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(IPID)**

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**Independent Police Investigative Directorate (IPID)
Strategic Plan 2013 -2018**

INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE

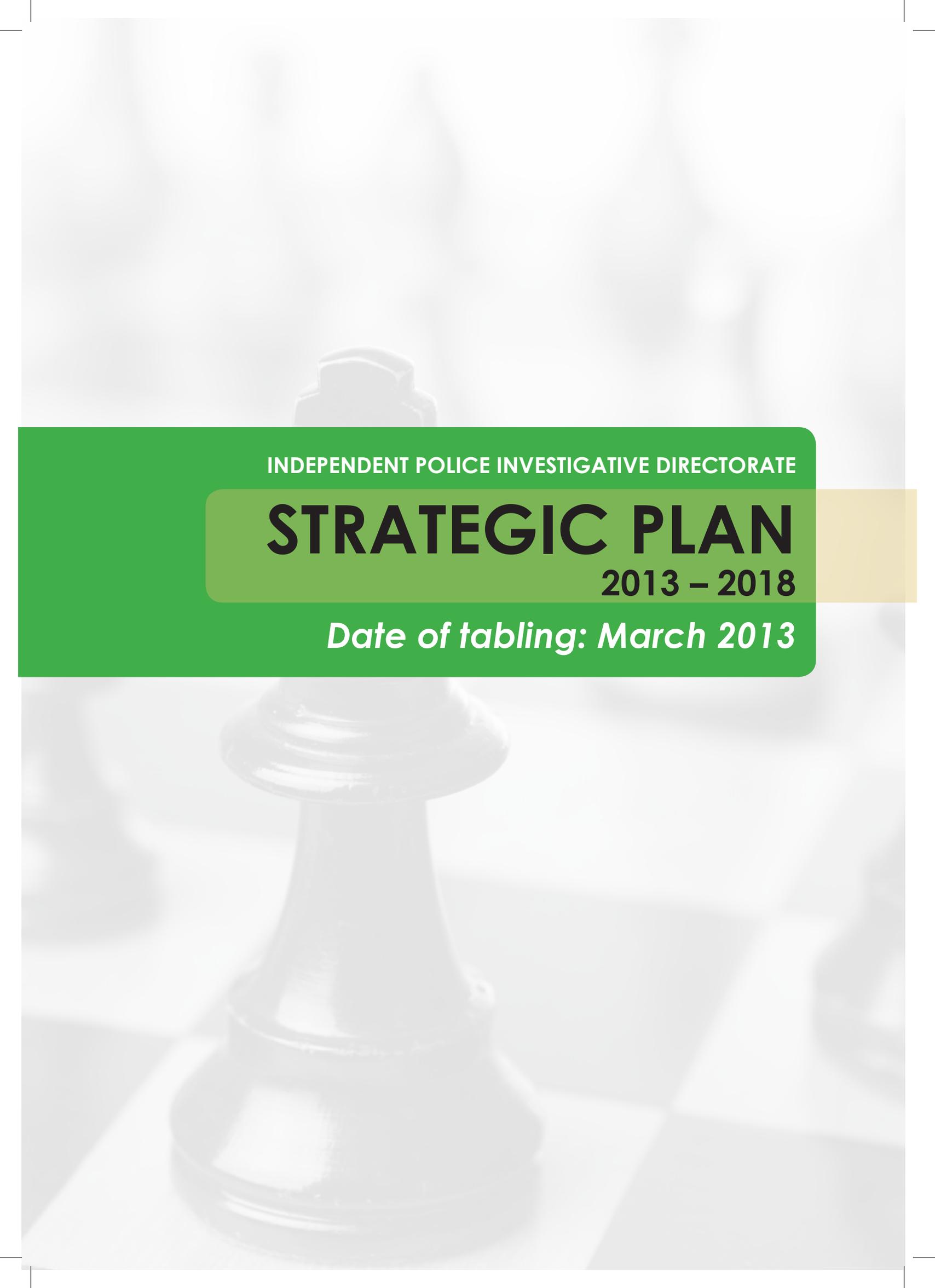
STRATEGIC PLAN

2013 – 2018



ipid

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA



INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE

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FOREWORD BY THE MINISTER OF POLICE

The implementation of the Independent Police Investigative Directorate Act, No 1 of 2011 (IPID Act) brings with it a welcome change to the policing environment in our country. This is a piece of legislation that we have pioneered to enhance our efforts of ensuring that we have a police service that is accountable for the actions of its members.

Police officers have a lot of power bestowed on them by legislation. This power includes, but is not limited to, the power to stop citizens, the power to search persons, the power to enter premises, the power to arrest as well as the power to seize property. If these powers are unchecked, they are open to abuse. That is why we have established the IPID and gave it the responsibility of oversight over our police service.

The IPID is an important tool in our arsenal to fight criminality wherever it occurs, even in our police service, namely the South African Police Service (SAPS). As the Minister of Police, I expect police management to do their part to ensure that members of the SAPS are aware of their obligations as set out in the IPID Act. These obligations include timely reporting of priority crimes identified in the IPID Act, as well as providing assistance to the IPID, where needed. I expect nothing but compliance from the SAPS in respect of their obligations as provided for.

Equally, IPID investigators have the same powers bestowed on police officers – they should use them carefully. I expect the IPID to investigate without fear, favour or prejudice. Such an approach will earn the IPID respect within the ranks of the police, who may be more inclined to co-operate because they are treated with professionalism and without any malice.

Understandably, there is a lot of expectation from members of the public for the IPID to live up to a high standard of performance. That expectation will only be met if the IPID focuses on meeting the targets it has set itself in this strategic plan over the next five years.

I have indicated to the management of the IPID what the priorities of my Ministry are for the medium term and I am satisfied that they have incorporated our vision into their plans.

