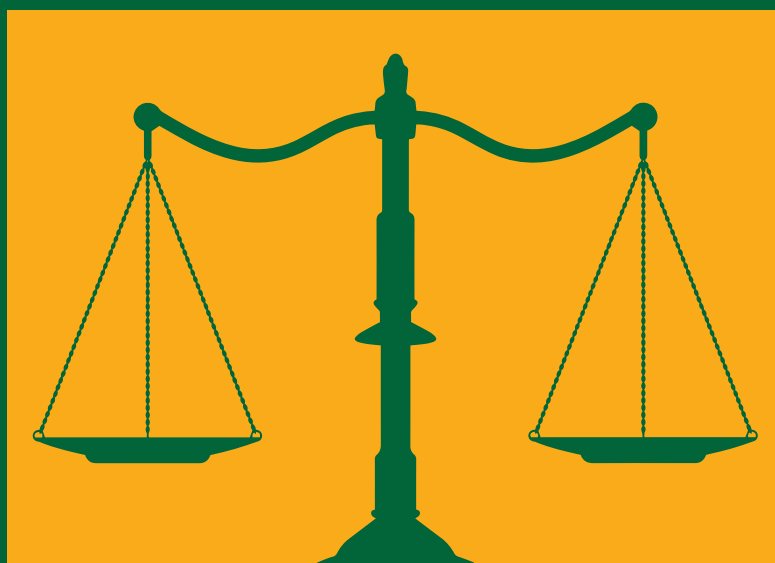
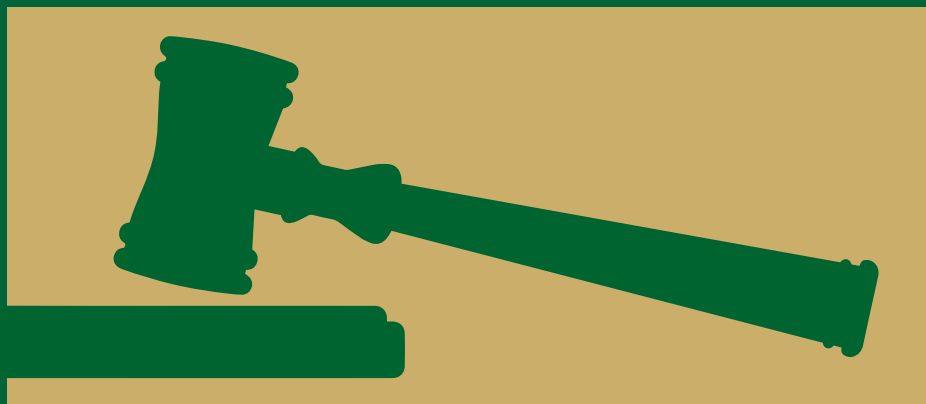


INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE



ANNUAL PERFORMANCE PLAN 2016-2017



ipid

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA



ipid

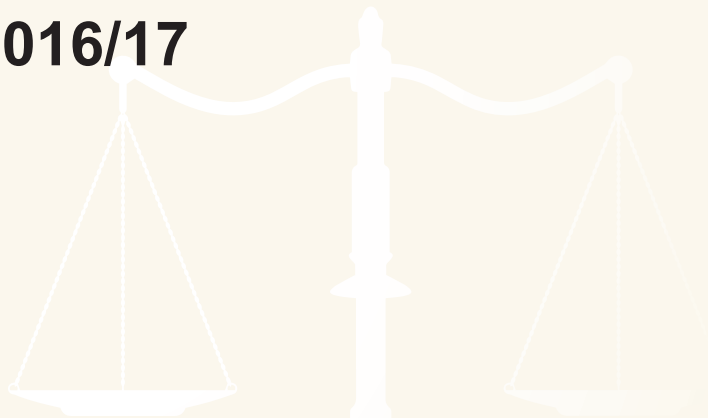
Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA

INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE (IPID)



ANNUAL PERFORMANCE PLAN

2016/17



Foreword By The Minister Of Police



The National Development Plan (NDP) Vision 2030 calls for the people of South Africa to feel and live safe. This necessitates the maintenance of peace, order and security in all pockets of our communities. The prevention of crime through human-rights oriented policing approaches and strategies becomes central in realizing the vision for a safer South Africa. It is in this regard that the role of IPID, as an oversight body, becomes critical to ensure that the police service is held accountable for its conduct.

The recent legislative reforms such as the Draft White Paper on the Police and the White Paper on Safety and Security (2015) as well as the Public Administration Management Act (2014) place accountability and a citizen-oriented approach to provision of public services including policing at the core of the existence of the state. The greatest assets of IPID are its people in carrying out the Department's mandate and holding the police service accountable. Those assets should be nurtured and developed with skills and sensitivity in order to release their greatest potential.

Our government is committed to ensuring that the people of South Africa are and feel safe and in ensuring that the police service is accountable in discharging its duties. It is my pleasure, once more, to table the Annual Performance Plan (2016/17) for the Independent Police Investigative Directorate (IPID).

A handwritten signature in black ink, appearing to be 'NPT', written over a horizontal line.

MR NPT NHLEKO
MINISTER OF POLICE



Foreword By The Deputy Minister Of Police



IPID has a constitutional and legislative obligation to execute the sustained and change agenda of government through the implementation of IPID Act of 2011 and the Medium Term Strategic Framework (2014-2019).

Empirical evidence on the ground suggests that certain aspects in the policing landscape such as in the area of visible policing, crowd control and management continue to yield unintended consequences. This calls for a need for IPID to adopt a pro-active approach to the implementation of its stakeholder engagement strategies and plans. This should also extend to other areas within the Department mandate.

It is equally important that the Department conducts investigations against alleged police misconduct in a manner that instils trust and confidence of communities while ensuring that its recommendations

yield intended results in promoting proper police conduct.

Having aligned IPID's strategies and programmes to National Priorities and the Medium Term Strategic Framework (2014-2019), The Department needs to be more pro-active and strengthen its inter-departmental and intergovernmental mechanisms aimed at promoting proper police conduct. IPID needs to be more involved in station lectures hosted by SAPS in order to create greater awareness of the Department's mandate, the roles and responsibilities of each institution including the role of the Civilian Secretariat of Police. The Launch of the Consultative Forum in 2015/16 and the work done thus far should enable the Department to further the implementation of its stakeholder engagement strategies and plans.

In closing, the management of IPID should ensure that the Department's strategic objectives are achieved within the limited fiscus, and informed by the notion that, the promotion of police conduct is the strengthening of our constitutional democracy. Therefore, I am confident that all strategies and implementation plans put in plans by IPID top management are and will always be constitutional, compassionate and credible to both the police officer and the public.

MS MM SOTYU
DEPUTY MINISTER OF POLICE

Message From The Acting Executive Director



IPID's organizational performance trajectory dates back to 2012/13, where the main focus was on instituting systems and structures in place for good governance while at the same time dealing with the pressure to deliver on its mandate by ensuring the attainment of the Department's strategic objectives and targets.

Over the years, the Department's performance has been fluctuating due to the different angles we have used to measure our performance. Building on our efforts to measure organizational effectiveness since 2015/16, greater emphasis will continue to be on the attainment of the Department's strategic objectives as contained in this Annual Performance Plan. At the core of our planned efforts towards the achievement of our strategic objectives and targets is ensuring a high number of our decision ready cases appear on the court roll, the implementation of our recommendations by South African Police

Service (SAPS) and Municipal Police Service (MPS) as well as securing our involvement in SAPS's station lectures in order to promote a human rights-oriented policing.

The achievement of the set strategic objectives and targets will only be possible if we do not lose focus on the need for strengthening institutional capacity. Some of the priorities for achieving this in 2016/17 include the implementation of Section 23 of the IPID Act, capacity building of our investigators, the revision of IPID's Expansion Strategy and a carefully phased-out implementation thereof in order to ensure the realization of the intended impact of the strategy on our service delivery. It is worth mentioning that the establishment of the National Specialized Investigation Team (NSIT) in 2015/16 will enable the Department in 2016/17 to start paying closer attention to the investigation of "systemic corruption" among other complex investigations, thus contributing to institutional capacity of the Department to deliver and realise the objectives of its legislative mandate.

Further re-arrangements include the re-organization of our budget programme structure to ensure that the work that we do has a maximum impact on our effectiveness. The budget-programme "Programme 3: Legal Services" will fall under "Programme 1: Administration" in this regard. We are also in the process of developing an implementation plan on the "in-sourcing of security and cleaning services" in order to cut down on agency and related non-financial costs.

Planned support to budget programmes "Programme 2: Investigations" and "Programme 4: Stakeholder Management and Compliance" which are our core delivery mechanisms in response to our founding legislation (IPID Act), includes strengthening the alignment of our business processes through the development of the Department's Operations Management Framework in order to ensure that our service delivery model responds to the service delivery needs of our clients.

As a way of concluding, the management of IPID will remain committed to achieving all the planned priorities, strategic objectives and targets set in this Annual Performance Plan.

MR KI KGAMANYANE
ACTING 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 Acting 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, strategic objectives and targets that the Department will endeavor to achieve for the period 2016/17.

MS LM NONJADUKA
HEAD OFFICIAL RESPONSIBLE
FOR PLANNING

Signature: 

MRS L NGCONGO
CHIEF FINANCIAL OFFICER

Signature: 

MR KI KGAMANYANE
ACTING ACCOUNTING OFFICER

Signature: 

Approved by:

MR NPT NHLEKO, MP
EXECUTIVE AUTHORITY

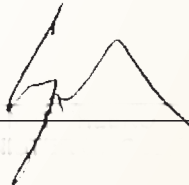
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STRATEGIC

SECTION A

OVERVIEW



PART A

STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

1.1. IPID's Performance Environment

Economic Trends and Outlook

The year 2015 saw a shift in the global economy in opposite directions. The drastic decline in oil prices benefited consumers while hurting producer; whilst the continued problems in the Euro Zone and boisterous performance of the United States economy set the tone for divergent monetary policies. This resulted in a great deal of uncertainty in the global economy, with currencies and the prices of commodities, equities and bonds, moving in unpredictable directions. The impact of these global economic trends on South Africa was that our country therefore faced a turbulent and uncertain 2015 which could lay the foundation for an unpredictable course for 2016 and beyond. The weakening strength of the South African rand remains a challenge in the global markets. Although the lower oil price will lessen pressure on the country's import bill, the electricity supply problems experienced by Eskom may imply higher import volumes of oil and gas-based energy commodities. Stronger growth in capital formation and household consumption expenditure in 2015 are likely to cause real import growth of more than 3% in 2016 compared to an estimated 2.6% in 2015. Growth in export over the importation of goods and services may impact on reducing the country's current account deficit in 2015 and beyond. The current account deficit (i.e. the difference between goods and services exported and imported) has averaged 5.4% of GDP during the past three years. The results of the forecasting models predict that this ratio may continue to decline which may also contribute towards a somewhat better credit risk assessment of the country. At an institutional level, a tight fiscal envelope consequently necessitates the Department (IPID) to reprioritise its planned interventions aimed at the realization of the objectives of the changed and sustained agenda of government.

