



23 April 2015

Budget and Annual Performance Plan 2015: Vote 20- Independent Police Investigative Directorate (IPID)

1. Introduction

The Independent Police Investigative Directorate (IPID) is required to produce three standard annual documents. These are the Strategic Plan, Annual Performance Plan (APP) and the Annual Report. Together with these, the Directorate must provide National Treasury with budget estimates based on their needs and priorities. These documents are interlinked as the Strategic Plan (covering a five-year period) reports on the strategic goals of the Directorate, which must be aligned with the broad strategic goals and priorities of Government. The APP provides the annual roadmap to the achievement of these strategic goals through performance indicators and measurable targets. And in turn, the goals and measurable targets must be aligned to the budget estimates in order to ensure that the funds needed to realise these targets are available. The process is completed in October each year with the tabling of the Directorate's Annual Report in which the achievements of set targets are reported on. This measures the success of the Directorate and provides a good indicator of whether measurable targets must be increased or adjusted based on performance, which impact again on the next year's cycle. As such, these documents must be read together in order to build a cohesive picture of the direction the Directorate is moving towards in the 2015/16 financial year.

This report analyses the alignment of the Strategic Plan, APP and the budget allocations for the 2015/16 financial year, as well as the extent to which the Directorate's strategic goals, priorities and performance indicators have changed compared to the previous financial year.

This paper is structured as follows:

- **Section 1: Introduction.** This section provides an introduction to this paper.
- **Section 2: Overview of the Previous (2014/15) Financial Year (FY).** This section provides an analytical overview of the financial and service delivery performance of the Directorate in the 2014/15 financial year. The aim is to assess how the expenditure of the allocated budget contributed to service delivery within the sector and the achievement of targeted policy outcomes. This section includes an analytical summary of the last Budgetary Review and Recommendation Report (BRRR) and latest quarterly expenditure reports.
- **Section 3: Strategic Overview and Policy Priorities for 2015/16.** This section provides a summary of the strategic priorities of the Directorate for the 2015/16 FY together. It provides an analytical overview of the key strategic policies of Vote 20 and links these to the 2015 State of the Nation Address. More so, the section also analyses the Vote against sector/Directorate's priorities and determine which priorities are most supported/funded through budget allocations in the current financial year. This section also sets out the performance indicators and measurable targets identified by the Directorate for the 2015/16 FY and changes to performance indicators and targets compared to the previous



financial year per programme. It further provides an analysis of the level of alignment of measurable targets to the strategic priorities of the Directorate as identified in the Directorate's Strategic Plan.

- **Section 4: Budget Analysis.** This section provides an overall analysis of the Budget and focus on the nominal and real changes in budget allocations in 2015/16 relative to 2014/15, the specific additional allocations (increases/decreases) on the baseline figures and reasons for these. The section also provides a detailed but summarised programme analysis, which highlights the expenditure patterns between different programmes within Vote 20. The section indicates continuity in budget programmes by indicating how budget expenditure and previous service delivery performance have influenced the current budget allocations, including additional allocations.
- **Section 5: Key Issues for Consideration by Parliament.** This section highlights key areas that Parliament (Portfolio Committee on Police) should consider during the course of the 2015/16 FY. This explores the role that Parliament can play in providing oversight over the Directorate's output targets.
- **Section 6: Conclusion.** This section concludes the paper.

2. Overview of the Previous (2014/15) financial year

The 2014/15 FY marked the third full financial year in which the IPID operated under its new mandate as set out by the 2011 IPID Act. As such during the 2014/15 FY, as was the case during the previous reporting period (2013/14), the Directorate continued to engage in a review of its organisational structure in order to align it with its new mandate and meet the demands of a changing policing oversight environment. This necessitated renaming and reordering of the two functional programmes (Programme 1: Governance and Stakeholder Management and Programme 2: Corporate Services). In particular, Programme 1 was renamed and it is now called the Compliance Monitoring and Stakeholder Management Programme (Programme 4) and Programme 2 was renamed and became the Administration Programme (Programme 1).

Moreover, towards the end of the 2014/15 FY, to ensure that IPID investigates without fear, favour or prejudice, the Directorate's integrity mechanisms were enhanced with the establishment of the Integrity Strengthening Unit (ISU) and the Vetting Unit. In order to build internal capacity over the Medium Term Expenditure Framework (MTEF), despite budget cuts, the Directorate reported in its 2015/16 APP that the National Treasury has ring-fenced funds to grow the National Specialised Investigative Team (NSIT).