Putting together a strategic plan such as this one solidifies the vision of the IPID for the next five years. As the Minister of Police, I expect the IPID to do its



utmost to meet the strategic objectives as set out in this document. My Ministry is there to lend support where it is needed.

As the Ministry of Police, we have done our part by putting in place a legislative framework with sufficient powers to enable the IPID to do its oversight work – it is now up to the IPID to take the next step. The IPID's effectiveness in investigating priority crimes allegedly committed by members of the SAPS will contribute to ensuring that South Africans are and feel safe.

It is my pleasure to table the strategic plan of the Independent Police Investigative Directorate for the financial years 2013 to 2018.

MINISTER OF POLICE
MR EN MTHETHWA, MP

FOREWORD BY THE DEPUTY MINISTER

The process of transforming the Independent Complaints Directorate (ICD) into Independent Police Investigative Directorate (IPID) in essence meant a shift from a complaints-driven to an investigation-driven Directorate. This fundamental change had to be reflected in the IPID's strategies, processes and systems. However, the Directorate needs to strengthen its own capacity by focusing on developing skills and competencies of its employees to embrace this organizational change.

The strategic objective of the IPID is to ensure independent oversight over the South African Police Service (SAPS) and the Municipal Police Services (MPS), and to conduct independent and impartial investigations of the identified criminal offences allegedly committed by members of the SAPS and MPS, and make appropriate recommendations. This strategic objective is located within the framework of building safer communities where South Africans feel safe at home, at school and at work, and enjoy a life free of fear.

The cornerstone for a safe South Africa is zero-tolerance to crime irrespective of who has committed it. The overall work of the IPID in this regard must inspire public confidence in police in order to achieve its ultimate outcome of ensuring that the police service is trusted by the community and operates in line with the spirit of the Constitution.

The success of the fight against crime requires co-ordination, greater systemic and institutional coherence among all stakeholders. There is a need to transcend the silo based operations of various stakeholders through an integrated and holistic approach to fighting crime. In order to achieve this, the Ministry will expect the IPID to facilitate closer cooperation with its key stakeholders, namely: the SAPS, MPS, Civilian Secretariat for the Police and the National Prosecutions Authority.

The Ministry is confident that through this Strategic Plan, the Directorate will be able to implement the Independent Police Investigative Directorate Act, No. 1 of 2011. This ambitious plan and priorities will go a long way in ensuring that the IPID creates a complete new system, ethos and emphasis for the period of 2013 – 2018.



A handwritten signature in black ink, consisting of stylized, overlapping letters that appear to be 'MS' followed by a flourish.

DEPUTY MINISTER OF POLICE
MS MM SOTYU, MP

MESSAGE FROM THE EXECUTIVE DIRECTOR

The Independent Police Investigative Directorate Act No 1 of 2011 (IPID Act) focuses the mandate of the Independent Police Investigative Directorate (IPID) on investigating serious criminal offences allegedly committed by members of the South African Police Service (SAPS) and Municipal Police Services (MPS). However, the work of the IPID is embedded in the Constitutional principle that South Africans, as individuals and as a nation, want to live as equals, in peace and harmony, to be free from fear and want to seek a better life. Therefore, the IPID should take a broader view of things when doing its work. This means that our investigations should be independent, impartial and without prejudice.

The IPID aims to be a strong, independent oversight body. It also wants to ensure that the police service is responsive to its recommendations. In order for the aforesaid to happen, the IPID will have to focus on ensuring that it has the correct policies and guidelines, that it completes investigation timeously, that it makes the public aware of the recourse it offers and that it embraces technology to assist it to be more effective. The IPID will also have to build and strengthen relationships with stakeholders, build the necessary capacity within and make effective recommendations to both the police service and the National Prosecuting Authority.

This strategic plan sets out our efforts in doing precisely what I have mentioned. It takes a medium to long term view of our plans and strategies to go beyond just transforming from the Independent Complaints Directorate (ICD) to the IPID; to prioritizing the development of systems and processes that will make us what we would like to be in the next five years.

We are keenly aware of the huge responsibility placed on our shoulders to contribute towards fighting crime. Our success will be as good as our plans. We have aimed high and believe that we are equal to the task.

We appreciate the support from the Minister of Police, the Portfolio Committee on Police, our stakeholder departments as well as the communities we serve.



A handwritten signature in black ink, consisting of stylized initials 'KCM' followed by a long horizontal line and the letters 'di'.

ACTING EXECUTIVE DIRECTOR
MS KC MBEKI

OFFICIAL SIGN-OFF

It is hereby certified that this strategic plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of its Acting Executive Director and the Minister and 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 and objectives that the Directorate will endeavor to achieve over the period 2013-2018.

MS LN CWELE

Chief Financial Officer

Signature:



MS KC MBEKI

Acting Accounting Officer

Signature:

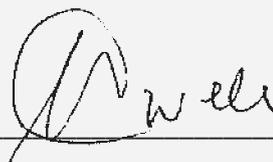


Approved by:

