



Independent Police Investigative Directorate (IPID)  
**ANNUAL PERFORMANCE PLAN**  
**2014-2015**



**ipid**

Department:  
Independent Police Investigative Directorate  
**REPUBLIC OF SOUTH AFRICA**



# Independent Police Investigative Directorate

Annual Performance Plan For 2014 – 2015

***Date of tabling : 12 March 2014***

## FOREWORD BY THE MINISTER OF POLICE

This year, South Africa celebrates 20 years as a Constitutional democracy – which is quite an achievement given the challenges that our nation still faces. One such challenge is the unacceptable crime rate - which plagues our communities. As a government, we are committed to winning the fight against crime and ensuring that our communities are and feel safe. As a young democracy we have a much to celebrate. The crime rate has been declining consistently over the past decade. We must also win the fight against police criminality. That is why we have established the Independent Police Investigative Directorate (IPID), which investigates identified offences allegedly committed by members of our police services.

This is the second year of the IPID's operation under the new legislative dispensation. The work of the IPID is not an even but a process, the success of which will be measured in time. Our observation is that the IPID has made important strides in the fight against police criminality.

Internally, the South African Police Service (SAPS) has done a lot to clean up its image by removing people which criminal records – this is an on-going process, and together with the IPID's work, will result in a more professional and respected police service.

As a nation, we are still mourning the death of the founding father of our modern democracy, former president Nelson Rolihlahla Mandela. As a government, we will continue to take forward the principles which he and many other struggle stalwarts stood for. We continue to be inspired by the vision which they had for our nation. We continue to be committed to the values that they stood for – which are encapsulated in our progressive Constitution. We believe that such values should underpin the work that we as the IPID and the SAPS do.

Our government plans its programme over a period of time. That is why we have the National Development Plan (NDP) as our nation's long term plan. Institutions are also expected to plan their work over the short term and long term. The IPID's Strategic Plan 2014 – 2019 and Annual Performance Plan 2014 reflect such plans. The IPID has had a year to test the implementation of its legislation and learn from the challenges posed by such implementation. This document contains the short term plans, which have been tweaked to reflect the realities faced by the IPID.

It is my pleasure to table the Annual Performance of the Independent Police Investigative Directorate for 2014.



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**MINISTER OF POLICE**  
MR EN MTHETHWA, MP

## FOREWORD BY THE DEPUTY MINISTER OF POLICE

In April 2014, our Constitutional democracy will be 20 years old. This is no small achievement for a country with our past. A past which deprived the citizens of this country of the freedoms that humans are have as a birth right. These include but are not limited to the freedom of movement, freedom of association, freedom to elect its own public representatives and many others which are set out in the Bill of Rights. The police were a useful tool for the apartheid government used for the oppression of the African majority by the white minority. As you know, we fought the oppressive system until we won – hence we have a democratic government in place.

Therefore, we have a lot to celebrate. Our Constitution is unequalled the world over. Our institutions that support our constitutional democracy are held in high esteem even in the so called first world countries. We have the Human Rights Commission, the Competition Commission, the Public Protector, ICASA, the Auditor General, the Independent Police Investigative Directorate and many others –there are few countries in which government and its institutions are held accountable to the extent that it happens in South Africa. Ours is a very transparent democracy in which everyone is held accountable.

The IPID is a prime example of such an accountability mechanism. Our government is committed to the Constitution and the values it espouses. That is why it has spearheaded the development and the passing of the IPID Act to ensure that the IPID has a clear mandate and that recommendations made by it are not ignored as was the case in the past. The IPID Act places stringent obligations on the SAPS and the MPS. These obligations relate to the reporting of matters that must be investigated by the IPID and the implementation of disciplinary recommendations.

It is important to note that the core mandate of the IPID contributes towards the realization of outcome 3 as adopted by Cabinet in January 2010, namely that: All people in South Africa are and feel safe and secure. The IPID's strong management and skilled investigators will contribute towards the realization of this outcome and the IPID strategic outcome oriented goals identified for 2014-2019 strategic planning period.

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 and 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 action, complaints relating to the discharge of official firearms by police officers and complaints of torture or assault against police officers in the execution of their duties. These developments

are likely to increase demand on the IPID to conduct its investigations and complete them in a short timeframe.

It is imperative for the IPID to do its work independent, impartially and without prejudice. Such professionalism will earn the IPID respect from our country's citizens.

As the Ministry, we would like to see the capacity of provincial offices being increased to fully implement the mandate of the IPID and to administer the new reporting processes. We want to see the IPID meet its targets, especially in the operations.

We look forward to seeing how the plans set out in these strategic documents are implemented.



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**DEPUTY MINISTER OF POLICE**  
MS MM SOTYU, MP

## MESSAGE FROM THE EXECUTIVE DIRECTOR

The planning documents, namely the Strategic Plan 2014 – 2019 and the Annual Performance Plan 2014, which we have tabled, reflect our first year experiences of operating as the Independent Police Investigative Directorate (IPID). These experiences are numerous and range from the number and types of cases we investigated, to the processes and policies that we crafted and implemented in the past financial year.

The workload of the IPID when compared with that of its predecessor, increased substantially. This left us with a challenge of how we stretch our resources to investigate as much of the workload as we can. Given our limited resources, we carried over some of our workload to the current financial year.

We learned important lessons. On the investigative front, we found that just about 60 percent of our cases were common assault, which can range from a push to a slap. Our investigators were kept quite busy with these less serious cases. We intend to approach the legislature to amend our legislation so that we can focus on the more serious offences that could have an impact on police criminality.

The investigation of deaths emanating from public protests continues to stretch our resources. We have prioritised giving more capacity to our investigators. The training of investigators will continue to receive focus.

We have made some progress in aligning our structure and in budget prioritisation. These changes have enabled us to have a structure that is aligned to the IPID Act. Budget prioritisation has enabled us to employ more investigators in all the provinces. Most of the alignment was done without obtaining additional funding from National Treasury.

We had some successes and failures in the implementation of policies. Our investigative policies are in place and we have had fruitful engagements with the SAPS and other stakeholders to ensure that our policies remain relevant. Such engagements foster collaborative relationships which helps us to implement the IPID legislation in a smooth manner.

Despite the aforesaid success, some of our policies are yet to be finalised due to negotiations with organised labour at the bargaining council. The implementation of policies and refinement of processes will remain our focus for the short to medium term. The Auditor-General as well as our Internal Audit function raised some concerns in various areas of our work – we have put measures in place to ensure that we become fully compliant with legislation and prescripts.

The filling of vacancies will receive special attention. We plan to fill all vacancies by the end of the second quarter of the financial year 2014/15, starting with the senior management positions.

In line with Chapter 4 of the IPID Act, we intend to formally establish and launch the Consultative Forum comprised of various stakeholders. In order to do this, we need to develop internal capacity to run the business of the Consultative Forum.

In order to address inconsistent spending of the budget, we will prioritise the review of our budget processes and delegations for expenditure. This will ensure that managers are sufficiently empowered to manage their budgets and that they are held accountable for the exercise of that power.

Our credibility depends on being able to conduct independent and impartial investigations in line with our mandate. Based on the challenges we have dealt with, there is a need to develop our own capacity for integrity strengthening and protection. We will therefore be establishing an Integrity Standards and Protection Unit.

Community outreach and stakeholder management continue to receive sustained focus, this is reflected in the way we have restructured programmes. There is a need to include in our community outreach, the education of the communities about their responsibilities in the exercise of their rights. To this end, we will enhance the capacity of our communication function.

To ensure that we meet the targets set out in this APP, we will enhance our case management and performance management systems. Furthermore, we will review the working conditions of our investigators.

Our experiences have given us important lessons and we have made the necessary adjustments in our plans for 2014. These changes are reflected in this Annual Performance Plan 2014, which was tabled by the Minister of Police.

Our work is meaningless without the valuable support from the Minister of Police and his deputy, the Portfolio Committee on Police, our stakeholder departments as well as the communities we serve.



**EXECUTIVE DIRECTOR**

MR ROBERT McBRIDE



**Official sign-off**

It is hereby certified that this annual performance plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of the Executive Director and the Minister of Police.
- Was prepared in line with the 2014-2019 strategic plan of the Independent Police Investigative Directorate.
- Accurately reflects the performance targets which the Independent Police Investigative Directorate will endeavor to achieve given the resources made available in the budget for 2014/15.

**MRS LN NGCONGO**

Chief Financial Officer

Signature: \_\_\_\_\_



**MR RJ MCBRIDE**

Accounting Officer

Signature: \_\_\_\_\_



Approved by:

**MR EN MTHETHWA, MP**

Executive Authority

Signature: \_\_\_\_\_



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# PART A

## STRATEGIC OVERVIEW

### 1. UPDATED SITUATIONAL ANALYSIS

#### 1.1 Performance-delivery environment

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 and 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 firearms by police officers and complaints of torture or assault against police officers in the execution of their duties. These developments are likely to increase pressure on the IPID and the other elements of its core business as outlined in the IPID Act.

However, the directorate is committed to deliver on its legislative mandate with the purpose of making a lasting impact in order to contribute towards the achievement of the ultimate outcome, namely, a police service that is trusted by the community and operates in line with the principles enshrined in the Constitution.

Notwithstanding the aforesaid, the directorate faces challenges which could impact on its performance due to vacancies at key senior management level. The position of the Executive Director has been vacant since September 2012. Ten Chief Director positions have been vacant since 01 April 2012. This state of affairs has affected the performance of the directorate. The Executive Director has been appointed with effect from 1st March 2014. The adverts for nine Provincial Heads and two Chief Directors were advertised on Sunday 2nd March 2014.

#### 1.2 Organisational environment

The activities of the IPID are organised into the following four (4) programmes:

- Programme 1: Administration
- Programme 2: Investigation and Information Management

- Programme 3: Legal Services
- Programme 4: Compliance Monitoring and Stakeholder Management

The Investigation and Information Management programme will continue to be strengthened to ensure compliance with the IPID Act. This includes training, development of guidelines, systems and procedures for investigation and reporting. An information management system will be fully developed and optimally used to ensure that accurate statistical information is available for monthly, quarterly, bi-annual and annual reporting.

The new IPID Act places stringent obligations on the SAPS and the Municipal Police Services (MPS). These obligations relate to the reporting of matters that must be investigated by the IPID and the implementation of disciplinary recommendations. This in essence means that the capacity of the provincial offices should therefore be increased to perform this duty and administer the new reporting processes.

During the period 2014 to 2019, the capacity of the Directorate will be strengthened to improve performance. To this end, the organization has made great strides in transforming from a complaints driven organisation to an investigation driven organisation. This process included:

- Alignment of the directorate's functions and priorities in line with the principles enshrined in the Constitution and the IPID Act;
- Internalising the values and ethos contained in the IPID Act;
- Engaging in a process of organisational renewal or reengineering and re-organisation;
- Integrating the directorate's systems, programmes and structures to enhance service delivery;
- Alignment of the directorate's planning, budgeting and reporting processes;
- Development of policies to influence smooth transition from Independent Complaints Directorate (ICD) to IPID;

The IPID has identified the Strategic Priorities below as the areas of focus for 2014/15. Although some of the strategic priorities may not be achieved in the financial year 2014/15, they will remain priorities in the MTEF period:

- Filling of all senior management positions;
- Establishment of a consultative forum;
- Establishment of the integrity management and protection unit;

- Continue to refocus the Directorate from a complaints driven institution to an investigation driven institution;
- Training and capacity building of investigators;
- Development of personnel performance management systems;
- Obtain an unqualified Audit;
- Establishment of a consultative forum to conduct public education;
- Review of the delegation of functions in terms of human resources and finance;
- Influence/feed into policy development within SAPS/MPS through recommendations; and
- Identification and investigation of systemic corruption cases.

