



Independent Police Investigative Directorate

ANNUAL PERFORMANCE PLAN

2022/23



independent police
investigative directorate

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA



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Annual Performance Plan

2022/2023

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Executive Authority Statement



General BH Cele
Minister of Police

The Independent Police Investigative Directorate (IPID) remains a significant institution that is aimed at protecting human rights and dignity as well as to ensure that policing is regarded in high standards. I am committed to ensure that the mandate of IPID as stipulated in the Constitution bear fruits.

We are putting more emphasis to demonstrate the value and impact of building better to create safer communities and ethical leadership. The IPID mandate responds to Priority 1 of the Medium Term Strategic Framework (MTSF) of 2019-2024, which is a capable, ethical and developmental state and Priority 6 which focuses on social cohesion and safe communities.

Despite financial constraints posed by the impact of COVID-19 pandemic, the cumulative effect of this Annual Performance Plan (APP) is to ensure that public concerns and investigations are handled with the necessary diligence. The Batho Pele Principles will continue to be the guiding principle in executing the mandate of IPID.

I am pleased that IPID will increase its footprint nationally to address the ever changing expectations and evolving demands for professional services in policing. Through the regional model strategy, IPID will address hotspot provinces and rural areas, while making its services more accessible.

The success of IPID will be reliant on collaborative efforts between its executive management and stakeholders in the justice cluster.



General BH Cele
Minister of Police

Date: 01 April 2022

Accounting Officer Statement



Ms DJ Ntlatseng
Accounting Officer
Independent Police Investigative Directorate

The 2022/2023 Annual Performance Plan (APP) will map out our strategy on how we can make a difference in the lives of our citizenry. This APP was developed under severe fiscal constraints. We will prioritise the available limited resources to ensure that service delivery is not disrupted while developing a more consistent widespread organisation.

Strategic planning is indispensable to any organisation and our commitments will shape our overall programme of action. Over the 2022 Medium Term Expenditure Framework (MTEF) period, we will continue to strengthen our capacity to investigate cases of serious and priority crimes allegedly committed by members of the police services.

The fundamental themes of integrity, diligence and respect are critical during the multifaceted investigation process. Therefore, we will prioritise the procurement of the required tools of trade, including investigative equipment to ensure that we deliver on our statutory duties.

Regarding the accessibility of IPID to the public, which forms part of our intergovernmental relations, we are implementing the regional model strategy to increase our limited footprint across the country. Through the strategy IPID will:

- Prioritise hot -spot provinces and rural areas; and
- Share office space with other organs of state to minimise operational costs whilst improving service delivery efficiency.

In the 2021/2022 financial year, eleven (11) new regional offices have been established around Gauteng, Kuruman in the Northern Cape, and Port Shepstone in KwaZulu-Natal. We will also expand in other provinces to increase our visibility and accessibility.

Information Communication and Technology (ICT) is a significant enabler in ensuring effective and efficient service delivery. The upgrading of our ICT infrastructure has been prioritised and we will continue to identify funds to ensure the implementation of planned projects to improve our working environment.

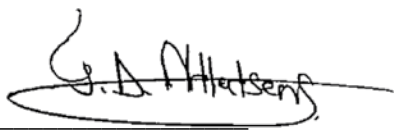
IPID's Gender-Based Violence & Femicide Strategy remains one of our strategic priorities. Four key outputs that are part of the strategy's Implementation Plan are lifted in this APP. They will contribute to the empowerment of women, youth and persons living with disabilities.

We also encourage the public to make use of our toll-free number (0800 111 969) as it will help them access IPID services much easier and report any acts of police misconduct at no cost.

During the 2022 MTEF, we will continue to create awareness on the work of IPID through various profile-raising platforms. We will also engage with relevant stakeholders to improve efficacy in governance at all spheres of government.

Lastly, I would like to express my gratitude to IPID's management and staff for their continuous commitment in providing services to the South African citizens.

I thank you.



Ms DJ Ntlatseng

Accounting Officer

Independent Police Investigative Directorate

28 March 2022

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 Minister of Police, General BH Cele.
- Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible for.
- Accurately reflects the Impact, Outcomes and Outputs which the Independent Police Investigative Directorate will endeavour to achieve over the period 2022/2023.

Ms N Netsianda
Chief Director Corporate Services



Signature:

Ms M Molope
Chief Director Investigation & Information Management (acting)



Signature:

Mr S Ramafoko
Chief Director Legal and Investigation Advisory Services (acting)



Signature:

Ms M Molope
Chief Director Compliance Monitoring and Stakeholder Management



Signature:

Mr P Setshedi
Chief Financial Officer (acting)



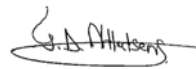
Signature:

Ms S Letlape
Head Official responsible for Planning



Signature:

Ms DJ Ntlatseng
Accounting Officer



Signature:

Date: 28 March 2022

Approved by:
General BH Cele
Executive Authority



Signature:

Date: 01 April 2022



PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

During the 2020/21 financial year, the amendment of the IPID Bill resumed which is meant to ensure that the IPID would be operationally and structurally independent as set out in Judge Bosielo's watershed Constitutional Court judgment. The amendments to the Act will also ensure that the IPID discharges its mandate fully without any hindrances. In order to ensure objectivity, the Bill was sent to several stakeholders who provided inputs towards strengthening the IPID's independence.

Amongst other changes, Section 28(1) has been amended to allow the IPID to investigate the offences listed therein, whether the members are on or off duty, that include offences of torture as defined in the Prevention and Combating of Torture of People Act, 2013 (Act No. 13 of 2013), and corruption as defined in the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).

Furthermore, there has been no extension of mandate of the IPID and therefore there would be no financial implications for the implementation of the Bill.

2. Updates to Institutional Policies and Strategies

None.

3. Updates to Relevant Court Ruling

None.



PART B:

**OUR STRATEGIC
FOCUS**

4. Updated Situational Analysis

4.1 External Environment Analysis

4.1.1 Economic Environment

Total consolidated government spending will amount to R6.62 trillion over the next three years and the social wage will take up 59.4 per cent of total non-interest spending over this period. Additional allocations of R110.8 billion in 2022/23, R60 billion in 2023/24 and R56.6 billion in 2024/25 are made for several priorities that could not be funded through reprioritisation. These include the special COVID-19 social relief of distress grant, the continuation of bursaries for students benefiting from the National Student Financial Aid Scheme (NSFAS) and the presidential employment initiative. The bulk of the spending is allocated to learning and culture (R1.3 trillion), social development (R1 trillion) and debt-service costs (R1 trillion) over the MTEF. Economic development and community development grow faster than other functions at 8.5 per cent and 7.9 per cent, respectively¹.

Over the medium-term, consolidated spending shows a favourable bias towards the social wage. Spending in the economic development and community development functions increases at the highest rates, which attests to the effort government is making to balance the demands of stimulating the economy while addressing the imperative issues of social justice and equality. As part of this, the presidential employment initiative was launched in October 2020 to mitigate the economic impact of the COVID-19 pandemic.

The 2021 Medium-Term Budget Policy Statement outlined the additional funds government has set aside to meet the cost implications of the 2021 public sector wage agreement. No provision is made over the medium term for increased spending beyond this. IPID like other government departments was required to continue adhering to their expenditure ceilings for compensation of employees and to take additional steps, where possible, to reduce personnel numbers to sustainable levels. The impact of these tight fiscal constraints necessitated the Department to reground its functions for optimal utilisation of available capacity².

The macro-economic environment remains constrained, as the main budget revenue is expected to remain below main budget spending³. The COVID-19 pandemic continues to impact economic recovery, including the July 2021 unrest in KwaZulu-Natal, Gauteng and other parts of the country. This means that there will be no additional resources for the 2022 MTEF. Therefore, Department's priority areas will be funded through internal budget reprioritisation.