DR SC CWELE, MP

Acting Executive Authority

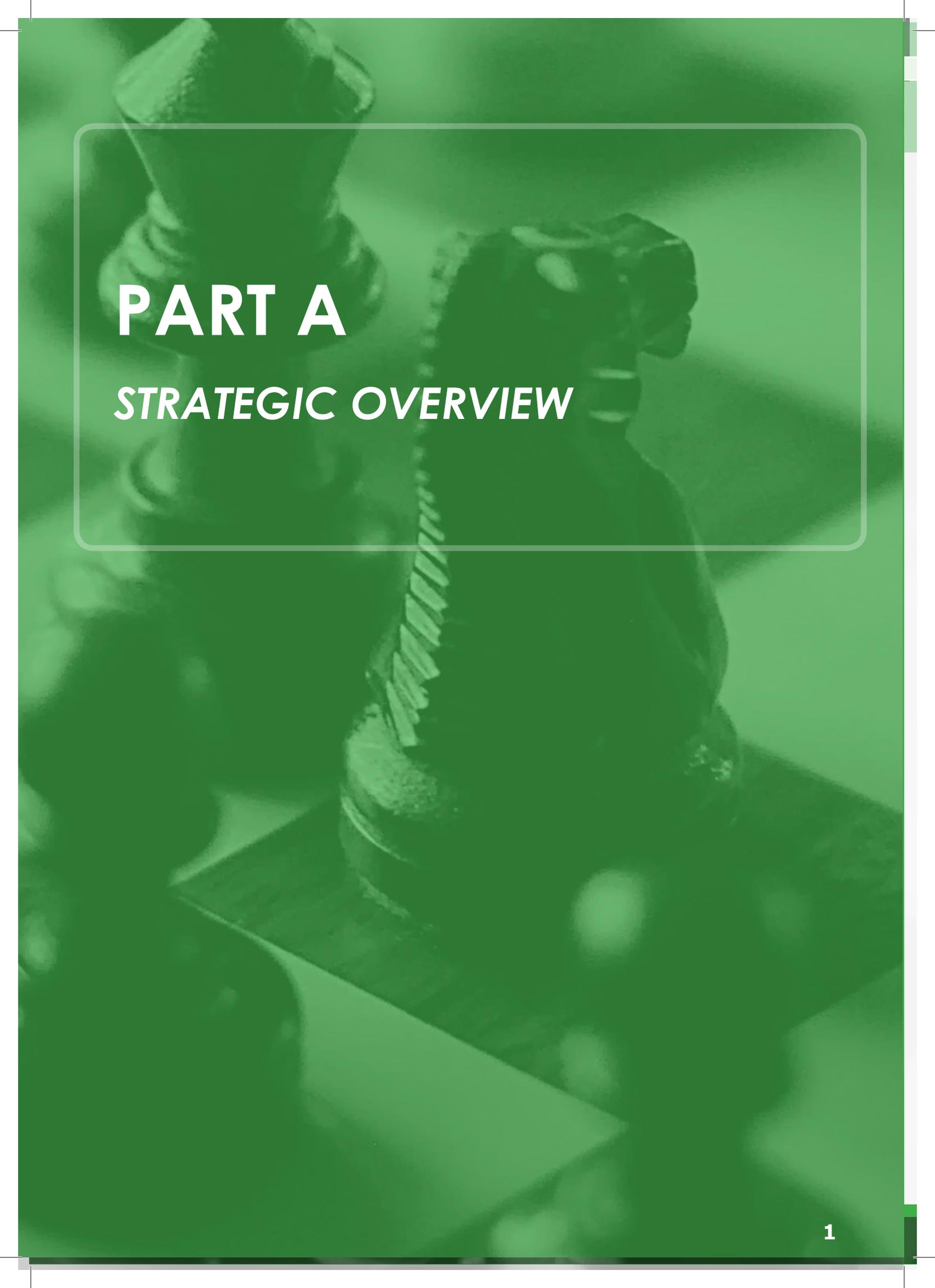
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PART A

STRATEGIC OVERVIEW

1. MISSION STATEMENT

The aim of the Independent Police Investigative Directorate (IPID) is to ensure independent oversight over the South African Police Service (SAPS) and the Municipal Police Services (MPS), and to conduct independent and impartial investigations of identified criminal offences allegedly committed by members of the SAPS and the MPS, and make appropriate recommendations.

1.1 Vision

To promote proper police conduct in accordance with the principles of the Constitution.

1.2 Mission

An effective, independent and impartial investigating and oversight body that is committed to justice and acting in the public interest while maintaining the highest standards of integrity and excellence.

1.3 Values

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

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

2. LEGISLATIVE AND OTHER MANDATES

2.1 Constitutional mandate

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

The core mandate of the Directorate contributes towards the realization of outcome 3 as adopted by Cabinet in January 2010, namely: All people in South Africa are and feel safe and secure.

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 mandate: Independent Police Investigative Directorate (IPID) Act 1 of 2011

2.2.1 Background

The former Independent Complaints Directorate (ICD) was established in 1997 in terms of chapter 10 of the SAPS Act 68 (1995), which pre-dates the 1996 Constitution, to promote consistent proper conduct by members of the SAPS and the Municipal Police Services. 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 Municipal Police Services. The ICD functioned independently of the SAPS.

With the implementation of the IPID Act on 1 April 2012, the ICD was renamed to the Independent Police Investigative Directorate (IPID). The Directorate thereby evolved from a complaints-driven organisation to an investigation-driven organisation.

2.2.2 Strengthening civilian oversight

The IPID Act 1 of 2011 gives effect to the provision of section 206(6) of the Constitution, ensuring independent oversight of the SAPS and the Municipal Police Services.

The IPID resides under the Ministry of Police and functions independently of the SAPS.

The objectives of the Act are to:

- (a) Align provincial and national strategic objectives to enhance the functioning of the Directorate;
- (b) Provide for independent and impartial investigation of identified criminal offences allegedly committed by members of the SAPS and the Municipal Police Services;
- (c) Make disciplinary recommendations to the SAPS resulting from investigations conducted by the Directorate;
- (d) Provide for close cooperation between the Directorate and the Secretariat; and

- (e) Enhance accountability and transparency of the SAPS and the Municipal Police Services in accordance with the principles of the Constitution.

The IPID Act grants the Directorate an extended mandate which focuses on more serious and priority crimes committed by members of the SAPS and the Municipal Police Services. It places stringent obligations on the SAPS and the Municipal Police Services regarding reporting on matters that must be investigated by the IPID and the implementation of disciplinary recommendations.

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

- (a) Any deaths 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 Directorate 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 Directorate may investigate matters relating to systemic corruption involving the police.

