number of statistical reports generated as per Section 9(n) of IPID Act | Quarterly | 2 | | 1 | - | 1 |
| Number of investigations of deaths in police custody that are decision ready | Quarterly | 150 | 20 | 50 | 110 | 150 |
| Number of investigations of deaths as a result of police action that are decision ready | Quarterly | 130 | 10 | 30 | 90 | 130 |
| Number of investigations of discharge of an official firearm by a police officer that are decision ready | Quarterly | 500 | 100 | 250 | 400 | 500 |
| Number of investigations of rape by police officer that are decision ready | Quarterly | 65 | 5 | 15 | 45 | 65 |
| Number of investigations of rape while in police custody that are decision ready | Quarterly | 10 | 0 | 3 | 6 | 10 |
| Number of investigations of torture that are decision ready | Quarterly | 60 | 10 | 20 | 50 | 60 |
| Number of investigations of assault that are decision ready | Quarterly | 2000 | 300 | 700 | 1400 | 2000 |
| Number of investigations of corruption that are decision ready | Quarterly | 60 | 10 | 20 | 50 | 60 |
| Number of investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 33(3) of the IPID Act that are decision ready | Quarterly | 80 | 10 | 30 | 60 | 80 |
| Number of approved systemic investigations that are decision ready | Annually | 2 | - | - | - | 2 |
| Number of all backlog decision ready cases finalised | Annually | 1250 | - | - | - | 1250 |
| Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off | Quarterly | 90% (1300) | 90% (313) | 90% (626) | 90% (939) | 90% (1300) |
| Percentage of disciplinary recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off | Quarterly | 90% (1400) | 90% (250) | 90% (600) | 90% (950) | 90% (1400) |
| Percentage of oral legal advice provided to investigators within 24 hours of request | Annually | 90% (3) | - | - | - | 90% (3) |
| Percentage of written legal advice provided to investigators within 2 working days of request | Annually | 90% (3) | - | - | - | 90% (3) |
| Percentage of PAIA requests finalised within 30 days | Annually | 100% (60) | - | - | - | 100% (60) |

Majority of indicators are reported cumulatively; please refer to the Technical Indicator Description for specific indicators