As the IPID calibrates its business model and practices to meet the challenges of its new mandate, priority will continue to be placed on change in the organizational culture. In order to achieve this, the directorate will ensure that the following core values continue to inform its work:

- Independence and Impartiality
- Mutual Respect and Trust
- Integrity and honesty
- Transparency and openness
- Equity and fairness
- Courtesy and commitment

In addition to these core values, the IPID aspires to adhere to highest standards of ethical behaviour and continuous application of the following ethos:

- Innovation (proactive, flexible, cost effective and efficient style of work);
- Commitment to Public Service ethos e.g. service excellence, accountability, discipline and adherence to Batho-Pele principles; and
- Learning organization (consistent interaction with stakeholders, continuously embrace best practices within the public sector, on-going professional growth and development.
- Monitoring high standards of integrity, professionalism and excellence.

## **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 realisation of outcome 3 as adopted by Cabinet in January 2010, namely: All people in South Africa are and feel safe.

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 No. 1 of 2011

The IPID Act (2011) was enacted on 12 May 2011 and the IPID, which replaced its predecessor the ICD, came into operation on 1 April 2012. The promulgation of the IPID Act has resulted in the following:

- Renaming and reorganisation of the ICD into IPID;
- Extension of the directorate's mandate to focus on more serious and priority crimes committed by members of the SAPS and MPS;
- Streamlining and reorganisation of the complaint-handling process and investigation functions;
- Establishment of a formal liaison mechanism between the IPID and the Civilian Secretariat for Police;
- Improvement in reporting and accountability;
- Overall improvement in the management structure of the directorate; and
- Development of the IPID Act regulations to operationalize the IPID Act.

The Act empowers the IPID to play an essential role in promoting a transparent and accountable police in South Africa by investigating serious criminal offences by SAPS and MPS members.



In terms of section 28 of the Act, the IPID is obliged to investigate:

- (a) Any deaths in police custody;
- (b) Deaths as a result of police action;
- (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 Police;
- (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 Police as the case may be.

Section 28 (2) further provides that the Directorate may investigate matters relating to systemic corruption involving the police.

The IPID's powers in terms of the Act are not only limited to investigation but include the power to subpoena witnesses and recommend cases for prosecution. In addition, the Act places reporting and cooperation obligations on the SAPS/MPS and provides for disciplinary recommendations to be made to the SAPS/MPS and the enforcement of non-compliance with the Act.

The Act also provides for a mechanism of formal relationship with both the Civilian Secretariat of Police and the SAPS. Through this mechanism, the IPID also has the opportunity to provide input into the development of policing policies.

The Independent Police Investigative Directorate (IPID) Act No. 1 of 2011 was promulgated on the 12th of May 2011 and became effective from 1 April 2012. In accordance with this Act, the directorate exercises its functions independently from the South African Police Service (SAPS). The thrust of the work of the Directorate is to investigate serious and priority crimes allegedly committed by members of the SAPS and Municipal Police Service (MPS). This includes a greater focus on systemic corruption.

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.

### 3. OVERVIEW OF 2013/14 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK ESTIMATES

#### 3.1 Expenditure estimates

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R million	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
1. Administration	54.2	68.1	70.3	88.4	73.2	72.4	73.9
2. Investigations and Information Management	70.8	81.5	94.0	121.2	151.1	164.7	177.0
3. Legal Services	1.6	2.0	4.2	4.5	5.7	5.8	6.7
4. Compliance Monitoring and Stakeholder Management	1.6	1.9	3.0	2.8	4.7	4.3	4.7
<b>Total</b>	<b>128.4</b>	<b>153.5</b>	<b>171.4</b>	<b>217.0</b>	<b>234.7</b>	<b>247.2</b>	<b>262.3</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>125.7</b>	<b>149.1</b>	<b>166.0</b>	<b>213.9</b>	<b>231.4</b>	<b>244.3</b>	<b>259.0</b>
Compensation of employees	71.8	78.1	96.0	131.9	162.3	169.9	178.0
Goods and services of which:	53.9	71.0	70.0	82.0	68.9	74.4	81.1
Computer services	5.2	7.0	7.7	5.2	5.6	11.2	14.6
Lease payments	15.6	22.8	13.2	21.4	17.9	19.6	23.4
Property payments	4.0	5.4	5.1	6.9	5.3	5.0	5.1
Travel and subsistence	10.6	15.7	20.3	18.8	12.3	10.0	9.0
<b>Transfers and subsidies</b>	<b>0.1</b>	<b>0.1</b>	<b>2.1</b>	<b>0.1</b>	<b>0.5</b>	<b>0.6</b>	<b>0.6</b>
Departmental agencies and accounts	0.1	0.1	0.1	0.1	0.5	0.6	0.6
Households	0	0	2.0	0	0	0	0
<b>Payments for capital assets</b>	<b>2.7</b>	<b>4.4</b>	<b>3.3</b>	<b>2.9</b>	<b>2.9</b>	<b>2.3</b>	<b>2.7</b>
Machinery and equipment	2.7	4.4	3.3	2.9	2.9	2.3	2.7
<b>Payments for financial assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>128.4</b>	<b>153.5</b>	<b>171.4</b>	<b>217.0</b>	<b>234.7</b>	<b>247.2</b>	<b>262.3</b>

### 3.2 Relating expenditure trends to strategic outcome-oriented goals

The spending focus over the medium term will continue to be on enhancing the directorate's investigative capacity to conduct successful and high quality investigations within 90 days of registration. This will ensure that communities feel safe and trust that the police service operates in line with the Constitution. Consistent with the spending focus and due to the labour intensive nature of investigations, the bulk of spending over the medium term will be in the Investigation and Information Management programme, and mainly on compensation of employees. This programme's allocation over the medium term will allow the directorate to prioritise the investigation of deaths in custody and deaths as a result of police action. This is expected to increase the proportion of cases completed for both types of investigations within 90 days, from 65 per cent in 2013/14 to 67 per cent in 2016/17.

To achieve this performance target, the directorate has realigned its budget with its plans to increase the number of investigators over the medium term. In this regard, Cabinet has approved a reprioritisation of R3.1 million in 2014/15, R4 million in 2015/16 and R4.9 million in 2016/17 from goods and services in the Administration programme to compensation of employees in the Investigation and Information Management programme. The directorate plans to appoint an additional 44 staff over the medium term, mainly investigators, thus increasing the approved establishment from 349 posts in 2013/14 to 393 in 2016/17. This explains the expected increase in expenditure on compensation of employees and training and development over the medium term. The directorate will fill all the additional vacant posts that were created in the 2013/14 financial year to capacitate the core function.

As part of this realignment of the department's budget, the Compliance Monitoring and Stakeholder Management programme has been established as a standalone unit, whereas previously its functions had been performed by the Investigation and Information Management programme. Expenditure in the Compliance Monitoring and Stakeholder Management programme is expected to increase as the directorate plans to maintain the number of community outreach programmes conducted at 306 events annually to ensure that community members have greater access to its services.

## PART B

# PROGRAMME AND SUB-PROGRAMME PLANS

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

### 4. PROGRAMME 1: ADMINISTRATION

#### 4.1 Purpose

Provide for the overall management of the Independent Police Investigative Directorate and support services, including strategic support to the directorate.

The programme consists of the following sub-programmes:

##### 4.1.1 DEPARTMENTAL MANAGEMENT

This subprogramme provides strategic leadership, overall and management and strategic reporting to the Directorate and ensures overall compliance with all relevant prescripts.

This sub-programme is coordinated through the following functions and/or components:

#### ***Executive Support***

This component provides strategic support to the Executive Director of the IPID. It also liase with the Minister's office, provides administrative, logistical and secretariat services to the Executive Director whilst at the same time it is responsible for the coordination of activities in the Office of the Executive Director.

#### ***Corporate Governance***

This component will also focus on the monitoring and evaluation of 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 Directorate to deliver on its core mandate. It also provides risk-management services and ensures compliance with laws, regulations and other prescripts.

#### 4.1.2 CORPORATE SERVICES

It provides support services to the Directorate through the following corporate services sub sub-programmes:

##### ***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 development and utilisation of human resources and manages labour relations and co-ordinates the employee health and wellness programme.

##### ***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 MISS.

##### ***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.

##### ***Communication and Marketing***

It provides communication and marketing 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 record management services; fleet management services render switchboard operation services, messenger services and oversee the rendering of cleaning services.

#### 4.1.3 FINANCE SERVICES

This sub-programme provides effective and efficient financial management, supply chain and asset management services.

#### 4.1.4 INTERNAL AUDIT

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

#### 4.1.5 OFFICE ACCOMMODATION

It provides services related to activities and costs of office accommodation for the Directorate as a whole. This includes managing service level agreements with the Department of Public Works regarding the renting of new property and maintenance of existing property.

## 4.2 Strategic Objectives and annual targets for 2014/15

The strategic objectives of Programme 1 are directly linked to the following three Strategic outcome-oriented goals (outcomes), as reflected in the IPID Strategic Plan for 2014-2019.

### **Outcome 3.1:**

THE IPID IS ACCESSIBLE TO THE PUBLIC

### **Outcome 3.2:**

THE PERFORMANCE MANAGEMENT SYSTEM OPERATES OPTIMALLY

### **Outcome 3.3:**

RE-ENGINEERING AND RE-ORGANIZATION OF THE IPID

In order to contribute to the achievement of the above outcomes, Programme 1 will focus on the delivery of the following five outputs:

<b>Output 3.1.1</b>	<b>PUBLIC AWARENESS CAMPAIGNS</b>
<b>Output statement</b>	Media campaigns that increase public awareness of the provisions of the IPID Act, the directorate's functions and the utilisation of its services.
<b>Baseline</b>	Regular media engagement and media campaigns.

<b>Output 3.2.1</b>	<b>PERFORMANCE MANAGEMENT SYSTEM</b>
<b>Output statement</b>	A performance measurement and reporting system that supports management decision making and that enables the IPID to comply with internal and external accountability reporting in line with legislative requirements.
<b>Baseline</b>	Basic performance reporting system in existence and reviewed regularly.

<b>Output 3.2.2</b>	<b>CAPACITY BUILDING: HUMAN RESOURCE MANAGEMENT PLAN</b>
<b>Output statement</b>	The IPID is promoting an effective employee health and wellness programme, performance management and functional retention policy to enable the execution of its mandate.
<b>Baseline</b>	Implement effective health and wellness programme, retention policy and performance management.

<b>Output 3.2.3</b>	<b>ICT PLAN AND GOVERNANCE FRAMEWORK</b>
<b>Output statement</b>	The IPID uses technology effectively to support its business processes to improve service delivery.
<b>Baseline</b>	The development of an ICT plan which is aligned to the government wide ICT governance framework.