3. SITUATIONAL ANALYSIS

3.1 Performance environment

The Directorate exercises its functions in accordance with the IPID Act, independently from the SAPS and MPS. The thrust of the work of the Directorate is to investigate serious and priority crimes allegedly committed by members of the SAPS and MPS. This includes a greater focus on systemic corruption.

The IPID Act enhances the Directorate's investigative capacity and creates an opportunity for a strong, independent oversight body which will in consequence contribute to the achievement of a police service that operates in line with the spirit of the Constitution.

The IPID's ultimate goal is to contribute towards the achievement of Vision 2030 as outlined in the National Development Plan which is that, people living in South Africa feel safe and enjoy a community life free of fear. A Police service which is trusted by the community means the building of a police service that is professional, serves the community, safeguards lives and property without discrimination and respects the right to equity and justice.

The IPID's strong management and skilled investigators will contribute towards the realization of the IPID's strategic outcome oriented goals identified for 2013–2018 strategic planning period. The other factors that will contribute positively towards the realization of these goals are powers bestowed upon IPID investigators as peace officers provided for in the Criminal Procedures Act (Act 51 of 1977).

The work of IPID takes place within an environment of increased incidents of public protests. These incidents lead to an increase in the SAPS/MPS involvement in crowd control management which in most cases result in unintended consequences. Given the recent events of public protests, it is clear that these actions significantly influence the overall picture of deaths as a result of police actions, complaints relating to the discharge of official firearm by a police officer and complaints of torture or assault against a police officer in the execution of his or her duties. These developments are likely to further increase pressure on the IPID and its core business as outlined in the IPID Act.

The current lack in human resource capacity and the high staff turnover pose a significant threat in the fulfilment of the Directorate's legislative mandate and consequently the achievement of its strategic outcomes and goals. The mandatory reporting and investigation of serious and priority crimes allegedly committed by members of the SAPS and the Municipal Police Services has resulted in an increased work load for the Directorate.

In order to address the aforesaid pressures and to ensure that the IPID fully complies with its legislative mandate and added reporting responsibilities, additional resources will have to be sourced over the 2013–2018 period. The current economic climate and the allocation of funding might bring about additional challenges in this regard. Nevertheless, the Directorate is committed to deliver on its legislative mandate in order to contribute towards the achievement of the ultimate outcome, namely, a police service that is trusted by the community.

3.2 Organisational environment

3.2.1 Departmental structure

The IPID is a national department listed in schedule 1 of the Public Service Act 103 of 1994 (as amended) and listed as Vote 23 in the Estimates of National Expenditure 2012. The Directorate is financed with money that is allocated to it by Parliament.

The IPID Act provides for the establishment and assignment of national and provincial functions to the Directorate. Investigations are conducted at provincial level while the national office provides strategic, management and administrative support.

The IPID's national office is in Pretoria and is headed by the Executive Director. The functions of the national office are to:

- (a) Give strategic leadership to the Directorate
- (b) Develop and implement policy for the Directorate
- (c) Oversee and monitor performance at provincial level and intervene to rectify challenges where necessary
- (d) Gather, keep and analyze information in relation to investigations
- (e) Identify and review legislative needs and report these to the Civilian Secretariat for the Police Service
- (f) Do internal auditing of the Directorate
- (g) Provide administrative support to the Directorate
- (h) Strengthen the cooperative relationship between the Directorate and the Civilian Secretariat for the Police Service
- (i) Report to the relevant MEC on matters referred to the Executive Director by the MEC
- (j) Submit an annual report to the Minister and to Parliament
- (k) Implement information measures to develop public awareness of the provisions of the IPID Act
- (l) Deal with any matter referred to it by the Minister
- (m) Make recommendations to the SAPS resulting from investigations done by the Directorate
- (n) Report twice a year to Parliament on the number and type of cases investigated the recommendations, and the detail and outcome of those recommendations.

The provincial offices are located in Durban (KwaZulu-Natal), East London (Eastern Cape), Mafikeng (North West), Polokwane (Limpopo), Bloemfontein (Free State), Kimberley (Northern Cape), Mbombela (Mpumalanga), Johannesburg (Gauteng) and Bellville (Western Cape).

Each provincial office is headed by a Provincial Head who reports to the Executive Director on matters investigated and recommendations made, and on the overall management of the provincial office. The management committee, which includes the Executive Director and the heads of each provincial office, is responsible for ensuring coordination and alignment within each province regarding strategic and performance plans, priorities, objectives and strategies across national and provincial levels, and adherence to the financial requirements prescribed in terms of the Public Finance Management Act 1 (1999).

The provincial offices facilitate and conduct investigations and perform any other function incidental to such investigations. They also have to control and monitor active cases, refer matters investigated to the national or relevant provincial prosecuting authority for criminal prosecution, refer disciplinary matters to the Provincial Commissioner concerned, facilitate cooperation with the provincial police secretariat, and report to the Executive Director and, where appropriate, to the relevant members of the Executive Council. The provincial offices also manage stakeholder relations in the provinces. Investigations are carried out by trained and skilled investigators who operate from provincial and satellite offices.

To improve access to its services, six satellite offices have been established and are fully functional. They are located in Empangeni (KwaZulu-Natal), Mthatha (Eastern Cape), Rustenburg (North West), Thohoyandou (Limpopo), Bethlehem (Free State) Upington (Northern Cape). The Pretoria (Gauteng) satellite office was established in 2012/2013. The IPID is in the process of establishing two (2) more satellite offices in the Western Cape and Mpumalanga provinces.

The footprint of the Directorate will be expanded with the establishment of further satellite offices over the next five years, which will make the IPID more accessible and enable it to arrive at crime scenes without delay. The establishment of further satellite offices in other rural areas will be dependent on future budget allocations.

3.2.2 Organisational programme structure

The Minister of Police is the executive authority and the Executive Director is the head of department and the accounting officer.