Compensation of employees is the Department's largest spending area, accounting for 67.1 per cent (R968.7 million) of its total budget over the period 2021/22 to 2024/25. Spending on compensation of employees is expected to increase at an average annual rate of 1.5 per cent, from R239.2 million in 2021/22 to R250.4 million in 2024/25. This is mainly due to an additional allocation of R5.4 million in 2022/23, in line with the 2021/22 public-sector wage agreement. The reprioritisation of R10.9 million over the MTEF period will enable the alignment of investigators' conditions of service with those of detectives in the South African Police Service.

In contributing to the national call for women and youth empowerment, the Department has placed orders for procurement of goods and services to the tune of R36,6 million for period of nine (9) months from April to December 2021 with R12,4 million (34%) of the total issued orders allocated to the women and youth owned companies.

1 Budget Review 2022

2 Medium-Term Budget Policy Statement 2021

3 Medium-Term Expenditure Framework: Technical Guidelines, 2022

4.1.2 Performance Environment

Strategies and Partnerships to accelerate service delivery

The IPID is one of the key active role-players within the Justice Crime Prevention & Security (JCPS) Cluster contributing towards the fight against crime. In strengthening the Department's systems and strategic approach to execute its legislative mandate, four strategies were developed for implementation in the 2021 MTEF period. These are; the Access and Awareness Rural Strategy, Gender-Based Violence and Femicide (GBVF) Strategy, Communication and Stakeholder Management Strategy and the Youth Development Strategy. The Access and Awareness Rural Strategy was launched on 12 June 2021 and will contribute towards effective investigation of cases reported in rural areas and also enhance awareness of IPID's services.

The Department will collaborate with identified stakeholders that are key towards successful implementation of these strategies through signing of Memorandum of Understanding (MoU) and establishment of focus groups amongst other initiatives. IPID has collaborated with MB Lifestyle and People Opposing Women Abuse (POWA) to create awareness on IPID's services targeting in-school youth community and the society.

The Department's core business is investigation of complaints received on crime and misconduct allegedly committed by the police. Over the MTEF period, the Department will continue to prioritise the investigation of high impact cases which includes; GBV&F, corruption, systemic corruption, death in police custody, death as a result of police action, rape by police officer and rape in police custody. This will result in majority of limited resources being redirected towards investigation of these cases. The Department has collaborated with African Policing Civilian Oversight Forum (APCOF) to develop a framework for screening and prioritisation of cases.

Two (2) Memorandum of Understandings (MoUs) were signed with key stakeholders within the justice cluster; whilst others are still in progress:

- South African Police Service (SAPS) – to foster cooperation between IPID and SAPS and regularise sharing of resources for betterment of service delivery; and
- National Prosecuting Authority (NPA) – to regularise the secondment of IPID investigators to the Investigative Directorate (ID) in NPA on cases related to state capture.

Demand for IPID services

Over the years, IPID has not been able to cope with the increasing workload due to limited resources. During the 2021/2022 financial year by 14 March 2022, the Department had a total of 12 973 active cases as depicted on **Table 1** below⁴. These active cases incorporate cases registered in the 2021/22 financial year and backlog cases which are cases that were carried over from previous financial years. The assault cases contribute 67% (8 664) of the workload; followed by 15% (1 890) of discharge of an official arm, 7% (946) of death as a result of police action and torture with 6% (731). The four (04) hotspot province which are Eastern Cape, Gauteng, KwaZulu-Natal and Western Cape had the highest number of actives cases ranging between 1 468 to 3 384.

⁴ IPID Case Management System

Table 1: Total Active Cases from 01 April 2021 to 14 March 2022

Provinces	Deaths in police custody	Deaths as a result of police action	Discharge of an official firearm	Rape by a police officer	Rape in police custody	Torture	Assault	Corruption	Any other matters referred and misconduct	Systematic Corruption	Non-compliance with IPID Act	Total
Eastern Cape	1	54	257	6	0	119	1 021	6	4	0	0	1 468
Free State	6	18	47	2	1	5	134	1	9	0	2	225
Gauteng	110	302	513	27	0	40	2 019	106	104	1	20	3 242
KwaZulu-Natal	28	363	519	16	0	461	1 928	24	35	0	8	3 382
Limpopo	11	41	132	1	0	6	356	2	2	0	1	552
Mpumalanga	16	70	159	6	0	57	502	5	12	0	49	876
North West	5	33	52	5	0	15	297	2	1	0	3	413
Northern Cape	1	5	21	3	1	1	163	1	1	0	1	198
NSIT	0	4	0	0	0	2	4	29	31	1	4	75
Western Cape	11	56	190	9	0	25	2 240	1	9	0	1	2 542
Total	189	946	1 890	75	2	731	8 664	177	208	2	89	12 973

The IPID has been relying on other entities; namely, Department of Health and the National Forensic Science Laboratory to examine evidential data and produce technical reports. These technical reports are critical for the investigation process to be completed (decision ready), then refer a case either to the South African Police Service (SAPS) or the Municipal Police Service (MPS) for implementation of IPID's recommendations or to the National Prosecuting Authority (NPA) for decision on whether to prosecute or not. These reports include post mortem, DNA, ballistic, histology etc.

There are 373 cases that could not be finalised due to outstanding technical reports as depicted on Table 2 below. The most affected case classification is death as a result of police action with 206 cases, discharge of an official firearm with 128 and rape by police officer with 24 cases. This delay has an adverse impact on achievement of planned output targets; particularly on death as a result of police action and rape by police officer.

The Department has been continuously engaging with the Department of Health at both provincial and national level and the National Forensic Science Laboratory to seek interventions that can be implemented to unblock the delays.

To fully implement recommendations of the Farlam Commission, judgement of Constitutional Court, Khoza Court judgement and other related judgements confirming its independence, the IPID should ideally have developed its own capacity which will allow complete investigation of cases including the production of technical reports.

Table 2: Cases with outstanding technical reports per classification

Case Classification	Number of cases
28.1(a) - Death in police custody	8
28.1(b) - Death as a result of police action	206
28.1(c) - Discharge of an official firearm	128
28.1(d) - Rape by a police officer	24
28.1(e) – Rape while in police custody	1
28.1(f) - Assault	4
28.1(h) – Any other matters referred and misconduct	1
28.1(g) - Corruption	1
Total	373

4.2 Internal Environment Analysis

4.2.1 Financial Capacity

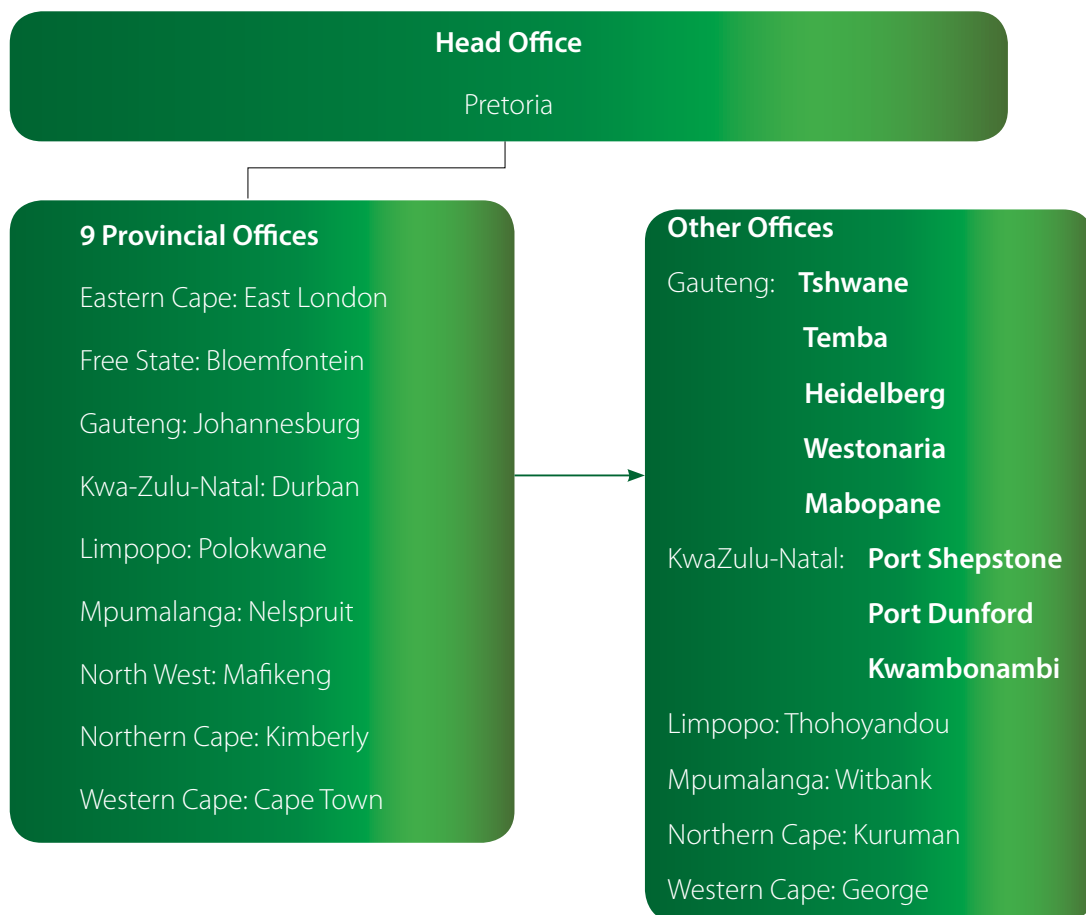
Compensation of employees is the Department’s largest spending area, accounting for 67.1 per cent (R968.7 million) of its total budget over the period 2021/22 to 2024/25. Spending on compensation of employees is expected to increase at an average annual rate of 1.5 per cent, from R239.2 million in 2021/22 to R250.4 million in 2024/25. This is mainly due to an additional allocation of R5.4 million in 2022/23, in line with the 2021/22 public-sector wage agreement; and the reprioritisation of R10.9 million over the MTEF period to enable the alignment of investigators’ conditions of service with those of detectives in the South African Police Service.