5.5 Reconciling Performance Targets with the Budget and the Medium-Term Expenditure Framework

Table 20.11 Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification

| Sub-programme | Audited outcome | | | Adjusted appropriation 2017/18 | Average growth rate (%) 2014/15 - 2017/18 | Average: Expenditure/ Total (%) 2017/18 | Medium-term expenditure estimate | | | Average growth rate (%) 2017/18 - 2020/21 | Average: Expenditure/ Total (%) 2020/21 |
|--|-----------------|--------------|--------------|-----------------------------------|--|--|----------------------------------|--------------|--------------|--|--|
| | 2014/15 | 2015/16 | 2016/17 | | | | 2018/19 | 2019/20 | 2020/21 | | |
| R million | | | | | | | | | | | |
| Investigation Management | 20.0 | 10.9 | 16.5 | 15.6 | -8.0% | 10.2% | 18.6 | 19.7 | 20.9 | 10.3% | 9.7% |
| Investigation Services | 122.5 | 139.5 | 136.9 | 137.6 | 4.0% | 87.0% | 163.7 | 174.7 | 186.2 | 10.6% | 86.4% |
| Information Management | 5.5 | 4.1 | 3.6 | 3.7 | -11.8% | 2.7% | 7.8 | 8.7 | 9.7 | 37.5% | 3.9% |
| Total | 148.0 | 154.4 | 157.0 | 156.9 | 2.0% | 100.0% | 190.0 | 203.1 | 216.8 | 11.4% | 100.0% |
| Change to 2017 Budget estimate | | | | (301) | | | 26.9 | 28.2 | 29.68 | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 134.9 | 152.6 | 156.7 | 156.7 | 5.1% | 97.5% | 190.0 | 203.0 | 216.8 | 11.4% | 100.0% |
| Compensation of employees | 83.3 | 103.0 | 114.2 | 116.7 | 11.9% | 67.7% | 134.0 | 144.5 | 155.8 | 10.1% | 71.8% |
| Goods and services | 51.6 | 49.7 | 42.5 | 40.0 | -8.2% | 29.8% | 56.0 | 58.6 | 61.0 | 15.1% | 28.1% |
| <i>of which:</i> | | | | | | | | | | | |
| Computer services | 10.1 | 2.7 | 5.2 | 2.3 | -39.0% | 3.3% | 3.2 | 3.4 | 3.6 | 15.8% | 1.6% |
| Legal services | 0.0 | 1.4 | 1.0 | 3.7 | 750.9% | 1.0% | 5.0 | 5.2 | 5.5 | 14.1% | 2.5% |
| Fleet services (including government motor transport) | 7.5 | 5.4 | 3.9 | 4.9 | -13.2% | 3.5% | 5.6 | 5.9 | 6.2 | 8.5% | 2.9% |
| Operating leases | 6.1 | 8.2 | 3.5 | 8.9 | 13.2% | 4.3% | 14.0 | 14.3 | 14.4 | 17.5% | 6.7% |
| Property payments | 3.9 | 5.4 | 5.7 | 5.8 | 14.4% | 3.4% | 10.9 | 11.5 | 12.1 | 27.5% | 5.3% |
| Travel and subsistence | 14.5 | 19.2 | 15.8 | 8.1 | -17.7% | 9.3% | 10.5 | 11.1 | 11.7 | 13.1% | 5.4% |
| Transfers and subsidies | 0.3 | 0.2 | 0.1 | 0.3 | -4.0% | 0.1% | 0.0 | 0.0 | 0.0 | -75.9% | - |
| Departmental agencies and accounts | 0.0 | 0.0 | 0.0 | 0.0 | 31.0% | - | 0.0 | 0.0 | 0.0 | -23.7% | - |
| Households | 0.3 | 0.2 | 0.1 | 0.3 | -4.6% | 0.1% | - | - | - | -100.0% | - |
| Payments for capital assets | 12.8 | 1.6 | 0.2 | - | -100.0% | 2.4% | - | - | - | - | - |
| Machinery and equipment | 12.8 | 1.6 | 0.2 | - | -100.0% | 2.4% | - | - | - | - | - |
| Payments for financial assets | 0.0 | - | 0.1 | - | -100.0% | - | - | - | - | - | - |
| Total | 148.0 | 154.4 | 157.0 | 156.9 | 2.0% | 100.0% | 190.0 | 203.0 | 216.8 | 11.4% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 63.7% | 66.0% | 64.9% | 61.4% | - | - | 60.3% | 60.3% | 60.3% | - | - |
| Details of transfers and subsidies | | | | | | | | | | | |
| Departmental agencies and Accounts | | | | | | | | | | | |
| Departmental agencies (non-Business entities) | - | - | - | - | 31.0% | - | - | - | - | -23.7% | - |
| Current | | | | | | | | | | | |
| Communication | | | | | | | | | | | |
| Households | - | 0.1 | - | - | - | - | - | - | - | - | - |
| Social benefits | - | 0.1 | - | - | - | - | - | - | - | - | - |
| Current | | | | | | | | | | | |
| Claims against the state | | | | | | | | | | | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | 0.3 | 0.1 | 0.0 | 0.3 | -4.6% | 0.1% | - | - | - | -100.0% | - |
| Employee social benefits | 0.3 | 0.1 | 0.0 | 0.3 | -4.6% | 0.1% | - | - | - | -100.0% | - |

5.6 Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

High impact cases include; but not limited to corruption, systemic corruption, death while in police custody, death as a result of police action, rape by a police officer whether on or off duty, and rape while in police custody. The Directorate's focus on high impact cases over the medium term will ensure that it is able to deal effectively with cases that are generally more complex to investigate. This is also expected to decrease the likelihood of the occurrence of other criminal offences by the police, such as assault, torture and discharge of an official firearm, which the directorate has a legislative obligation to investigate.

The focus on investigating high impact cases will ensure that the Directorate is able to, in each year over the MTEF period, investigate at least 150 cases for deaths while in police custody, 130 cases for deaths as a result of police action, 65 cases for rape by a police officer and 10 cases of rape while in police custody. The bulk of the resources allocated to the *Investigation and Information Management* programme, which has 192 investigators and a total budget of R610 million over the MTEF is earmarked for the investigation of high impact cases.