The Police Oversight Environment

The police oversight environment across and beyond Africa has been characterized by two important shifts since the early nineties, that is, the introduction of independent and often investigation-driven bodies to oversee complaints against police agencies; and, the introduction of performance-driven management strategies across the public service including within police and oversight agencies (Faull, 2015)¹. In parallel, the South African society at large persist to advocate for the demilitarization of the police service that has respect for rule of law and promote a human rights-oriented approach to policing. This necessitate IPID to adjust its investigative approach to ensure that the police service is accountable to the citizens, promotes human rights and has respect for rule of law as envisioned in various policy documents such as the White Paper on Police (2015) and White Paper on Safety and Security (1995). As such, the IPID has to tackle, through its investigative capacity, a number of challenges affecting police conduct such as police criminality and corruption, a high rise of assault cases reported against the police, and the manner in which the police address or manage various violent protests.

¹ Faull, A. (2015). *Monitoring the performance of police oversight agencies*. APCOF Policy Paper Series No.8. APCOF: South Africa, Cape Town. Available on www.apcof.org.



Police Criminality and Corruption



There is now a fairly extensive body of literature on the history and nature of police criminality and corruption as well as an expanding body of literature on efforts to tackle corruption and to protect and/or stimulate integrity. Police criminality does not simply relate to corruption but a “pattern” of organisation. It emerged during the proceedings of the Khayelitsha Commission that corruption and criminality are problems that are endemic to police agencies² (Grobler, 2014: p.346). Nevertheless, an emerging interest is on attempts to measure the extent and nature of police criminality. As the history of virtually every police agency attests, policing is an occupation that is rife with opportunities for misconduct. Policing is a highly discretionary, coercive activity that routinely takes place in private settings, out of the sight of supervisors.

On the other hand; police misconduct is nothing new to members of the society, use of excessive force (or what is popularly known as police brutality); unjustified shootings; race discrimination and a general lack of accountability for officer conduct have been serious problems in the South African policing environment. It will seem as if in any democracy; the police function becomes a jungle wherein a hunter hunts the other hunter. There is a police service mandated to achieve public peace and tranquillity on one side; civil oversight bodies to watch and rectify the actions of the police on the other side³.

According to the United Nations (UNODC, 2006: 1), the great majority of individuals involved in policing are committed to honourable and competent public service and consistently demonstrate high standards of personal and procedural integrity in performing their duties. More officers would perform in this manner if appropriate training were given. However, in every policing agency there probably exists an element of dishonesty, lack of professionalism and criminal behaviour⁴. The police officers by virtue of having dealings with criminals are more likely to be susceptible to corruption. This is due to the fact that a police official dealing with drug dealers may be tempted to become involved in crime if he/she believes that such involvement will go undetected⁵. The collusion between police members and drug syndicates has been recorded in South Africa. In some cases police officials are asked by syndicates or drug dealers to use their policing powers to undermine competition from other syndicates⁶.

In South Africa, police officers make choices about which suspects to arrest or when to arrest them. The decision to arrest may sometimes be influenced by police officers “use of discretionary powers”. In some instances where money has been exchanged for protection by criminal gangs, errant police officers end up protecting criminals instead of protecting law-abiding citizens. When corruption is uncovered there is a tendency within organisations, including the police service, to suggest or imply that the problem is one that is confined to a few rogue members or “bad apples”⁷. This notion of “bad apples” has a number of far-reaching and potentially damaging implications. First, it narrows the scope of attention, often directing concern away from others. Especially those in positions of power and authority whose conduct also ought to be subject to critical scrutiny. Second, it implies that barring the individual “bad apples” everything in the organisation is otherwise sound. Third, linked to this earlier point of the very notion of “bad apples” implies little is required other than the investigation and punishment of these individuals. Punishment, often severe, of a small number of individuals therefore becomes the default response to a corruption scandal and criminal behaviour⁸.

2 Grobler, L. (2014). *The Khayelitsha Commission of Inquiry into Allegations of Police Inefficiency in Khayelitsha and a Breakdown in Relations between the Community and Police in Khayelitsha*.

3 Montesh, M & Dintwe, S.I. (Undated) *Submission to Parliament Regarding the Independent Police Investigative Directorate Bill Of 2010*, University of South Africa (UNISA)

4 United Nation Office on Drugs and Crime (UNODC). (2006) *Policing: The Integrity and Accountability of the Police*, Criminal Assessment Toolkit, New York.

5 Punch, M. (2009) *Police Corruption, Deviance, accountability and Reforming Policing*, UK Willan Publishing.

6 Newman, G. (2002) *Tackling Police corruption in South Africa: South Africa: Centre for the study of violence and reconciliation*.

7 Newburn, T. (2015) *Literature review - Police Integrity and Corruption*, London School of Economics & Political Science, www.justiceinspectors.gov.uk/hmic.

8 Ibid



There have been a number of incidents that have been brought to our attention in South Africa in which some citizens have encouraged police officers to work from a compromised position. Many commentators have argued that the unlawful act and willingness of members of the public to offer bribes to the police in South Africa has helped to create and sustain police corruption. If there is no supply for corruption the demand will not be so prevalent in South Africa⁹.

While the police are guardians of citizens, oversight agencies are guardians of the police. Oversight agencies such as the Independent Police Investigative Directorate (IPID) in the South Africa have the powers to investigate police criminality and corruption. As such, Chapter 12 of the National Development Plan emphasises the professionalization of the police service as among the key priorities for ensuring a crime-free South Africa by 2030. The plan provides that by 2030 the police service should consist of professional police who conduct themselves in a way that upholds the integrity of the police service, are knowledgeable about the law and their role, carry out their functions competently, and understand their responsibility to serve communities. In line with this vision, the medium term strategic focus for the Department is to contribute to the professionalisation of the police service by strengthening its investigative capacity to be able to effectively deliver on its investigations mandate in terms of section 28 of the Independent Police Investigative Directorate Act (2011); and, providing awareness training to police officials on key provisions of the act in relation to investigations which the police service must comply with, as well as on the implementation of the Department's disciplinary recommendations. In support of this focus, the Department will reduce its vacancy rate over the medium term to below 10 per cent to ensure that there is adequate personnel capacity and relevant expertise in its core service delivery areas.

Strengthening the Department's investigative capacity

The draft White Paper on Police, presented to Cabinet in 2014 and 2015, advances that professionalism in the police service is underpinned by adherence to the South African Police Service code of conduct, which seeks to mitigate the abuse of power by police officials. Over the medium term, the Department will expand its investigative methods and systems to respond to cases of police misconduct and abuse of power.

The Department will sign a memorandum of understanding with other key stakeholders in the justice, crime prevention and security cluster, such as the Special Investigating Unit and the National Prosecuting Authority on a number of issues, among them sharing resources during investigations. The intention is for the Department to be able to make use of specialised equipment, personnel and other resources held by key stakeholders during complex or specialised investigations, without compromising the integrity of investigations. These initiatives will be carried out within the ambit of the Investigation Management and Stakeholder Management subprogrammes within the Investigation and Information Management programme and the Compliance Monitoring and Stakeholder Management programme, respectively.

The Department will further strengthen its investigative skills capacity through the newly established national specialised investigations team. The mandate of this team is to conduct specialised investigations and facilitate the training of investigators on systemic corruption and other specialised investigations. The team has now started with its work of investigating high profile cases, its core mandate.

The Department will also appoint 9 additional investigators over the medium term under the Investigation and Information Management programme. The appointment of additional investigators is intended to strengthen The Department's investigative capacity in provinces. These initiatives are expected to lead to increases in the percentage of investigations into police misconduct that are decision ready. The ultimate goal is to increase the number of disciplinary and criminal convictions secured by the Department on the recommendations made to the police service and the National Prosecuting Authority, thus ensuring that the police service is rid of corrupt and non-professional officials.

⁹ Newman, G. & Faull, A. (2011) *Protector or Predator: Tackling Police Corruption in South Africa*. ISS Monograph 182, South Africa, Institute for Security Studies.



Awareness training for police officials on key provisions of the Independent Police Investigative Directorate Act (2011)



The Department will train police officials at different police stations on key provisions of the Independent Police Investigative Directorate Act (2011). The training sessions are aimed at ensuring that police officials are fully aware of and compliant with the provisions of the act in relation to, among other things, their reporting obligations on crimes committed by police officials, implementing recommendations referred to the police service by the Department, and cooperating with the Department during investigations. Greater awareness of the Department's mandate by police officials will contribute to the professionalization of the police service as police officials will become aware of what is expected of them and be reminded that they will be held accountable for any reported misconduct, negligence or crimes committed by them in the execution of their duties.



Violent Public Protests

Another prevailing challenge in the policing and police oversight environment are the protests that have become increasingly violent and adversarial in recent years. Whether trade unionists protesting in support of their demands on the streets of Johannesburg, or anti-globalisation demonstrators decrying the latest G20 meeting, attacks on public order forces and damage to property have become common. The Arab Spring riots and ongoing unrest in Syria and Yemen highlight the increasingly violent nature of protests, as several thousand people have been killed in those two countries, mostly by security forces¹⁰.

In terms of the Regulation of Gatherings Act (2015 of 1993) and the Constitution of South Africa (Act 108 of 1996) each and every person has the right to air their views in public, provided that their actions are lawful and peaceful. There is also an obligation to police public events in accordance with the National Sports and Recreation Act. In view of the above, the implications are that in general, all assemblies, gatherings, meetings, demonstrations etc., will be classified as Crowd Management (Peaceful) incidents as SAPS will have to deploy officers from the Public Order Policing (POP) Unit. POP is a specialist unit that deals with crowd management.

It has been nearly 20 years since the first democratic election in South Africa and public protests are as much a feature of our lives now as they were in the 1980s. For the most part, media coverage of these protests focuses on the ones that go bad and turn violent. The frequency of community protests occurring across South Africa increased substantially over the course of three years before reversing the trend, and falling dramatically from June 2010 to the present¹¹. Table below indicates the number of protest that has took place in South Africa from the financial year 2010/11 to 2015/16.

Table 1: The number of protests recorded by SAPS

Crowd-related incidents	2010/11	2011/12	2012/13	2013/14	2014/15
Peaceful incidents	11,680	10,744	10,517	11,668	12,451
Unrest-related incidents	971	1,194	1,882	1,907	2,289
Total	12,651	11,938	12,399	13,575	14,740

Source: SAPS Annual Report 2013/14 and 2015/16.

It has been indicated that between 1997 and 2013 the South African Police Service's (SAPS) Incident Registration Information System (IRIS) has recorded 156 230 "crowd incidents" of which 90% of these were classified as "crowd (peaceful)" and 10% as "crowd (unrest)". IRIS is used by SAPS to details the number of public events the Public Order Police (POP) record. According to SAPS, "crowd (unrest)" refers to crowd management incidents requiring some form of police intervention such as pushing back or making arrests in order to maintain public order. Use of tear gas, water cannon, stun grenades or rubber bullets indicates that unrest has occurred. On the other hand, "crowd peaceful" refers to crowd management incidents which require no police interventions¹².

¹⁰ DefenceWeb, (2011) Are police becoming too violent when dealing with public protests? Available at: http://www.defenceweb.co.za/index.php?option=com_content&view=article&id=19381 (Accessed on 21 October 2015).

¹¹ Karamoko, J. (2011) *Community Protests in South Africa: Trends, Analysis and Explanations*.

¹² Alexander, P., Runciman, C and Maruping, B. (2015) *South African Police Service Data on Crowd Incidents: A Preliminary Analysis*, Social Change Research Unit, University of Johannesburg.



There has been much public concern recently over the “spike in public protests”, and the effect that will have on the country. During the violent protests there are always chances that some of the protesters will be shot at and others might be killed by police. Hence much of the public criticism and complaints will be focused on the shortcoming or brutality of the police. Following Andries Tatane’s death, his enraged supporters set fire to the library and the home affairs office. A storeroom at the municipal offices in Meqheleng Township was burned to the ground. Police used water cannons, rubber bullets, and tear gas to disperse the dangerous crowd. Aggressive acts by law enforcement raise the likelihood that protesters anger will spill over into additional violent protests¹³.