Main activities within the Investigation and Information Management programme, which receives 65 per cent (R938.1 million) of the department’s budget over the period 2021/22 to 2024/25, include: focusing on cases where there are allegations of police brutality towards women, children and people living with disabilities; and expanding the department’s national footprint to facilitate easier access to its services. As such, over the period ahead, the Department has partnered with provincial departments of Community Safety in Gauteng, KwaZulu-Natal and Northern Cape to establish regional offices. These partnerships will mainly involve sharing office space, parking space and common areas.

There have been concerns raised by different stakeholders regarding the quality of investigations. The Department is committed to conduct independent, impartial and quality investigations. In order to respond to the apprehensions and restore the stakeholder’s confidence, the Department intends to recruit nine (09) investigation quality assurers; three (03) permanent and six (06) on fixed-term contracts at a total cost of R3.4 million in the Investigation and Information Management programme. The appointment of the quality assurers will be offset through identified existing funded vacant posts at salary level 9 that will not be filled.

4.2.2 Geographical Structure

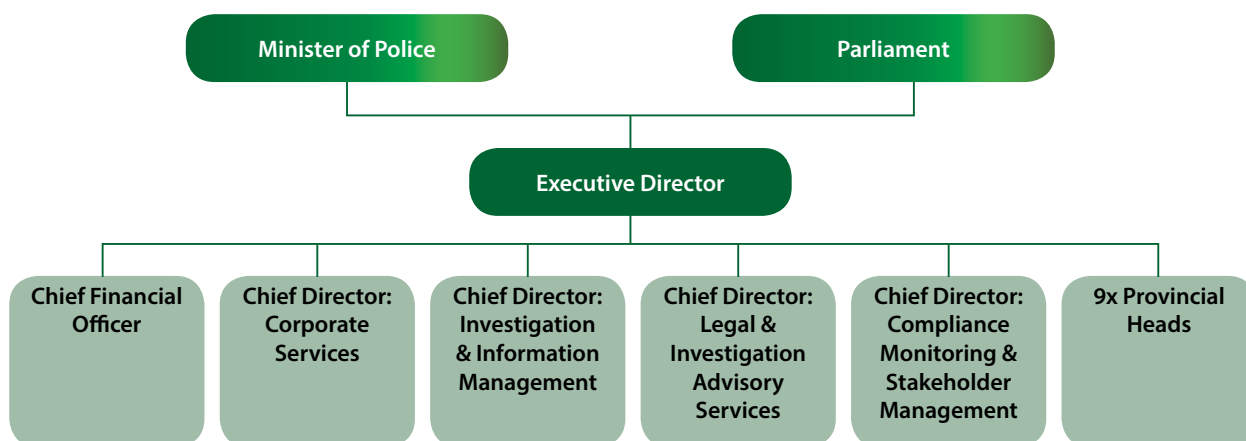
The IPID has an obligation to provide services to citizens across all provinces. In order to meet the demand for its services, it’s imperative for the Department to have adequate human capacity and a footprint. The Department’s structure consists of a National Office which is based in Pretoria, nine (9) Provincial Offices and four (4) Satellite Offices. The Department’s limited footprint has an impact on accessibility of IPID services. In order to expand IPID’s footprint a regional model approach was adopted. IPID will share office space with other organs of state to minimise operational costs. The strategy is yielding positive outcomes. A total of eleven (11) new offices were established in Gauteng, KwaZulu-Natal and Northern Cape in the 2021/22 financial year.



4.2.3 Organisational Structure

The total staff establishment will expand from 391 to 397 which excludes the interns. In order to ensure optimal utilisation of the existing human capital, the Department undertook a process of re-aligning functions to strengthen capacity within its limited resources. IPID is labour-intensive and therefore requires more investigators to handle the workload.

The Department has not been able to meet its desired personnel numbers in both core and support services which are required in order to achieve the desired outcomes. This puts considerable pressure on the limited human resources dealing with heavy workload. During the inception of IPID Act of 2011, a study was conducted in conjunction with the Department of Public Service and Administration (DPSA) and the outcome suggested a minimum of 535 posts in various function areas. However, the staff establishment is still at 397, which demonstrate a shortfall of 138. The departmental organogram is depicted below:



The Department conducted an assessment of its organisational structure to gauge its overall responsiveness to the execution of its mandate. As per the assessment, only core vacant posts such as those of investigators and the quality assurers are prioritised to be filled. Considering the Department’s expenditure ceiling for compensation of employees, filling of vacant positions will be prioritised. The three tables below depict information on gender-disaggregated and on persons living with disabilities within IPID.

4.2.3.1 Gender Representation

The total number of male employees is 191 (53%) which is higher than female employees who are 168 (47%). Persons living with disabilities are eight (8), with six (6) being females and two (2) being males. The representation of persons with disabilities is 2.2%. The core programme has the highest male representation.

Programme	Female	Male	Total
Programme 1: Administration	50	45	95
Programme 2: Investigation and Information Management	102	142	244
Programme 3: Legal and Investigation Advisory Services	4	2	6
Programme 4: Compliance Monitoring & Stakeholder Management	12	2	14
Total	168	191	359
Persons with Disabilities	6	2	8

4.2.3.2 Youth Representation

The total number of youth in IPID is 56, with a representation of 54% (31) females and 46% (26) males. There are two (2) females with disability under the youth category. The interns are excluded in this table.

Programme	Female	Male	Total
Programme 1: Administration	13	12	25
Programme 2: Investigation and Information Management	14	13	27
Programme 3: Legal and Investigation Advisory Services	1	-	1
Programme 4: Compliance Monitoring & Stakeholder Management	3	-	3
Total	31	25	56
Persons with Disabilities	2	-	2

4.2.3.3 Women Representation at SMS level

The total representation of women at senior management service is 53% (16).