6. PROGRAMME 3: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

6.1 Purpose

Safeguard the principles of cooperative governance and stakeholder relations. Monitor and evaluate the relevance and appropriateness of recommendations made to the South African Police Service and Municipal Police Services in terms of the Independent Police Investigative Directorate Act no. 1 of 2011. The programme consists of the following Sub-programmes:

6.1.1 Compliance Monitoring

The Sub-programme monitors and evaluates the quality of recommendations made and responsiveness received from the South African Police Service, Municipal Police Services and National Prosecuting Authority in compliance with the reporting obligations in terms of the IPID Act, as well as integrity testing of IPID officials as provided for in Section 26 of the IPID Act.

6.1.2 Stakeholder Management

The Sub-programme manages relations and liaises with the Department's key stakeholders such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police, National Prosecuting Authority, Public Protector of South Africa, and Civil Society Organisations in line with the requirements of the IPID Act. It also provides communication and marketing services; coordinates and manages the distribution of information to stakeholders; and promotes public awareness on the IPID.

6.2 Strategic Objective Annual Targets for 2018/19 to 2020/21

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

| Strategic Objective | Indicator | Strategic Plan Target | Audited/Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
|--|---|-----------------------|----------------------------|---------------|---|-----------------------|---------------------|---------|---------|
| | | | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Ensure an Integrated Communication and Stakeholder Engagement Strategy | Percentage implementation of the Integrated Communication and Stakeholder Engagement Strategy | 90% | New Indicator | New Indicator | Draft Integrated Communication and Stakeholder Engagement Strategy ⁹ | 25% ¹⁰ | 90% | 90% | - |

⁹ The implementation of the Integrated Communication and Stakeholder Engagement Strategy commenced in the 2017/18 as planned, subsequent to the approval thereof in the said financial year.

¹⁰ This is the percentage implementation of the action plan in that particular financial year

6.3 Programme Performance Indicators and Annual Targets for 2018/19 to 2020/21

The following table sets out the Programme Performance Indicators and Annual Targets for the MTEF period:

| Programme Performance Indicator | Audited/Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
|---|----------------------------|---------------|---------------|-----------------------|---------------------|-----------|-----------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Number of community outreach events conducted per year | 337 | 244 | 98 | 108 | 80 | 80 | 80 |
| Number of formal engagements held with key stakeholders per year | 130 | 142 | 134 | 156 | 128 | 128 | 128 |
| Number of disciplinary recommendations referred to SAPS and MPS that are analysed | New indicator | New indicator | New indicator | New indicator | 1000 | 1000 | 1000 |
| Number of criminal referrals forwarded to NPA that are analysed | New indicator | New indicator | New indicator | New indicator | 748 | 748 | 748 |
| Percentage of responses from SAPS and MPS that are analysed | New indicator | New indicator | New indicator | New indicator | 50% (900) | 50% (900) | 50% (900) |
| Percentage of responses from the NPA that are analysed | New indicator | New indicator | New indicator | New indicator | 50% (600) | 50% (600) | 50% (600) |

6.4 Programme Performance Indicators and Quarterly Targets for 2018/19

The following table sets out the quarterly targets for the Programme Performance Indicators identified above:

| Programme Performance Indicator | Reporting Period | Annual Target | Quarterly Targets | | | |
|---|------------------|---------------|-------------------|-----------|-----------|-----------|
| | | | 1st | 2nd | 3rd | 4th |
| Number of community outreach events conducted per year | Quarterly | 80 | 20 | 40 | 60 | 80 |
| Number of formal engagements held with key stakeholders per year | Quarterly | 128 | 32 | 64 | 96 | 128 |
| Number of disciplinary recommendations referred to SAPS and MPS that are analysed | Quarterly | 1000 | 250 | 500 | 750 | 1000 |
| Number of criminal referrals forwarded to NPA that are analysed | Quarterly | 748 | 187 | 374 | 561 | 748 |
| Percentage of responses from SAPS and MPS that are analysed | Quarterly | 50% (900) | 50% (225) | 50% (450) | 50% (675) | 50% (900) |
| Percentage of responses from the NPA that are analysed | Quarterly | 50% (600) | 50% (150) | 50% (300) | 50% (450) | 50% (600) |

