



Independent Police Investigative Directorate (IPID)

# STRATEGIC PLAN

2014-2019



ipid

Department:  
Independent Police Investigative Directorate  
REPUBLIC OF SOUTH AFRICA



# Independent Police Investigative Directorate

Strategic Plan For 2014–2019

**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 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.

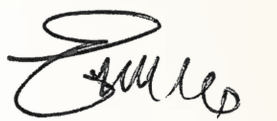
This is the second year of the IPID's operation under the new legislative dispensation. The work of the IPID is not an event but a process, the success of which will be measured in time. Our observation is that the IPID has made important strides in the fight against police criminality.

Internally, the South African Police Service (SAPS) has done a lot to clean up its image by removing people with 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.

It is my pleasure once more to table the strategic plan of the Independent Police Investigative Directorate for 2014 to 2019.



**MINISTER OF POLICE**

**MR EN MTHETHWA, MP**

## FOREWORD BY THE DEPUTY MINISTER

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 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 the 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 independently, impartially and without prejudice. Such professionalism will earn the IPID respect of 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.



**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 our 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.

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.

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 strategic plan, 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 to 2019. These changes are reflected in the IPID's Strategic Plan 2014–2019, which were 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.



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**EXECUTIVE DIRECTOR**  
**MR RJ MCBRIDE**

## OFFICIAL SIGN-OFF

It is hereby certified that this strategic plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of its Executive Director and the Minister and Deputy Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives that the Directorate will endeavor to achieve over the period 2014-2019.

**MS LN NGCONGO**

Chief Financial Officer

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



**MR RJ Mc BRIDE**

Accounting Officer

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



Approved by:

**MR EN MTHETHWA, MP**

Executive Authority

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





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**PART A**  
**STRATEGIC OVERVIEW**



## 1. MISSION STATEMENT

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

### 1.1 Vision

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

### 1.2 Mission

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

### 1.3 Values

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

*Independence and impartiality*

*Mutual respect and trust*

*Integrity and honesty*

*Transparency and openness*

*Equity and fairness*

*Courtesy and commitment*

## 2. LEGISLATIVE AND OTHER MANDATES

### 2.1 Constitutional mandate

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

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

The core mandate of the Directorate contributes towards the 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 1 of 2011

#### 2.2.1 Background

The former Independent Complaints Directorate (ICD) was established in 1997 in terms of chapter 10 of the SAPS Act 68 (1995), which pre-dates the 1996 Constitution, to promote consistent proper conduct by members of the SAPS and the Municipal Police Services. The legal mandate of the ICD was primarily to investigate all deaths in police custody or as a result of police action, as well as criminal offences and serious misconduct alleged to have been committed by members of the SAPS and the Municipal Police Services. The ICD functioned independently of the SAPS.

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

#### 2.2.2 Strengthening civilian oversight

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

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

The objectives of the Act are to:

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

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

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

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

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



### 3. SITUATIONAL ANALYSIS

#### 3.1 Performance environment

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

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

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

The IPID's strong management and skilled investigators will contribute towards the realization of the IPID's strategic outcome oriented goals identified for 2014-2019 strategic planning period. The other factors that will contribute positively towards the realization of these goals are powers bestowed upon IPID investigators as peace officers provided for in the Criminal Procedures Act (Act 51 of 1977).

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

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

In order to address the aforesaid pressures and to ensure that the IPID fully complies with its legislative mandate and added reporting responsibilities, additional resources will have to be sourced over the 2014–2019 period. The current economic climate and the allocation of funding might bring about additional challenges in this regard. Nevertheless, the Directorate is committed to deliver on its legislative mandate in order to contribute towards the achievement of the ultimate outcome, namely, a police service that is trusted by the community.

#### 3.2 Organisational environment

##### 3.2.1 *Departmental structure*

The IPID is a national department listed in schedule 1 of the Public Service Act 103 of 1994 (as amended) and listed as Vote 23 in the Estimates of National Expenditure 2013. The Directorate is financed with money that is allocated to it by Parliament.