Programme	Female	Male	Total
Head of Department	1	-	1
Programme 1: Administration	6	1	7
Programme 2: Investigation and Information Management	4	12	16
Programme 3: Legal and Investigation Advisory Services	2	1	3
Programme 4: Compliance Monitoring & Stakeholder Management	3	-	3
Grand Total	16	14	30
Persons with Disabilities	-	-	-

4.2.3.4 Internship Programme

The Department has partnered with the National Youth Development Agency (NYDA) and Safety and Security Sector Education and Training Authority (SASSETA) to fund the recruitment of interns which is the objective of the Youth Development Strategy. This initiative demonstrates the Department's contribution towards youth skills development, to create a pool of prospective employees and promote the policing sector as the profession and the department as the employer of choice. The approved strategy focuses on the following Youth Development Programmes:

- Internship Programme: 12 months – in partnership with National Youth Development Agency (NYDA) – 66 opportunities for unemployed youth with matric (Grade 12) or National Curriculum Vocational level 4 certificates.
- Graduate internship programme: 12 Months – Department-funded: 10 opportunities for unemployed graduates in different fields of studies.
- Graduate Internship Programme: 12 Months– NQF level 8 – SASSETA funded – two (2) unemployed graduates with Bachelor of Laws (LLB) qualification.
- Student Internship programme – SASSETA funded with National Certificates in Public Management – N6: TVET qualification for 5 unemployed youth for 18 months' placement programme

The Summary of employed interns per skill area is depicted in the table below which represents a total of 76% (50) young women who are part of the youth development programme.

Skill Area	Female	Male	Total
Communications	2	1	3
Finance	3	2	5
General Administration	12	2	14
HRM	4	-	4
ICT	1	1	2
Internal Audit	2	-	2
Investigation	19	8	27
Labour Relations	1	-	1
Legal Services	1	-	1
Management Assistance	1	-	1
SCM	3	1	4
Security	-	1	1
Vetting	1	-	1
Total	50	16	66
Persons with Disabilities	-	-	-

4.2.4 Information Communication and Technology (ICT)

In the 2022 MTEF, implementation of ICT Plan remains one of the department's key priorities. Since the 2018/19 financial year, funds were being allocated to improve ICT infrastructure and placement of IT operational equipment. Management will continue to reprioritise the limited resources to fund key ICT projects. Some of the prioritised projects include finalisation of network upgrade, disaster recovery site and network upgrade for a dedicated line of transversal systems.



PART C: MEASURING OUR PERFORMANCE

5. Institutional Programme Performance Information

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

- Programme 1: Administration
- Programme 2: Investigation and Information Management
- Programme 3: Legal and Investigation Advisory Services
- Programme 4: Compliance Monitoring and Stakeholder Management

5.1 Programme 1: Administration

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

The Programme's 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.

The Programme consists of the following five sub-programmes:

- a) Departmental Management provides strategic leadership, overall management and strategic reporting of the Department and ensures overall compliance with all relevant prescripts through the following two (02) components:

Components	Purpose
Executive Administration and Coordination	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	Provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts.

- b) Internal Audit provides assurance and consulting services by conducting risk based audit reviews and performing ad-hoc requests.

- c) Finance Services 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:

Components	Purpose
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.

Components	Purpose
Finance	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	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.

d) Corporate Services provides support services to the Department as a whole through the following components:

Components	Purpose
Human Resources Management and Development Services	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 co-ordinates the employee health and wellness programme.
Labour Relations	Manages labour related issues by coordinating orderly collective bargaining and effective resolution of employee labour disputes.
Information and Communication Technology	Provides ICT Service Management, ICT Security and Compliance, ICT Infrastructure as well as application development and support to ensure that (i) IPID uses Information and Communication Technologies to develop and enhance the delivery of its services, (ii) use of Information and Communication Technology is aligned to staff for optimum service delivery, (iii) access to IPID services is promoted through use of Information and Communication Technologies, and (iv) Information and Communication Technologies are acquired and used in manner that (a) leverages economies of scale to provide cost effectiveness; (b) ensures security within the IPID systems; (c) eliminates unnecessary duplication of Information and Communication Technologies within IPID; and, (d) ensures that IPID Information Systems interoperate with Information Systems of other public administration institution to enhance internal efficiency and/or improve delivery of services.
Auxiliary Services	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	Provides pre-employment screening as well as information gathering for existing employees in order to obtain security clearances in line with the IPID Act.
Security Management	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.
Strategy and Performance Monitoring	Is responsible for implementing effective organisational strategic planning, performance monitoring and reporting processes in line with relevant legislations. It also conducts evaluation to improve Department's performance.

e) Office Accommodation houses the devolved funds which are appropriated for office accommodation and related costs. The Auxiliary Services component performs the management of IPID facilities.



5.1.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Effective and efficient administrative support	Implementation of ICT Plan	Percentage implementation of ICT Plan per year	New indicator	50% (4)	12% (8)	70%	60%	80%	90%
	Implementation of Internal Audit Plan	Percentage implementation of annual Internal Audit Plan per year	92% (24)	79% (23)	90% (18)	90%	90%	100%	100%
	Implementation of risk mitigation strategies	Percentage implementation of risk mitigation strategies per year	44% (8)	21% (3)	57% (13)	60%	70%	70%	70%
	Filling of vacant posts	Percentage vacancy rate per year	13.49% (56)	9.97% (39)	11.5% (45)	10%	10%	10%	10%
	Youth empowerment	Percentage implementation of Youth Development Strategy per year	New indicator	New indicator	New indicator	80%	80%	80%	80%
	Youth empowerment	Percentage representation of youth in the department per year	New indicator	New indicator	New indicator	New indicator	19%	21%	24%
	Women empowerment	Percentage representation of women at senior management service (SMS) per year	New indicator	New indicator	New indicator	New indicator	50%	50%	50%
	People living with disability empowered	Percentage representation of persons living with disabilities in the department per year	New indicator	New indicator	New indicator	New indicator	3%	3%	3%
	Women Empowerment	Percentage procurement of goods and services from women-owned enterprises per year	New indicator	New indicator	New indicator	New indicator	30%	40%	40%

5.1.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage implementation of ICT Plan per year	60%	10%	30%	45%	60%
Percentage implementation of annual Internal Audit Plan per year	90%	-	-	-	90%
Percentage implementation of risk mitigation strategies per year	70%	18%	35%	53%	70%
Percentage vacancy rate per year	10%	10%	10%	10%	10%
⁴ Percentage implementation of Youth Development Strategy per year	80%	15%	35%	58%	80%
Percentage representation of youth in the department per year	19%	16%	17%	18%	19%
Percentage representation of women at senior management service (SMS) per year	50%	-	50%	-	50%
Percentage representation of persons living with disabilities in the department per year	3%	-	2%	-	3%
Percentage procurement of goods and services from women owned enterprises per year	30%	5%	15%	25%	30%

5.1.3 Explanation of planned performance over the medium-term period

The total outputs for Programme 1: Administration are nine (09) aimed at contributing towards an effective and efficient administrative support and achieving government priorities. The Department is aiming to ensure that service delivery is not compromised by capacitating the department sufficiently through filling of vacant positions. The designated groups such as women, youth and persons living with disabilities will be targeted during recruitment process to ensure that previously disadvantaged groups are empowered. These outputs are also part of the departmental GBV&F strategy. In addition, implementation of the Youth Development Strategy will afford unemployed graduates and final year higher education students opportunities to acquire workplace experience and skills to promote their employability.

The Department is working towards achieving a clean audit; the implementation of risk mitigation strategies, Audit Annual Plan and ICT Plan will strengthen internal controls to improve governance practices.

Over the MTEF period, the Department will strengthen its internal procurement process through the review of the Supply Chain Management Policies to support and accelerate initiatives that address women's unequal economic and social position through access to the government procurement. The implementation will ensure preferential procurement of goods and services from women-owned companies.