<b>Output 3.3.1</b>	<b>REALIGNMENT OF THE ORGANISATIONAL FUNCTIONS AND STRUCTURE</b>
<b>Output statement</b>	Realignment of organizational functions and structure to meet the strategic imperatives of the organisation and implementation of a comprehensive change management strategy.
<b>Baseline</b>	Realigned Programmes and functions in line with the IPID Act, PFMA and Regulations.

4.3 Strategic objectives, performance indicators and annual targets for 2014/15

**Table 2: Administration**

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance				Estimated performance	Medium-term targets		
		2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
3.1.1 PUBLIC AWARENESS CAMPAIGNS	3.1.1.1	New indicator	New indicator	87 Media statements issued and 5 media briefings held, 924 media responses released	60	40 Media Statements	40 Media Statements	40 Media Statements	
	3.1.1.2					120 Media Responses	150 Media Responses	180 Media Responses	



3.2.1	PERFORMANCE MANAGEMENT SYSTEM	3.2.1.1	Number of performance monitoring and evaluation reports submitted to ensure attainment of strategic objectives	New indicator	New indicator	13	13	13	13
		3.2.1.2	Number of financial and strategic reports submitted for reporting per year	New indicator	New indicator	22	22	22	22
3.2.2	CAPACITY BUILDING: HUMAN RESOURCE MANAGEMENT PLAN	3.2.2.1	% vacancy rate per year	6.9%	7.9%	10%	Below 10%	Below 10%	Below 10%
		3.2.2.2	% of females employed by the directorate at senior management level	29%	35%	40%	50%	50%	50%
		3.2.2.3	% of staff complement consisting of people with disabilities	0.7%	1%	1%	2%	2%	2%
		3.2.2.4	Approved retention policy	New indicator	New indicator	New indicator	Approved policy	-	-

3.2.3	ICT PLAN AND GOVERNANCE FRAMEWORK	3.2.3.1	Develop ICT plan	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	LAN refresh & upgrade	ICT Continuity plan implemented	EDMS Implemented
		3.2.3.2	Produce ICT governance quarterly Reports	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	4	4	4
3.3.1	REALIGNMENT OF ORGANIZATIONAL FUNCTIONS AND STRUCTURES:	3.3.1.1	Number of reviews of Organisational Structure conducted per year	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	1	1	1
		3.3.1.2	Number of environmental assessment studies conducted per year	New indicator	New indicator	New indicator	New indicator	New indicator	New indicator	10	10	10

4.4 2014/15 quarterly targets

**Table 3: Administration**

PROGRAMME PERFORMANCE INDICATOR		Reporting period	Annual target 2014/15 1 <sup>st</sup>	Quarterly targets			
				2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
3.1.1.1	Number of media statements released annually	Quarterly	40 Media Statements	10 Media Statements	10 Media Statements	10 Media Statements	10 Media Statements
3.1.1.2	Number of responses to media enquiries released annually	Quarterly	120 Media Responses	30 Media Responses	30 Media Responses	30 Media Responses	30 Media Responses

PROGRAMME PERFORMANCE INDICATOR	Reporting period	Annual target 2014/15 1 <sup>st</sup>	Quarterly targets			
			2nd	3rd	4 <sup>th</sup>	
3.2.1.1	Quarterly	13	1	4	4	4
3.2.1.2	Quarterly	22	5	6	5	6
3.2.2.1	Annually	Below 10%	-	-	-	Below 10%
3.2.2.2	Annually	50%	-	-	-	50%
3.2.2.3	Annually	2%	-	-	-	2%
3.2.2.4	Annually	1	-	-	-	1

	Develop ICT plan	Annually	LAN Refresh & Upgrade project done at head office	Technical Requirements Specifications	Procurement process completed	Installation and Roll-out	Testing and sign-off
3.2.3.1		Annually					
3.2.3.2	Produce ICT governance quarterly Reports	Annually	4 ICT Governance Quarterly Report produced	1	1	1	1
3.3.1.1	Number of reviews of Organisational Structure	Annually	1	-	-	-	1
3.3.1.2	Number of environmental assessments conducted	Quarterly	10	1	3	3	3

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

<b>Table 4: ADMINISTRATION</b>							
<b>Sub-programme</b>	<b>Audited outcome</b>			<b>Adjusted appropriation</b>	<b>Medium-term expenditure estimate</b>		
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>R million</b>							
Department Management	3.8	4.8	9.0	7.3	9.0	9.3	9.7
Corporate Services	29.9	41.9	35.6	51.1	32.0	29.4	29.5
Office Accommodation	8.1	8.6	9.1	9.6	10.2	10.7	10.8
Internal Audit	1.2	2.0	2.8	3.7	4.0	4.2	4.4
Finance Services	11.2	10.9	13.8	16.7	18.0	18.8	19.4
<b>Total</b>	<b>54.2</b>	<b>68.1</b>	<b>70.3</b>	<b>88.4</b>	<b>73.2</b>	<b>72.4</b>	<b>73.9</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>53.1</b>	<b>66.0</b>	<b>67.0</b>	<b>87.2</b>	<b>72.9</b>	<b>71.4</b>	<b>72.8</b>
Compensation of employees	23.3	26.0	31.2	41.7	39.2	41.2	43.2
Goods and services	29.7	40.0	35.6	45.5	32.6	30.2	29.6
of which:							
Computer services	1.9	5.4	3.2	3.1	1.6	0.7	0.4
Lease payments	12.0	14.1	10.7	14.4	11.1	11.3	11.3
Property payments	2.6	3.8	3.4	4.3	3.2	2.9	2.9
Travel and subsistence	3.2	4.5	4.8	6.0	4.3	4.1	4.2
<b>Transfers and subsidies</b>	<b>0.1</b>	<b>0.1</b>	<b>2.0</b>	<b>0.1</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
Departmental agencies and accounts	0.1	0.1	0.1	0.1	0.5	0.5	0.5
Households	0	0	2.0	0	0	0	0
<b>Payments for capital assets</b>	<b>1.0</b>	<b>2.0</b>	<b>0.1</b>	<b>1.2</b>	<b>0.9</b>	<b>0.5</b>	<b>0.5</b>
Machinery and equipment	1.0	2.0	0.1	1.2	1	1	1
<b>Payments for financial assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>54.2</b>	<b>68.1</b>	<b>70.3</b>	<b>88.4</b>	<b>73.2</b>	<b>72.4</b>	<b>73.9</b>

### 4.6 Performance and expenditure trends

The spending focus over the medium term will be on capacitating the directorate's administrative support services and enhancing its internal control environment to ensure good governance and that the directorate delivers on its mandate. Accordingly, the bulk of expenditure over the medium term will go to internal control and the strengthening of security, as well as the implementation and maintenance of the directorate's ICT system in the Corporate Services and Internal Audit subprogrammes.

Spending in the programme increased significantly between 2010/11 and 2013/14, due to the allocation of additional funding to provide for the restructuring of the department in 2011/12 and 2012/13, following the introduction of the Independent Police Investigative Directorate Act (2011). This led to an increase in personnel numbers and spending on compensation of employees, mainly in the Corporate Services and Financial Administration subprogrammes. In the same year, the department moved into a new building, which increased operating lease payments significantly from 2011/12 onwards.

Over the medium term, spending in the Corporate Services subprogramme is expected to decrease, due to a reprioritisation of R3.1 million in 2014/15, R4 million in 2015/16 and R4.9 million in 2016/17 from this programme to the Investigation and Information Management programme. This is in order to capacitate the directorate's investigation function to improve the turnaround time for finalising and referring investigations to the appropriate authorities and giving feedback to complainants. This also explains the overall decrease in spending on goods and services over the same period.

Spending on consultants in this programme caters for functions that cannot be performed internally, such as the regularity audit conducted by the auditor general, selected employee wellness programmes and the verification of qualifications. The number of personnel is expected to decrease from 129 in 2013/14 to 111 in 2016/17, mainly due to the reallocation of funded posts from this programme to the Investigation and Information Management programme to strengthen the directorate's investigative capacity. At the end of November 2013, there were 12 vacant posts, mainly due to internal promotions. The directorate expects to fill these vacancies by the end of the first quarter of 2014/15.

## 5. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

### 5.1 Purpose

To strengthen the directorate's oversight role over the police service by conducting investigations, within the powers granted to the directorate by the Independent Police Investigative Directorate Act (2011), within 90 days of receipt of a complaint making appropriate recommendations on investigations in the various investigation categories within 30 days and submitting feedback to complainants within 30 days of the closure of the investigation.

It also enhance efficiency in case management over the medium term by increasing the percentage of cases registered and allocated within 72 hours of receipt from 86 per cent in 2012/13 to 100 per cent in 2016/17 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 ongoing national and provincial engagement forums.

#### 5.1.1 INVESTIGATION MANAGEMENT

The subprogramme develops and maintains investigation systems, procedures, norms, standards and policies in line with the Independent Police Investigative Directorate Act (2011) and other relevant prescripts.

#### 5.1.2 INVESTIGATION SERVICES

The subprogramme manages and conducts investigations in line with provisions in the Independent Police Investigative Directorate Act (2011).

#### 5.1.3 INFORMATION MANAGEMENT

The subprogramme manages information and knowledge management services through the development and maintenance of a case flow management system and database; and analyses and compiles statistical information. It also conducts trend analysis based on available data and make recommendation to the SAPS.

5.2 Strategic objectives for 2014/15

The strategic objectives) of Programme 2 are directly linked to the following Strategic outcome-oriented goal (outcome), as reflected in the IPID Strategic Plan for 2014-2019:

Outcome 3.4:

THE IPID PROCESSES CASES EFFICIENTLY

In order to contribute to the achievement if this outcome, Programme 2 will focus on delivering the following three outputs:

<b>Output 3.4.1</b>	<b>CASE MANAGEMENT SYSTEM</b>
<b>Output statement</b>	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.
<b>Baseline</b>	Flow-centric case management system and IPID database.

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

<b>Output 3.4.3</b>	<b>RECOMMENDATION REPORTS :</b>
	3.1 Disciplinary recommendations
	3.2 Criminal recommendations
<b>Output statement</b>	3.1 Recommendation reports to the SAPS/MPS regarding possible disciplinary steps; and 3.2 Recommendation reports to the National Prosecuting Authority (NPA) regarding possible criminal prosecution.
<b>Baseline</b>	Recommendation reports provided within 30 days of completion of relevant investigation processes.