6.5 Reconciling performance targets with the Budget and MTEF

Table 20.13 Compliance Monitoring and Stakeholder Management expenditure trends and estimates by subprogramme and economic classification

| Subprogramme | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|--|-----------------|-------------|-------------|------------------------|-------------------------|---------------------------------|----------------------------------|-------------------|-------------|-------------------------|---------------------------------|
| | 2014/15 | 2015/16 | 2016/17 | | | | 2017/18 | 2014/15 - 2017/18 | 2018/19 | | |
| R million | | | | | | | | | | | |
| Compliance Monitoring | 2.5 | 4.1 | 4.1 | 5.5 | 29.8% | 58.9% | 11.0 | 11.8 | 12.7 | 31.9% | 65.0% |
| Stakeholder Management | 0.9 | 0.1 | 4.5 | 5.9 | 87.3% | 41.1% | 5.0 | 5.4 | 5.8 | -0.5% | 35.0% |
| Total | 3.4 | 4.2 | 8.6 | 11.4 | 49.3% | 100.0% | 16.0 | 17.2 | 18.5 | 17.4% | 100.0% |
| Change to 2017 Budget estimate | | | | 301 | | | 4.5 | 4.9 | 5.3 | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 3.1 | 4.2 | 8.4 | 11.4 | 54.3% | 97.6% | 16.0 | 17.2 | 18.7 | 17.4% | 100.0% |
| Compensation of employees | 2.5 | 3.6 | 7.0 | 10.1 | 59.5% | 83.6% | 13.9 | 15.0 | 16.2 | 17.1% | 87.5% |
| Goods and services | 0.6 | 0.6 | 1.3 | 1.3 | 28.7% | 14.0% | 2.1 | 2.2 | 2.3 | 20.3% | 12.5% |
| <i>of which:</i> | | | | | | | | | | | |
| Advertising | 0.0 | 0.0 | 0.0 | 0.3 | 124.7% | 1.3% | 0.2 | 0.2 | 0.2 | -15.5% | 1.3% |
| Communication | 0.0 | 0.0 | 0.1 | 0.1 | 62.6% | 1.3% | 0.1 | 0.1 | 0.1 | -3.8% | 0.7% |
| Computer services | 0.1 | 0.1 | 0.2 | 0.1 | 5.8% | 1.7% | 0.1 | 0.1 | 0.1 | 8.2% | 0.8% |
| Consumables: Stationery, printing and office supplies | 0.2 | 0.0 | 0.2 | 0.0 | -43.8% | 1.4% | 0.0 | 0.1 | 0.1 | 21.1% | 0.3% |
| Travel and subsistence | 0.2 | 0.4 | 0.4 | 0.5 | 35.7% | 5.3% | 1.4 | 1.5 | 1.6 | 49.4% | 7.9% |
| Training and development | 0.0 | 0.0 | 0.0 | 0.0 | 33.6% | 0.5% | 0.1 | 0.1 | 0.1 | 36.0% | 0.4% |
| Transfers and subsidies | - | - | 0.3 | - | - | 1.0% | - | - | - | - | - |
| Households | - | - | 0.3 | - | - | 1.0% | - | - | - | - | - |
| Payments for capital assets | 0.3 | 0.1 | - | - | -100.0% | 1.4% | - | - | - | - | - |
| Machinery and equipment | 0.3 | 0.1 | - | - | -100.0% | 1.4% | - | - | - | - | - |
| Total | 3.4 | 4.2 | 8.6 | 11.4 | 49.3% | 100.0% | 16.0 | 17.2 | 18.5 | 17.4% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 1.5% | 1.8% | 3.6% | 4.5% | - | - | 5.1% | 5.1% | 5.1% | - | - |

| Details of transfers and subsidies | | | | | | | | | | | |
|---|---|---|------------|---|---|-------------|---|---|---|---|---|
| Households | | | | | | | | | | | |
| Other transfers to households | | | | | | | | | | | |
| Current | - | - | 0.3 | - | - | 1.0% | - | - | - | - | - |
| Claims against the state | - | - | 0.3 | - | - | 1.0% | - | - | - | - | - |

6.6 Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

The allocation over MTEF period is mainly to provide for costs associated with stakeholder and public consultation such as travel and subsistence, stationery, and printing. Consequently, spending on travel and subsistence is expected to increase at an average annual rate of 49.4 per cent over the MTEF period, from R500 000 in 2017/18 to R1.6 million in 2020/21. It is anticipated that the amended Act will be tabled in Parliament for consideration towards the end of 2017/18, and the wider public consultation process will commence at the beginning of 2018/19. Once finalised, the amended Act is expected to ensure that the Directorate has the necessary operational and structural independence to execute its mandate.