5 Implementation of the Youth Development Strategy will be measured through the Implementation Plan

5.1.4 Programme Resource Considerations

Budget allocation for programme and sub-programmes as per the Estimates of National Expenditure (ENE)

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2018/19	2019/20				2020/21	2021/22	2022/23		
Department Management	14.6	13.6	14.4	19.1	9.2%	16.2%	18.8	17.9	18.7	-0.7%	17.7%
Corporate Services	50.4	34.3	37.7	40.3	-7.1%	42.6%	40.8	39.1	40.9	0.4%	38.4%
Office Accommodation	12.5	13.1	13.9	14.6	5.5%	14.2%	15.2	15.8	16.6	4.2%	14.8%
Internal Audit	4.3	5.4	5.1	5.4	7.9%	5.3%	5.7	6.0	6.3	4.9%	5.6%
Finance Services	20.4	20.6	19.4	22.9	4.0%	21.8%	24.1	25.4	26.6	5.0%	23.6%
Total	102.2	87.1	90.4	102.4	0.1%	100.0%	104.6	104.2	108.9	2.1%	100.0%
Change to 2021 Budget estimate				-			-	-	(0.0)		
Economic classification											
Current payments	94.1	83.8	86.1	97.8	1.3%	94.7%	100.2	99.7	104.1	2.1%	95.7%
Compensation of employees	49.0	50.3	49.9	57.6	5.6%	54.1%	58.1	57.8	60.4	1.6%	55.7%
Goods and services	45.1	33.6	36.2	40.2	-3.8%	40.6%	42.1	41.9	43.7	2.8%	40.0%
of which:											
Audit costs: External	4.1	3.1	3.0	4.3	1.3%	3.8%	4.5	4.7	4.9	4.7%	4.4%
Communication	1.2	0.8	1.1	1.7	12.5%	1.3%	1.7	1.8	1.9	4.3%	1.7%
Computer services	9.0	5.2	7.6	5.7	-14.0%	7.2%	5.5	5.1	5.3	-2.8%	5.1%
Operating leases	19.1	15.7	16.4	18.7	-0.6%	18.3%	18.9	18.8	19.6	1.5%	18.1%
Property payments	6.0	3.5	5.1	4.5	-9.4%	5.0%	5.0	5.0	5.2	5.2%	4.7%
Travel and subsistence	1.8	1.9	1.0	1.2	-12.3%	1.6%	1.5	1.6	1.7	11.8%	1.4%
Transfers and subsidies	0.9	0.9	1.0	0.7	-7.3%	1.0%	0.7	0.7	0.8	0.6%	0.7%
Provinces and municipalities	-	0.0	-	0.0	-	-	0.0	0.0	0.0	-	-
Departmental agencies and accounts	0.6	0.7	0.7	0.7	3.3%	0.7%	0.7	0.7	0.8	2.3%	0.7%
Households	0.3	0.2	0.3	0.0	-50.8%	0.2%	-	-	-	-100.0%	-
Payments for capital assets	7.2	2.3	3.2	3.9	-18.6%	4.3%	3.6	3.8	4.0	1.2%	3.6%
Machinery and equipment	7.2	2.3	3.2	3.9	-18.6%	4.3%	3.6	3.8	4.0	1.2%	3.6%
Total	102.2	87.1	90.4	102.4	0.1%	100.0%	104.6	104.2	108.9	2.1%	100.0%
Proportion of total programme expenditure to vote expenditure	32.5%	25.9%	26.5%	28.9%	-	-	29.3%	29.1%	29.1%	-	-

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2018/19	2019/20				2020/21	2021/22	2018/19 - 2021/22		
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.0	0.2	0.2	0.0	11.5%	0.1%	-	-	-	-100.0%	-
Employee social benefits	0.0	0.2	0.2	0.0	11.5%	0.1%	-	-	-	-100.0%	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	0.6	0.7	0.7	0.7	3.2%	0.7%	0.7	0.7	0.8	2.3%	0.7%
Safety and Security Sector Education and Training Authority	0.6	0.7	0.7	0.7	3.2%	0.7%	0.7	0.7	0.8	2.3%	0.7%
Households											
Other transfers to households											
Current	0.3	-	0.1	-	-100.0%	0.1%	-	-	-	-	-
Employee social benefits	0.3	-	0.1	-	-100.0%	0.1%	-	-	-	-	-

Explanation of the resources' contribution to achieve the outputs

The Department will continue with the reprioritisation of MTEF budget allocation to strengthen its internal control systems in an effort to achieve a clean audit opinion. Consideration will also be given to the ICT Disaster Recovery Plan to enable safe keeping of the department's information as well as recovery of information systems from unforeseen disasters. The implementation will include an external hot recovery site, backup & storage facilities and email archiving solution.

The ICT security systems will enhance IPID's information security that includes modern firewalls, intrusion detection & prevention systems, and encryption of mobile devices was highlighted as the weakness that requires an urgent attention.

5.2 Programme 2: Investigation and Information Management

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 three sub-programmes:

- Investigation Management develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act (2011) and other relevant prescripts.
- Investigation Services manages and conducts investigations in line with provisions in the IPID Act (2011).
- Information Management manages information and knowledge-management services through the development and maintenance of a Case Flow Management System and database, analyses and compiles statistical information.

5.2.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance ⁶	MTEF Period ⁷		
			2018/19 ⁸	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Reduced level of police criminality and misconduct	Stakeholder Report	Number of investigations of death in police custody that are decision-ready per year	154 (180)	174 (213)	195	120	80	80	80
	Stakeholder Report	Number of investigations of death as a result of police action that are decision-ready per year	157 (280)	141 (295)	259	220	240	240	240
	Stakeholder Report	Number of investigations of discharge of an official firearm by a police officer that are decision-ready per year	337 (552)	257 (494)	413	370	370	370	370
	Stakeholder Report	Number of investigations of rape by a police officer that are decision-ready per year	100 (127)	90 (115)	81	70	30	20	20

⁶ These audited outputs include only new cases registered during the financial year. The figures in brackets is a consolidated figure of both current and active backlog cases

⁷ The estimated performance is inclusive of current and backlog cases

⁸ MTEF targets for decision ready cases is a consolidation of both current and active backlog cases

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance ⁶	MTEF Period ⁷		
			2018/19 ⁸	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Stakeholder Report	Number of investigations of rape while in police custody that are decision-ready per year	12 (14)	8 (9)	17	6	1	1	1
	Stakeholder Report	Number of investigations of torture that are decision-ready per year	81 (129)	62 (116)	137	80	80	80	80
	Stakeholder Report	Number of investigations of assault that are decision-ready per year	1 794 (2 707)	1 461 (2504)	2 468	2 000	2 000	2 000	2 000
	Stakeholder Report	Number of investigations of corruption that are decision-ready per year	60 (85)	35 (57)	52	70	70	70	70
	Stakeholder Report	Number of investigations of other criminal and misconduct matters referred to in section 28 (1)(h) of IPID Act that are decision-ready per year	57 (93)	10 (35)	19	10	30	30	30
	Stakeholder Report	Number of investigations of offences referred to in section 33 of the IPID Act that are decision-ready per year	New Indicator	31 (47)	36	5	15	15	15
	Stakeholder Report	Number of approved systemic corruption investigations that are decision-ready per year	4	4	2	2	1	1	1
	Referral Report	Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year	96% (1 964)	95% (2 331)	90% (1 703)	90%	90%	90%	90%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance ⁶	MTEF Period ⁷		
			2018/19 ⁸	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Recommendation Report	Percentage of recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed-off per year	93% (2 198)	94% (2 552)	90% (1 989)	90%	90%	90%	90%

5.2.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of investigations of death in police custody that are decision ready per year	80	15	40	60	80
Number of investigations of death as a result of police action that are decision ready per year	240	40	100	180	240
Number of investigations of discharge of an official firearm by a police officer that are decision ready per year	370	90	180	270	370
Number of investigations of rape by a police officer that are decision ready per year	30	5	10	20	30
Number of investigations of rape while in police custody that are decision ready per year	1	-	-	-	1
Number of investigations of torture that are decision ready per year	80	20	50	70	80
Number of investigations of assault that are decision ready per year	2 000	500	1 200	1 700	2000
Number of investigations of corruption that are decision ready per year	70	10	20	45	70
Number of investigations of other criminal and misconduct matters referred to in section 28 (1)(h) of IPID Act that are decision ready per year	30	5	15	20	30
Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready per year	15	1	5	10	15
Number of approved systemic corruption investigations that are decision ready per year	1	-	-	-	1
Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year	90%	90%	90%	90%	90%
Percentage of recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off per year	90%	90%	90%	90%	90%

5.2.3 Explanation of planned performance over the medium-term period

Programme 2: Investigation and Information Management has 13 outputs that contribute to reduce the level of police criminality and misconduct. The outputs indicators are in line with the IPID legislative mandate focusing on specific identified offences as per Section 28 and 33 of the Act. This will ultimately lead to the police rendering professional services to the citizenry in the country. The Programme will also be contributing towards implementation of the Gender-Based Violence and Femicide Strategy by prioritising crimes committed against vulnerable groups such as women, children and persons living with disabilities i.e., death related cases, rape, assault and torture. Furthermore, the Department will build the necessary capacity through training to ensure that these cases are properly investigated.