It should also be noted that the police are also engaging in more aggressive tactics and their attempts to enforce the prohibition of protests or to disperse violent protests have become more violent. When police use force to quell this protests this result in IPID receiving number of complaints against the police where people complain that they have been shot or assaulted by police. Some of these cases can be fatal as it has been the case in Andries Tatane (2011), Marikana (2012), Mothotlung (Brits – North West) (2014), etc.

SAPS Forensic Services

According to Locard’s Exchange Principle, every contact leaves a trace. Therefore, in theory every crime can be solved. Physical evidence is always present at a crime scene and often leads to a conviction. However, effective investigation work is still necessary, as the traces left behind by the perpetrator must be detected in order to solve crime¹⁴. IPID lacks a fully independent investigative capacity and is reliant on SAPS for technical, forensic and ballistic investigation support, which it concedes could impact on the integrity of the investigations and IPID’s independence. Not only does this impact on IPID’s independence, but may result in long delays given SAPS’ forensic backlog.

On the other hand, SAPS implemented a turnaround strategy to reduce backlog since 2010. The reviewing and streaming of workflow processes has led to the drastic reduction of backlog. During 2014/15, 5 456 SAPS and IPID members received forensic awareness and training to take buccal samples. During the Marikana Commission, evidence leaders criticize the handling of the crime scene by IPID particularly with regard to their lack of personnel and lack of experts. They correctly aver that IPID relied on the South African Police Services ballistics and crime scene experts¹⁵. Marikana Commission highlighted that Section 4 of the IPID Act specifically states that the Department functions independently from the South African Police Service. However, IPID did not function independently in all respects in these investigations that took place in Marikana.

Department of Health (Forensic Pathologist)

The Forensic Pathology Service falls under the Department of Health and deals with all cases of unnatural and unexplained deaths. Forensic pathology is a sub-specialty of pathology that focuses on determining the cause of death by examining a corpse. The autopsy is performed by a medical examiner, usually during the investigation of criminal law cases and civil law cases in some jurisdictions. Post-mortem examinations are conducted by pathologist assisted by a forensic pathology officer. The pathologist examines dead individuals to accurately establish their identity, the day of death and the cause of death. They consider the body of the deceased to be a crime scene that they, as medical detectives, process in order to find and preserve evidence to present in future court evidence. IPID is dependent on the services offered by the Department of Health especially related to post mortem examination and filling of the J88 form for victim of “torture or assault” cases.

As IPID does not do its own forensic investigations nor does it carry out autopsies and the likes, but merely facilitates these, it is indeed obvious that the IPID is dependent on external service providers for specialists’ services and this may affect the turnaround times within which IPID is expected to finalize cases.

¹³ Karamoko, J. (2011) *Community Protests in South Africa: Trends, Analysis and Explanations*.

¹⁴ Chisum, W.J. & Turvey, B. (2000) *Evidence Dynamics: Locards Exchange Principle & Crime Reconstruction, Journal of Behavioral Profiling, January, 2000, Vol. 1, No. 1.*

¹⁵ Marikana Commission (2012), *Section 1: Independent Police Investigative Directorate*



1.2. Organisational Environment

The Independent Complaints Department (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 Department 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.

Provincial and District Offices

IPID is structured at national level with nine (9) provincial offices and nine (9) district offices in the respective provinces. Provincial Offices comprise a provincial head professional and administrative staff including investigating officers. To improve access to its services, nine district offices have been established and are fully functional. This is not sufficient because the SAPS alone have 1 138 police stations and a number of satellite stations. The geographical location of the IPID offices makes it difficult for ordinary citizens in rural or far-fetched areas to access its services. In addition, this geographical location necessitates unnecessary traveling for IPID investigators, thereby requiring and exhausting the greater part of the budget on travelling and accommodation.

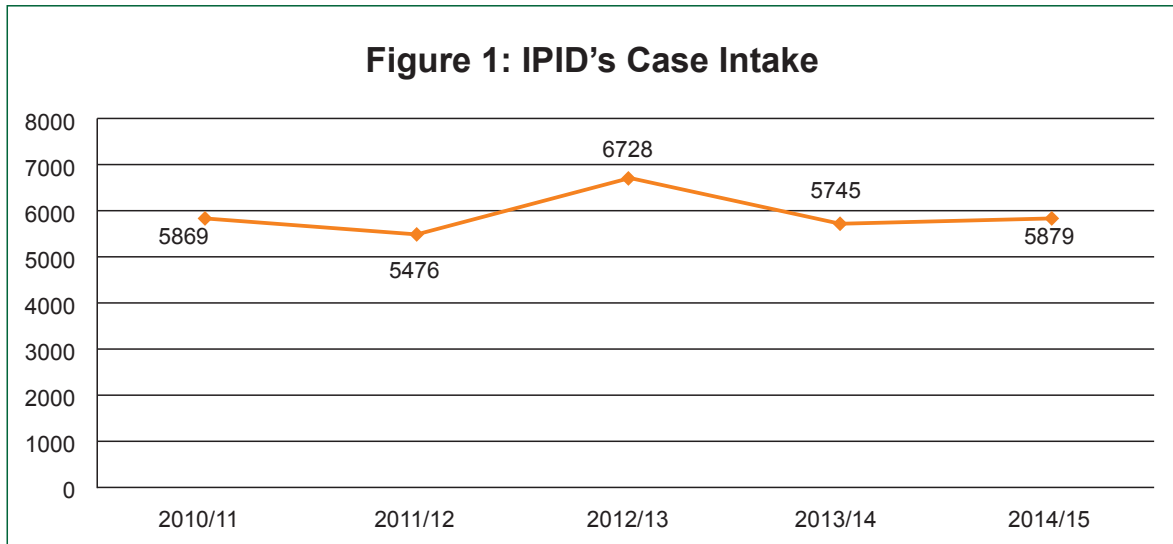
Table 2: IPID's Provincial and Districts Offices

Provincial Offices	District Offices
KwaZulu-Natal (Durban)	Empangeni
Eastern Cape (East London)	Mthatha
North West (Mafikeng)	Rustenburg
Limpopo (Polokwane)	Thohoyandou
Free State (Bloemfontein)	Bethlehem
Northern Cape (Kimberley)	Upington
Mpumalanga (Mbombela)	Witbank
Gauteng (Johannesburg)	Pretoria
Western Cape (Bellville)	George

It should be noted that with this limited footprint, IPID investigators have to travel long distances to reach crime scene especially in vast provinces such as Northern Cape. This situation makes it difficult to reach all complainants and scenes of alleged police criminality in time, which has impact on the preservation of evidence. Vast distances make it difficult to respond swiftly to crime scenes. In some provinces, it is near impossible to preserve the integrity of crime scenes due to the long distances travelled by IPID investigators to reach those crime scenes. This situation affects the effectiveness of investigations negatively.

IPID Case Intake

The IPID's mandate narrowed after the shift from Independent Complaints Department (ICD) in 2011 (with exclusion of police misconduct), the requirement that certain types of offences be investigated resulted in a substantial increase in the number of cases taken on by IPID. A comparison of the figures presented in ICD and IPID's Annual Reports between 2011/12 and 2012/13 reflects a 23% increase, demonstrating the significant burden faced by Investigators at IPID. The number of cases investigated by the IPID is significantly higher than the cases investigated by its predecessor.

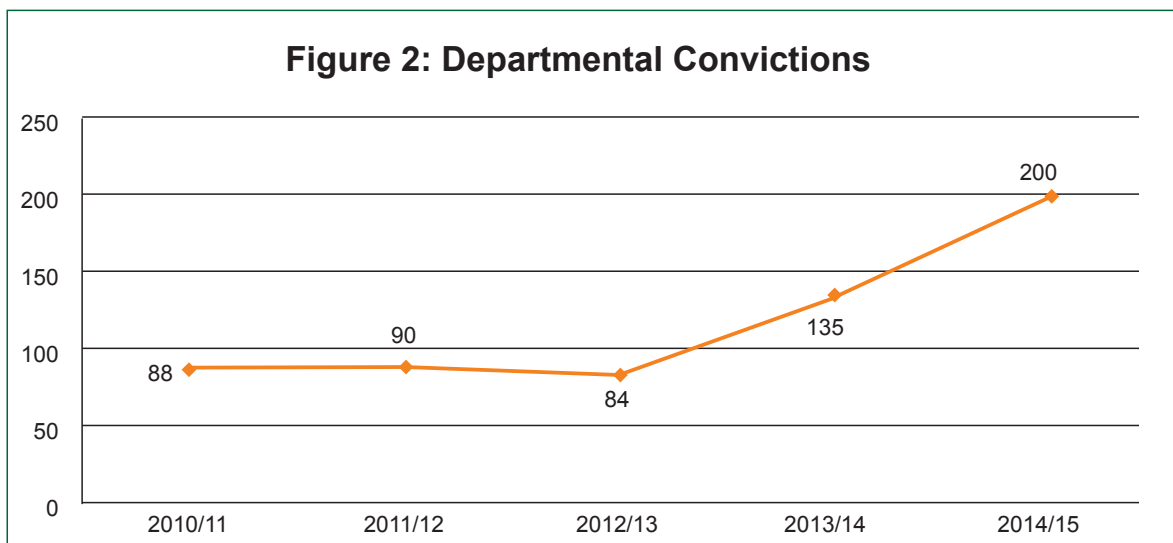
**Figure 2: IPID's Case Intake: 2010/11- 2014/15**

Source: IPID Database (2014/15)

However, when comparing the first two years of the IPID's operation, the number of cases received have declined in all categories but one. Therefore, the IPID has already had a good impact in reducing police criminality. This improvement was achieved with limited resources and capacity. Whilst the reduction indicates improvement, the figures are still unacceptably high.

Departmental Convictions

There has been an increase in the number of departmental convictions on cases investigated by the IPID. The IPID make disciplinary recommendations in respect of members of the South African Police Service and Municipal Police Services resulting from investigations conducted by the Department.

Figure 3: Departmental Convictions

Source: IPID Database (2014/15)

The new act places stringent obligations on the South African Police Service and Municipal Police Services to report matters that must be investigated by the Department and ensures the implementation of disciplinary recommendations made by the Department. The IPID has seen a steady increase in the number of departmental convictions over the years. This clearly indicates that SAPS/MPS is taking serious the disciplinary recommendations that IPID makes against the police officials.



ICT Plan



Government transformation is, at a strategic level, informed by government-wide key priority areas that have been translated into 14 strategic outcomes, guided by the Batho Pele principles of equal access to services, increased productivity and lowering of costs. The purpose of Information And Communication Technology (ICT) is to enable the Public Service in its quest for service delivery.



In 2000, Cabinet approved the creation of the Government Information Technology Officer (GITO) position, with the requirement that the GITO in each department should be responsible for aligning the respective department's ICT strategic plan, its strategic direction and its management plans. Furthermore, the GITO should report to the Head of the Department (HoD) and be part of the Executive Management team.

The budget cuts have forced the IPID to reprioritise. Due to the cuts, the IPID cannot implement its ICT Plan which is intended to improve the ICT infrastructure. Furthermore, targets in investigations as well as community outreach and stakeholder management activities have been reduced, in line with limited resources for the 2015/2016 MTEF period.