5.3. Strategic objective annual targets for 2014/15 - 2016/17

**Table 5: INVESTIGATION AND INFORMATION MANAGEMENT**

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
3.4.1 CASE MANAGEMENT SYSTEM	3.4.1.1	96% of 5 644	91% of 5 750	86% of 5 779 (48 hours)	98% of 5666 (5553)	98% of cases received	99% of cases received	100% of cases received
	3.4.1.2	17	17	18	18	18	18	18

3.4.2 COMPLETED INVESTIGATIONS	3.4.2.1	Percentage of investigations of deaths in police custody completed within 90 days	New indicator	-	11% 29 of 275	65% of 254 (165)	65% of cases completed within 90 days	66% of cases completed within 90 days	67% of cases completed within 90 days
	3.4.2.2	Percentage of investigations of deaths as a result of police action completed within 90 days	New indicator	-	70% 301 of 431	65% of 394 (256)	65% of cases completed within 90 days	66% of cases completed within 90 days	67% of cases completed within 90 days
	3.4.2.3	Percentage of cases for investigation of the discharge of an official firearm by a police officer completed within 90 days	New indicator	-	36% 241/670	55% of 372 (205)	55% of cases completed within 90 days	56% of cases completed within 90 days	57% of cases completed within 90 days

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
	3.4.2.4	-	-	49% 72/146	55% of 110 (61)	60% of cases completed within 90 days	61% of cases completed within 90 days	62% of cases completed within 90 days
	3.4.2.5	-	-	9% 2/22	55% of 8 (5)	60% of cases completed within 90 days	61% of cases completed within 90 days	62% of cases completed within 90 days
	3.4.2.6	-	-	2% 1/50	50% of 72 (36)	50% of cases completed within 90 days	51% of cases completed within 90 days	52% of cases completed within 90 days
	3.4.2.7	-	-	31% 1299/4131	50% of 3852 (1926)	50% of cases completed within 90 days	51% of cases completed within 90 days	52% of cases completed within 90 days
	3.4.2.8	-	-	26% 31/120	55% of 96 (53)	55% of cases completed within 90 days	56% of cases completed within 90 days	57% of cases completed within 90 days

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
		3.4.2.9	-	-		46% 343/750	55% 456 (251)	55% of cases completed within 90days.
3.4.2.10	-	-	2	18		18	18	
3.4.2.11	-	-	11% 2/18	20% 4 of 18	20% 4 of 18	20% 4 of 18	20% 4 of 18	
3.4.2.12	New indicator	New indicator	there was 117% increase (from 236 to 513)	50% reduction of backlog cases	50% reduction of backlog cases	50% reduction of backlog cases	50% reduction of backlog cases	

1 Backlog investigations refer to cases older than 12 months from date of registration.

3.4.3 RECOMMENDATION REPORTS	3.4.3.1	Disciplinary recommendation reports referred to the South African Police Service and/ or Municipal Police Services within 30 days of completion of the relevant investigation	New indicator			80% of 826 (661)	100% of relevant completed cases	100% of relevant completed cases
	3.4.3.2	Percentage of criminal recommendation reports referred to the National Prosecuting Authority within 30 days of completion of relevant investigations	New indicator	New indicator	100% of 545 Recommendations generated	79% of 786 (621)	100% of relevant completed case	100% of relevant completed cases

5.4 2014/15 quarterly targets

**Table 6: INVESTIGATION AND INFORMATION MANAGEMENT**

PROGRAMME PERFORMANCE INDICATOR	Reporting period	2014/15 Target	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3.4.1.1 Percentage of cases registered and allocated within 72 hours of receipt	Quarterly	98% of cases received	98% of cases received	98% of cases received	98% of cases received	98% of cases received
3.4.1.2 Number of statistical reports generated on the number and type of cases investigated, recommendations made and the outcomes thereof	Monthly/ quarterly/ bi-annually/ annually	18	4	5	4	5
3.4.2.1 Percentage of investigations of deaths in custody completed within 90 days	Quarterly	65% of cases completed within 90 days	65% of cases completed within 90 days	65% of cases completed within 90 days	65% of cases completed within 90 days	65% of cases completed within 90 days
3.4.2.2 Percentage of investigations of deaths as a result of police action completed within 90 days,	Quarterly	65% of cases completed within 90 days	65% of cases completed within 90 days	65% of cases completed within 90 days	65% of cases completed within 90 days	65% of cases completed within 90 days
3.4.2.3 Percentage of investigations of discharge of an official firearm by a police officer completed within 90 days,	Quarterly	55% of cases completed within 90 days	55% of cases completed within 90 days	55% of cases completed within 90 days	55% of cases completed within 90 days	55% of cases completed within 90 days

3.4.2.4	Percentage of investigations of rape by a police officer completed within 90 days, except where reasons are given in line with IPID Regulations	Quarterly	60% of cases completed within 90 days	60% of cases completed within 90 days	60% of cases completed within 90 days	60% of cases completed within 90 days	60% of cases completed within 90 days
3.4.2.5	Percentage of investigations of rape while in police custody completed within 90 days,	Quarterly	60% of cases completed within 90 days	60% of cases completed within 90 days	60% of cases completed within 90 days	60% of cases completed within 90 days	60% of cases completed within 90 days
3.4.2.6	Percentage of investigations of torture completed within 90 days,	Quarterly	50% of cases completed within 90 days	50% of cases completed within 90 days	50% of cases completed within 90 days	50% of cases completed within 90 days	50% of cases completed within 90 days
3.4.2.7	Percentage of investigations of assault completed within 90 days,	Quarterly	50% of cases completed within 90 days	50% of cases completed within 90 days	50% of cases completed within 90 days	50% of cases completed within 90 days	50% of cases completed within 90 days
3.4.2.8	Percentage of investigations of corruption completed within 90 days,	Quarterly	55% of cases completed within 90 days	55% of cases completed within 90 days	55% of cases completed within 90 days	55% of cases completed within 90 days	55% of cases completed within 90 days
3.4.2.9	Percentage of investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 35 (1)(b) of the IPID Act completed within 90 days,	Quarterly	55% of cases completed within 90days	55% of cases completed within 90days	55% of cases completed within 90days	55% of cases completed within 90days	55% of cases completed within 90days

3.4.2.10	Number of cases of systemic corruption identified for possible investigation approved per year	Quarterly	18	4	5	4	5
3.4.2.11	Percentage of approved systemic corruption investigations completed within 12 months	Quarterly	20%	-	-	-	20% of 18
3.4.2.12	Percentage annual reduction of backlog investigations (excluding cases of systemic corruption) <sup>2</sup>	Annually	25% reduction of the backlog cases brought forward from the previous financial year.	-	-	-	25% reduction of the backlog cases brought forward from the previous financial year.
3.4.3.1	Disciplinary recommendation reports referred to SAPS / MPS within 30 days of completion of relevant investigations	Quarterly	100% of relevant completed cases	100% of relevant completed cases	100% of relevant completed cases	100% of relevant completed cases	100% of relevant completed cases
3.4.3.2	Percentage of criminal recommendation reports referred to the NPA within 30 days of completion of relevant investigations	Quarterly	100% of relevant completed cases	100% of relevant completed cases	100% of relevant completed cases	100% of relevant completed cases	100% of relevant completed cases

<sup>2</sup> Backlog investigations refer to cases older than 12 months from date of registration.



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

<b>Table 7: INVESTIGATION AND INFORMATION MANAGEMENT</b>							
<b>Sub-programme</b>	<b>Audited outcome</b>			<b>Adjusted appropriation</b>	<b>Medium-term expenditure estimate</b>		
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>R million</b>							
Investigation Management	1.4	2.0	0.9	1.6	4.2	8.1	12.5
Investigation Services	65.4	75.4	91.8	115.0	141.7	151.8	159.3
Information Management	4.0	4.1	2.3	4.6	5.2	4.8	5.2
<b>Total</b>	<b>70.8</b>	<b>81.5</b>	<b>94.0</b>	<b>121.2</b>	<b>151.1</b>	<b>164.7</b>	<b>177.0</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>69.2</b>	<b>79.2</b>	<b>92.0</b>	<b>119.8</b>	<b>149.2</b>	<b>162.9</b>	<b>175.0</b>
Compensation of employees	45.5	49.1	59.5	84.6	114.4	119.6	125.1
Goods and services	23.7	30.1	32.4	35.2	34.9	43.4	49.9
of which:							
Computer services	3.3	1.6	4.2	2.0	3.8	10.4	13.4
Lease payments	3.6	8.7	2.5	7.0	6.7	8.3	12.0
Property payments	1.4	1.5	1.6	2.5	2.0	2.1	2.2
Travel and subsistence	7.2	10.8	14.8	12.1	7.5	5.5	4.4
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>0.1</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
Departmental agencies and accounts	-	-	0.1	-	0	0	0
<b>Payments for capital assets</b>	<b>1.6</b>	<b>2.3</b>	<b>1.9</b>	<b>1.4</b>	<b>1.8</b>	<b>1.7</b>	<b>2.0</b>
Machinery and equipment	1.6	2.3	1.9	1.4	1.8	1.7	2.0
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>70.8</b>	<b>81.5</b>	<b>94.0</b>	<b>121.2</b>	<b>151.1</b>	<b>164.7</b>	<b>177.0</b>

## 5.6 Performance and expenditure trends

The spending focus over the medium term will be on investigating matters as outlined in section 28 of the Independent Police Investigative Directorate Act (2011) in order to contribute towards making sure that people in South Africa are and feel safe (outcome 3). Accordingly, 92.5 per cent of the budget over the medium term is allocated to the Investigation Services subprogramme. This allocation is expected to increase the proportion of cases registered and allocated within 72 hours of receipt from 98 per cent in 2013/14 to 100 per cent in 2016/17. To achieve this, the department expects an increase in the number of personnel in the programme from 208 in 2013/14 to 265 over the medium term. This is expected to increase expenditure on compensation of employees over the same period, some of which is to be funded from funds reprioritised from the Administration programme.

Expenditure in the Investigation Management subprogramme over the medium term is expected to increase significantly, mainly with regard to spending on computer services. The increase is due to the centralisation of operating expenses for computer services from Investigation Services to Investigation Management.

Spending in the Investigation Services subprogramme increased significantly between 2010/11 and 2013/14, due to the increased number of mandatory investigations conducted under the Independent Police Investigative Directorate Act (2011) and the building of investigative support capacity required to manage the increase. This also accounts for the increase in expenditure on travel and subsistence and the training of investigators, which grew at average annual rates of 19.2 per cent and 48.5 per cent between 2010/11 and 2013/14. The significant increase in expenditure on compensation of employees between 2010/11 and 2013/14 is due to enhanced investigative support capacity.

The programme has a funded establishment of 208 posts, 22 of which were vacant at the end of November 2013. These vacancies were mainly in the Investigation Management and Information Management subprogrammes and were due to natural attrition. The directorate plans to fill the vacant posts and finalise the appointment of additional investigators by the end of 2014/15.

## 6. PROGRAMME 3: LEGAL SERVICES

### 6.1 Purpose

To ensure that investigations are conducted efficiently and within the ambit of the law by providing investigators with adequate legal advice and guidance on an ongoing basis, during and after completion of investigations.

#### 6.1.1 LEGAL SUPPORT AND ADMINISTRATION

The subprogramme manages the directorate's legal obligations. It develops and maintains systems, procedures, norms and standards to support, guide and direct legal support within the directorate.

#### 6.1.2 LITIGATION ADVISORY SERVICES

The subprogramme is responsible for the coordination of civil and labour litigation as well as the coordination of the granting of policing powers. The subprogramme's other key activities and outputs include the finalisation of received contracts and service level agreements.

#### 6.1.3 INVESTIGATION ADVISORY SERVICES

The subprogramme provides support during and after investigations, 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.