The fight against corruption remains one of government's key priorities. This is also expressed in the National Development Plan (NDP) which emphasises a coordinated effort to fight against corruption. IPID will continue to be part of the key stakeholders in the fight against the scourge of corruption such as the Anti-Corruption Task Team, Corruption Watch, the society, public and private institutions, among others. It is on this basis that the Department is in the process of developing Anti-Corruption Strategy to enhance internal capacity and also collaborating with relevant law enforcement agencies.

5.2.4 Programme Resource Considerations

Budget allocation for Programme and sub-programmes as per the ENE

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	R million	2018/19	2019/20				2020/21	2021/22	2018/19 - 2021/22		
Investigation Management	18.5	16.8	15.8	11.0	-15.8%	7.0%	9.4	9.5	9.7	-4.2%	4.2%
Investigation Services	170.5	212.4	212.2	214.1	7.9%	91.0%	216.5	216.8	227.0	2.0%	93.2%
Information Management	3.3	4.2	4.3	6.2	23.8%	2.0%	5.8	6.0	6.1	-0.5%	2.6%
Total	192.3	233.4	232.3	231.3	6.4%	100.0%	231.7	232.3	242.8	1.6%	100.0%
Change to 2021 Budget estimate					-		0.1	-	-		
Economic classification											
Current payments	175.8	232.7	229.4	222.6	8.2%	96.8%	229.0	229.5	239.8	2.5%	98.2%
Compensation of employees	122.0	183.4	184.5	164.3	10.4%	73.6%	163.7	163.8	171.1	1.4%	70.7%
Goods and services	53.8	49.4	44.9	58.3	2.7%	23.2%	65.3	65.7	68.7	5.6%	27.5%
of which:											
Communication	2.4	3.0	2.8	3.7	15.7%	1.3%	4.6	4.8	4.9	10.0%	1.9%
Computer services	3.2	3.0	2.6	2.1	-12.9%	1.2%	4.0	3.9	3.9	22.9%	1.5%
Fleet services (including government motor transport)	6.6	5.2	4.5	6.9	1.5%	2.6%	8.4	8.0	8.2	6.0%	3.4%
Operating leases	11.7	8.2	2.6	8.2	-10.9%	3.5%	7.9	8.2	8.7	2.1%	3.5%

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million							2018/19	2019/20	2020/21		
Property payments	11.2	11.2	15.9	18.1	17.1%	6.3%	19.4	21.1	22.7	7.9%	8.7%	
Travel and subsistence	10.1	11.3	8.7	11.5	4.4%	4.7%	12.1	12.1	12.5	2.7%	5.1%	
Transfers and subsidies	0.4	0.6	0.5	0.5	9.8%	0.2%	0.1	0.1	0.1	-42.3%	0.1%	
Provinces and municipalities	–	0.1	0.0	0.1	–	–	0.1	0.1	0.1	4.2%	–	
Departmental agencies and accounts	0.1	0.0	0.0	0.0	-77.2%	–	0.0	0.0	0.0	–	–	
Households	0.3	0.6	0.4	0.5	11.4%	0.2%	–	–	–	-100.0%	–	
Payments for capital assets	16.0	0.0	2.4	8.2	-20.1%	3.0%	2.6	2.7	2.8	-29.8%	1.7%	
Machinery and equipment	16.0	0.0	2.4	8.2	-20.1%	3.0%	2.6	2.7	2.8	-29.8%	1.7%	
Payments for financial assets	0.0	–	0.0	–	-100.0%	–	–	–	–	–	–	
Total	192.3	233.4	232.3	231.3	6.4%	100.0%	231.7	232.3	242.8	1.6%	100.0%	
Proportion of total programme expenditure to vote expenditure	61.1%	69.3%	68.1%	65.4%	–	–	64.9%	64.9%	64.9%	–	–	
Details of transfers and subsidies												
Households												
Social benefits												
Current	0.2	0.2	0.4	0.1	-17.9%	–	–	–	–	-100.0%	–	
Employee social benefits	0.2	0.2	0.4	0.1	-17.9%	–	–	–	–	-100.0%	–	
Households												
Other transfers to households												
Current	0.1	0.4	–	0.4	74.2%	0.1%	–	–	–	-100.0%	–	
Employee social benefits	–	–	–	–	–	–	–	–	–	–	–	
Claims against the state	0.1	0.4	–	0.4	74.2%	0.1%	–	–	–	-100.0%	–	

Explanation of the resources' contribution to achieve the outputs

Over the medium term, the Department will focus on improving the quality of all its investigations; giving high priority to those related to alleged gender-based violence and alleged violence against people from other vulnerable groups; and increasing access to its services. In addition, greater emphasis will be placed on efficiently managing the department's number of personnel in line with its budget allocation.

Main activities within the Investigation and Information Management programme, which receives 65 per cent (R938.1 million) of the department's budget over the period 2021/22 to 2024/25, include: focusing on cases where there are allegations of police brutality towards women, children and persons living with disabilities and expanding the department's national footprint to facilitate easier access to its services. As such, over the period ahead, the Department plans to partner with the Provincial Departments of Community Safety in Gauteng, KwaZulu-Natal and Western Cape to establish regional offices. These partnerships will mainly involve sharing office space, parking space and common areas in various districts.

5.3 Programme 3: Legal and Investigation Advisory Services

Purpose: Manage and facilitate the provision of investigation advisory services. Provide legal, civil and labour litigation services.

The programme consists of the following three sub-programmes:

- Legal Support and Administration manages the Directorate’s legal obligations by developing and maintaining systems, procedures and standards to assist, guide and direct legal support within the Directorate.
- Litigation Advisory Services coordinates civil and labour litigation. Other key activities and outputs include drafting and reviewing contracts and service level agreements.
- Investigation Advisory Services provides support during and after investigations, provides legal guidance to investigators and also facilitates the granting of policing powers.

5.3.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Department’s legal interests protected	Documented legal advice	Percentage of legal advice provided to investigators within 2 working days of receipt per year	100% (7)	100% (5)	100% (9)	95%	95%	95%	95%
	Documented legal advice	Percentage of legal advice provided to the Department within 30 working days of receipt per year	88% (7)	100% (8)	86% (18)	70%	70%	70%	70%
	Appointment letter of State Attorney	Percentage of litigation matters referred with instructions to the state attorney within 10 working days of receipt per year	New indicator	New indicator	100% (18)	100%	100%	100%	100%
	Signed contracts	Percentage of contracts and service level agreements finalised within 30 working days of request per year	94% (33)	96% (24)	100% (16)	90%	90%	90%	90%

5.3.2 Indicators, Annual and Quarterly Targets

Outputs	Annual Target	Q1	Q2	Q3	Q4
Percentage of legal advice provided to investigators within 2 working days of receipt per year	95%	95%	95%	95%	95%
Percentage of legal advice provided to the Department within 30 working days of receipt per year	70%	70%	70%	70%	70%
Percentage of litigation matters referred with instructions to the state attorney within 10 working days of receipt per year	100%	100%	100%	100%	100%
Percentage of contracts and service level agreements finalised within 30 working days of request per year	90%	90%	90%	90%	90%

5.3.3 Explanation of planned performance over the medium-term period

Programme 3: Legal and Investigation Advisory Services has four (04) outputs aimed at protecting Department's legal interests. The provision of quality legal advice will ensure that the investigation does not infringe human rights of alleged suspect or the complainant; will minimise queries from the prosecuting authority; and also evade litigations against the Department. The provision of legal and litigation services is aimed at protecting the Department's legal interests and to ensure that matters are attended to timeously.