Although community outreach is still a key focus area for the Directorate, the number of community outreach events to be conducted has been reduced from 108 to 80 over the medium-term. The Directorate has no dedicated personnel at Provincial offices to conduct these events and makes use of its investigators to perform this work. The increasing intake of cases by the Directorate each year means that there are fewer investigators available to assist with community outreach events. As a result of the projected decrease in the number of outreach events to be held over the MTEF period, spending on advertising in the Compliance Monitoring and Stakeholder Management Programme, which provides the funding to conduct these events; is expected to decrease at an average of 15.5 per cent over the medium-term, from R300 000 in 2017/18 to R200 000 in 2020/21.

PART C: LINKS TO OTHER PLANS

The Department does not have major infrastructure plans, does not administer conditional grants nor has public entities.

PART D: TECHNICAL INDICATOR DESCRIPTION TABLE

Please refer to IPID's website (www.ipid.gov.za) for full definitions of all strategic indicators and programme performance indicators.

LIST OF ACRONYMS

| | |
|-----------------|---|
| AGSA | Auditor General of South Africa |
| CI | Crime Intelligence |
| ConCourt | Constitutional Court |
| CPF | Community Policing Forum |
| CSF | Community Safety Forum |
| CSPS | Civilian Secretariat for Police Service |
| DPCI | Directorate for Priority Crime Investigation |
| DPSA | Department of Public Service Administration |
| GIAMA | Government Immoveable Asset Management Act |
| ICD | Independent Complaints Directorate |
| ICT | Information Communication Technology |
| IGI | Inspector General of Intelligence |
| IPID | Independent Police Investigative Directorate |
| MISS | Minimum Information Security Standards |
| MoU | Memorandum of Understanding |
| MPS | Metropolitan Police Services |
| MTBPS | Medium Term Budget Policy Statement |
| MTEF | Medium Term Expenditure Framework |
| MTSF | Medium Term Strategic Framework |
| NDP | National Development Plan |
| NGO | Non-governmental Organisation |
| NSIT | National Specialised Investigations Team |
| NT | National Treasury |
| PAIA | Promotion of Access to Information Act |
| PAMA | Public Administration Management Act |
| PFMA | Public Finance Management Act |
| PPPFA | Preferential Procurement Policy Framework Act |
| PSA | Public Service Act |
| PSR | Public Service Regulations |
| SAPS | South African Police Services |
| SCM | Supply Chain Management |
| SSA | Secret Service Account |



ANNEXURES

ANNEXURE A:

ADJUSTMENTS TO IPID'S STRATEGIC PLAN (2015- 2019)

The Framework for Strategic and Annual Performance Plans (2012) provides that "A Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service delivery environment. The relevant institution does this by issuing an amendment to the existing plan, which may be published as an Annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan". Further, the Framework further requires departments to set SMART strategic objectives that reflect the high level outputs the department would like to produce in order to achieve its outcome-oriented goals and vision.

In view of the above, the Department has made adjustments to some of its strategic objectives and indicators. A summary of the adjustments from the 2016/17 financial year is presented as follows:

| ADJUSTMENTS TO THE STRATEGIC PLAN | | | | | | |
|---|--|------------------|-----------------------------------|---|------------------|--|
| Old | | | New | | | Justification for Adjustments |
| Strategic Objective | Strategic Indicator | Strategic Target | Strategic Objective | Strategic Indicator | Strategic Target | |
| Programme 1: Administration | | | | | | |
| Capacity building is undertaken ¹¹ | Vacancy rate per year | <10% | A capable workforce ¹² | Number of strategic training areas undertaken as per IPID's Training Plan ¹³ | 7 | The ultimate outcome of undertaking capacity building is to ensure that IPID has a capable workforce that is able to deliver on its mandate. The objective will be achieved by capacitating IPID employees through a themed strategic approach to training. |
| Departmental Performance Management System operates optimally ¹⁴ | Number of performance reports produced | 9 | - | - | - | Discontinued The indicator for this strategic objective was not SMART enough and target was the production of performance report which was not adequate to assess whether the Department is achieving its strategic objective. Based on AG's repeat findings as well as the recommendations of the Portfolio Committee on Police, management took a decision to replace this strategic objective with the one that aims to improve the risk maturity level of the department. |
| Effective risk management ¹⁵ | Improved risk level of risk maturity | Level 5 | - | - | - | Discontinued Based on management deliberations and performance dialogue with the Department Planning, Monitoring and Evaluation it was agreed that the strategic objective was more operational. |
| Programme 2: Investigations and Information Management | | | | | | |