### 6.2 Strategic Objectives for 2014/15

Although this programme provides a support function to the directorate as a whole and to investigators in particular, there is a necessity to explicitly stipulate the outputs generated by this programme:

<b>Output 1</b>	<b>LEGAL SUPPORT AND ADMINISTRATION</b>
<b>Output statement</b>	Management of the directorate's legal obligations, negotiation of contracts, memorandums of understanding and service level agreements.
<b>Baseline</b>	Provides legal advice and opinions to the Directorate, concludes contracts, SLAs and MOUs.

<b>Output 2</b>	<b>INVESTIGATION ADVISORY SERVICES</b>
<b>Output statement</b>	Legal advice and guidance to investigators during and after the completion of investigations and the processing of policing powers applications.
<b>Baseline</b>	Providing advice to investigators and processing of applications of policing powers.

<b>Output 3</b>	<b>LEGAL AND LITIGATION SERVICES</b>
<b>Output statement</b>	Civil and labour litigation for and against the directorate
<b>Baseline</b>	Providing labour and litigation support and advice

6.3 Strategic objective annual targets for 2014/15 – 2016/17

**Table 8: LEGAL SERVICES**

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance				Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
1 LEGAL SUPPORT AND ADMINISTRATION	1.1 Percentage of contracts and service level agreements finalised within 30 working days of request	New programme	New programme	48	48	90% of contracts & SLA's finalized within 30 days	90% of contracts & SLA's finalized within 30 days	90% of contracts & SLA's finalized within 30 days	
	1.2 Percentage of legal opinions provided to the directorate within 21 working days of request	New programme	New programme	85	85	90% of legal opinions provided within 21 days	90% of legal opinions provided within 21 days	90% of legal opinions provided within 21 days	
	1.3 Percentage of policies reviewed for legal compliance within 21 working days of request	New programme	New programme	100% of all requests	100% of all requests	90% of policies reviewed within 21 days	90% of policies reviewed within 21 days	90% of policies reviewed within 21 days	

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
2 INVESTIGATION ADVISORY SERVICES	2.1	New programme	New programme	New programme	4	4	4	4
	2.2	New programme	New programme	151	151	90% of legal advice provided within set time	90% of legal advice provided within set time	90% of legal advice provided within set time
	2.3	New programme	New programme	151	151	90% of written legal advice provided within 48 hours of request	90% of written legal advice provided within set time	90% of written legal advice provided within set time
	2.4	New programme	New programme	New programme	100% of applications processed within 5 days	100% of applications processed within 5 days	100% of applications processed within 5 days	100% of applications processed within 5 days
	2.5	New indicator	New indicator	New indicator	New indicator	100% of PAIA applications finalised	100% of PAIA applications finalised	100% of PAIA applications finalised

STRATEGIC OBJECTIVE	INDICATORS	Audited/Actual performance			Estimated performance			Medium-term targets			
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2016/17
LEGAL AND LITIGATION SERVICES	3.1	Percentage of legal and civil litigation matters attended to	New programme	New programme	New programme	New programme	New programme	90% of matters	90% of matters	90% of matters	90% of matters
	3.2	Percentage of legal and labour litigation matters attended to	New programme	New programme	New programme	New programme	New programme	100% of matters	100% of matters	100% of matters	100% of matters

6.4 2014/15 quarterly targets

**Table 9: LEGAL SERVICES**

PROGRAMME PERFORMANCE INDICATOR		Reporting period	Annual target 2014/15	Quarterly targets			
				1st	2nd	3rd	4th
1.1	Percentage of contracts and service level agreements finalised within 30 working days of request	Quarterly	90% of 48	90% of contracts & SLA's finalized within 30 days	90% of contracts & SLA's finalized within 30 days	90% of contracts & SLA's finalized within 30 days	90% of contracts & SLA's finalized within 30 days
1.2	Percentage of legal opinions provided to the directorate within 21 working days of request	Quarterly	90% of 85	90% of legal opinions provided within 21 days	90% of legal opinions provided within 21 days	90% of legal opinions provided within 21 days	90% of legal opinions provided within 21 days
1.3	Percentage of policies reviewed for legal compliance within 21 working days of request	Quarterly	100% of all requests	90% of policies reviewed within 21 days	90% of policies reviewed within 21 days	90% of policies reviewed within 21 days	90% of policies reviewed within 21 days
2.1	Number of practice notes and directives (bulletin) issued	Quarterly	4	1	1	1	1
2.2	Percentage of legal advice provided to investigators within 24 hours of request	Quarterly	90% of legal advice provided within set time	90% of legal advice provided within set time	90% of legal advice provided within set time	90% of legal advice provided within set time	90% of legal advice provided within set time
2.3	Percentage of written legal advice provided to investigators within 48 hours of request	Quarterly	90% of written legal advice provided within set time	90% of written legal advice provided	90% of written legal advice provided	90% of written legal advice provided	90% of written legal advice provided



## IPID ANNUAL PERFORMANCE PLAN 2014-2015

2.4	Percentage of applications for policing powers processed within 5 days of request	Quarterly	100% of all requests processed within 5 working days	100% of all requests processed within 5 working days	100% of all requests processed within 5 working days	100% of all requests processed within 5 working days	100% of all requests processed within 5 working days
2.5	Percentage of PAIA requests processes and finalised within 30 days	Quarterly	100% of all request processed and finalised	25% of PAIA applications finalised	50% of PAIA applications finalised	75% of PAIA applications finalised	100% of PAIA applications finalised
2.5	Percentage of legal civil litigation matters attended to	Quarterly	90% of matters	20% of matters	25% of matters	20% of matters	25% of matters
	Percentage of legal labour litigation matters attended to	Quarterly	100% of matters	25% of matters	25% of matters	25% of matters	25% of matters

### 6.5 Reconciling performance targets with the budget and the medium-term expenditure framework

Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Legal Support and Administration	-	-	1.3	1.4	1.5	1.6	2.0
Litigation Advisory Services	1.6	2.0	1.6	1.5	2.0	2.0	2.2
Investigation Advisory Services	-	-	1.2	1.5	2.2	2.3	2.5
<b>Total</b>	<b>1.6</b>	<b>2.0</b>	<b>4.2</b>	<b>4.5</b>	<b>5.7</b>	<b>5.8</b>	<b>6.7</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>1.6</b>	<b>2.0</b>	<b>4.1</b>	<b>4.4</b>	<b>5.7</b>	<b>5.7</b>	<b>6.5</b>
Compensation of employees	1.3	1.4	3.4	3.6	5.1	5.4	5.7
Goods and services	0.3	0.6	0.7	0.9	0.6	0.3	0.8
of which:							
Computer services	-	-	-	-	-	-	-
Lease payments	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-

Travel and subsistence	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-
<b>Total</b>	<b>1.6</b>	<b>2.0</b>	<b>4.2</b>	<b>4.5</b>	<b>5.7</b>	<b>5.8</b>	<b>6.7</b>

## 6.6 Performance and expenditure trends

The spending focus over the medium term will be on the provision of sound legal advice and guidance to ensure that cases forwarded for prosecution comply with legal requirements. The programme's budget over the medium term provides for an increase in the proportion of legal opinions provided to the directorate within 21 days of request, from 85 per cent in 2013/14 to 90 per cent in 2016/17, and contracts and service level agreements finalised by the directorate within 30 days of the request. This is to meet the expected increase in demand for investigation advisory services due to the projected increase in the number of investigations conducted by the Investigation and Information Management programme over the medium term.

The projected increase over the medium term in the proportion of legal opinions provided to the directorate within 21 days of request, and contracts and service level agreements finalised within 30 days of request, explains the significant anticipated growth in expenditure in Investigation Advisory Services, the programme's largest spending subprogramme. The directorate has realigned its budget to provide for the planned increase in the programme's staff complement, from 8 in 2013/14 to 10 over the medium term. The additional staff will increase the capacity of the newly established Litigation Advisory Services subprogramme. Expenditure on compensation of employees over the same period is expected to grow as a result.

The programme has a funded establishment of 8 posts, 3 of which were vacant at the end of November 2013 due to natural attrition. These vacant posts are expected to be filled by the end of 2013/14.

The increase in spending in this programme increased between 2010/11 and 2013/14, mainly due to an additional allocation in the 2012 Budget to fund the increase in capacity. This additional allocation also accounts for the increase in spending on compensation of employees over this period. The increase in expenditure on goods and services, specifically on travel and subsistence, was due to consultations with various stakeholders, including the state attorney and state law advisors, on legal service matters relating to the implementation of the Independent Police Investigative Directorate Act (2011).

## 7. PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

### 7.1 Purpose

To safeguard the principles of cooperative governance and stakeholder management through ongoing monitoring and evaluation of the quality of recommendations made to the South African Police Service and Municipal Police Services and also reporting on the police service's compliance with reporting obligations in terms of the Independent Police Investigative Directorate Act (2011).

#### 7.1.1 COMPLIANCE MONITORING

The subprogramme 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 Independent Police Investigative Directorate Act (2011).

#### ***Integrity Management and Protection Services***

It provides a specialised function regulated by Section 26 of the IPID Act and it is aimed at protecting the integrity, credibility of the IPID investigators and the reliability and quality of our investigations. It is responsible for integrity testing of IPID officials as provided for in Section 22 (3), (4) and 26 of the IPID Act. It will also provide for the safe guarding of investigations and the security of investigators. It will also function to provide an emergency witness protection capacity.

7.1.2 STAKEHOLDER MANAGEMENT

The sub-programme manages relations and liaison with the directorate’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 Independent Police Investigative Directorate Act (2011). Establish and coordinate the activities of the Consultative Forums as per section 15 of the IPID Act. It also coordinates and liase with Parliamentary committees and other stakeholders. Establish Consultative Forums to conduct public education on the citizen’s rights and responsibilities in order to reduce violent confrontations between the police and communities. It is also responsible for creating enabling mechanisms for community participation and informs proactive investigations in order to ensure the achievement of the IPID objectives.

7.2 Strategic Objectives for 2014/15

The strategic objectives of Programme 4 are directly linked to the following two Strategic outcome-oriented goals (outcomes), as reflected in the IPID Strategic Plan for 2014-2019.

**Outcome 3.1:**

THE IPID IS ACCESSIBLE TO THE PUBLIC

**Outcome 3.4:**

THE IPID PROCESSES CASES EFFICIENTLY

In order to contribute to the achievement of the above outcomes, Programme 4 will focus on the delivery of the following four outputs:

<b>Output 3.1.1</b>	<b>PUBLIC AWARENESS CAMPAIGNS</b>
<b>Output statement</b>	Organize campaigns that increase public awareness of the provisions of the IPID Act, the directorate’s functions and the utilisation of its services.
<b>Baseline</b>	Regular public awareness events in all provinces and participation in Community Policing Forum.

<b>Output 3.1.2</b>	<b>STAKEHOLDER MANAGEMENT</b>
<b>Output statement</b>	Regular engagements with and reports to key stakeholders, including the SAPS, MPS, Civilian Secretariat for Police, and other relevant Government and Civil Society Organisations.
<b>Baseline</b>	Manage and coordinate engagements with stakeholders.

<b>Output 3.4.1</b>	<b>MONITORING OF IPID RECOMMENDATION REPORTS</b>
<b>Output statement</b>	Ensure monitoring and evaluation of the quality of IPID recommendations to: <ul style="list-style-type: none"> <li>· SAPS and MPS regarding possible disciplinary steps; and</li> <li>· NPA regarding possible criminal prosecution.</li> </ul>
<b>Baseline</b>	Consistent and systematic monitoring and evaluation of the quality of recommendations to SAPS, MPS and NPA.