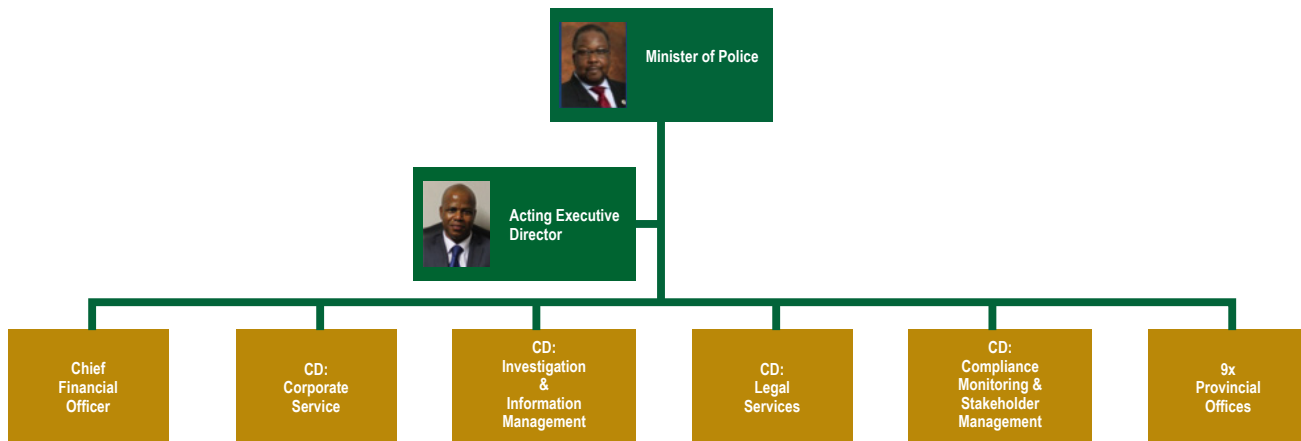
Recruitment of IPID Investigators

The Khayelitsha Commission noted that a very high proportion of IPID investigators are drawn from SAPS. Although this means that the investigators understand how SAPS works, the Commission recommends that it would be appropriate, given the SAPS culture of commitment to internal solidarity, which utmost care is taken to ensure that at least some of the IPID investigators in the Western Cape or nationally be drawn from forensic investigators who do not have a SAPS background. This issue was also highlighted by Montesh & Dintwe (2010) on their submission to Parliament that IPID should not recruit from the same agency (SAPS) it will be investigating because such will compromise the outcomes of the investigations. As a response to this challenge and given the limited fiscal envelope, IPID will embark on an exercise of adjusting its Expansion Strategy including relooking at our recruitment and selection mechanisms with regard to exploring alternative ways in which investigators can be sourced from alternative agencies or institutions.



Organizational Structure

Figure 4: High level organizational structure of the Department:



IPID's current approved staff complement 414, which is well below a dated 1997 Department of Public Service Administration (DPSA) human capacity assessment which at that time recommended an ideal capacity of 535 personnel. Marikana Commission recommended that the staffing and resourcing of IPID should be reviewed to ensure that it is able to carry out its functions effectively¹⁶. The current IPID structure is in reality putting considerable pressure on the few human resources who have to deal with the heavy workload.

The total personnel strength of SAPS stood at 193 692, consisting of 150 950 SAPS Act members and 42 742 Public Service Act members. The SAPS members' ratio to the population ratio is 1:358, against a UN standard of 1:450.¹⁷ In contrast, the IPID to SAPS and Municipal Police Service (MPS) ratio is 1:1100. This means that IPID investigators are burdened in that, one investigator investigates misconducts of approximately 1 100 police officials at any given point. The unintended outcome of this disparity includes a high number of backlog cases each IPID investigator has to deal with. Equally so, this impacts on our conviction rates as the quality of investigations tend to be compromised. Clearly even if the IPID tried harder than it has done, it will find it hard to fulfil its mandate with the current resources. The budget cuts for the 2015 to 2018 MTEF period will exacerbate this situation.

IPID management has addressed the challenges related to inadequate staff complement through the development of an Expansion Strategy. This Expansion Strategy has received widespread support from all stakeholders, including the Portfolio Committee on Police (PCP), the National Council of Provinces (NCOP) Select Committee on Safety and Security, the Ministry of Police and the National Treasury. However, the fiscal reduction has impacted negatively on the implementation of the Expansion Strategy. Budgetary baseline cuts over the MTEF 2015-2018 period have compelled the IPID to reprioritise and to modify the implementation of the Expansion Strategy.

¹⁶ Marikana Commission (2012), Section G: Accountability, p554.

¹⁷ South African Police (SAPS) Annual Report 2015/16, p35.



2. LEGISLATIVE AND OTHER MANDATES

2.1. Constitutional Mandate

The IPID is guided by the principles set out in chapter 11 of the Constitution of the Republic of South Africa that govern national security in the Republic. Section 198(a) of the Constitution provides that:

“National security must reflect the resolve of South Africans, as individuals and as a nation, to live as equals, to live in peace and harmony, to be free from fear and want to seek a better life.”

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.”

2.2. Legislative mandates

2.2.1. Independent Police Investigative Directorate (IPID) Act No.1 of 2011

The former Independent Complaints Department (ICD) was established in 1997 in terms of chapter 10 of the SAPS Act No.68 of 1995, which pre-dates the 1996 Constitution, to promote consistent proper conduct by members of the SAPS and the MPS. The legal mandate of the ICD was primarily to investigate all deaths in police custody or as a result of police action, as well as criminal offences and serious misconduct alleged to have been committed by members of the SAPS and the MPS. The ICD functioned independently of the SAPS.

With the implementation of the IPID Act on 1 April 2012, the ICD was renamed the Independent Police Investigative Directorate (IPID). The 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 focus primarily on serious identified priority crimes committed by members of the SAPS and the MPS. It compels the SAPS and MPS to report on matters prescribed hereunder.

In terms of section 28 (1) of the Act, The Department is obliged to investigate:

- (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, a 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) further provides that The Department may investigate matters relating to systemic corruption involving the police. In terms of Section 30 of the IPID Act, the National Commissioner or the appropriate Provincial Commissioner must-

- (a) within 30 days of receipt thereof, initiate disciplinary proceedings in terms of the recommendations made by The Department and inform the Minister in writing, and provide a copy thereof to the Executive Director and the Secretary;
- (b) quarterly submit a written report to the Minister on the progress regarding disciplinary matters made in



- terms of paragraph (a) and provide a copy thereof to the Executive Director and the Secretary; and
- (c) immediately on finalisation of any disciplinary matter referred to it by The Department, to inform the Minister in writing of the outcome thereof and provide a copy thereof to the Executive Director and the Secretary.

2.3. Other mandates

The IPID contributes to the achievement of the goals set out in the Ruling Party Manifesto, government outcomes and to the NDP by conducting independent and impartial investigations into allegations of criminality against members of the SAPS and MPS.

2.3.1. National Development Plan

The IPID plays an important role in professionalizing and demilitarization of the police service through conducting investigations and making appropriate recommendations. In addition, the IPID will make policy recommendations in consultation with the Civilian Secretariat to the Minister of Police.

2.3.2. Ruling Party Manifesto

The IPID mandate is directly linked to the manifesto in terms of Fighting Corruption and Crime; and Strengthening of the Criminal Justice System

2.3.3. Medium Term Strategic Framework (MTSF) 2014 - 2019

The core mandate of the IPID contributes towards the realization of Outcome 3 as outlined in the Medium Term Strategic Framework (MTSF) 2014-2019, namely: "All people in South Africa are and feel safe".

OVERVIEW OF 2015 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK ESTIMATES

3. OVERVIEW OF 2016/17 BUDGET AND MTEF ESTIMATES

3.1. Expenditure estimates: 2016/17- 2018/19

Vote expenditure estimates by programme and economic classification								
Programmes								
1. Administration								
2. Investigation and Information Management								
3. Legal Services								
4. Compliance Monitoring and Stakeholder Management								
Programme	Revised estimate	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
R million	2015/16	2012/13 - 2015/16		2016/17	2017/18	2018/19	2015/16 - 2018/19	
Programme 1	74.0	-5.1%	35.7%	74.4	84.4	89.2	6.4%	32.1%
Programme 2	150.8	13.4%	60.9%	157.1	155.0	160.8	2.2%	62.2%
Programme 3	5.5	0.4%	1.9%	5.7	6.2	6.9	7.9%	2.4%
Programme 4	4.5	19.0%	1.4%	8.9	9.9	10.1	31.4%	3.3%
Total	234.8	5.9%	100.0%	246.1	255.5	267.0	4.4%	100.0%
Change to 2015 Budget estimate				-	(4.4)	(8.0)		
Economic classification								
Current payments	231.6	6.5%	96.5%	244.7	254.7	266.1	4.7%	99.4%
Compensation of employees	159.6	15.5%	57.7%	178.5	186.2	195.8	7.1%	71.8%
Goods and services	72.1	-6.6%	38.7%	66.3	68.5	70.3	-0.8%	27.6%
of which:								
Audit costs: External	3.5	14.6%	1.7%	3.1	3.2	3.3	-2.4%	1.3%
Computer services	7.0	4.9%	4.4%	4.5	7.4	6.9	-0.7%	2.6%
Fleet services (including government motor transport)	6.8	15.7%	3.6%	8.7	7.3	7.3	2.1%	3.0%
Operating leases	19.6	-6.0%	9.3%	20.5	21.2	21.2	2.6%	8.2%
Property payments	8.1	-0.6%	3.3%	10.1	10.7	11.7	13.1%	4.0%
Travel and subsistence	13.7	-11.9%	9.0%	10.3	10.0	10.4	-8.7%	4.4%
Transfers and subsidies	0.6	80.2%	0.4%	0.5	0.6	0.7	3.4%	0.2%
Departmental agencies and accounts	0.4	54.2%	0.1%	0.5	0.6	0.7	20.8%	0.2%
Households	0.2	-	0.3%	-	-	-	-100.0%	0.0%
Payments for capital assets	2.5	-24.2%	3.1%	0.8	0.2	0.2	-58.8%	0.4%
Machinery and equipment	2.5	-24.2%	3.1%	0.8	0.2	0.2	-58.8%	0.4%
Total	234.8	5.9%	100.0%	246.1	255.5	267.0	4.4%	100.0%

3.2. Relating expenditure trends to strategic outcome-oriented goals

The Independent Police Investigative Directorate contributes to building safer communities (as outlined in the National Development Plan) and ensuring that all people in South Africa are and feel safe (outcome 3 of government's 2014-2019 Medium Term Strategic Framework). Working with other departments in the justice, crime prevention and security cluster, the Department aims to ensure that all people in South Africa live safely in a corruption free society, with an independent and fair criminal justice system.



Chapter 12 of the National Development Plan emphasises the professionalisation of the police service as among the key priorities for ensuring a crime-free South Africa by 2030. The plan provides that by 2030, the police service should consist of professional police who conduct themselves in a way that upholds the integrity of the police service, are knowledgeable about the law and their role, carry out their functions competently, and understand their responsibility to serve communities. In line with this vision, the medium term strategic focus for the Department is to contribute to the professionalisation of the police service by strengthening its investigative capacity to be able to effectively deliver on its investigations mandate in terms of section 28 of the Independent Police Investigative Directorate Act (2011); and, providing awareness training to police officials on key provisions of the act in relation to investigations which the police service must comply with, as well as on the implementation of the Department's disciplinary recommendations.