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

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

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

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

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

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

To improve access to its services, eight satellite offices have been established and are fully functional. They are located in Empangeni (KwaZulu-Natal), Mthatha (Eastern Cape), Rustenburg (North West), Thohoyandou (Limpopo), Bethlehem (Free State), Upington (Northern Cape) and Pretoria (Gauteng). The Kwa-Mhlanga (Mpumalanga satellite office was established in 2013/2014. The IPID is in the process of establishing a satellite office in the Western Cape Province.

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

### **3.2.2 Organisational programme structure**

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

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

- Administration (programme 1)
- Investigation and information management (programme 2)
- Legal services (programme 3)
- Compliance Monitoring and Stakeholder Management (programme 4)

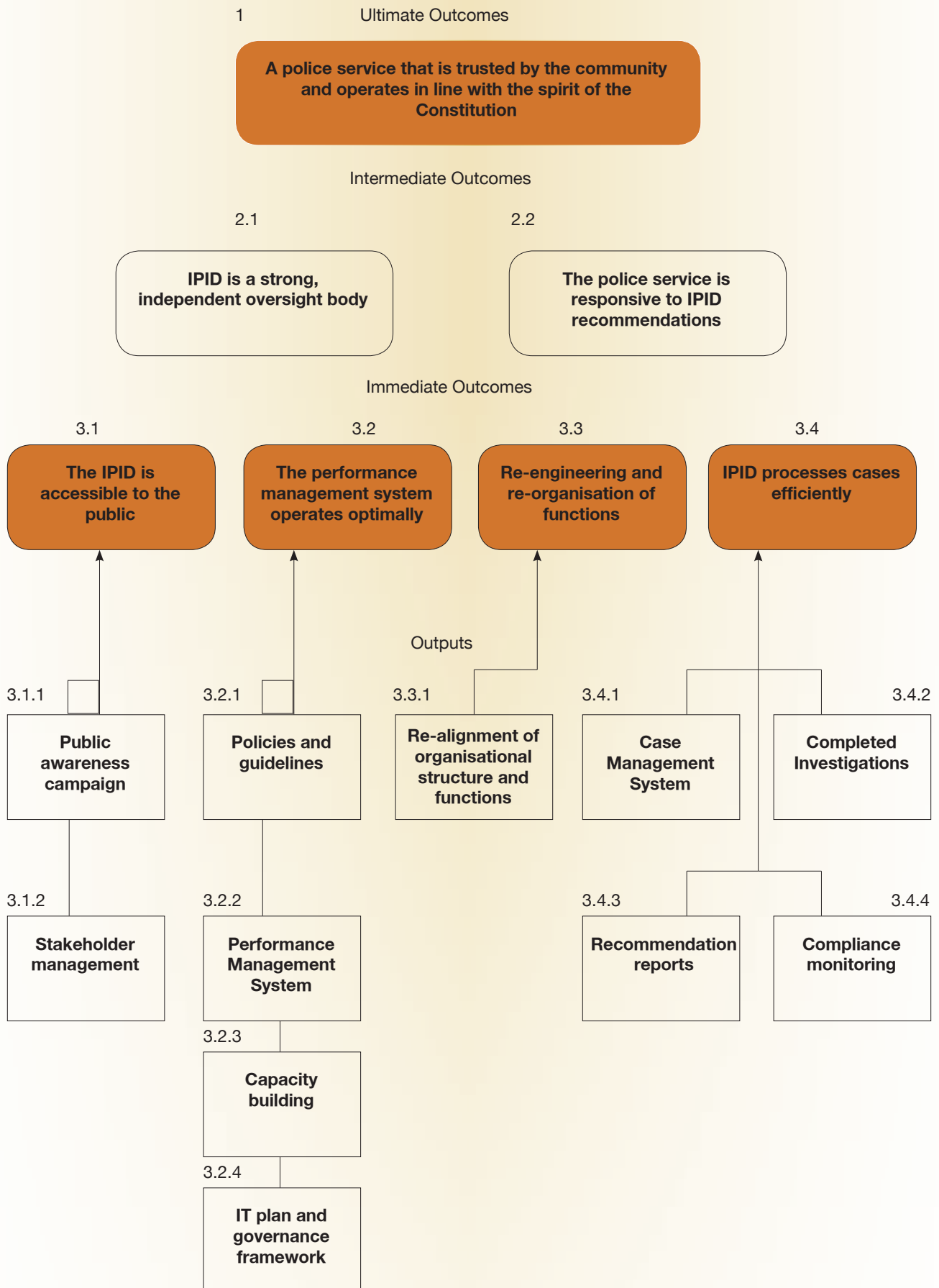
### **3.3 Strategic planning process**

The Directorate conducted various consultative and planning sessions since the beginning of the financial year 2013/14, this includes:

- Management Committee Meetings (May, June and July 2013)
- Consultation with the National Treasury on the alignment of organizational structures to the Budget Programme Structure (July 2013)
- Strategic Planning Session (25 -27 November 2013)

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

## 4. INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE LOGIC MODEL



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

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

### Outcome 3:

**ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE AND SECURE**

### Outcome 12:

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

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

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

### 1. ULTIMATE OUTCOME

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

### 2. INTERMEDIATE OUTCOMES

<b>High level strategic outcome-oriented goal 2.1</b>	THE IPID IS A STRONG, INDEPENDENT OVERSIGHT BODY (INTERMEDIATE OUTCOME)
<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>	THE POLICE SERVICE IS RESPONSIVE TO IPID RECOMMENDATIONS (INTERMEDIATE OUTCOME)
<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 four strategic outcome oriented goals will determine the focus of the IPID's activities and the allocation of resources during the 2014 to 2019 period:

**3. IMMEDIATE OUTCOMES**

<b>Strategic outcome-oriented goal 3.1</b>	THE IPID IS ACCESSIBLE TO THE PUBLIC
<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>	THE PERFORMANCE MANAGEMENT SYSTEM OPERATES OPTIMALLY
<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>	RE-ENGINEERING AND REORGANISATION
<b>Goal statement</b>	The IPID's structure and functions are fully aligned to the IPID Act and allow the IPID to meet its strategic imperatives.
<b>Strategic outcome-oriented goal 3.4</b>	THE IPID PROCESSES CASES EFFICIENTLY
<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.



## **PART B**

# **STRATEGIC OBJECTIVES**

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

## 6. PROGRAMME 1: ADMINISTRATION

### 6.1. 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 activities and/or components:

#### **6.1.1. Departmental management**

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

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

This component provides strategic support to the Executive Director of the IPID. It also liase with 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.

#### **6.1.2. Internal audit**

This sub-programme provides assurance and consulting services by conducting compliance audits, performance audits and facilitating internal forensic investigations.

#### **6.1.3. Finance services**

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

#### **6.1.4. Corporate services**

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

##### ***Human Resources Management and Development Services***

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

**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, manage fleet services, render switchboard services, render messenger services and oversee the rendering of cleaning services.

**6.1.5. Office Accommodation**

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

**6.2 Outputs (Strategic objectives) for 2014-2019**

Output 3.1.1	PUBLIC AWARENESS CAMPAIGNS
Output statement	Campaigns that increase public awareness of the provisions of the IPID Act, the directorate’s functions and the utilisation of its services.
Baseline	Regular public awareness events and media campaigns in all provinces.

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

Output 3.2.3	CAPACITY BUILDING: HUMAN RESOURCE MANAGEMENT PLAN
Output statement	The IPID is promoting an effective employee health and wellness programme, performance management and functional retention policy to enable the execution of its mandate.
Baseline	Implement effective health and wellness programme, retention policy and performance management.

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

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



## 7. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

### 7.1 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.

The programme consists of the following sub-programme:

#### ***Investigation management***

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

#### ***Investigation services***

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

#### ***Information management***

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

### 7.2 Outputs (strategic objectives) for 2014–2019

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

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

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



## 8. PROGRAMME 3: LEGAL SERVICES

### 8.1 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.

The programme consists of the following activities and/or sub-programmes:

#### ***Legal support and administration***

This sub-programme manages the directorate's legal obligations. This sub-programme also develops and maintains legal services systems, norms and standards that enable it to support and advice on investigations. The sub-programme also oversees the negotiation and drafting of contracts, Memorandums of Understanding and Service Level Agreements.

#### ***Litigation Advisory services***

This sub-programme is responsible for coordination of civil and labour litigation as well as the coordination of granting of policing powers to investigators. It negotiates and draft contracts, Memorandums of Understanding and Service Level Agreements.

#### ***Investigation advisory services***

This sub-programme provides support during and after the completion of investigations. It provides legal advice and guidance to investigators, and ensures that all cases that are forwarded for prosecution comply with the requirements of the prosecution process.