<b>Output 3.4.2</b>	<b>COMPLIANCE MONITORING</b>
<b>Output statement</b>	Regular monitoring of responsiveness of the SAPS, MPS and NPA to the IPID recommendations as well as reporting on SAPS/MPS compliance with reporting obligations in terms of the IPID Act.
<b>Baseline</b>	Provide regular reports on implementation of the IPID recommendations and the SAPS/MPS compliance with their reporting obligations. As well as regular reports on integrity status of officials.

7.3 Strategic objectives , performance indicators and annual targets for 2014/15 – 2016/17

**Table 11: Compliance Monitoring and Stakeholder Management**

OUTPUT (STRATEGIC OBJECTIVE)	INDICATORS	Audited/Actual performance			Estimated performance	Medium-term targets		
		2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
3.1.1 PUBLIC AWARENESS CAMPAIGNS	3.1.1.1 Number of community outreach events conducted per year	307	279	306	306	306	306	306
	3.1.1.2 Number of Community Policing Forum meetings attended per year	New indicator	New indicator	New Indicator	New Indicator	40	40	40
3.1.2 STAKEHOLDER MANAGEMENT	3.1.2.1 Number of formal engagements with key stakeholders held annually	New indicator	New indicator	4	4	12	12	12
	3.1.2.2 Number of formal engagements conducted at Provincial level with key stakeholders annually	New indicator	New indicator	New indicator	New indicator	108	108	108

3.4.1	MONITORING OF IPID RECOMMENDATIONS REPORTS	3.4.1.1.	Number of reports produced on the evaluation of the quality of IPID recommendations per year	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	4	4	4
		3.4.1.2	Number of reports on the implementation of the IPID recommendations produced per year	New indicator	New indicator	New Indicator	New Indicator	New Indicator	4	4	4
3.4.2	COMPLIANCE MONITORING	3.4.2.1.	Number of reports on the evaluation of SAPS/MPS compliance with reporting obligations in terms of the IPID Act	New indicator	New indicator	New indicator	New indicator	New indicator	4	4	4

7.4 2014/15 quarterly targets

**Table 12: Compliance Monitoring and Stakeholder Management**

PROGRAMME PERFORMANCE INDICATOR		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3.1.1.1	Number of community outreach events conducted	Quarterly	306	76	76	77	77

3.1.1.2	Number of Community Policing Forum meetings attended per year	Quarterly	40	10	10	10	10	10
3.1.2.1	Number of formal engagements with key stakeholders held annually	Quarterly	12	3	3	3	3	3
3.1.2.2	Number of formal engagements on Provincial level with key stakeholders held annually	Quarterly	108	27	27	27	27	27
3.4.1.1	Number of reports on the evaluation of quality of IPID recommendations per year	Quarterly	4	1	1	1	1	1
3.4.1.2	Number of reports on the implementation of IPID recommendations produced per year	Quarterly	4	1	1	1	1	1
3.4.2.1	Number of reports on evaluation of SAPS/MPS compliance with reporting obligations in terms of the IPID Act	Quarterly	4	1	1	1	1	1



## 7.5 Reconciling performance targets with the budget and the medium-term expenditure framework

<b>Table 13: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT</b>							
<b>Sub-programme</b>	<b>Audited outcome</b>			<b>Adjusted appropriation</b>	<b>Medium-term expenditure estimate</b>		
<b>R million</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Compliance Monitoring	1.5	1.5	2.6	2.4	2.3	2.2	2.3
Stakeholder Management	0.4	0.4	0.4	0.4	2.4	2.1	2.4
<b>Total</b>	<b>1.8</b>	<b>1.9</b>	<b>3.0</b>	<b>2.8</b>	<b>4.7</b>	<b>4.3</b>	<b>4.7</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>1.8</b>	<b>1.9</b>	<b>2.9</b>	<b>2.5</b>	<b>4.5</b>	<b>4.3</b>	<b>4.7</b>
Compensation of employees	1.7	1.7	1.9	2.0	3.6	3.8	4.0
Goods and services	0.2	0.2	1.0	0.5	0.9	0.5	0.7
of which:							
Computer services	0	0	0.1	0.1	0.1	0.2	0.3
Lease payments	0	0	0.1	0	0	0	0
Property payments	0	0	0	0	0	0	0
Travel and subsistence	0.1	0.2	0.3	0.1	0.3	0.2	0.2
<b>Transfers and subsidies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Departmental agencies and accounts	0	0	0	0	0	0	0
<b>Payments for capital assets</b>	<b>0</b>	<b>0</b>	<b>0.1</b>	<b>0.3</b>	<b>0.2</b>	<b>0</b>	<b>0</b>
Machinery and equipment	0	0	0.1	0.3	0.2	0	0
<b>Payments for financial assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>1.8</b>	<b>1.9</b>	<b>3.0</b>	<b>2.8</b>	<b>4.7</b>	<b>4.3</b>	<b>4.7</b>

## 7.6 Performance and expenditure trends

The spending focus over the medium term will be on safeguarding the principles of cooperative governance, which include monitoring the directorate's compliance with reporting obligations and the quality of recommendations referred to the police service and the National Prosecuting Authority; stakeholder management; and ensuring public awareness of the directorate's mandate and functions through community awareness programmes. The programme's allocation over the medium term will provide for the establishment and maintenance of stakeholder relations in order to meet the additional reporting obligations placed on the directorate by the Independent Police Investigative Directorate Act (2011). In this regard, the directorate conducted 306 community outreach programmes in 2012/13 and 2013/14, an increase of 27 from 2011/12, and expects to maintain this number over the medium term.

The bulk of spending across the seven-year period is on compensation of employees. To enhance the programme's capacity, the directorate plans to increase the funded establishment from 4 posts in 2013/14 to 7 posts in 2016/17. This is expected to increase expenditure on compensation of employees. The significant increase in the programme's budget in 2014/15 is to provide for once-off costs related to the establishment of this programme as a standalone unit from 2014/15. In 2015/16, the programme's budget will decrease by R400 000 as some of the establishment costs provided for in 2014/15 will have no carry through effect. The significant increase in spending in the Stakeholder Management subprogramme over the medium term is to provide for an expected increase in the number of personnel in this subprogramme, from 1 in 2013/14 to 3 in 2014/15. The programme had no vacant posts at the end of November 2013.

The significant growth in expenditure in the Compliance Monitoring subprogramme between 2010/11 and 2013/14 was due to the increased number of mandatory recommendations the directorate referred to the South African Police Service, Municipal Police Services and the National Prosecuting Authority under the new act. Between 2010/11 and 2012/13, the directorate conducted an average of 297 community outreach events per year against a target of 272, which explains the significant growth in expenditure on travel and subsistence over the period.

# APPENDIX A

## MISSION STATEMENT

### 1 Vision

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

### 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.

### 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**

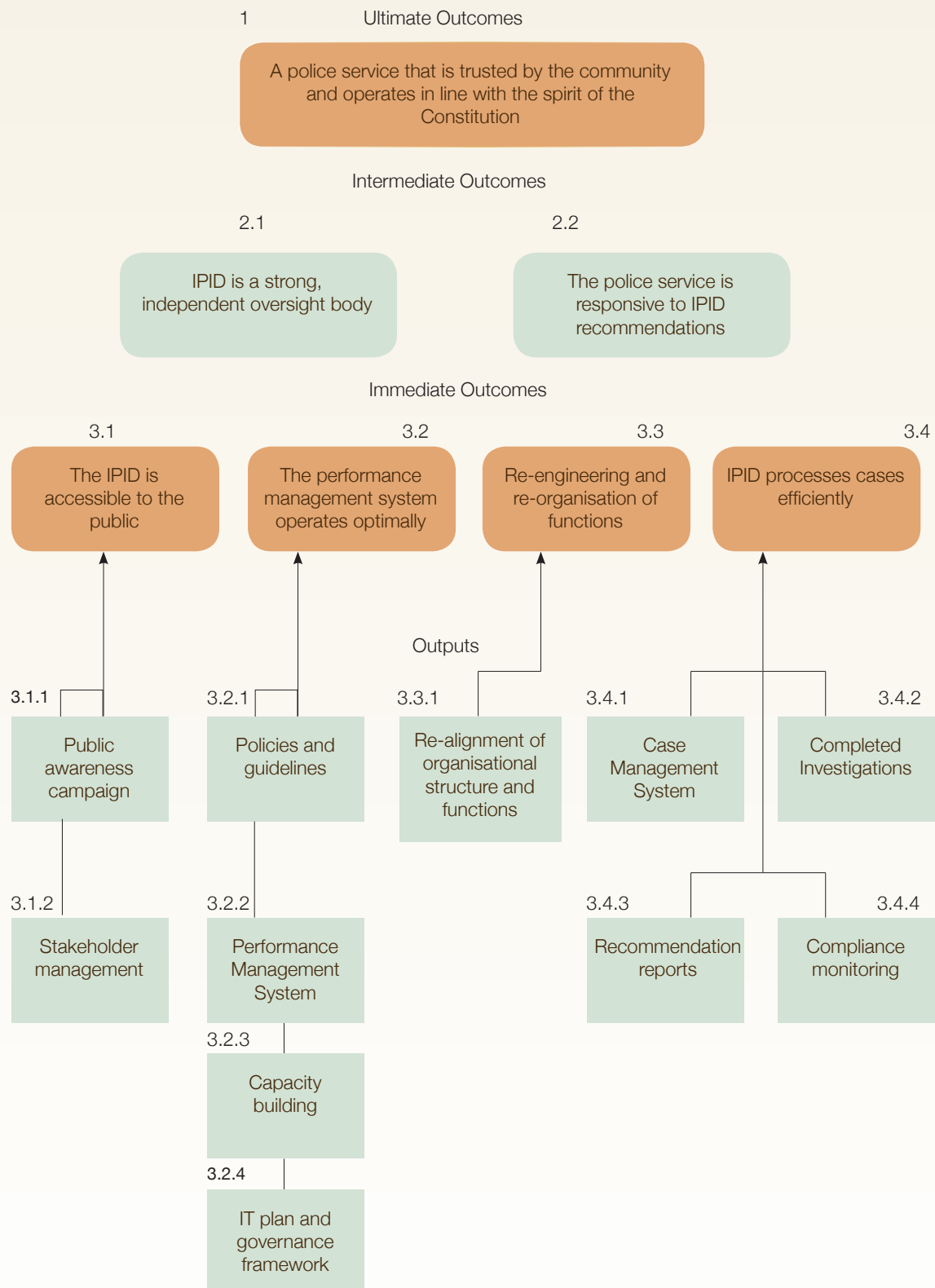
**Transparency and openness**

**Equity and fairness**

**Courtesy and commitment**

# APPENDIX B

## STRATEGIC OUTCOME-ORIENTED GOALS



1. 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 2014-2019 period, the IPID wishes to contribute towards the achievement of the following three high level outcomes:

2. ULTIMATE OUTCOME

<b>High level strategic outcome-oriented goal 1</b>	<b>A POLICE SERVICE THAT IS TRUSTED BY THE COMMUNITY AND OPERATES IN LINE WITH THE SPIRIT OF THE CONSTITUTION</b>
<b>Goal statement</b>	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.