The activities of the IPID are currently organised into the following programmes, which are aligned with the strategic objectives identified in the previous strategic plan for 2012–2017:

- Administration (programme 1)
- Investigation and information management (programme 2)
- Legal services (programme 3)

However, the IPID is currently involved in a process of organizational review to ensure alignment of its functions and/or activities, priorities and programmes to the provisions of the IPID Act. The re-engineering and re-organization of the Directorate will mean organizing its activities into the following four (4) functional programmes:

- Programme 1: Governance and Stakeholder Management
- Programme 2: Corporate Services
- Programme 3: Investigation and Information Management
- Programme 4: Legal Services

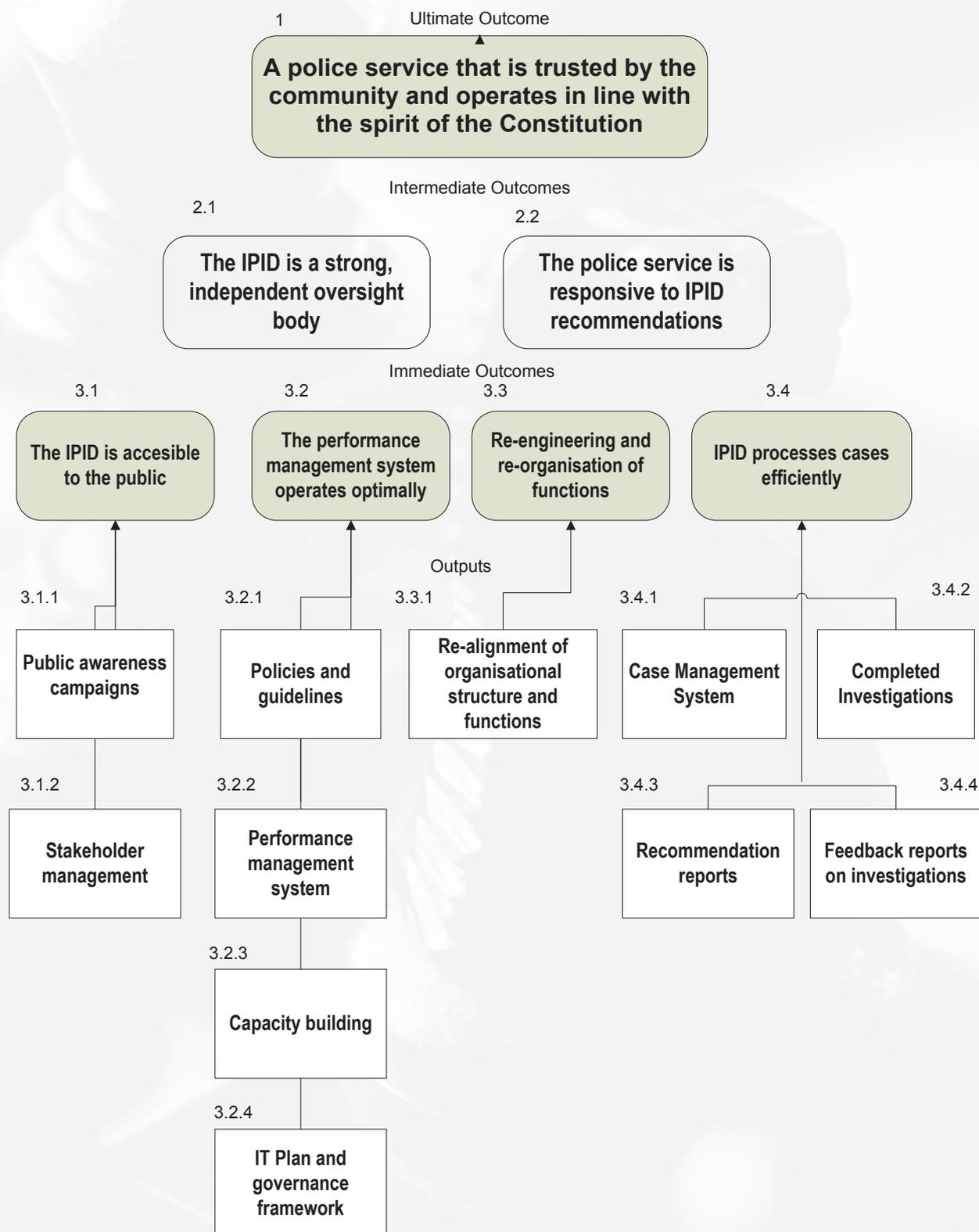
3.3 Strategic planning process

The Directorate conducted various strategic planning sessions between May 2012 and January 2013.

- EXCO workshop in May 2012;
- A follow-up workshop in July 2012;
- MANCO in November 2012; and
- MANCO in January 2013.

The planning process that was followed in the review of this Strategic Plan was informed by the new strategic and Ministerial imperatives resulting from the implementation of the IPID Act.

4. INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE LOGIC MODEL



5. STRATEGIC OUTCOME-ORIENTED GOALS OF THE INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE

The National Development Plan envisions that in 2030 people living in South Africa feel safe at home, at school and at work and they enjoy a community life free of fear. In line with this vision the strategic outcome-oriented goals of the IPID are linked to the achievement of outcomes 3 and 12, as identified and adopted by Cabinet in January 2010 and encompassed in the National Development Plan. These outcomes are:

Outcome 3:

ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE AND SECURE

Outcome 12:

AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP

The activities of the IPID will specifically focus on output 3 (of outcome 3) to combat police corruption and thereby enhance its effectiveness and its ability to serve as a crime deterrent.