2014/15 Adjustments: The Directorate received a main appropriation of R234 719 000.00 (R234.7 million) for the 2014/15 FY, which remained unchanged during the adjustments period. However, the Directorate made virements and shifts between programmes and sub-programmes to the value of R25 352 000.00 (R25.3 million) during the adjustments period mainly to address shortfalls in funding for *Goods and services* and *Machinery and equipment*.¹ Of the total R25.3 million in virements and

¹ N van Zyl-Gous. Analysis of the Adjusted Budget Estimates for the 2014/15 financial year: Independent Police Investigative Directorate. Parliament Research Unit, 10 November 2014



shifts, all but R1000.00 of the funds were shifted away from Compensation of employees (due to vacant posts). These funds were shifted to three main areas:

- A total amount of R24 233 000.00 (R24.2 million) was shifted to payments for **Contractual obligations** to service providers for cleaning services, the State Information Technology Agency's (SITA) services and operating leases;
- A total amount of R993 000.00 was shifted towards payment to effect the **Implementation of Asset Management Plan**; and
- A total amount of R136 000.00 was shifted towards payments of **Leave gratuities**

Quarterly expenditure: As at the end of the **third quarter** of 2014/15, spending in the Directorate was R135 million (57.5 per cent) of the available budget of R234.7 million.² The Directorate had projected to spend R152.7 million thus resulting in a deviation of R17.7 million between planned and actual spending.³

Expenditure in the Directorate increased by *56.4 per cent* between the second and the third quarter of 2014/15, which was significantly lower than the expenditure increase (132.6 per cent) that was reported between the first and the second quarter of 2014/15. In percentage terms, at the end of the third quarter, lower than planned spending was visible on all four programmes but was mostly notable under the *Legal Services* programme, which had spent 21.8 per cent of the available budget against a projection of 70.7 per cent. In nominal terms, the bulk of the lower than planned spending was recorded under *the Investigation and Information Management* programme.

However, two main concerns can be highlighted at the end of the third quarter. These are:

- **Lowest spending:** Overall lower than projected expenditure across all four programmes. Under-spending was most notable in the Directorate's Programme 2: (Investigation and Information Management); the Directorate's Programme 4: (Compliance Monitoring and Stakeholder Management) and within the Legal Support Sub-Programme (Programme 3: Legal Support);
- **High Vacancy Rate:** High vacancies within the Investigation and Information Management Programme, especially for investigators (performing the core mandate of the Directorate); and high vacancy rate within the Senior Management level.

2014 BRRR: In terms of the 2014 BRRR (which reflected on performance of the Directorate in 2013/14), the Committee made a number of findings and recommendation on the service delivery and financial performance of the Directorate that required attention. These included the following⁴:

² National Treasury. Budget and Expenditure Status Report for the Independent Police Investigative Directorate December 2014. Pretoria

³ National Treasury, 2015

⁴ See the Portfolio Committee on Police. 2014 Budget Review and Recommendation Report (BRRR). 04 November 2014, Parliament of RSA, Cape Town



- **Under-spending of the budget:** The Committee noted serious concerns about the under-spending of the Department's budget by R23.9 million. A great concern was the fact that the financial health of the IPID did not seem to be improving and the Committee wanted to know what the root cause of the under-spending was.
- **Skills Gaps:** The Committee noted the fact that there were material omissions from the Annual Financial Statements which showed that there were skills gaps in IPID and this was picked up by the Auditor General (AG) who recommended that staff should be held accountable. The lack of capacity within the financial management section has contributed to the underspending and there has been a lack of consequence management. The Committee wanted assurances that these gaps would be filled urgently.
- **Contingent Liabilities:** The lease agreement between K.E. Sons Investment Company and the IPID has still not been resolved and the Committee noted that the matter has dragged on for a second year and wanted assurances that the matter would be resolved as a matter of urgency.
- **Irregular Expenditure:** The Committee noted its concerns about the irregular expenditure, especially in view of the fact that a large portion it is related to unpaid traffic fines of staff members. This was also noted by the AG and the Committee also wanted an investigation into the irregular expenditure.
- **Vacancies:** The Committee welcomed the fact that some of the Senior Management Service (SMS) vacancies such as the Executive Director and the nine provincial heads were filled. This will provide much needed stability within the management of the Department. However, there remained outstanding management vacancies that the Committee noted should be filled as a matter of priority. This was a matter of emphasis by the AG, as it affected the financial well-being of the Directorate.
- **Capacity of Internal Audit Unit:** The Committee stated that there should be a strong internal audit unit within the IPID. The lack of internal controls and oversight was mainly due to challenges in the capacity of the unit. The Committee also noted that the senior management position in this unit has not been filled. It was pointed out that the IPID's own Audit Committee has raised the issues of financial management and the Committee wanted assurances that it would not be a recurring issue.
- **Memorandum of Understanding (MOU) with Department of Public Works:** The Committee expressed its unhappiness with the internal arrangements and MOU with the Department of Public Works (DPW) with respect to current assets of IPID. In addition, there was no indicator that speaks to the relationship with the DPW and this delays payments and eventually affects the ability of the Department to spend its budget within set timelines.
- **Community Interactions:** The Committee noted that there was clear progress with respect to community interactions and the fact that complaints are increasingly registered at public events. The Committee wanted to know if there was a pro-forma complaints form for these events much in the same way that the Department of Home Affairs handles identity book applications at public events. The Committee wanted to know if there are any impact assessments done on the public events conducted by the IPID. It was confirmed by the IPID that there was such a form.