3. INTERMEDIATE OUTCOMES

<b>High level strategic outcome-oriented goal 2.1</b>	<b>THE IPID IS A STRONG, INDEPENDENT OVERSIGHT BODY</b>
<b>Goal statement</b>	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.

<b>High level strategic outcome-oriented goal 2.2</b>	<b>THE POLICE SERVICE IS RESPONSIVE TO IPID RECOMMENDATIONS</b>
<b>Goal statement</b>	The Police Service ensures that IPID 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 three strategic outcome oriented goals will determine the focus of the IPID’s activities and the implementation of resources during the 2014-2019 period:

#### 4. IMMEDIATE OUTCOMES

<b>Strategic outcome-oriented goal 3.1</b>	<b>THE IPID IS ACCESSIBLE TO THE PUBLIC</b>
<b>Goal statement</b>	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.

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

<b>Strategic outcome-oriented goal 3.3</b>	<b>THE IPID PROCESSES CASES EFFICIENTLY</b>
<b>Goal statement</b>	The IPID operates an efficient case management system that ensures the effective completion of cases and the generation of recommendation reports within appropriate time frames.

<b>Strategic outcome-oriented goal 3.4</b>	<b>RE-ENGINEERING AND RE-ORGANIZATION OF THE IPID</b>
<b>Goal statement</b>	Realignment of organizational functions, systems and structures to enhance the capacity of the IPID to deliver on its mandate

# APPENDIX C

## TECHNICAL INDICATOR DESCRIPTIONS

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# APPENDIX C.1

## TECHNICAL INDICATOR DESCRIPTIONS

### PROGRAMME 1: ADMINISTRATION

#### 3.1.1.1

Indicator title	Number of media statements annually
<b>Short definition</b>	This is the number of formal media statements released to increase public awareness of cases of public interest as well as on the provisions of the IPID Act, the directorate's functions and the utilisation of its services
<b>Purpose/importance</b>	To allow IPID to measure the extent of its engagement with the media
<b>Source/collection of data</b>	Performance reports submitted by responsibility manager
<b>Method of calculation</b>	Simple count of formal media statements and responses
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Communications Component

3.1.1.2

<b>Indicator title</b>	<b>Number of responses to media enquiries released annually</b>
<b>Short definition</b>	This is the number of responses released to the media annually to increase public awareness of cases of public interest as well as on the provisions of the IPID Act, the directorate's functions and the utilisation of its services
<b>Purpose/importance</b>	To allow IPID to measure the extent of its engagement with the media
<b>Source/collection of data</b>	Performance reports submitted by responsibility manager
<b>Method of calculation</b>	Simple count of formal media statements and responses
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Communications Component

3.2.1.1

<b>Indicator title</b>	<b>Number of performance monitoring and evaluation reports submitted</b>
<b>Short definition</b>	This is the number of performance monitoring and evaluation reports submitted to measure compliance and performance of the IPID
<b>Purpose/importance</b>	To determine whether the Corporate Governance Component is operating a performance management system
<b>Source/collection of data</b>	Performance reports submitted by Corporate Governance to the Executive Director
<b>Method of calculation</b>	Simple count of reports submitted to the Executive Director
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Corporate Governance Component



3.2.1.2

<b>Indicator title</b>	<b>Financial and strategic reports submitted for reporting</b>
<b>Short definition</b>	This is the financial and strategic reports for reporting to monitor expenditure and the meeting of strategic objectives and priorities by the department
<b>Purpose/importance</b>	To determine whether the department is monitoring expenditure and the meeting of strategic objectives and targets
<b>Source/collection of data</b>	Monthly financial expenditure reports, quarterly and annual performance reports submitted by the department
<b>Method of calculation</b>	Simple count of reports submitted
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	Submission of required reports
<b>Indicator responsibility</b>	Executive Support and Finance Services

3.2.2.1

<b>Indicator title</b>	<b>Percentage vacancy rate</b>
<b>Short definition</b>	This is the number of vacant posts compared to the number of total posts in the establishment
<b>Purpose/importance</b>	To monitor the performance of the IPID in keeping the vacancy rate below the targeted 10%
<b>Source/collection of data</b>	Performance reports submitted by Human Resource Management
<b>Method of calculation</b>	Vacancy rate = (number of vacant posts / approved and funded posts) x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Lower than performance targets
<b>Indicator responsibility</b>	Corporate Services

3.2.2.2

<b>Indicator title</b>	<b>Percentage females at senior - and top management</b>
<b>Short definition</b>	This is the percentage females employed in senior and top management positions
<b>Purpose/importance</b>	To monitor compliance with the Government's Employment Equity Policy
<b>Source/collection of data</b>	Percentage of females at senior and top management as reported by Human Resource Management on 31 March, annually
<b>Method of calculation</b>	Number of females in senior and top management position as on 31 March, annually / number of approved and funded senior – and top management positions) x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Executive Support and Corporate Services

3.2.2.3

<b>Indicator title</b>	<b>Percentage of staff complement consisting of people with disabilities</b>
<b>Short definition</b>	This is the percentage of staff complement consisting of people with disabilities
<b>Purpose/importance</b>	To monitor compliance with the Government's Employment Equity Policy
<b>Source/collection of data</b>	Percentage of staff complement consisting of people with disabilities on 31 March, annually
<b>Method of calculation</b>	Percentage of staff complement consisting of people with disabilities as on 31 March, annually / number of approved and funded posts) x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per performance targets
<b>Indicator responsibility</b>	Corporate Services

3.2.2.4

<b>Indicator title</b>	<b>Approved retention policy</b>
<b>Short definition</b>	This is the policy that will assist with the retention of staff
<b>Purpose/importance</b>	Production of a policy that assists with attracting and retaining skills and talent within the organisation
<b>Source/collection of data</b>	Production of policy approved by the Executive Director
<b>Method of calculation</b>	Simple count of approved retention policy
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Approved Policy
<b>Indicator responsibility</b>	Corporate Services

3.2.3.1

<b>Indicator title</b>	<b>Develop ICT Plan</b>
<b>Short definition</b>	This is the information communication technology plan of the department which is aligned to the government wide information technology governance framework
<b>Purpose/importance</b>	To set out the department's ICT plans over the medium term period in line with its governance framework. LAN upgrading will assist in upgrading the ICT infrastructure within the department.
<b>Source/collection of data</b>	Project sign off documentation produced by ICT
<b>Method of calculation</b>	LAN refresh & upgrade project implemented at Head Office
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Corporate Services

3.2.3.2

<b>Indicator title</b>	<b>Produce ICT Governance quarterly reports</b>
<b>Short definition</b>	This is the information communication technology governance reports produced on a quarterly basis
<b>Purpose/importance</b>	To monitor and measure the implementation of best practise ICT governance principles within the organisation
<b>Source/collection of data</b>	ICT Governance reports produced by ICT
<b>Method of calculation</b>	Simple count of reports produced
<b>Data limitations</b>	No specific limitations

<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Corporate Services

3.3.1.1

<b>Indicator title</b>	<b>Number of review of Organisational structure</b>
<b>Short definition</b>	The reviews conducted on the organisational structure
<b>Purpose/importance</b>	Alignment of the structure with the strategic plan and operational requirements
<b>Source/collection of data</b>	Personnel establishment
<b>Method of calculation</b>	Simple count of the reviewed organisational structure
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Approved organisational structure
<b>Indicator responsibility</b>	Corporate Services

3.3.1.2

<b>Indicator title</b>	<b>Number of environmental assessments conducted</b>
<b>Short definition</b>	Environmental assessments conducted within the organisation
<b>Purpose/importance</b>	To assess working environment and maintain a conducive working environment
<b>Source/collection of data</b>	Surveys
<b>Method of calculation</b>	Simple count of assessments conducted per region
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per performance targets
<b>Indicator responsibility</b>	Corporate Services

## APPENDIX C.2

### TECHNICAL INDICATOR DESCRIPTIONS

#### PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

##### 3.4.1.1

<b>Indicator title</b>	<b>Percentage of cases registered and allocated within 72 hours of receipt</b>
<b>Short definition</b>	This is the percentage of cases which have been registered and allocated within 72 hours of receipt
<b>Purpose/importance</b>	To measure the efficiency of the case management system
<b>Source/collection of data</b>	Case flow management system
<b>Method of calculation</b>	(The number of cases registered and allocated within 72 hours / the total number of cases received) x 100
<b>Data limitations</b>	Inaccurate data on case file, reports, registers, case flow management system and database, unavailability of departmental network
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annually
<b>New indicator</b>	No (revised)
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Services

##### 3.4.1.2

<b>Indicator title</b>	<b>Number of statistical reports generated on the number and type of cases investigated, recommendations made and outcomes thereof</b>
<b>Short definition</b>	This is the number of statistical reports submitted on the number and type of cases investigated, recommendations made and outcomes thereof, submitted to the Minister
<b>Purpose/importance</b>	To comply with legislation and prescripts and to provide comprehensive reports regarding departmental performance
<b>Source/collection of data</b>	Performance reports submitted by responsibility manager
<b>Method of calculation</b>	Simple count of reports generated
<b>Data limitations</b>	No data limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance.
<b>Indicator responsibility</b>	Information Management

3.4.2.1 – 3.4.2.9 (Consolidated technical indicator description)

<b>Indicator title</b>	<b>Percentage of investigations completed within the 90 days</b>
<b>Short definition</b>	This is the number of investigations completed within 90 days (except where reasons are given in line with IPID Regulations) compared to the total workload
<b>Purpose/importance</b>	To measure the extent to which the IPID investigators complete investigations within reasonable time frames
<b>Source/collection of data</b>	Statistical reports
<b>Method of calculation</b>	(Number of cases completed within 90 days (except where reasons are given in line with IPID Regulations) / total workload) x 100
<b>Data limitations</b>	Inaccurate data on case file, reports, registers, case flow management system and database
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non – cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	Higher than targeted performance
<b>Indicator responsibility</b>	Investigation Services

3.4.2.10

<b>Indicator title</b>	<b>Number of cases of systemic corruption identified for possible investigation approval within the financial year</b>
<b>Short definition</b>	This is the number of cases of systemic corruption identified for possible investigation approved per year
<b>Purpose/importance</b>	To measure the extent to which provincial offices identify systemic corruption cases for investigation
<b>Source/collection of data</b>	Approved submissions on the identified systemic corruption
<b>Method of calculation</b>	Number of identified systemic corruption cases approved
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Services

3.4.2.11

<b>Indicator title</b>	<b>Percentage of approved systemic investigations completed within 12 months</b>
<b>Short definition</b>	This is the number of investigations completed within 12 months compared to the total number of cases registered during the said period
<b>Purpose/importance</b>	To measure the extent to which the IPID investigators complete investigations within reasonable time frames
<b>Source/collection of data</b>	Case flow management system
<b>Method of calculation</b>	$(\text{Number of cases completed during the financial year} / \text{number of cases registered during the financial year}) \times 100$
<b>Data limitations</b>	Inaccurate data on case file, reports, registers, case flow management system and database
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non – cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance.
<b>Indicator responsibility</b>	Investigation Services