11 Discontinued from 2016/17 financial year

12 Introduced in 2016/17 financial year

13 Introduced in 2017/8 financial year

14 Discontinue from 2016/17 financial year

15 The strategic objective was introduced in 2016/17 financial year and discontinued in 2017/18 financial year

| ADJUSTMENTS TO THE STRATEGIC PLAN | | | | | | |
|---|---|------------------|--|--|------------------|---|
| Old | | | New | | | Justification for Adjustments |
| Strategic Objective | Strategic Indicator | Strategic Target | Strategic Objective | Strategic Indicator | Strategic Target | |
| Case Management System ¹⁶ | Percentage of cases registered and allocated within 72 hours of receipt of written notification | 90% | Specialised investigative capacity established ¹⁷ | Number of employees trained as per the Specialised Investigation Training Plan | 325 | Investigations are the core business of the Department. Based on the trend analysis as well as recommendations emanating from various reports (external and internal) for the need for IPID to improve on its performance regarding its core business, it becomes necessary for IPID to prioritise and strengthen its investigative capacity. |
| | Number of statistical reports generated on the number and type of cases investigated, recommendations made and the outcomes thereof | 18 reports | | | | |
| Decision ready cases finalised | Percentage of decision ready cases (finalised) per annum | 58% | Decision ready cases completed | Number of decision ready cases completed from total cases received | 60 | To ensure the strategic objective and strategic indicator are aligned to the Standard Operating Procedure and specific in line with the SMART principle. |
| Recommendation reports generated and referred ¹⁸ | Percentage of recommendation reports referred per annum | 80% | - | - | - | Discontinued The indicator was duplicated at both strategic and APP Level. The referral of recommendation reports will be monitored at a Programme Performance Indicator level |
| Programme 3: Legal Services | | | | | | |
| Legal and litigation services provided | Percentage of legal opinions provided to the Department ¹⁹ | 90% | - | - | - | Discontinued The strategic indicator was duplicated as programme performance indicators. It will be retained at APP level. |
| Investigation advisory services are undertaken | Percentage of legal advice provided to investigators | 90% | Provide investigation advisory services to investigators ²⁰ | Percentage of legal advice provided to investigators from the total request received | 90% | |

¹⁶ Discontinued in 2016/17 financial year

¹⁷ Introduced in 2016/17 financial year

¹⁸ Discontinued in 2016/17 financial year

¹⁹ Discontinued in 2016/17 financial year

²⁰ Adjusted in 2016/17 financial year

| ADJUSTMENTS TO THE STRATEGIC PLAN | | | | | | |
|---|--|------------------|--|---|------------------|--|
| Old | | | New | | | Justification for Adjustments |
| Strategic Objective | Strategic Indicator | Strategic Target | Strategic Objective | Strategic Indicator | Strategic Target | |
| Programme 4 Compliance Monitoring and Stakeholder Management | | | | | | |
| Quality Assurance of Recommendations Report ²¹ | Number of reports on the evaluation of the quality of IPID recommendations per year | 4 | Ensure an Integrated Communication and Stakeholder Engagement Strategy | Percentage implementation of the Integrated Communication and Stakeholder Engagement Strategy | 90% | At the core of IPID's legislative mandate is the need to conduct "investigations" and "engagements" with relevant stakeholders to address the outcomes of the investigations as contemplated in Section 9 read with Section 15, 21 (g) and 30 of the IPID Act No. 1 of 2011. Based on management discussion it became evident that the Department must prioritise its approach and mechanisms to fulfilling the above-mentioned sections of the Act as they have a bearing on IPID's overall performance. It is in this regard that the implementation of an integrated strategy on stakeholder engagement and communication has been prioritised in order to assist the IPID to improve on its performance. |
| Compliance Monitoring of Responses to Recommendations | Number of submitted reports on the responsiveness of SAPS/MPS/NPA on IPID recommendations per year | 4 | | | | |
| Public Awareness Campaigns | Number of community outreach events conducted per year | 216 | | | | |
| Stakeholder Management | Number of formal engagements conducted with key stakeholders per year | 120 | | | | |