- **The relationship with the Police Inspectorate:** The Committee noted that the IPID must have a better working relationship with the Police Inspectorate to assist with their cases through referrals. In view of both structures doing oversight work over the police it would be natural for greater levels of cooperation.
- **Service Delivery Improvement Plan:** The Committee noted that the IPID is developing its expansion plan and its service delivery improvement plan. It requested that the IPID makes further details available to the Committee.
- **Information Communication Plan:** The Committee was concerned about the finalisation of the information and communication technology plan. The delays have financial consequences and it was pointed out that ICT governance was a priority for government.
- **Predetermined objectives:** The Committee noted its disappointment that the IPID was not able to deliver on its targets in two key programmes, namely the Investigations and Legal Services Programmes. The Committee was of the opinion that the shifting of targets for investigators and the 90-day limit for investigators should be re-visited together with the new provincial heads. The Committee was also concerned that the Legal Services Programme did not achieve its targets as a result of the lack of capacity in the unit.
- **Implementation of IPID recommendations:** The Committee noted that SAPS have claimed that it has implemented 84% of IPID recommendations. The picture presented by the IPID showed that of 884 cases referred to the SAPS, there were only 135 disciplinary convictions. This was concerning to the Committee as the IPID members do not as a practice attend the SAPS disciplinary hearings. The Committee was concerned that SAPS was redoing the IPID investigations and wanted assurances that they were implementing the recommendations.
- **Systemic Corruption:** The Committee wanted more information on the investigation of systemic corruption and noted that the IPID did not develop a policy document on what constituted systemic corruption. The Committee wanted to know what types of cases would qualify as cases of systemic corruption and that IPID must draft such policy.
- **Baseline cuts:** The Committee was informed of Treasury baseline budget cuts by the Executive Director and noted the resolve to focus on the depth of investigations as a result.

But more importantly, the Committee's two main recommendations were that:

- Firstly, the IPID must provide a copy of the financial turnaround strategy of the Department by end of November 2014. The strategy must include measures for IPID to spend its budget effectively and efficiently.
- Secondly, the IPID must fill the necessary vacancies relating to the internal audit and financial environment without delay and report before the end of the financial year.

Comments and Questions

-At the end of the 3rd Quarter, there were two main concerns highlighted. Firstly, the Directorate recorded overall lower than projected expenditure across all four programmes. Secondly and of concern was the under-spending notable in the Directorate's core Programme: 2 (Investigation and Information Management), which spent 57.4% of its budget allocation against projected drawings of 65.4%. Does the trend of under-expenditure in this programme mean that the Directorate cannot deliver on its legislative mandate? The Committee should ask the Directorate which measures it has put in place to ensure that



there is no under-expenditure in this current financial year and that the core Programme spends all its allocated budget and delivers on its mandate.

-As alluded to above, the Directorate made virements and shifts between programmes and sub-programmes to the value of R25 352 000.00 (R25.3 million) during the adjustments period mainly to address shortfalls in funding for Goods and services and Machinery and equipment. For instance, funds were moved to more than two budget items (contractual obligations, Leave gratuities and Implementation of Asset Management Plan). The Directorate should explain why there were so many shifts. Does this reflect inadequate budgetary planning within the Directorate?