As a direct consequence of achieving the strategic outcome oriented goals identified for the 2013 to 2018 period, the IPID wishes to contribute towards the achievement of the following three high level outcomes:

1. ULTIMATE OUTCOME

High level strategic outcome-oriented goal 1	A POLICE SERVICE THAT IS TRUSTED BY THE COMMUNITY AND OPERATES IN LINE WITH THE SPIRIT OF THE CONSTITUTION (ULTIMATE OUTCOME)
Goal statement	The public trusts the police services to be honest, to ensure their safety and to treat all citizens with respect and dignity. All police officials at all times recognises and ensures the fundamental of rights of human dignity, life, freedom and security, as stipulated in the Bill of Rights and the Constitution as a whole.

2. INTERMEDIATE OUTCOMES

High level strategic outcome-oriented goal 2.1	THE IPID IS A STRONG, INDEPENDENT OVERSIGHT BODY (INTERMEDIATE OUTCOME)
Goal statement	The IPID is an independent oversight body that conducts investigations without fear or favour; and makes recommendations that are acted upon and have a lasting impact on police conduct.
High level strategic outcome-oriented goal 2.2	THE POLICE SERVICE IS RESPONSIVE TO IPID RECOMMENDATIONS (INTERMEDIATE OUTCOME)
Goal statement	The Police Service ensures that IPID's recommendations are implemented, action taken as a result thereof is monitored and progress is reported to the IPID.

In order to contribute to the achievement of the above outcomes, the following four strategic outcome oriented goals will determine the focus of the IPID's activities and the implementation of resources during the 2013 to 2018 period:

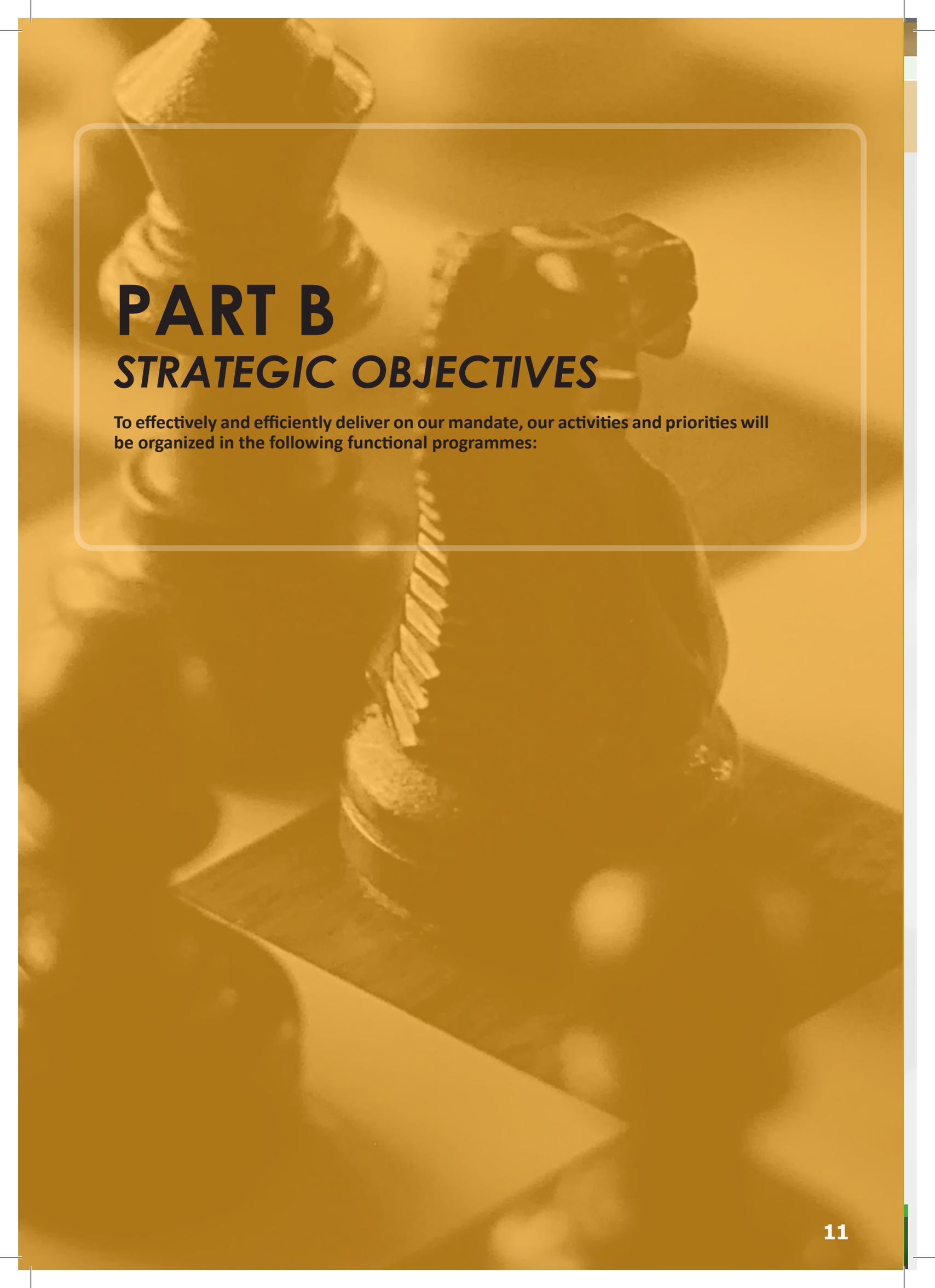
3. IMMEDIATE OUTCOMES

Strategic outcome-oriented goal 3.1	THE IPID IS ACCESSIBLE TO THE PUBLIC
Goal statement	Development of public awareness of the IPID and its functions through community awareness programmes, media campaigns, and the establishment of satellite offices to increase public accessibility.

Strategic outcome-oriented goal 3.2	THE PERFORMANCE MANAGEMENT SYSTEM OPERATES OPTIMALLY
Goal statement	The IPID has an effective performance management system, including internal controls and external performance reporting procedures, to ensure accountability.