21 All 4 old strategic objectives were discontinued in 2016/17 financial year

ANNEXURE B:

UPDATED STRATEGIC RISK REGISTER (2018/2019)

The Department has identified the following key strategic risk that may affect realization of the strategic objectives of the Department.

| | RISK TITLE | RISK DESCRIPTION | CONTRIBUTING FACTORS | RISK OWNER | RISK RESIDUAL RATING | MITIGATION STRATEGIES / RESPONSE ACTION |
|----|---------------------------------------|--|--|---|----------------------|--|
| 1. | Counter Investigations by SAPS | The mandate of IPID is to investigate cases and finalise them efficiently and on time. Cases might not be finalised as per the set objectives due to the counter investigations that sets to interfere with the investigations by IPID. | <ul style="list-style-type: none"> • Interferences on IPID investigations • Counter litigations against IPID officials | Programme Manager: Investigation and Information Management Programme Manager: Legal Services | EXTREME RISK | <ul style="list-style-type: none"> • Engagement with Ministry of Police • and Senior Management of SAPS to manage counter investigations • Court interdicts launched to stop the counter investigations • Adequate resourcing of human capacity and litigation budget to address the legal implications • Develop Standard Operating procedures to expeditiously address the legal impact |
| 2. | Political Interferences | In delivering the constitutional mandate, the IPID may be affected by external political environment to achieve proper implementation of its objectives. | <ul style="list-style-type: none"> • Inadequate reporting/ accounting lines | Programme Manager: Legal Services | EXTREME RISK | <ul style="list-style-type: none"> • Clear accounting and reporting lines to be incorporated in the proposed amendments of the IPID Act, consistent with the Constitutional Court judgment and the constitutional provisions |
| 3. | Constrained Resources | Adequate resources and their proper allocation is fundamental to the IPID to achieve its overall objectives. Due to the continuous baseline budget reduction experienced, there is a high possibility of resources being constrained which will impact negatively on operations. | <ul style="list-style-type: none"> • Limited budget allocation and continuous reduction of baseline allocation • Unfunded operational activities | Chief Finance Officer; Programme managers | HIGH RISK | <ul style="list-style-type: none"> • Continuous engagement with National Treasury on the request for further funding of the IPID Act. • Reprioritisation of limited funding to focus on critical strategic objectives. |

| | RISK TITLE | RISK DESCRIPTION | CONTRIBUTING FACTORS | RISK OWNER | RISK RESIDUAL RATING | MITIGATION STRATEGIES / RESPONSE ACTION |
|----|---|---|--|--|----------------------|---|
| 4. | Inadequate Information Systems | Proper information technology serves as a critical part of the origination's ability to perform its duties and achieve its mandate. The risk on the information systems impact on the department's performance as it will hinder in terms of conducting certain functions to finalise the work that needs to be done. | <ul style="list-style-type: none"> • Obsolete IT infrastructure (network and equipment) • Compromised Information security | Programme Manager : Corporate Services | HIGH RISK | <ul style="list-style-type: none"> • Re-prioritisation of budget for network and infrastructure upgrade |
| 5 | Inability to investigate and finalise cases time-ously | The mandate of IPID is to investigate cases and finalise them effectively and on time. Cases might not be finalised as per the set objectives. | <ul style="list-style-type: none"> • Reduced Accessibility to clients • Capacity on specialised investigations • Resource constraints (budget & working tools) • Delays in obtaining technical reports | Programme Manager: Investigation and Information Management | HIGH RISK | <ul style="list-style-type: none"> • Department to establish working relations with other departments to assist with work space • Enhance skills by providing training on certain areas of specialized investigations to optimize service delivery • Reprioritization of investigation to match the resources available • Continuous engagement with the FSL (forensic services lab) to speedy the technical reports for IPID cases |

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RP65/2018

ISBN: 978-0-621-46147-3