3.4.2.12

<b>Indicator title</b>	<b>Percentage annual reduction of backlog investigations (excluding cases of systemic corruption)</b>
<b>Short definition</b>	This is the percentage of investigations not completed within 12 months after registration (excluding cases of systemic corruption)
<b>Purpose/importance</b>	To measure the extent to which the IPID reduces its backlog cases
<b>Source/collection of data</b>	Case flow management
<b>Method of calculation</b>	Simple count of cases older than 12 months
<b>Data limitations</b>	Inaccurate data on case file, reports, registers, case flow management system
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Total number of backlog investigations lower than targeted performance
<b>Indicator responsibility</b>	Investigation Services

3.4.3.1

<b>Indicator title</b>	<b>Disciplinary recommendation reports referred to SAPS / MPS within 30 days after completion of relevant investigations</b>
<b>Short definition</b>	This is the number of recommendation reports (recommending whether disciplinary action taken or not) referred within 30 days of completion of investigations
<b>Purpose/importance</b>	To assess whether all disciplinary recommendation reports are generated within 30 days of completion of investigations
<b>Source/collection of data</b>	Case flow management system and case files
<b>Method of calculation</b>	Based on the number of recommendation reports submitted within 30 days compared to the total number of investigations completed
<b>Data limitations</b>	Inaccurate reporting, unavailability of departmental network
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	All disciplinary recommendation reports must be submitted within 30 days of completion of investigations
<b>Indicator responsibility</b>	Investigation Services

3.4.3.2

<b>Indicator title</b>	<b>Percentage of criminal recommendation reports referred to the NPA within 30 days after completion of relevant investigations</b>
<b>Short definition</b>	This is the number of recommendation reports (recommending or not recommending criminal prosecution) referred within 30 days of completion of investigations
<b>Purpose/importance</b>	To assess whether all criminal recommendation reports are submitted within 30 days of completion of investigations
<b>Source/collection of data</b>	Case flow management system and case files
<b>Method of calculation</b>	Based on the number of recommendation reports submitted within 30 days compared to the total number of investigations completed
<b>Data limitations</b>	Inaccurate reporting, unavailability of departmental network
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly, half yearly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	All criminal recommendation reports must be generated within 30 days of completion of investigations
<b>Indicator responsibility</b>	Investigation Services



## APPENDIX C.3

### TECHNICAL INDICATOR DESCRIPTIONS

#### PROGRAMME 3: LEGAL SERVICES

##### 1.1

<b>Indicator title</b>	<b>Percentage of contracts and service-level agreements finalised within 30 working days of request</b>
<b>Short definition</b>	This is the percentage of contracts and service-level agreements that were drafted, negotiated and executed within 30 working days of a request
<b>Purpose/importance</b>	To assess the extent to which the IPID ensures effective and prompt management of departmental legal and contractual obligations
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	The number of finalised contracts and service-level agreements finalised within 30 working days of requests / The total number of received requests x 100
<b>Data limitations</b>	Inaccurate capturing of data on file control register
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Legal and Litigation Services

##### 1.2

<b>Indicator title</b>	<b>Percentage of legal opinions provided to the department within 21 working days of request</b>
<b>Short definition</b>	This is the percentage of legal opinions, advice and guidance provided to the department within 21 working days of a request
<b>Purpose/importance</b>	To assess the extent to which the IPID provides legal opinions, advice and guidance to the department on time
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	(The number of legal opinions, advice and guidance provided to the department within 21 working days of request / The total number of received requests) x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Legal and Litigation Services

1.3

<b>Indicator title</b>	<b>Percentage of policies reviewed for legal compliance within 21 working days of request</b>
<b>Short definition</b>	This is the percentage of policies reviewed within 21 working days of request
<b>Purpose/importance</b>	To review compliance in line with national policies and enabling legislation
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	Number of reviewed policies finalised within 21 working days / total number of received requests x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Legal and Litigation Services

2.1

<b>Indicator title</b>	<b>Number of practice notes and directives (bulletin) issued</b>
<b>Short definition</b>	This is the number of practice notes and directives that provides IPID investigators with information regarding the latest developments in the Law that could affect IPID operations
<b>Purpose/importance</b>	To keep investigators informed about the latest developments in Criminal Law, Criminal Procedure Law and related Case Law
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	Simple count of the number of practice notes and bulletins issued by Legal Services
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Advisory Services

2.2

<b>Indicator title</b>	<b>Percentage of legal advice provided to investigators within 24 hours of request</b>
<b>Short definition</b>	This is the percentage of legal opinions, advice and guidance regarding investigations that were provided to investigators within 24 hours of request
<b>Purpose/importance</b>	To ensure that legal opinions, advice and guidance are provided to investigators on time
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	(The number of legal opinions, advice and guidance provided to the department within 24 hours of request/ The total number of received requests) x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Advisory Services

2.3

<b>Indicator title</b>	<b>Percentage of written legal advice provided to investigators within 48 hours of request</b>
<b>Short definition</b>	This is the percentage of written legal opinions, advice and guidance regarding investigations that were provided to investigators within 48 hours of request
<b>Purpose/importance</b>	To ensure that legal opinions, advice and guidance are provided to investigators on time
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	(The number of written legal opinions, advice and guidance provided to the department within 48 hours of request/ The total number of received requests) x 100
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Advisory Services

## 2.4

<b>Indicator title</b>	<b>Percentage of applications for policing powers processed within 5 working days of request</b>
<b>Short definition</b>	This is the percentage of applications to the Executive Authority to grant policing powers to IPID investigators that are processed within 5 working days of request
<b>Purpose/importance</b>	To ensure that applications for the granting of policing powers to IPID investigators are processed timely and without delay
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	$(\text{The number of applications for policing powers processed within 5 working days of request} / \text{The total number of received requests}) \times 100$
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Advisory Services

## 2.5

<b>Indicator title</b>	<b>Percentage of PAIA requests processed and finalized within 30 days of request</b>
<b>Short definition</b>	This is the percentage of requests for access to information in terms of the Promotion of Access to Information Act processed and finalized within 30 working days.
<b>Purpose/importance</b>	To ensure that requests for access to Information Act are processed timeously as prescribed by the Promotion of Access to Information Act.
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	$(\text{The number of requests for access to information processed and finalized within 30 days} / \text{The total number of received requests}) \times 100$
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Advisory Services

3.1

<b>Indicator title</b>	<b>Percentage of legal and civil litigation matters attended to</b>
<b>Short definition</b>	This is the percentage of legal and civil litigation matters attended to.
<b>Purpose/importance</b>	To ensure that all legal and civil litigation matters are attended to on time.
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	Percentage of legal and civil litigation matters received and attended to.
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Legal and Litigation Services

3.2

<b>Indicator title</b>	<b>Percentage of legal and labour litigation matters attended to</b>
<b>Short definition</b>	This is the percentage of legal and labour litigation matters attended to.
<b>Purpose/importance</b>	To ensure that all legal and labour litigation matters are attended to on time.
<b>Source/collection of data</b>	File control registers
<b>Method of calculation</b>	Percentage of legal and labour litigation matters received and attended to.
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Legal and Litigation Services

## APPENDIX C.4

### TECHNICAL INDICATOR DESCRIPTIONS

#### PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

##### 3.1.1.1

<b>Indicator title</b>	<b>Number of community outreach events conducted annually</b>
<b>Short definition</b>	This is the number of events conducted to increase public awareness on the provisions of the IPID Act, the directorate's functions and the utilisation of its services
<b>Purpose/importance</b>	To allow IPID to measure the extent of its engagement with the public
<b>Source/collection of data</b>	Performance reports submitted by provincial offices and head office
<b>Method of calculation</b>	Simple count of community outreach events that include public engagements, information sessions and marketing campaigns
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Stakeholder Management

##### 3.1.1.2

<b>Indicator title</b>	<b>Participation in Community Policing Forum</b>
<b>Short definition</b>	This is the number of engagements with the Community Policing Forum at National and Provincial levels
<b>Purpose/importance</b>	To allow IPID to measure the extent of its engagement with the Community Policing Forum
<b>Source/collection of data</b>	Performance reports submitted by provincial offices and head office
<b>Method of calculation</b>	Simple count of community engagements with the Community Policing Forum
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Monthly, quarterly and annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Stakeholder Management

3.1.2.1

<b>Indicator title</b>	<b>Number of formal engagements held with key stakeholders annually</b>
<b>Short definition</b>	This is the number of formal engagements with and reports to key stakeholders, including the SAPS, MPS and Civilian Secretariat for Police, and other relevant Government and Civil Society Organisations
<b>Purpose/importance</b>	To allow IPID to measure the extent of its engagement with stakeholder
<b>Source/collection of data</b>	Performance reports submitted by responsibility manager
<b>Method of calculation</b>	Simple count of formal stakeholder engagements
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Stakeholder Management

3.1.2.2

<b>Indicator title</b>	<b>Number of formal engagements on Provincial Level held with key stakeholders annually</b>
<b>Short definition</b>	This is the number of formal engagements held by Provincial heads with key stakeholders, including the SAPS, MPS and Civilian Secretariat for Police, and other relevant Government and Civil Society Organisations
<b>Purpose/importance</b>	To allow IPID to measure the extent of its engagements with stakeholders on Provincial level
<b>Source/collection of data</b>	Performance reports submitted by Provincial Heads
<b>Method of calculation</b>	Simple count of formal stakeholder engagements
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly and annually
<b>New indicator</b>	No
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Investigation Services

3.4.1.1

<b>Indicator title</b>	<b>Number of submitted evaluation reports on the quality of IPID recommendations</b>
<b>Short definition</b>	This is the number of submitted evaluation reports on the quality of IPID recommendations to SAPS, MPS and NPA
<b>Purpose/importance</b>	To allow IPID to measure the quality of its recommendations
<b>Source/collection of data</b>	Evaluation reports submitted by provincial offices and head office
<b>Method of calculation</b>	Simple count of reports submitted to the Executive Director
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Compliance Monitoring

3.4.1.2

<b>Indicator title</b>	<b>Number of submitted reports on the implementation of the IPID recommendations</b>
<b>Short definition</b>	This is the number of submitted reports on the implementation of IPID recommendations by SAPS and MPS
<b>Purpose/importance</b>	To allow IPID to measure the responsiveness of the SAPS and MPS to its recommendations
<b>Source/collection of data</b>	Performance reports submitted by provincial offices and head office
<b>Method of calculation</b>	Simple count of reports submitted to the Executive Director
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Compliance Monitoring



3.4.2.1

<b>Indicator title</b>	<b>Number of submitted evaluation reports on the SAPS/MPS compliance with reporting obligations</b>
<b>Short definition</b>	This is the number of submitted evaluation reports on compliance of the SAPS/MPS with the reporting obligations as set out in the IPID Act
<b>Purpose/importance</b>	To allow IPID to measure the extent which the SAPS/MPS adhere to their reporting obligation
<b>Source/collection of data</b>	Performance reports submitted by provincial offices and head office
<b>Method of calculation</b>	Simple count of reports submitted to the Executive Director
<b>Data limitations</b>	No specific limitations
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	As per targeted performance
<b>Indicator responsibility</b>	Compliance Monitoring





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