### 8.2 Outputs (Strategic Objectives) for 2014-2019

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

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

Output 2	INVESTIGATION SUPPORT AND ADVICE
Output statement	Legal advice and guidance to investigators during and after the completion of investigations and the processing of policing powers applications.
Baseline	Providing advice to investigators and processing of applications of policing powers.

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

### 9.1 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).

#### 9.1.1 Compliance monitoring

The sub-programme monitors and evaluates the quality of recommendations made and responsiveness received from the South African Police Service, Municipal Police Services and National Prosecuting Authority in compliance with the reporting obligations in terms of the 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.

#### 9.1.2 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). It also coordinates and liase with the Parliamentary committees and other stakehlo ders. Establish and coordinate the activities of the Consultative Forums as per section 15 of the IPID Act. Other Community Consultative Forums will also be established to conduct public education on the citizens 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.

### 9.2 Outputs (Strategic Objectives) for 2014-2019

Output 3.1.1	PUBLIC AWARENESS CAMPAIGNS
Output statement	Ensure increased community participation in crime prevention and safety initiatives; and organize campaigns that increase public awareness of the provisions of the IPID Act, the directorate's functions and the utilisation of its services.
Baseline	Regular public awareness events, media campaigns in all provinces and participation in Community Policing Forum.
Output 3.1.2	STAKEHOLDER MANAGEMENT
Output statement	Regular engagements with and reports to key stakeholders, including the SAPS, MPS, Civilian Secretariat for Police, and other relevant Government and Civil Society Organisations.
Baseline	Stakeholder engagements currently in accordance with framework and operational plan.

Output 3.4.3	MONITORING OF IPID RECOMMENDATION REPORTS
Output statement	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>
Baseline	Consistent and systematic monitoring and evaluation of the quality of recommendations to SAPS, MPS and NPA

Output 3.4.4	COMPLIANCE MONITORING
Output statement	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.
Baseline	Provide regular reports on implementation of the IPID recommendations and the SAPS/ MPS compliance with their reporting obligations.

## **PART C**

# **RESOURCE CONSIDERATIONS AND RISK MANAGEMENT**

## **10. RESOURCE CONSIDERATIONS**

### **10.1 Staff requirements**

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

### **10.2 Skills development**

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

### **10.3 Expenditure trends over the MTEF period**

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

Expenditure increased from R128 million in 2010/11 to R217 million in 2013/14. This increase was mainly to provide for the increased activities in relation to drafting the IPID Act (2011), expanding office accommodation, and enhancing capacity in support services to give effect to legislative frameworks, segregation of duties and good governance. Over the medium term, expenditure is expected to grow to R263 million due to enhancing capacity in support services and increasing the investigative capacity and access to the Directorate's services.

## 11. RISK MANAGEMENT

The following top key risks have been identified which may affect the realisation of the strategic outcomes specified for the IPID programmes:

No.	RISK OVERVIEW	MITIGATING STRATEGIES
<b>1.</b>	<b>Insufficient funding of activities</b>	
	<ul style="list-style-type: none"> <li>• Insufficient funding poses a risk for the department in executing its mandate;</li> <li>• The shortage of satellite offices not established and accessible for communities; and</li> <li>• Lack of development of personnel due to insufficient funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Constant engagement with National Treasury, Executive Authority and Portfolio Committee on IPID funding needs.</li> </ul>
<b>2.</b>	<b>Senior Management and key personnel may not be vetted</b>	
	<ul style="list-style-type: none"> <li>• The compliance with the Minimum Information Security Standards (MISS), is key to the department in that:                             <ul style="list-style-type: none"> <li>- Security vetting is the systematic process of investigation followed in determining a person's security competence.</li> <li>- The degree of security clearance given to a person is determined by the content of and/or access to classified information entailed by the post already occupied/to be occupied by the person.</li> <li>- A security clearance gives access to classified information in accordance with the level of security clearance, subject to the need-to-know principle.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development, negotiation and execution of a Memorandum of Understanding between the IPID and the State Security Agency (SSA) to expedite on the vetting of personnel.</li> </ul>