Strategic outcome-oriented goal 3.3	RE-ENGINEERING AND REORGANISATION
Goal statement	The IPID’s structure and functions are fully aligned to the IPID Act and allow the IPID to meet its strategic imperatives.

Strategic outcome-oriented goal 3.4	THE IPID PROCESSES CASES EFFICIENTLY
Goal statement	The IPID operates an efficient case management system that ensures the effective completion of cases and the generation of recommendation and feedback reports within appropriate time frames.



PART B

STRATEGIC OBJECTIVES

To effectively and efficiently deliver on our mandate, our activities and priorities will be organized in the following functional programmes:

6. PROGRAMME 1: GOVERNANCE AND STAKEHOLDER MANAGEMENT

6.1 Purpose: This programme is responsible for the overall management of the IPID. It provides policy and strategic leadership to the Directorate. It also enhances IPID’s ability to deliver on government priorities and objectives. With the implementation of the new organisational structure of the IPID, Programme 1 will gradually be expanded to include strategic support to the Directorate.

The programme consists of the following activities and/or components:

Executive support

This component provides strategic and administrative support to the Executive Director of the IPID. It also coordinates liaison with the minister’s office, parliamentary committees and key departmental stakeholders.

Under the new IPID’s functional structure, this component has also been expanded to focus on the establishment and maintenance of sectoral and intergovernmental relations and to meet the demands of the additional reporting obligations in terms of the IPID Act.

Corporate governance

This component focuses on the monitoring and evaluating of performance, and reporting on the attainment of strategic objectives. It will also provide risk-management services and ensures compliance with laws, regulations and other prescripts.

Internal audit

This component provides internal audit services by conducting compliance and performance audits and facilitating internal forensic investigations.

Security Management Services

This component provides security management services by developing and supporting the implementation of security policy, systems and procedures. It provides access, physical security and monitors the implementation of information technology policies based on MISS. It also facilitates integrity testing, vetting and security clearance of IPID personnel.

Financial management

This component provides effective and efficient financial management and supply-chain and asset-management services to the Directorate.

6.2 Outputs (Strategic objectives) for 2013-2018

Output 3.1.2	STAKEHOLDER MANAGEMENT
Output statement	Regular engagements with and reports to key stakeholders, including the SAPS, MPS, Civilian Secretariat for Police Services and other relevant Government and Civil Society Organisations.
Baseline	Stakeholder engagements currently in accordance with framework and operational plan.

Output 3.2.1	POLICIES AND GUIDELINES
Output statement	Policies and guidelines that – (a) inform the standard operating procedures in support of the IPID mandate; and (b) ensures compliance with regulatory and legislative prescripts.
Baseline	Existing Standard Operating Procedure, Executive Director Guidelines and Human Resource and Finance policies.

Output 3.2.2	PERFORMANCE MANAGEMENT SYSTEM
Output statement	A performance measurement and reporting system supports management decision making and that enables the IPID to comply with internal and external accountability reporting.
Baseline	Basic performance reporting system in existence and under review.

7. PROGRAMME 2: CORPORATE SERVICES

7.1 Purpose: To provide corporate management services, information communication technology, communication services, auxiliary services, human resource management and development services to the Directorate.

The programme consists of the following activities and/or components:

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.

Communication Services

This component provides communication services by developing, implementing and maintaining policy framework for knowledge management and communications. It provides learning and knowledge management services, co-ordinates and manages the distribution of information to stakeholders, provides internal and external communications, library services and promotes public awareness on the IPID.

Auxiliary Services

This component provides auxiliary services by managing service level agreement with Department of Public Works regarding the renting of new property and maintenance of existing property. Oversee the rendering of cleaning services, render messenger services, provides record management services, manages fleet services and render switchboard services.

Human Resource Management and Development Services

This component provides human resource management and development services through development of human resource policies and strategies. It ensures alignment of organizational structures to the strategic plan. It is responsible for the rendering of efficient and effective human resource administration services. It promotes the optimal development and utilization of human resources and manages labour relations and co-ordinates employee health wellness programmes

7.2 Outputs (Strategic objectives) for 2013-2018

Output 3.1.1	PUBLIC AWARENESS CAMPAIGNS
Output statement	Campaigns that increase public awareness of the provisions of the IPID Act, the Directorate’s functions and the utilisation of its services.
Baseline	Regular public awareness events and media campaigns in all provinces.
Output 3.2.2	PERFORMANCE MANAGEMENT SYSTEM
Output statement	A performance measurement and reporting system supports management decision making and that enables the IPID to comply with internal and external accountability reporting.
Baseline	Basic performance reporting system in existence and under review.

3.2.3	CAPACITY BUILDING
Output statement	The IPID is sufficiently capacitated and has effective skills development plans and functional retention strategy to enable the execution of its mandate.
Baseline	Development and/or review of existing Human Resource Development and Skills Development Plan, and retention strategy.

3.2.4	IT PLAN AND GOVERNANCE FRAMEWORK
Output statement	The IPID uses technology effectively to support its business processes to improve service delivery.
Baseline	The development of an ICT plan which is aligned to the government wide ICT governance framework.

3.3.1	REALIGNMENT OF ORGANISATIONAL FUNCTIONS AND STRUCTURE
Output statement	Realignment of organizational functions and structure to meet the strategic imperatives of the organisation.
Baseline	Realigned Programmes and functions in line with the IPID Act, PFMA and Regulations.

8. PROGRAMME 3: INVESTIGATION AND INFORMATION MANAGEMENT

8.1 Purpose

Programme 2 conducts investigations and coordinates the investigative process through the development of investigative policy and strategic frameworks. It also manages reporting on investigative performance and statistical information.

The programme consists of the following activities and/or components:

Investigations

This component manages and conducts investigations in line with the provisions of the IPID Act, Regulations and Executive Director Guidelines.