5.3.4 Programme Resource Considerations

Budget allocation for Programme and sub-programmes as per the ENE

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21	2021/22				2022/23	2023/24	2024/25		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25			
Legal Support and Administration	1.7	1.9	1.7	2.2	8.8%	29.9%	2.3	2.4	2.5	3.9%	32.8%	
Litigation Advisory Services	2.2	1.3	1.8	1.8	-6.6%	28.0%	2.3	2.3	2.4	10.1%	30.8%	
Investigation Advisory Services	4.0	2.1	2.1	2.5	-14.6%	42.1%	2.4	2.7	2.8	4.4%	36.4%	
Total	7.9	5.3	5.6	6.5	-6.3%	100.0%	7.0	7.4	7.7	5.9%	100.0%	
Change to 2021				-			-	-	-			
Budget estimate												
Economic classification												
Current payments	7.6	5.3	5.6	6.5	-5.2%	98.8%	7.0	7.4	7.7	5.9%	100.0%	
Compensation of employees	7.2	4.9	5.6	6.2	-5.0%	94.3%	6.3	6.6	6.9	3.5%	90.8%	
Goods and services	0.4	0.4	0.1	0.3	-10.4%	4.5%	0.8	0.8	0.8	44.4%	9.2%	
of which:												
Administrative fees	0.0	0.0	0.0	0.0	5.3%	0.1%	0.0	0.0	0.0	48.7%	0.3%	
Communication	0.1	0.0	0.1	0.0	-3.9%	0.8%	0.1	0.1	0.1	28.6%	1.2%	
Computer services	-	0.1	-	-	-	0.2%	0.1	0.1	0.1	-	1.0%	

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2018/19	2019/20				2020/21	2021/22	2018/19 - 2021/22		
Consumables: Stationery, printing and office supplies	0.0	0.1	0.0	0.1	10.1%	0.7%	0.1	0.1	0.1	8.2%	1.0%
Travel and subsistence	0.2	0.2	0.0	0.1	-16.4%	2.0%	0.5	0.5	0.5	64.4%	5.3%
Training and development	0.1	0.0	-	0.0	-28.6%	0.5%	0.0	0.0	0.0	6.7%	0.4%
Transfers and subsidies	0.3	0.0	-	-	-100.0%	1.2%	-	-	-	-	-
Households	0.3	0.0	-	-	-100.0%	1.2%	-	-	-	-	-
Total	7.9	5.3	5.6	6.5	-6.3%	100.0%	7.0	7.4	7.7	5.9%	100.0%
Proportion of total programme expenditure to vote expenditure	2.5%	1.6%	1.7%	1.8%	-	-	2.0%	2.1%	2.1%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	0.0	-	-	-	0.2%	-	-	-	-	-
Employee social benefits	-	0.0	-	-	-	0.2%	-	-	-	-	-

Explanation of the resources' contribution to achieve the outputs

Over the MTEF period, Legal and Investigation Advisory Services will continue to facilitate the finalisation of review and amendment of the Independent Police Investigative Directorate Act (2011). It is expected that the amended act, once finalised will cure the defects in the legislation as ordered by the Constitutional Court. The implementation thereof will over the MTEF period come with implications relating to the independence of the Department on structural and operational changes in order to ensure that the Institution is consonant with the notion of operational autonomy. Workshops will be conducted on the IPID Act and the regulations for our investigators in various Provincial offices.

5.4 Programme 4: Compliance Monitoring and Stakeholder Management

Purpose: 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, 2011.

The programme consists of the following two sub-programmes:

- a) Compliance Monitoring monitors and evaluates the quality of recommendations made and responses received on such recommendations 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, 2011.
- b) Stakeholder Management manages relations and liaises with the Directorate's key stakeholders such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police, National Prosecuting Authority, the Special Investigating Unit, the Public Protector of South Africa, the State Security Agency and civil society organisations, in line with the requirements of the IPID Act.

5.4.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets						
			Audited/Actual performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strengthened Stakeholder Relations	Stakeholder engagement	Number of formal engagements held with key stakeholders per year	244	190	153	166	166	166	166
	Media management	Number of media programmes held per year	New indicator	New indicator	New indicator	4	6	6	6
Reduced level of police criminality and misconduct	Stakeholder engagement	Number of station lecture awareness trainings conducted per year	New indicator	New Indicator	46	New indicator	40	40	40
	Analysis register	Percentage of recommendations referred to the SAPS and MPS that are analysed per year	New indicator	New indicator	New indicator	80%	80%	80%	80%
	Analysis register	Percentage of criminal referrals forwarded to the NPA that are analysed per year	New indicator	New indicator	New indicator	80%	80%	80%	80%
	Analysis register	Percentage of responses from the SAPS and MPS that are analysed within 30 days of receipt per year	63% (386)	99% (596)	74% (298)	60%	70%	70%	70%
	Analysis register	Percentage of responses from the NPA that are analysed within 30 days of receipt per year	59% (326)	94% (1 082)	68% (497)	60%	70%	70%	70%
	Implementation of Access and Awareness Rural Strategy	Percentage implementation of Access and Awareness Rural Strategy per year	New indicator	New indicator	New indicator	60%	60%	60%	60%

5.4.2 Indicators, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of formal engagements held with key stakeholders per year	166	40	83	120	166
Number of media programmes held per year	6	1	3	4	6
Number of station lecture awareness trainings conducted per year	40	10	20	30	40
Percentage of recommendations referred to the SAPS and MPS that are analysed per year	80%	80%	80%	80%	80%
Percentage of criminal referrals forwarded to the NPA that are analysed per year	80%	80%	80%	80%	80%
Percentage of responses from the SAPS and MPS that are analysed within 30 days of receipt per year	70%	70%	70%	70%	70%
Percentage of responses from the NPA that are analysed within 30 days of receipt per year	70%	70%	70%	70%	70%
Percentage implementation of Access and Awareness Rural Strategy per year	60%	-	-	-	60%

5.4.3 Explanation of planned performance over the medium-term period

Formal engagements with stakeholders will strengthen relations and partnerships with various stakeholders that are key for service delivery. These engagements also encompass community outreach programmes that are intended to create awareness of IPID's mandate and its services; also reaching out to vulnerable parts of the communities and groups. The station lectures are aimed at creating awareness amongst members of the SAPS and MPS, thus improving the level of professionalism in the police environment.

The implementation of media programmes will contribute towards striving to restore public trust and public confidence and managing perceptions about IPID. This will contribute towards ensuring that people are and feel safe.

The intent of analysing the recommendation reports and criminal referrals is to identify quality gaps and challenges that may adversely have an effect on the implementation of recommendations by the stakeholders. The analysis of responses received from the SAPS/MPS and NPA is aimed at ensuring that justice is not compromised. In instances where the outcome is unsatisfactory, management will take action to engage the relevant stakeholder to appeal the response received. IPID will continue to work together with the Civilian Secretariat for Police Service (CSPS) and having regular meetings to discuss progress and challenges on implementation of IPID recommendations.

The implementation of Access and Awareness Rural Strategy will contribute towards effective investigation of cases reported in rural areas and also enhance awareness to rural communities in relation to the existence of IPID and its services.

5.4.4 Programme Resource Considerations

Budget allocation for Programme and sub-programmes as per ENE.