No.	RISK OVERVIEW	MITIGATING STRATEGIES
<b>3.</b>	<b>Loss of key personnel / staff turnover</b>	
	<ul style="list-style-type: none"> <li>The lack of retention of skilled personnel within the department is a major risk that affects the performance of the entire department.</li> </ul>	<ul style="list-style-type: none"> <li>Revise the Departmental Retention Strategy and engage with key Responsibility Managers; and</li> <li>IPID Organisational Structure to be evaluated to address business needs.</li> </ul>
<b>4.</b>	<b>Overspending / Under spending of the budget</b>	
	<ul style="list-style-type: none"> <li>The Executive Director must exercise an effective budgetary control by monitoring systems that warn of impending over or under spending of the departmental budget.</li> </ul>	<ul style="list-style-type: none"> <li>The monthly tracking of expenditure by the Office of the CFO and deliberations on expenditure at monthly Management meetings; and</li> <li>The submission of monthly In-Year-Monitoring reports to National Treasury.</li> </ul>
<b>5.</b>	<b>Full implementation of Flow-Centric to effect reporting enhancements</b>	
	<ul style="list-style-type: none"> <li>Data Integrity:                             <ul style="list-style-type: none"> <li>- Data integrity may be compromised; and</li> <li>- Incorrect statistics may be recorded and released.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The system will be updated and the necessary enhancement will be available to all database users;</li> <li>Monthly reviews of the database information; and</li> <li>Monthly quality control of investigation reports.</li> </ul>
<b>6.</b>	<b>Non-compliance with Information Technology Governance</b>	
	<ul style="list-style-type: none"> <li>The Minister of Public Service and Administration together with Cabinet approved the ICT Governance Framework and time frames for the implementation have been set.</li> <li>The Framework requires departments to implement the corporate governance of ICT (CGICT) and Governance of ICT (GICT) as an integral part of its corporate governance arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of ICT Policies with DPSA ICT Corporate Governance Framework.</li> </ul>
<b>7.</b>	<b>Lack of engagement with key stakeholders such as SAPS and DPP that impact on the quality of investigations</b>	
	<ul style="list-style-type: none"> <li>Establish a Memorandum of Understanding with key stakeholders for approval by the Executive Director and Executive Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Workshop the IPID Act and Regulations with various stakeholders; and</li> <li>Communicate the operational functions of IPID with various stakeholders on a monthly basis.</li> </ul>

No.	RISK OVERVIEW	MITIGATING STRATEGIES
8.	<b>Lack of uniformity in applying investigative procedures</b>	
	<ul style="list-style-type: none"> <li>Development of IPID Training Manual to address all aspects of the investigative mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure training of Investigators to enable them to apply uniformity regarding the investigation of cases.</li> </ul>
9.	<b>The department may not comply with the Occupational Health and Safety Act</b>	
	<ul style="list-style-type: none"> <li>In terms of the Occupational Health and Safety Act, No. 85 of 1993 it states that:                             <ul style="list-style-type: none"> <li>- Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ensure training on the Occupational Health and Safety Act to the OHS Committee Members and OHS Coordinators.</li> </ul>
10.	<b>Inadequate Physical Security</b>	
	<ul style="list-style-type: none"> <li>The department recognises that information is critical to achieving its strategic goals. It is therefore imperative to protect and secure all information resources from internal and external threats, misuse and fraud, failure and unavailability, unauthorised access, modification, disclosure and accidental or deliberate physical damage.</li> </ul>	<ul style="list-style-type: none"> <li>Constant engagement with State Security Agent regarding security; and</li> <li>Priorities on Security Management Nationally:                             <ul style="list-style-type: none"> <li>- To rollout a security programme to address information security requirements in terms of MISS; and</li> <li>- On-going regular monitoring of information security controls and emerging information security risks and their potential impact on IPID.</li> <li>- Random integrity testing measures on all levels of staff.</li> <li>- Institutionalise compliance with Section 22(3) and 34 of the IPID Act.</li> </ul> </li> </ul>
11.	<b>Ability to recover from catastrophic events</b>	
	<ul style="list-style-type: none"> <li>The department is committed to ensure that critical services are maintained without interruption or disruption, in the event of a catastrophic event that critical services are resumed at the earliest opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure the development and Implementation of the Disaster Recovery and Business Continuity Plans.</li> </ul>



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