Information management

This component manages information and knowledge-management services through the development and maintenance of a case flow management system, a database and the analysis and compilation of statistical information.

Provincial coordination

This component develops investigation frameworks, norms and standards, and coordinate implementation thereof.

8.2 Outputs (strategic objectives) for 2013–2018

Output 3.4.1	CASE MANAGEMENT SYSTEM
Output statement	A system for the registration, allocation, tracking, management and reporting of investigations, the generation of reliable statistical information and the provision of general business intelligence.
Baseline	Flow-centric case management system and IPID database.

Output 3.4.2	COMPLETED INVESTIGATIONS
Output statement	Completed investigations of cases in line with the provisions of the IPID Act, Regulations and Executive Director Guidelines.
Baseline	Investigations completed within 90 days, except in terms of Systemic Corruption cases which is 12 months.

Output 3.4.3	RECOMMENDATION REPORTS
Output statement	Recommendation reports to the SAPS regarding possible disciplinary steps and to the Prosecuting Authorities regarding possible criminal prosecution.
Baseline	Recommendation reports generated within 30 days of completion of all investigations.

Output 3.4.4	FEEDBACK REPORTS ON INVESTIGATIONS
Output statement	Regular feedback reports to complainants, victims and referral authorities regarding the progress and outcomes of investigations.
Baseline	Feedback reports provided within 30 days of closure of all investigations.

9. PROGRAMME 4: LEGAL SERVICES

9.1 Purpose

Legal services manages and facilitates the provision of investigation advisory services and provide legal and litigation advisory services.

The programme consists of the following activities and/or components:

Legal and litigation advisory services

This component manages the Directorate’s legal obligations, coordinates civil and labour litigation matters and the granting of policing powers to investigators.

Investigation advisory services

The purpose of this component is to provide support during and after the completion of investigations. It provides legal advice and guidance to investigators, and ensures that all cases that are forwarded for prosecution comply with the requirements of the prosecution process.

9.2 Outputs (Strategic Objectives) for 2013-2018

This programme provides a support function to the Directorate as a whole and to investigators in particular.

Output 1	LEGAL AND LITIGATION ADVISORY SERVICES
Output statement	Management of the Directorate’s legal obligations, civil and labour litigation matters and the granting of policing powers to investigators.
Baseline	Processing applications of policing powers within 5 working days.
Output 2	INVESTIGATION ADVISORY SERVICES
Output statement	Legal advice and guidance to investigators during and after the completion of investigations.
Baseline	Providing advice to investigators within 24 hours followed by written advice within 48 hours of request.

PART C

RESOURCE CONSIDERATIONS AND RISK MANAGEMENT

10. RESOURCE CONSIDERATIONS

10.1 Staff requirements

There is a need to gradually increase the human resources (personnel) over the next five-year period. The investigative capacity in the provinces will have to be increased as part of the new strategic drive.

10.2 Skills development

Over the five-year period, there will be an increased focus on improving the skills of investigators to enable them to execute the extended mandate in terms of clause 28(1) and 28(2) of the IPID Act.

10.3 Expenditure trends over the MTEF period

The spending focus over the MTEF period will be on increasing the capacity of the Directorate in line with its new mandate as informed by provisions of the IPID Act (2011). The Act provides for the establishment and assignment of national and provincial functions to the Directorate. Investigations are conducted at provincial level while the national office provides strategic, management and administrative support. This will have a further impact on the related travelling costs associated with the investigation of the identified criminal offences.

Expenditure increased from R106 million in 2009/10 to R198 million in 2012/13. This increase was mainly to provide for the increased activities in relation to drafting the IPID Act (2011), expanding office accommodation, and enhancing capacity in support services to give effect to legislative frameworks, segregation of duties and good governance. Over the medium term, expenditure is expected to grow to R247 million due to enhancing capacity in support services and increasing the investigative capacity and access to the Directorate's services.

11 RISK MANAGEMENT

The following seven key risks have been identified which may affect the realisation of the strategic outcomes specified for the Directorate’s programmes:

KEY RISKS	DESCRIPTION	MITIGATION STRATEGIES
Strategic risk 1	Insufficient funding of activities	<ul style="list-style-type: none"> • Constant engagement with National Treasury, Executive Authority and Portfolio Committee on IPID funding requirements
Strategic risk 2	Lack of uniformity in applying investigative procedures may result in non-compliance with Standard Operating Procedures	<ul style="list-style-type: none"> • Prioritise training of Investigators to enable them to effectively investigate cases • Development of IPID training manual to address all aspects of the investigative mandate
Strategic risk 3	Data integrity: <ul style="list-style-type: none"> • Data integrity may be compromised • Incorrect statistics may be recorded and released 	<ul style="list-style-type: none"> • Monthly reviews of the database information • Monthly quality control of investigation reports
Strategic risk 4	Lack of engagement with key stakeholders that impact the quality of investigations	<ul style="list-style-type: none"> • Communicate the role of the IPID to various stakeholders • Establish a memorandum of understanding with key stakeholders
Strategic risk 5	Senior Management and key personnel may not be vetted	<ul style="list-style-type: none"> • Development, negotiation and execution of a Memorandum of Understanding between the IPID and the State Security Agency to expedite on the vetting of staff
Strategic risk 6	Loss of key personnel / staff turnover	<ul style="list-style-type: none"> • Revise the departmental Retention Strategy and engage with key Responsibility Managers
Strategic risk 7	Limited involvement of Management in the Budget Process and financial management	<ul style="list-style-type: none"> • Monthly tracking of expenditure by the CFO and deliberations on expenditure at monthly MANCO meetings • Weekly tracking of commitments • Submission of monthly In-Year Monitoring reports to National Treasury
Strategic risk 8	Non-compliance with Information Technology Governance	<ul style="list-style-type: none"> • Alignment of ICT Policies with DPSA ICT Corporate Governance Framework