- More so, at the end of the third quarter of the 2014/15 FY, there was high vacancy rate in the Directorate. Have these vacancies been subsequently filled and if not how is this going to be addressed?

-The Directorate should be commended for submitting the Vacancy Status Report at National and Provincial Offices (as at 04 December 2014) on time, as requested by the Committee. The Directorate indicated that some positions were advertised and in some positions, shortlists were made. To this end, the Committee should request the Directorate to provide a short updated report indicating the number of positions that have been filled since 04 December 2014.

-Furthermore, the Directorate should be commended for having provided the Committee with a detailed report on filling of vacant posts in the internal audit and financial environment as per the Committee's recommendation. Nonetheless, the Directorate should explain to the Committee whether by the end of the 2014/15 FY it was able to build the capacity of the Internal Audit unit as recommended by the Committee?

-Which actions has the Directorate taken to address the skills gaps that were identified by the AG?

- In its response to the Committee's 2014 BRRR, the Directorate indicated that the Retention and Recruitment Policy is being finalised and will be adopted at the next MANCO and that as soon as this occurs it will be sent to the Committee. Has this policy being adopted and has the Directorate sent it to the Committee?

- Previously, the Committee expressed its unhappiness with the internal arrangements and MOU with the Department of Public Works (DPW) with respect to current assets of IPID. Has the Directorate been able to address the challenges that negatively impact on proper operationalization of the MOU? If so, how?

- The Committee should ask for feedback on the implementation of the Information Communication and Technology (ICT) Plan. Is there any progress? What are the challenges?

- In its 2014 BRRR, the Committee requested the IPID to provide a copy of the financial turnaround strategy of the Department by end of November 2014. The strategy was to include measures for IPID to spend its budget effectively and efficiently. The Directorate should be commended for promptly responding (on 4 December 2014) to the request of the Committee. However, the Committee should request feedback on the progress in implementation of the financial turnaround strategy. How far is the Directorate with the implementation of the financial turnaround strategy? What are the challenges being encountered?

- The Committee recommended that the Systemic Corruption Strategic document of the IPID should be finalised before the end of the 2014/15 financial year. On 4 December the Directorate responded that the draft document is being finalised. The Committee should ask the Directorate whether it was able to finalise the draft strategic document on what constitute systemic corruption

-The Committee should ask the Directorate to explain why all its four programmes were unable to spend their allocations at the end of the third quarter of 2014/15 FY? What was recorded final spending by the end



of the fourth quarter of 2014/15 for each programme? Should this trend be expected during the 2015/16 FY?

-But more importantly, the Committee should ask the Directorate to report on whether it was able to put measures in place to address all the issues raised in the Committee's 2014 BRRR.

3. Strategic Overview and Policy Priorities for 2015/16

National Development Plan: The National Planning Commission (NPC) of South Africa identified twelve measurable performance outcomes in 2010 to assess achievements made by state Departments in terms of effective service delivery. These twelve outcomes was also incorporated in the National Development Plan (NDP). The two outcomes specifically related to the IPID are:⁵

- Outcome 3: All people in South Africa are and feel safe and secure.
- Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

The NDP notes that all mandated oversight bodies should monitor adherence to professional ethics and recommend appropriate sanctions where necessary, referring specifically to the IPID and the Policing Board (yet to be established). This focuses the work of the Directorate to ensure that the police service is trusted by the community and as such it contributes to a capable state. The Directorate promotes a transparent and accountable police service through the investigation of criminal offences allegedly committed by members of the SAPS and MPS as outlined in section 28 of the IPID Act (2011). Correspondingly, in line with the NDP goals, the Directorate's strategic-oriented goals (as enunciated in the 2015-2020 Strategic Plan) are linked to the achievement of Outcome 3 and 12.

Medium Term Strategic Framework: The Medium Term Strategic Framework (MTSF 2014-2019) includes an action stating that disciplinary proceedings must be instituted by the SAPS on all IPID recommendations subsequent to investigations. The MTSF set a target of 90% implementation in 2014/15 and 100% implementation by 2018/19.⁶ More so, the Framework also provides that by 2019, at least 60% of investigations must be finalised each year.⁷ Hence, as indicated in the Directorate's 2015-2020 Strategic Plan, the Directorate's key priority over the medium term is to strengthen its investigative capacity, including by improving the quality of training for investigators and the guidelines, systems and procedures used for investigation and reporting.