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2018/19	2019/20				2020/21	2021/22	2022/23		
Compliance Monitoring	5.8	6.6	8.4	7.6	9.5%	57.3%	8.1	8.2	8.5	3.5%	57.4%
Stakeholder Management	6.7	4.3	4.3	6.0	-3.8%	42.7%	5.9	5.9	6.2	1.5%	42.6%
Total	12.5	10.8	12.7	13.6	2.8%	100.0%	13.9	14.1	14.7	2.7%	100.0%
Change to 2021				-			(0.1)	-	-		
Budget estimate											
Economic classification											
Current payments	12.2	10.7	12.7	13.6	3.6%	99.2%	13.9	14.1	14.7	2.7%	100.0%
Compensation of employees	9.4	9.6	10.4	11.2	5.9%	81.8%	11.4	11.5	12.0	2.4%	81.6%
Goods and services	2.8	1.2	2.2	2.4	-4.8%	17.5%	2.5	2.6	2.8	4.0%	18.4%
of which:											
Administrative fees	0.1	0.1	0.1	0.2	15.7%	1.0%	0.2	0.2	0.2	14.9%	1.5%
Advertising	0.2	-	0.0	1.4	84.5%	3.3%	0.8	0.8	0.8	-16.5%	6.7%
Communication	0.1	0.1	0.1	0.2	21.4%	1.0%	0.2	0.2	0.2	8.5%	1.5%
Computer services	0.1	0.1	0.1	0.1	0.3%	1.0%	0.1	0.1	0.1	1.8%	0.9%
Travel and subsistence	2.0	0.5	0.3	0.2	-53.7%	6.1%	0.5	0.6	0.6	45.7%	3.4%
Operating payments	0.0	0.0	0.0	0.1	87.6%	0.2%	0.2	0.3	0.3	57.9%	1.5%
Transfers and subsidies	0.3	0.1	-	-	-100.0%	0.7%	-	-	-	-	-
Households	0.3	0.1	-	-	-100.0%	0.7%	-	-	-	-	-
Payments for capital assets	0.0	-	-	-	-100.0%	-	-	-	-	-	-
Machinery and equipment	0.0	-	-	-	-100.0%	-	-	-	-	-	-
Total	12.5	10.8	12.7	13.6	2.8%	100.0%	13.9	14.1	14.7	2.7%	100.0%
Proportion of total programme expenditure to vote expenditure	4.0%	3.2%	3.7%	3.8%	-	-	3.9%	3.9%	3.9%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	0.1	-	-	-	0.2%	-	-	-	-	-
Employee social benefits	-	0.1	-	-	-	0.2%	-	-	-	-	-

Explanation of the resources' contribution to achieve the outputs

The Department will over the MTEF period reprioritise the implementation of its marketing strategy which is anticipated to improve communication and marketing of IPID Police Services (MPS). It is now common cause that the IPID has no such presence in rural communities, therefore, the only alternative means of awareness is to reach out to the public through marketing campaigns and community outreach programmes that would reach as many people as possible. The Department will as per IPID Act, continue to strengthen its partnership with various stakeholders to improve service delivery and ensure its accessibility in various community areas.

6. Updated Key Risks

Outcome	Key Risks	Risk Mitigation
Effective and efficient administrative support	1. Constrained resources	1.1 Reprioritisation of limited funding to focus on critical strategic objectives. 1.2 Reprioritisation of human capacity through review of internal organisational structure to capacitate lower level staff. 1.3 Activity based budgeting. 1.4 Continue advocacy for increased funding by National Treasury, i.e. funding that will be in line with IPID needs. 1.5 Exploring partnership with Stakeholders to assist with funding and/or resources (e.g. EPWP, NYDA, PSETA, NSF) to assist with funding and/or other resources, including skills enhancement. 1.6 Explore other alternative funding sources.
	2. Ineffective Information Systems	2.1 Implementation of ICT Plan to improve the ICT infrastructure hardware and software. 2.2 Reprioritisation of available budget to accommodate ICT plan/projects.
Reduced level of police criminality and misconduct	3. Infiltration of IPID investigations by SAPS	3.1 Open criminal cases against SAPS members involved in the interferences of IPID investigations. 3.2 Disciplinary actions Instituted on IPID investigators involved in the infiltration. 3.3 Intensify integrity strengthening for IPID investigators.
	4. Possible threats to harm IPID investigators and Head of Department	4.1 Provide training to investigators in order to protect themselves against suspects (e.g. self-defence training). 4.2 Monitor and report the implementation of IPID Protection Policy.
	5. Credibility of institutional performance	5.1 Quality assurance on the investigations conducted. (i.e. verification of files). 5.2 Develop a Quality Compliance Certificate with narrative report. 5.3 Verification of performance information through statistical signed-off certificates. 5.4 Establish a proper records management system. 5.5 Enhance Case Management System to ensure that cases are updated accordingly.

Outcome	Key Risks	Risk Mitigation
Reduced level of police criminality and misconduct	6. Inability to investigate and finalise cases timeously	6.1 Engage with other departments in provinces to request assistance with office accommodation in order to improve accessibility to clients. 6.2 Enhance skills by providing training on areas of specialised investigations to optimise service delivery. 6.3 Reprioritisation of investigations to match available resources (Human & Budget). 6.4 Continuous engagement with FSL (forensic service laboratory) and Department of Health (for pathology services) to speed up technical reports of IPID investigations. 6.5 Acquire assistance from panel of pathologists.
Strengthened Stakeholder Relations	7. Inadequate communication of IPID mandate to the public	7.1 Implementation of the Communication and Stakeholder Strategy.
	8. Inadequate implementation of IPID recommendations by SAPS	8.1 Review recommendations of prioritised cases. 8.2 Review disciplinary outcomes from SAPS. 8.3 Report on recommendations not implemented to the Minister of Police and National Police Commissioner.

7. Public Entities

Not applicable to the Department.

8. Infrastructure Projects

The Department does not have infrastructure Projects

9. Public Private Partnerships

Not applicable to the Department.

10. District Development Model

There are no projects that are implemented at a district level.

11. List of Acronyms

APCOF	African Policing Civilian Oversight Forum
APP	Annual Performance Plan
CSPS	Civilian Secretariat for Police Service
DPSA	Department of Public Service and Administration
ENE	Estimates of National Expenditure
EPWP	Extended Public Works Programme
FSL	Forensic Science Laboratory
GBVF	Gender-Based Violence and Femicide
GIAMA	Government Immovable Asset Management Act
ICT	Information and Communication Technology
ID	Investigative Directorate
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security
LLB	Bachelor of Law
MISS	Minimum Information Security Standards
MOU	Memorandum of Understanding
MPS	Municipal Police Service
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NPA	National Prosecuting Authority
NQF	National Qualification Framework
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
NYDA	National Youth Development Agency
PAIA	Promotion of Access to Information Act
PAMA	Public Administration Management Act
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
POWA	People Opposing Women Abuse
PSA	Public Service Act
PSETA	Public Service Sector Education and Training Authority
PSR	Public Service Regulations
SAPS	South African Police Service
SASSETA	Safety and Security Sector Education and Training Authority
SCM	Supply Chain Management
SMS	Senior Management Service
TVET	Technical and Vocational Education and Training



Part D:

Technical Indicator Description

Please refer to IPID website (www.ipid.gov.za) for full definitions of all indicators

ANNEXURE A: ADJUSTMENTS TO IPID'S STRATEGIC PLAN 2020-2025

Tabled in 2020/21		Amendments			Justification for changes
Outcome	Outcome Indicator	5 year Target	Outcome	Outcome Indicator	
Programme 1: Administration					
Effective and efficient administrative support	Percentage increase in ICT systems availability	95%	No changes	Outcome indicator and target were discontinued from the 2021/2022 financial year	The five-year target is already achieved and exceeded. Reported output was 98.91%.
Programme 2: Investigation and Information Management					
Reduced level of police criminality and misconduct	Increase in number of criminal cases decided by the NPA	1 503	No changes	No changes	2 500
	Increase in number of disciplinary recommendations initiated	1 398	No changes	No changes	2 500
	Increase in number of disciplinary recommendations finalised	1 437	No changes	No changes	2 000
Programme 3: Legal and Advisory Investigation Services					
Department's legal interests protected	Percentage reduction of number of legal claims against the Department	10%	No changes	Percentage reduction of legal claims against the Department	No changes
Programme 4: Compliance Monitoring and Stakeholder Management					
Improved awareness on IPID's services	Increase in number of people reached out through awareness campaigns nationally	13 860	Strengthened stakeholder relations	Percentage implementation of Communications and Stakeholder Management Strategy	60%
The indicator title was incorrectly captured, therefore was not measurable as a result of having two variables.					
To ensure an inclusive approach is undertaken to strengthen relations with department's key stakeholders, new indicator was introduced in the 2021/2022 financial year.					



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