Strengthening The Department's investigative capacity

The draft White Paper on Police, to be presented to Cabinet at the end of February 2016, advances that professionalism in the police service is underpinned by adherence to the South African Police Service code of conduct, which seeks to mitigate the abuse of power by police officials. Over the medium term, the Department will expand its investigative methods and systems to respond to cases of police misconduct and abuse of power.

The Department will sign a memorandum of understanding with other key stakeholders in the justice, crime prevention and security cluster, such as the Special Investigating Unit and the National Prosecuting Authority on a number of issues, among them sharing resources during investigations. The intention is for The Department to be able to make use of specialised equipment, personnel and other resources held by key stakeholders during complex or specialised investigations, without compromising the integrity of investigations. These initiatives will be carried out within the ambit of the Investigation Management and Stakeholder Management sub-programmes, in the Investigation and Information Management and the Compliance Monitoring and Stakeholder Management programmes, respectively.

The Department will further strengthen its investigative skills capacity through the newly established national specialised investigations team. The mandate of this team is to conduct specialised investigations and facilitate the training of investigators on systemic corruption and other specialised investigations. 14 out of the 18 posts in the team were filled between October and November 2015, and total spending on the team to date amounts to R1.5 million. The team has now started with its work of investigating high profile cases, its core mandate.

These initiatives are expected to lead to increases in the percentage of investigations into police misconduct that are decision ready. The ultimate goal is to increase the number of disciplinary and criminal convictions secured by The Department on the recommendations made to the police service and the national prosecuting authority, thus ensuring that the police service is rid of corrupt and non-professional officials.

Awareness training for police officials on key provisions of the Independent Police Investigative Directorate Act (2011)

The Department will train police officials at all police stations on key provisions of the Independent Police Investigative Directorate Act (2011). The training sessions are aimed at ensuring that police officials are fully aware of and compliant with the provisions of the act in relation to, among other things, their reporting obligations on crimes committed by police officials, implementing recommendations referred to the police service by The Department, and cooperating with the Department during investigations.



Greater awareness of the Department's mandate by police officials will contribute to the professionalisation of the police service as police officials will become aware of what is expected of them and be reminded that they will be held accountable for any reported misconduct, negligence or crimes committed by them in the execution of their duties. The training is reflected in increased spending at an average annual growth rate of 63.4 per cent for the period 2015/16 to 2018/19 in the Stakeholder Management sub-programme in the Compliance Monitoring and Stakeholder Management programme, specifically on the training and development economic classification item.

Personnel capacity

As the nature of the Department's work is labour intensive, an average 71.8 per cent of the Department's medium term budget allocation will be appropriated to compensation of employees, with the core service delivery programme, Investigation and Information Management, receiving the bulk of the allocation. From 2016/17, The Department will relocate its communications function from the Administration programme to the Compliance Monitoring and Stakeholder Management programme as the function is best aligned with the work of this programme. This explains the shift in personnel numbers over the medium term across these two programmes.

In 2017/18 and 2018/19, Cabinet has approved reductions of R14.4 million and R23 million respectively on the Department's compensation of employees budget as part of its strategy to decrease government's aggregate expenditure ceiling to be in line with the revised medium term revenue estimates. Therefore, the Department will, after consultation with the Department of Public Service and Administration and the National Treasury, develop and implement a plan to manage its personnel expenditure within its reduced personnel budget.

PROGRAMMES
AND

SECTION B

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: Legal Services
- Programme 4: Compliance Monitoring and Stakeholder Management

Given the nature of services rendered in Programme 3: Legal Services, plans going forward include moving the said programme to Programme 1: Administration to form part of support programmes to the Department's core mandate.

4. PROGRAMME 01: ADMINISTRATION

4.1. Purpose

Provide for the overall management of the Independent Police Investigative Directorate and support services, including strategic support to the Department. The programme consists of the following activities and/or components:

4.2. Departmental Management

This sub-programme provides strategic leadership, overall management and strategic reporting to the Department and ensures overall compliance with all relevant prescripts through the following components:

4.2.1. 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.

4.2.2. Corporate Governance

This component focuses on monitoring and evaluation of departmental performance, and reporting on the attainment of strategic objectives. It ensures constant assessment of high quality management practices as a mechanism of enhancing the ability of the Department to deliver on its core mandate. It also provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts.

4.2.3. Strategy & Performance Monitoring

This component is responsible for implementing effective strategic planning, organisational performance monitoring, reporting and evaluation in line with relevant legislations.

4.2.4. Integrity Management

This component is responsible for integrity testing of IPID officials as provided for in Section 22 (3), (4) and 26 of the IPID Act.



4.2.5. 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.

4.3. Internal Audit

This sub-programme provides assurance and consulting services by conducting risk based audit reviews, and facilitating internal forensic investigations.

4.4. 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:

4.4.1. 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 to the Executive Director and Department's Senior Management in the implementation of relevant IPID Act financial management imperatives.

4.4.2. 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 assist the IPID 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.

4.4.3. 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.

4.5. Corporate Services

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

4.5.1. Human Resources Management and Development Services

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



4.5.2. 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.



4.5.3. Auxiliary Services

This 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.

4.6. Office Accommodation

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



4.7. Strategic objective annual targets for 2016/17

The following tables outlines the output targets for the budget year and over the MTEF period for each strategic objective specified for this programme in the Strategic Plan.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual performance			Estimated Performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
A capable workforce	Number of employees trained as per IPID's Training Plan	450	New Indicator	New Indicator	New Indicator	New Indicator	150	150	150
Effective risk management ¹⁸	Improved level of Risk Maturity	Level 5	New indicator	New indicator	New indicator	New Indicator	3	4	5

4.8. Programme performance indicators and annual targets for 2016/17

The following table sets out the annual performance targets for the programme performance indicators as follows:

Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Level of percentage vacancy rate per year	7.9%	12.9%	18%	<10%	< 10%	< 10%	< 10%
% implementation of Annual Internal Audit Plan ¹⁹	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
Number of reviews of Organisational Structure conducted per year	New indicator	New indicator	1	1	1	1	1
Number of reports on Implementation of Risk management principles ²⁰ produced	New indicator	New indicator	New indicator	New indicator	4	4	4
Number of statistical analysis reports on IPID performance ²¹ produced	New Indicator	New Indicator	New Indicator	New Indicator	4	4	4

4.9. Quarterly targets for 2016/17

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
Level of percentage vacancy rate per year	Annually ²²	<10%	-	-	-	<10%
% implementation of Annual Internal Audit Plan	Annually ²³	100%	-	-	-	100%
Number of reviews of Organisational Structure conducted per year	Quarterly	1	-	-	-	1
Number of reports on Implementation of Risk management principles produced	Quarterly	4	1	1	1	1
Number of statistical analysis reports on IPID performance produced	Quarterly	4	1	1	1	1

¹⁸ Effectiveness is measured through improvements in the maturity level of the Department, that is from a lower level to an upper level based on the risk assessment standards.

¹⁹ This measure means that all the activities contained in the Internal Audit Plan will be implemented, hence 100% implementation.

²⁰ The content of these reports will reflect the implementation of risk management functions and will inform decision making on a quarterly basis on progress towards improving the risk maturity within the Department.

²¹ These reports will presents findings based on the statistical analysis of reported quarterly performance data in order to link departmental performance to the budget and staff complement for decision making by management.

²² Although reporting against this target is annual, performance will be monitored on a quarterly basis and reported in management meetings.

²³ Although reporting against this target is annual, performance will be monitored on a quarterly basis and reported in management and Audit Committee meetings.



4.10. Reconciling performance targets with the Budget and MTEF

Administration expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14				2014/15	2015/16	2012/13 - 2015/16		
Department Management	7 333	6 365	7 360	10 754	13.6%	11.1%	12 911	14 670	15 666	13.4%	16.8%
Corporate Services	26 003	42 257	41 409	30 746	5.7%	49.2%	27 632	33 991	35 332	4.7%	39.7%
Office Accommodation	9 092	9 592	10 168	10 634	5.4%	13.8%	11 207	11 768	12 451	5.4%	14.3%
Internal Audit	2 794	2 391	2 829	3 573	8.5%	4.1%	4 474	4 975	5 276	13.9%	5.7%
Finance Services	13 753	13 803	16 491	18 308	10.0%	21.8%	18 193	19 003	20 437	3.7%	23.6%
Total	58 975	74 408	78 257	74 015	7.9%	100.0%	74 417	84 407	89 162	6.4%	100.0%
Change to 2015 Budget estimate				-			(4 206)	(327)	(1 376)		
Economic classification											
Current payments	57 612	72 653	75 581	72 988	8.2%	97.6%	73 319	83 609	88 341	6.6%	98.8%
Compensation of employees	25 377	29 938	32 928	42 461	18.7%	45.8%	44 729	51 646	55 968	9.6%	60.5%
Goods and services	32 235	42 715	42 653	30 527	-1.8%	51.9%	28 590	31 963	32 373	2.0%	38.3%
of which:											
Audit costs: External	3 187	2 910	4 201	4 047	8.3%	5.0%	3 100	3 220	3 300	-6.6%	4.2%
Communication	807	1 211	1 605	727	-3.4%	1.5%	982	1 098	1 162	16.9%	1.2%
Computer services	2 585	6 695	2 497	3 366	9.2%	5.3%	1 813	3 948	4 131	7.1%	4.1%
Operating leases	10 173	16 576	20 424	12 468	7.0%	20.9%	12 037	11 706	10 769	-4.8%	14.6%
Property payments	3 002	4 202	3 888	3 598	6.2%	5.1%	4 566	4 902	5 675	16.4%	5.8%
Travel and subsistence	4 280	3 467	3 183	3 650	-5.2%	5.1%	1 895	2 990	2 832	-8.1%	3.5%
Transfers and subsidies	286	-	383	366	8.6%	0.4%	536	604	658	21.6%	0.7%
Departmental agencies and accounts	97	-	357	366	55.7%	0.3%	536	604	658	21.6%	0.7%
Households	189	-	26	-	-100.0%	0.1%	-	-	-	-	-
Payments for capital assets	1 076	1 747	2 287	661	-15.0%	2.0%	562	194	163	-37.3%	0.5%
Machinery and equipment	1 076	1 747	2 287	661	-15.0%	2.0%	562	194	163	-37.3%	0.5%
Payments for financial assets	1	8	6	-	-100.0%	-	-	-	-	-	-
Total	58 975	74 408	78 257	74 015	7.9%	100.0%	74 417	84 407	89 162	6.4%	100.0%



Administration expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14				2014/15	2015/16	2012/13 - 2015/16		
Proportion of total programme expenditure to vote expenditure	34.4%	38.5%	33.7%	31.5%	-	-	30.2%	33.0%	33.4%	-	-
Details of transfers and subsidies											
Households											
Other transfers to households											
Current	189	-	26	-	-100.0%	0.1%	-	-	-	-	-
Employee social benefits	189	-	26	-	-100.0%	0.1%	-	-	-	-	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	97	-	357	366	55.7%	0.3%	536	604	658	21.6%	0.7%
Communication	2	-	-	2	-	-	1	2	2	-	-
Safety and Security Sector Education and Training Authority	95	-	357	364	56.5%	0.3%	535	602	656	21.7%	0.7%

4.11. Relating expenditure trends to strategic outcome-oriented goals and performance indicators

The 2016 Medium Term Expenditure Framework allocation will continue to contribute towards the providing of strategic leadership, management and support services to the Department. The bulk of the expenditure in the Programme will be in the sub programme Corporate Services and Finance services to accommodate the contractual obligations such as computer services, office accommodation and regularity audit in support of the core service delivery programmes.