In line with the NDP, MTSF (2014-2019) and the Minister of Police's strategic focus, the Directorate intends to achieve the following:⁸

- Take IPID services closer to the people;
- Enhance integrity and quality of investigations; and

⁵ N van Zyl-Gous. Analysis of the Adjusted Budget Estimates for the 2014/15 financial year: Independent Police Investigative Directorate. Parliament Research Unit, 10 November 2014

⁶ Ibid

⁷ National Treasury. 2015 Budget Estimates of National Expenditure. Pretoria

⁸ 2015/2020 IPID Strategic Plan



- Re-prioritise the fight against corruption and systemic corruption.

Budget cuts have, however, forced the Directorate to reprioritise. As such, the Directorate has reported in its 2015/16 APP that a number of strategic objectives during the MTSF will not be implemented, including the Expansion Strategy and the ICT Plan. More so, it was further reported that, targets in investigations as well as community outreach and stakeholder management activities will also be reduced due to budget cuts during the MTEF period. But notwithstanding that, and despite budgetary cuts, the National Treasury has ring-fenced some funds for the establishment of the National Specialised Investigative Team (NSIT). With this ring fenced funding, the Directorate is convinced that over the MTEF period it will be able to enhance its investigative capacity and develop specialised investigative capabilities.⁹

In linking expenditure trends to the strategic goals of the Directorate over the MTSF, the Cabinet approved allocations of R22.5 million in 2015/16, R30.4 million in 2016/17 and R40.8 million in 2017/18, all this to ensure the strengthening of the newly established NSIT.¹⁰

IPID Strategic Plan (2015-2020): The outputs (strategic objectives) of the IPID are directly linked to the following Strategic outcome oriented goals (outcomes), as reflected in the IPID Strategic Plan for 2015-2020:

- Outcome 3.1: The IPID is an effective independent oversight body
- Outcome 3.2: The IPID investigates cases effectively and efficiently
- Outcome 3.3: The Police service is responsive to IPID recommendations
- Outcome 3.4: The IPID is accessible to the public

During this year's budget speech on 25 February 2015, the Minister of Finance, Mr Nhlanhla Nene, pointed out that the country still confronts unacceptably high levels of crime. In his budget speech, the Minister revealed that Government spending on public order and safety and on defence will therefore continue to increase, with additions of R163 billion in 2015/16 to R193 billion by 2017/18.¹¹ Out of that projected increase, the SAPS will continue receiving about 48 per cent of the total allocation.¹² The Minister also indicated that the fight against corruption remains a central government priority. In essence, this means that the Directorate's strategic focus areas highlighted above (re-prioritising the fight against corruption and investigating systemic corruption cases) will receive substantial support, notwithstanding projected budgetary cuts and reprioritisation of the human resource capacity of the Public Protector and the Financial Intelligence Centre.¹³ In fact, the Directorate's plan of strengthening its investigative capacity is in sync with the Minister's pronouncements and with the government's fight against corruption.

Furthermore, the Minister indicated that over the medium term, a total amount of R492 million has been reprioritised towards improving access to justice.¹⁴ One of the Directorate's strategic outcome is to ensure that the IPID is accessible to the public- meaning that, justice is available to everyone. In fact, through its

⁹ 2015/16 IPID APP

¹⁰ Ibid

¹¹ Nhlanhla Nene. 2015 Budget Speech. National Treasury, South Africa

¹² Ibid

¹³ Ibid

¹⁴ Ibid



Compliance Monitoring and Stakeholder Management programme, the Directorate is planning to have a number of community outreach events during the MTEF and this bodes well with improving access to justice. Although there was no special funding allocated to the Directorate pursuant to that strategic objective, and instead, funds are to be channelled towards increasing the capacity for court support personnel, public defenders and prosecutors- an inference can be drawn that the Directorate's work in that area will continue to get support in whatever form and will remain relevant throughout the MTEF.

Comments and Questions

-The Directorate indicated that it's key priority over the medium term is to strengthen its investigative capacity, including by improving the quality of training for investigators and the guidelines, systems and procedures used for investigation and reporting. The Committee should request the Directorate to explain its current training needs analysis, its training programmes and training service providers. Is this training provided internally or it is outsourced to external service providers? Which institutions does the Directorate partner with on issues of training? How is achievement in training measured (to ensure that investigators that receive the training are effectively capacitated)?