The expenditure has demonstrated a continuous revision in an attempt by the Department to strengthen the investigative capacity. With effect from 2016/17, The Department will relocate its communications function from the Administration programme to the Compliance Monitoring and Stakeholder Management programme as the function is best aligned with the work of the said programme. The movement has also resulted in reduction of the allocation from Administration to Compliance Monitoring and Stakeholder Management.



5. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

5.1. Purpose

To strengthen the Department's oversight role over the police service by conducting investigations, in line with the powers granted by the Independent Police Investigative Directorate Act No. 1 of 2011. Making appropriate recommendations on investigations in the various investigation categories and submitting feedback to complainants.



The Programme will also enhance efficiency in case management and maintain relationships with other state security agencies, such as the South African Police Service, the National Prosecuting Authority, Civilian Secretariat for Police and community stakeholders, through on-going national and provincial engagement forums.

The programme consists of the following sub-programmes:

5.2. Investigation Management

This sub-programme develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act and other prescripts. The sub-programme also co-ordinates investigation activities, reports on investigation, develops investigation policy and coordinates the implementation of provincial investigation standards.

This sub-programme also consists of the National Specialised Investigative Team. This unit provides a specialised function and it is aimed at protecting the integrity and credibility of the IPID investigators and the reliability and quality of our investigations. It will also provide for the safe guarding of investigations and the security of investigators.

5.3. Investigation Services

This sub-programme manages and conducts investigations in line provisions of the IPID Act, Regulations, Executive Director Guidelines and standard operating procedures.

5.4. Information Management

This sub-programme manages information and knowledge-management services through the development and maintenance of a case flow management system, a database, the analysis and compilation of statistical information. It also conducts trend analysis based on available data and make recommendation to the SAPS.



5.5. Strategic objective annual targets for 2016/17

The following tables outlines the output targets for the budget year and over the MTEF period for each strategic objective specified for this programme in the Strategic Plan.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Specialised investigative capacity established	Number of employees trained on specialised services as per the Investigation Training Plan ²⁴	400	New indicator	New indicator	New indicator	New indicator	100	100	100
Percentage of all Decision ready cases ²⁵ finalised	2.2.1 % of Decision Ready Case finalised	60% ²⁶ (26 260)	New Indicator	54% (3963)	48% (5045)	58% (5252)	60% (5433)	61% (5614)	62% (5810)

5.6. Programme performance indicators and annual targets for 2016/17

The following table sets out the annual performance targets for the programme performance indicators.

Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Percentage of cases registered and allocated within 72 hours of written notification	86% (5779)	87% (4972)	73% (4298)	90% (4937)	91% (4992) ²⁷	92% (5047)	93% (5047)
Number of statistical reports generated as per Sec 9 of IPID Act	18	18	18	18	6	6	6
Percentage of all active decision ready investigations finalised	New Indicator	New Indicator	New Indicator	58% (5252)	60% (5433)	61% (5614)	62% (5 810)
Percentage of investigations of deaths in custody that are decision ready	New Indicator	New indicator	40% (162)	60% (337)	62% (348)	63% (360)	64% (372)
Percentage of investigations of deaths as a result of police action that are decision ready	New Indicator	New indicator	22% (164)	50% (418)	52% (436)	53% (459)	54% (470)
Percentage of investigations of discharge of an official firearm by a police officer that are decision ready	New Indicator	24% (186)	25% (408)	58% (1278)	60% (1320)	62% (1366)	63% (1400)
Percentage of investigations of rape by a police officer that are decision ready	New Indicator	47% (77)	36% (67)	62% (153)	65% (160)	66% (164)	67% (180)
Percentage of investigations of rape while in police custody that are decision ready	New Indicator	33% (9)	65% (22)	62% (17)	65% (18)	66% (19)	67% (20)
Percentage of investigations of torture that are decision ready	New Indicator	8% (8)	18% (26)	50% (52)	51% (52)	51% (52)	51% (52)
Percentage of investigations of assault that are decision ready	New Indicator	26% (1551)	20% (1364)	50% (4787)	51% (4883)	52% (4978)	53% (4989)
Percentage investigations of corruption that are decision ready	New Indicator	19% (30)	16% (32)	50% (110)	51% (125)	51% (125)	51% (125)

²⁴ This measure means that the activities contained in the R&C Plan will be implemented in phases, starting with the development of the plan and the ultimate output of 20% & 40% implementation within the 2016/17 MTEF period.

²⁵ Decision ready cases refer to "investigations where an investigator has conducted quality investigations and obtained all necessary evidence to enable the National Prosecuting Authority (NPA) to make a decision whether to prosecute or not."

²⁶ The target is informed by the extent of complexity of the various cases that are investigated wherein some may be finalised within a year while some take longer to finalise. The target has further been adjusted from 58% to 60% for alignment to the MTSF target of 60% as per Outcome 3 (sub-outcome 2) of the MTSF (2014-2019).

²⁷ Target of registering and allocation of cases within 72 hours is determined as an estimation based on the fluctuation of previous data, from the inception of IPID.



Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Percentage investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 35 (1)(b) of the IPID Act that are decision ready	New Indicator	New Indicator	12% (47)	50% (148)	51% (151)	51% (151)	51% (151)
Number of systemic corruption cases identified and approved	New Indicator	New Indicator	3	9	9	9	9
Number of approved systemic corruption cases that are decision ready	New Indicator	1	2	2	2	3	4
Percentage of all backlog ²⁹ decision ready cases finalised (excluding cases of systemic corruption)	New Indicator	New Indicator	16%	50%	50%	60%	70%
Percentage of criminal recommendation reports referred to the National Prosecuting Authority within 30 days of recommendation report being signed off	New Indicator	86% (1264)	92% (904)	80% (1176)	90% (1176)	90% (1294)	90% (1423)
Percentage of disciplinary recommendation reports referred to the South African Police Service and/or Municipal Police Services within 30 days of recommendation report being signed off	New Indicator	88% (776)	80% (707)	100%	90% (707)	90% (778)	90% (856)

5.7. Quarterly targets for 2016/17

The following table sets out the quarterly targets for the unit performance indicators identified above.

Programme Performance Indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Percentage of cases registered and allocated within 72 hours of receipt of written notification,	Quarterly	90% (4937)	90% (1234)	90% (1234)	90% (1234)	90% (1235)
Number of statistical reports generated as per Sec 9(n) of IPID Act.	Quarterly	6	1	2	1	2
Percentage of all active decision ready investigations finalised	Annually	60% (5433)	-	-	-	60% (5433)
Percentage investigations of deaths in custody that are decision ready	Quarterly	62% (348)	58% (87)	60% (190)	61% (260)	62% (348)
Percentage investigations of deaths as a result of police action that are decision ready	Quarterly	52% (436)	48% (150)	50% (200)	51% (350)	52% (436)
Percentage investigations of discharge of an official firearm by a police officer that are decision ready	Quarterly	60% (1320)	50% (330)	55% (660)	58% (1000)	60% (1320)
Percentage investigations of rape by a police officer that are decision ready	Quarterly	65% (160)	60% (40)	62% (90)	63% (110)	65% (160)

28 Section 9 of IPID Act refers to " The Station Commander, or any member of the South African Police Service or Municipal Police Police Service-

(a) immediately after becoming aware, notify The Department of any matters referred to in section 28(1)(a) to (f); and

(b) within 24 hours thereafter, submit a written report to The Department in the prescribed form and manner of any matter as contemplate in paragraph (a).

(2) The members of the South African Police Service or Municipal Police Services must provide their full cooperation to The Department, including but not limited to-

(a) the arrangement of an identification parade within 48 hours of the request made by The Department;

(b) the availability of members for the taking of an affidavit or an affirmed declaration or to give evidence or produce any document in that member's possession or under his or her control which has a bearing on the matter being investigated; and

(c) any other information or documentation required for investigation purposes.



Programme Performance Indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Percentage investigations of rape while in police custody that are decision ready	Quarterly	65% (18)	62% (4)	63% (9)	64% (16)	65% (18)
Percentage investigations of torture that are decision ready	Quarterly	51% (52)	45% (13)	48% (26)	50% (38)	51% (52)
Percentage investigations of assault that are decision ready	Quarterly	51% (4883)	46% (1196)	48% (2000)	50% (3000)	51% (4883)
Percentage investigations of corruption that are decision ready	Quarterly	51% (125)	46% (33)	48% (90)	49% (115)	51% (125)
Percentage investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 35 (1)(b) of the IPID Act that are decision ready	Quarterly	51% (151)	47% (37)	49% (50)	50% (130)	51% (151)
Number of systemic corruption cases identified and referred and approved	Annually	9	-	-	-	9
Number of approved systemic investigations that are decision ready	Annually	2	-	-	-	2
Percentage of all backlog decision ready cases finalised (excluding cases of systemic corruption) ³⁰	Annually	50%	-	-	-	50%
Percentage of criminal recommendations reports referred to the National Prosecuting Authority within 30 days of recommendation report being signed-off.	New indicator	86% (1264)	92% (904)	80% (661)	90% (1176)	92% (1294)
Percentage of criminal recommendations reports referred to the National Prosecuting Authority within 30 days of recommendation report being signed-off.	New indicator	88% (776)	87% (877)	100%	90% (707)	92% (778)

5.8. Reconciling performance targets with the budget and the medium-term expenditure framework

Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
R thousand											
Investigation Management	9 743	1 638	20 043	15 285	16.2%	9.0%	11 262	12 568	12 442	-6.6%	8.3%
Investigation Services	94 023	106 896	121 972	132 029	12.0%	87.9%	141 522	137 701	142 828	2.7%	88.8%
Information Management	2 283	4 644	5 452	3 508	15.4%	3.1%	4 358	4 712	5 500	16.2%	2.9%
Total	106 049	113 178	147 467	150 822	12.5%	100.0%	157 142	154 981	160 770	2.2%	100.0%
Change to 2015 Budget estimate				-			823	(4 546)	(7 725)		
Economic classification											
Current payments	102 110	111 001	134 458	149 073	13.4%	96.0%	156 928	154 976	160 761	2.5%	99.7%
Compensation of employees	65 790	70 705	82 906	109 758	18.6%	63.6%	120 728	119 809	124 308	4.2%	76.1%

²⁹ The setting of this target is based on trend analysis of torture cases received. There seem to be low numbers in this regard hence the provision of a static number.



Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14				2014/15	2015/16	2012/13 - 2015/16		
Goods and services	36 320	40 296	51 552	39 315	2.7%	32.4%	36 200	35 167	36 453	-2.5%	23.6%
of which:											
Communication	1 901	1 852	1 911	1 393	-9.8%	1.4%	1 501	1 152	1 093	-7.8%	0.8%
Computer services	4 686	1 125	10 136	3 048	-13.4%	3.7%	2 625	3 350	2 625	-4.9%	1.9%
Fleet services (including government motor transport)	4 401	7 582	7 462	6 557	14.2%	5.0%	7 989	6 813	6 729	0.9%	4.5%
Operating leases	3 010	2 819	6 138	7 032	32.7%	3.7%	8 391	9 413	10 386	13.9%	5.6%
Property payments	2 109	2 318	3 882	5 050	33.8%	2.6%	5 522	5 782	6 074	6.3%	3.6%
Travel and subsistence	14 122	18 872	14 476	9 692	-11.8%	11.0%	7 731	6 531	7 016	-10.2%	5.0%
Transfers and subsidies	1 856	287	245	163	-55.6%	0.5%	9	5	9	-61.9%	-
Departmental agencies and accounts	9	6	4	5	-17.8%	-	9	5	9	21.6%	-
Households	1 847	281	241	158	-55.9%	0.5%	-	-	-	-100.0%	-
Payments for capital assets	2 077	1 869	12 761	1 586	-8.6%	3.5%	205	-	-	-100.0%	0.3%
Machinery and equipment	2 077	1 869	12 761	1 586	-8.6%	3.5%	205	-	-	-100.0%	0.3%
Payments for financial assets	6	21	3	-	-100.0%	-	-	-	-	-	-
Total	106 049	113 178	147 467	150 822	12.5%	100.0%	157 142	154 981	160 770	2.2%	100.0%
Proportion of total programme expenditure to vote expenditure	61.9%	58.6%	63.5%	64.2%	-	-	63.9%	60.7%	60.2%	-	-
Details of transfers and subsidies											
Households											
Other transfers to households											
Current	1 665	78	-	-	-100.0%	0.3%	-	-	-	-	-
Other transfers	1 665	78	-	-	-100.0%	0.3%	-	-	-	-	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	9	6	4	5	-17.8%	-	9	5	9	21.6%	-
Communication	9	6	4	5	-17.8%	-	9	5	9	21.6%	-
Safety and Security Sector Education and Training Authority	-	-	-	-	-	-	-	-	-	-	-



Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14				2014/15	2015/16	2012/13 - 2015/16		
Households											
Social benefits											
Current	182	203	241	158	-4.6%	0.2%	-	-	-	-100.0%	-
Employee social benefits	182	203	241	158	-4.6%	0.2%	-	-	-	-100.0%	-

5.9. Relating expenditure trends to strategic outcome-oriented goals and performance indicators

The MTEF` spending focus will be on strengthening of the Department investigative capacity to be able to continue effectively deliver on its investigations mandate in terms of section 28 of the Independent Police Investigative Directorate Act (2011). The reprioritised allocation will also enable the Department to provide awareness training to police officials on key provisions of the act in relation to investigations which the police service must comply with, as well as on the implementation of the Department`s disciplinary recommendations.

The spending growth is demonstrating the Department` intention to strengthen its investigative skills capacity through the newly established national specialised investigations team. The mandate of this team is to conduct specialised investigations and facilitate the training of investigators on systemic corruption and other specialised investigations. The team has commenced with its work of investigating high profile cases in line with the Department core mandate.



6. PROGRAMME 3: LEGAL SERVICES

6.1. Purpose

To provide overall legal advice, guidance and support, manage the legal obligations and ensure Constitutional, Legislative as well as Regulatory compliance by the Department. This Programme provides support to the Department as a whole and to investigators in particular. The programme consists of the following sub-programmes:

6.2. Legal Support and Administration

The Programme oversees and manages the Department's Constitutional, legal and statutory obligations and compliance. It also develops and maintains Legal Services systems, norms and standards that enable it to advise, guide and support all the Programmes of the Department. The Programme oversees the implementation and management of the Legal Services' strategic objectives.

6.2.1. Litigation Advisory Services

The sub-programme is responsible for the coordination and management of civil, labour and arbitration litigation matters. The sub-programme also reviews of the Department's policies to ensure compliance with legislation and custodian departments' policies. Negotiates and draft contracts, memoranda of understanding and service level agreements. Provide legal advice, guidance and support to the Department and conduct legal training to investigators.

6.2.2. Investigation Advisory Services

The sub-programme is responsible to provide legal support during and after the completion of investigations. Provide legal advice, guidance and support to investigators. Conducts backlog cases interventions. Ensure compliance with law and the conferment of policing powers to investigators.

6.3. Strategic objective annual targets for 2016/17

The following tables outlines the output targets for the budget year and over the MTEF period for each strategic objective specified for this Programme in the Strategic Plan.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Provide Investigation advisory services to investigators	Percentage of legal advice provided to investigators from the total request received	90%	New indicator	100%	90%	90%	90%	90%	90%

6.4. Programme performance indicators and annual targets for 2016/17

The following table sets out the annual performance targets for the programme performance indicators as follows.

Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Percentage of written legal opinions provided to the Department within 21 working days of request	New indicator	60%	66%	85%	90%	90%	90%
Percentage of arbitration, civil and labour litigation matters processed	New indicator	New indicator	New indicator	New indicator	100%	100%	100%



Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Percentage of oral legal advice provided to investigators within 24 hours of request ³¹	New indicator	100%	90%	90%	90%	90%	90%
Percentage of written legal advice provided to investigators within 48 hours ³²	New indicator	100%	90%	90%	90%	90%	90%
Percentage of applications for policing powers processed within 10 working days of request	New indicator	New indicator	30%	88%	100%	100%	100%
Percentage of policies reviewed for legal compliance within 21 working days of request ³³	New indicator	New indicator	0	25%	90%	90%	90%
Number of practice notes and directives (bulletin) issued (to provinces)	New indicator	New indicator	0	4	4	4	4
Percentage of PAIA requests finalised within 30 days	New indicator	New indicator	New indicator	53%	100%	100%	100%

6.5. Programme performance indicators and quarterly targets for 2016/17

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 written legal opinions provided to The Department within 21 working days of request	Annually ³⁴	90%	-	-	-	90%
Percentage of arbitration, civil and labour litigation matters processed	Annually	100%	-	-	-	100%
Percentage of oral legal advice provided to investigators within 24 hours of request ³⁵	Annually	90%	-	-	-	90%
Percentage of written legal advice provided to investigators within 48 hours ³⁶	Annually	90%	-	-	-	90%
Percentage of applications for policing powers processed within 10 working days of request	Annually	100%	-	-	-	100%
Percentage of policies reviewed for legal compliance within 21 working days of request ³⁷	Annually	90%	-	-	-	90%
Number of practice notes and directives (bulletin) issued (to provinces)	Quarterly	4	1	1	1	1
Percentage of PAIA requests finalised within 30 days	Annually	100%	-	-	-	100%

³⁰ The measurement: total number of oral legal advice provided/total number of advice requested * 100. Performance of the previous quarter will be carried over to the next quarter where no request for legal advice has been submitted to Programme 3.

³¹ The same principle in footnote no.31 applies.

³² The same principle in footnote no.31 applies.

³³ The Department has put in place monitoring tools to monitor progress against all the annual targets. Progress report will be provided and tabled quarterly at various governance structures in order for The Department not to lose track of performance.

³⁴ The same principle in footnote no.31 applies.

³⁵ The same principle in footnote no.31 applies.

³⁶ The same principle in footnote no.14 applies.

³⁷ This measure means that the programme will implement the planned activities contained in the 5 year Stakeholder Engagement Plan in phases, starting with the development of the strategy in 2016/17 and 25% implementation in 2017/18 and so on.



6.6. Reconciling performance targets with the Budget and MTEF

Legal Services expenditure trends and estimates by sub-programme and economic classification												
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14	2014/15				2015/16	2012/13 - 2015/16	2016/17		
Legal Support and Administration	1 332.0	1 481.0	1 933.0	1 658.0	7.6%	39.5%	1 691.0	1 903.0	2 023.0	6.9%	30.0%	
Litigation Advisory Services	1 630.0	701.0	770.0	2 136.0	9.4%	32.3%	1 933.0	2 119.0	2 350.0	3.2%	35.2%	
Investigation Advisory Services	1 219.0	1 124.0	544.0	1 682.0	11.3%	28.2%	2 027.0	2 221.0	2 508.0	14.2%	34.8%	
Total	4 181.0	3 306.0	3 247.0	5 476.0	9.4%	100.0%	5 651.0	6 243.0	6 881.0	7.9%	100.0%	
Change to 2015 Budget estimate				-			416.0	-	-			
Economic classification												
Current payments	4 096.0	3 120.0	2 682.0	5 424.0	9.8%	94.5%	5 651.0	6 243.0	6 881.0	8.3%	99.8%	
Compensation of employees	3 403.0	2 723.0	1 197.0	3 948.0	5.1%	69.5%	5 220.0	5 731.0	6 235.0	16.5%	87.1%	
Goods and services	693.0	397.0	1 485.0	1 476.0	28.7%	25.0%	431.0	512.0	646.0	-24.1%	12.6%	
of which:												
Bursaries: Employees	-	-	-	-	-	-	26.0	46.0	52.0	-	0.5%	
Communication	30.0	40.0	33.0	33.0	3.2%	0.8%	36.0	33.0	39.0	5.7%	0.6%	
Computer services	128.0	41.0	380.0	145.0	4.2%	4.3%	60.0	80.0	80.0	-18.0%	1.5%	
Consumables: Stationery, printing and office supplies	22.0	28.0	46.0	39.0	21.0%	0.8%	39.0	43.0	48.0	7.2%	0.7%	
Travel and subsistence	307.0	174.0	212.0	300.0	-0.8%	6.1%	231.0	220.0	361.0	6.4%	4.6%	
Training and development	24.0	10.0	8.0	24.0	-	0.4%	-	49.0	9.0	-27.9%	0.3%	
Transfers and subsidies	-	-	76.0	-	-	0.5%	-	-	-	-	-	
Households	-	-	76.0	-	-	0.5%	-	-	-	-	-	
Payments for capital assets	85.0	186.0	489.0	52.0	-15.1%	5.0%	-	-	-	-100.0%	0.2%	
Machinery and equipment	85.0	186.0	489.0	52.0	-15.1%	5.0%	-	-	-	-100.0%	0.2%	
Total	4 181.0	3 306.0	3 247.0	5 476.0	9.4%	100.0%	5 651.0	6 243.0	6 881.0	7.9%	100.0%	
Proportion of total programme expenditure to vote expenditure	2.4%	1.7%	1.4%	2.3%	-	-	2.3%	2.4%	2.6%	-	-	



Legal Services expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14				2014/15	2015/16	2012/13 - 2015/16		
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	-	76	-	-	0.5%	-	-	-	-	-
Employee social benefits	-	-	76	-	-	0.5%	-	-	-	-	-

6.7. Relating expenditure trends to strategic outcome-oriented goals and performance indicators

The spending focus over the Medium Term Expenditure Framework (MTEF) will be on management and facilitation the provision of investigation advisory services. The programme has filled all of its 8 positions to ensure that the Department receive civil and labour litigation services. The expenditure over the MTEF period has shown a steady growth which resulted in the programme` reprioritisation of its allocation it core business providing sound legal advice and guidance is adhered to.

The Cabinet` approved budget reductions as part of its strategy to decrease government`s aggregate expenditure ceiling to be in line with the revised medium term revenue estimates has also affected to Department` intention to further capacitate and strengthening the legal services.



7. PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

7.1. Purpose

To safeguard the principles of cooperative governance and stakeholder management through on-going monitoring and evaluation of the quality of recommendations made to the South African Police Service and Municipal Police Services. In addition, also report on the police service's compliance with reporting obligations in terms of the Independent Police Investigative Directorate Act No. 1 of 2011. The programme consists of the following sub-programmes:

7.2. 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 Act.

7.3. Stakeholder Management

The sub-programme manages relations and liaison with the Department's key stakeholders, such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police, National Prosecuting Authority, Special Investigating Unit, Public Protector of South Africa, State Security Agency and civil society organisations in line with the requirements of the Act.

7.4. Strategic objective annual targets for 2016/17

The following tables outlines the output targets for the budget year and over the MTEF period for each strategic objective specified for this programme in the Strategic Plan.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Ensure an Integrated communication and Stakeholder engagement Strategy	Percentage implementation of the Integrated Communication and Stakeholder Engagement Strategy	90%	New Indicator	New Indicator	New Indicator	New Indicator	Approved integrated communication and stakeholder engagement strategy	25% implementation of integrated communication and stakeholder engagement plan ³⁸	25% implementation of integrated communication stakeholder engagement plan

7.5. Programme performance indicators and annual targets for 2016

The following table sets out the programme performance indicators for the strategic objectives as identified above.

Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Number of community outreach events conducted per year	279	306	337	306	108	108	108
Number of media statements and responses issued (on matters that have a bearing on IPID) per year	New indicator	92	59	40	40	45	45
Number of awareness training conducted per year	New indicator	924	57	120	180	200	250

³⁸ This strategic objective and targets are informed by Section 30 of IPID Act No. 1 of 2011.



Programme Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Number of community outreach events conducted per year	279	306	337	306	108	108	108
Number of formal engagements on National level held with key stakeholders (SAPS, MPS, NPA) per year (as per IPID Act)	New indicator	5	12	12	12	12	12
Number of formal engagements conducted at Provincial level with key stakeholders (SAPS, MPS, NPA) per year (as per IPID Act)	New indicator	New indicator	118	108	114	114	114

7.6. Programme performance indicators and quarterly targets for 2016/17

The following table sets out the quarterly targets for the unit 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	108	27	27	27	27
Number of media statements and responses issued (on matters that have a bearing on IPID) per year	Quarterly	40	10	10	10	10
Number of awareness training conducted per year	Quarterly	180	45	45	45	45
Number of formal engagements on National level held with key stakeholders (SAPS, MPS, NPA) per year ⁴⁰	Quarterly	12	3	3	3	3
Number of formal engagements conducted at Provincial level with key stakeholders (SAPS, MPS, NPA) per year ²⁴	Quarterly	114	36	36	36	36

7.7. Reconciling performance targets with the Budget and MTEF

Compliance Monitoring and Stakeholder Management expenditure trends and estimates by sub-programme and economic classification												
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14	2014/15				2015/16	2012/13 - 2015/16	2016/17		
Compliance Monitoring	1 846	1 824	2 538	3 848	27.7%	81.1%	4 141	4 319	5 130	10.1%	52.3%	
Stakeholder Management	398	425	895	620	15.9%	18.9%	4 760	5 532	5 014	100.7%	47.7%	
Total	2 244	2 249	3 433	4 468	25.8%	100.0%	8 901	9 851	10 144	31.4%	100.0%	
Change to 2015 Budget estimate				-			2 967	453	1 081			
Economic classification												
Current payments	2 137	2 125	3 113	4 405	27.3%	95.0%	8 840	9 833	10 130	32.0%	99.5%	

³⁹ As per Sections 15- 18 read with Section 30 of IPID Act.

⁴⁰ As per Section 21 (g) read with Section 30 of IPID Act.



Compliance Monitoring and Stakeholder Management expenditure trends and estimates by sub-programme and economic classification											
Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	R thousand	2012/13	2013/14				2014/15	2015/16	2012/13 - 2015/16		
Compensation of employees	1 423	1 672	2 488	3 458	34.4%	72.9%	7 806	8 971	9 286	39.0%	88.5%
Goods and services	714	453	625	947	9.9%	22.1%	1 034	862	844	-3.8%	11.1%
of which:											
Administrative fees	2	3	6	9	65.1%	0.2%	56	61	64	92.3%	0.6%
Communication	10	17	30	15	14.5%	0.6%	68	72	77	72.5%	0.7%
Consumables: Stationery, printing and office supplies	28	65	175	5	-43.7%	2.2%	88	79	83	155.1%	0.8%
Travel and subsistence	118	33	191	497	61.5%	6.8%	414	272	232	-22.4%	4.2%
Training and development	234	103	13	22	-54.5%	3.0%	118	101	96	63.4%	1.0%
Operating payments	29	2	-	20	-11.6%	0.4%	172	161	170	104.1%	1.6%
Payments for capital assets	107	124	320	63	-16.2%	5.0%	61	18	14	-39.4%	0.5%
Machinery and equipment	107	124	320	63	-16.2%	5.0%	61	18	14	-39.4%	0.5%
Total	2 244	2 249	3 433	4 468	25.8%	100.0%	8 901	9 851	10 144	31.4%	100.0%
Proportion of total programme expenditure to vote expenditure	1.3%	1.2%	1.5%	1.9%	-	-	3.6%	3.9%	3.8%	-	-

7.8. Relating expenditure trends to strategic outcome-oriented goals and performance indicators

The allocation has registered a growth over the Medium Term Expenditure Framework (MTEF) due to the increased number of staff as a result of the Department's decision to relocate its communications function from the *Administration* programme to the *Compliance Monitoring and Stakeholder Management* programme as the function is best aligned with the work of this programme.

Over the MTEF, the programme will play a leading role on the awareness sessions that are aimed at ensuring that police officials are fully aware of and compliant with the provisions of the act in relation to, among other things, their reporting obligations on crimes committed by police officials, implementing recommendations referred to the police service by the Department, and cooperating with the Department during investigations. The awareness sessions have reflected an increased spending at an average annual growth rate of 63.4 per cent for the period 2015/16 to 2018/19 in this programme.



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 and programme performance indicators. Posting the Technical Indicator Description Table on the website is informed by the recommendation provided for in the Framework for Strategic and Annual Performance Plan (National Treasury).

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". 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 that were initially activity-based and elevated the objectives and indicators to reflect outputs that are aligned to the outcomes of The Department. A summary of the adjustments is presented as follows:

STRATEGIC PLAN: 2015-2020				
Old Strategic Objective	Revised Strategic Objective	Revised Strategic Indicator	Revised Strategic Plan Target	Justification for revisions
PROGRAMME 1: ADMINISTRATION				
Capacity-Building is undertaken	A capable workforce	Number of employees trained as per IPID's Training Plan	400	The ultimate outcome of undertaking capacity building is to ensure that IPID has a capable workforce that is able to deliver on its mandate. Therefore, capacity-building as an activity will result in the achievement of an intermediate/ultimate outcome related to a capable workforce. Since some outcomes cannot be easily measured in a short space of time, proxy indicators can be used to measure whether The Department is moving towards the achievement of the outcome, hence the kind of a strategic indicator that has been used for the strategic objective. Please see the relevant footnote and TID for the definition and description of the strategic indicator, including its measurability.

41 Effectiveness is measured through improvements in the maturity level of the Department, that is from a lower level to an upper level based on the risk assessment standards.





STRATEGIC PLAN: 2015-2020				
Old Strategic Objective	Revised Strategic Objective	Revised Strategic Indicator	Revised Strategic Plan Target	Justification for revisions
Departmental Performance Management System operates optimally	Effective risk management ^{4/2}	Improved Level of Risk Maturity	Level of Risk Maturity 5	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 while at the same time ensuring the concerns on weak internal controls are addressed by the inclusion of a programme performance indicator on "implementation of the Annual Internal Audit Plan", which will pay attention to the deficiencies in the Department. Please refer to the relevant footnote and TID for the description and definition of this indicator, particularly with regard to its measurability. The Department will use existing data collection systems to collect data on this indicator.
PROGRAMME 2: INVESTIGATIONS AND INFORMATION MANAGEMENT				
A case management system	Specialised investigative capacity established	Number of employees trained as per the Specialised Investigation Training Plan	400	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. The framework states that "... operational issues such as... human resources can be considered strategic priorities if they have to be addressed to facilitate improved performance..." (p.11). It is in this regard that the new strategic objective has been included and its measurability will be through the development and implementation of the recruitment and capacity plan. For description and definition, please refer to the relevant footnote and the TID.
Decision ready cases are finalised	No revisions	No revisions	60% (26 260)	The target has been revised from 58% to 60% for alignment to the 5 year target contained in Outcome 3 (sub-outcome 2) of the MTSF (2014-2019).
Recommendations Reports generated and referred	Recommendations Reports and referred	No revisions (Percentage of Recommendation reports referred within 30 days after approval)	80% (5 880)	The previous target reflected annual target and instead of consolidating the annual targets into a 5 year target.
PROGRAMME 3: INVESTIGATIONS				
Discontinued Legal and Litigation Services Provided	-	-	-	Programme 3 is an "Enabling Programme" in terms of the Budget Programme Structure Guidelines. Further, the Framework mandates that the strategic objectives should not be duplicated as programme performance indicators in order to ensure that the APP is aligned to the SP. It is in this regard that the strategic objective was removed and its key activities/components reflected as PPIs in the APP.



STRATEGIC PLAN: 2015-2020					
Old Strategic Objective	Revised Strategic Objective	Revised Strategic Indicator	Revised Strategic Plan Target	Justification for revisions	
PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT					
Discontinued: Quality Assurance of Recommendations Report	Integrated Stakeholder Engagement and Communication	4.1.1 % implementation of the 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 various performance reviews conducted and discussed at various governance structures, it became evident that the Department must prioritise its approach and mechanisms for 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. For detailed description, definition and measurability of the target please refer to the relevant footnote and TID.	
Discontinued: Compliance Monitoring of Responses to Recommendations		4.1.2 % implementation of the communication strategy	90%		
Discontinued: Public Awareness Campaigns					
Discontinued: Stakeholder Management					



ANNEXURE B

UPDATED STRATEGIC RISK REGISTER: 2016/17

IPID'S STRATEGIC RISKS FOR 2016/17 FINANCIAL YEAR

No.	RISK TITLE	RISK DESCRIPTION	RISK OWNER	RISK RESIDUAL RATING	MITIGATION STRATEGIES/RESPONSE ACTION
1.	Accessibility to clients	IPID does not have adequate presence and offices across the country in areas that are in close proximity to the people, thus making it difficult for the clients to access our offices for services and investigators inability to fulfil their duties on time, Ultimately hampering on the finalisation of cases by IPID investigators.	CD: Investigation and Information Management	HIGH RISK	Identification of key areas of improvement and establish relations with other departments to assist with work space. Prioritization of investigators work per area. Inter provincial working relations - loaning investigators amongst neighboring provinces. Borrowing/Sharing of working tools inter provincially
2.	Inability to investigate and finalise cases timeously	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.	CD: Investigation and Information Management	HIGH RISK	Borrowing/Sharing of working tools inter provincially Investigation Training provided by SAPS; Identifying internal staff to provide in-house training nationally.
3.	Inability to fully implement specialised investigative services	Strengthening the IPID specialised investigative capacity and increasing the areas of expertise. Improvement is required on the current capacity.	CD: Investigation and Information Management		Identifying skills gap; Specialized training plan with focus on key required skills (e.g Basic Detectives, corruption, cyber investigations, etc); Recruitment of investigators (with relevant required skills)
4.	Constrained Resources	Due to budgetary cuts experienced, there is a risk of constrained resources impacting negatively on operations.	CFO; Programme managers	EXTREME HIGH RISK	Implement cost containment measures to encourage efficient spending. Reprioritization of funding to critical strategic objectives.
5.	Non-compliance with sec 30 of IPID Act	Section 30 of the IPID act requires that disciplinary recommendations must be implemented and reported. The IPID requires cooperation from stakeholder in order to ensure achievement of its strategic objective.	CD: Compliance Monitoring and Stakeholder Management	HIGH RISK	Engagement held with stakeholders (provincial and national) and consultative forums.
6.	Inadequate communication of IPID mandate to the public	The IPID is responsible to inform the public about its mandate. Proper communication of IPID's mandate will assist in the Department meeting its strategic objectives.	CD: Compliance Monitoring and Stakeholder Management	HIGH	Development of Communication strategy Proposal for Appointment of communication officers at provincial level.



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