- In specific terms, how does the Directorate plan to improve the quality of training for investigators? Are there any plans to partner with other state security agencies, institutions of higher learning and research institutions to work towards realisation of that strategic objective?

-The Directorate also indicated in its APP and Strategic Plan that spending over the medium term will mainly be directed towards the development of specialised investigative skills through the establishment and operationalization of the National Specialised Investigative Team (NSIT). The Directorate stated that, in order to build internal capacity over the MTSF, despite budget cuts, the National Treasury has ring-fenced funds to grow the NSIT. The Committee should request the Directorate to provide more details on the NSIT- is the team operational already? What kind/types of "specialised investigations" is the NSIT going to conduct? What is the profile of team members or who is part of that team (former SAPS members with specialised training?) and how were/are they selected? Has vetting being completed on the members of that team? And in terms of command and control, who is in charge of that team? But more importantly, was the Committee informed about those ring-fenced funds before? Where will the NSIT be based and what are the travel budget implications of the NSIT?

-The Directorate should also provide more details about the operations of the Integrity Strengthening Unit (ISU) and the Vetting Unit. Are these units operating optimally and effectively as planned? What are the challenges faced in aligning these new units to the systems of the Directorate?

-The Directorate should explain in detail about the 216 community outreach events it will facilitate in each year of the MTSF- where will these be?

4. 2015/16 Budget Vote and Annual Performance Plan of Independent Police Investigative Directorate (IPID)



The aim of the IPID is to ensure independent oversight over the 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. The vision of the IPID is to promote proper police conduct in accordance with the principles of the Constitution.¹⁵ The Mission of the IPID, as stipulated in the 2015-2020 Strategic Plan, is to be 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.¹⁶

4.1. IPID 2015/16 Budget Allocation: General Overview

For the 2015/16 FY, the Justice, Crime Prevention and Security (JCPS) Cluster received a total of R157 535.3 billion (R157, 535,300,000), which is 23 per cent of the total national budget. The total allocation to the JCPS Cluster has remained stable over the past FY, despite the slight reduction of 0.4 per cent compared to the 2014/15 FY. Table 1 below shows that the IPID received a main appropriation of R234.8 million for the 2015/15 FY, which is 0.14 per cent of the Cluster's allocation.

Table 1: 2015/16 allocation to the Justice, Crime Prevention and Security Cluster

Justice, Crime Prevention and Security Cluster	2015/16 (R'000)	% of Cluster Vote
Correctional Services	20 617.8	13%
Defence and Military Veterans	44 579.4	28%
Independent Police Investigative Directorate	234.8	0.14%
Justice and Constitutional Development	14 984.0	9.5%
Police	76 377.1	48.5%
Total for Cluster	157 535.3	23.1% of total national budget
Total National Budget	679 497.5	

Source: 2015 ENE

As shown in Table 2 below, the budget allocation of R234.8 million for the 2015/16 FY is a nominal increase of R100 thousand (0.04 per cent) compared to the R234.7 million adjusted appropriation received in 2014/15 FY. Considering inflationary costs, the Directorate's 2015/16 budget shows a real percentage decrease of 4.54 per cent.

Table 2: Budget Summary of expenditure estimates for Vote 25 in 2014/15

Programme	Budget		Nominal Increase / Decrease in 2015/16	Real Increase / Decrease in 2015/16	Nominal Percent change in 2015/16	Real Percent change in 2015/16
	2014/15	2015/16				
R million						

¹⁵ IPID 2015-2020 Strategic Plan.

¹⁶ Ibid



Programme 1: Administration	78.3	74.2	- 4.1	- 7.5	-5.24 per cent	-9.58
Programme 2: Investigation and Information Management	147.5	150.8	3.3	- 3.6	2.24 per cent	-2.45
Programme 3: Legal Services	5.4	5.1	- 0.3	- 0.5	-5.56 per cent	-9.88
Programme 4: Compliance Monitoring and Stakeholder Management	3.6	4.6	1.0	0.8	27.78 per cent	21.93
Total	234.7	234.8	0.1	- 10.7	0.04 per cent	-4.54

Source: Estimates of National Expenditure 2015, Vote 20: IPID

Table 2 above also indicates that the 2015/16 allocations per programme do not show considerable deviations from the 2014/15 FY allocations. For instance, as it was the case during the previous reporting periods, Programme 2: Investigation and Information Management continues to receive the bulk of the budget allocation for the Directorate. At 64.2 per cent (up from 62.84 per cent in 2014/15), it represents almost two thirds of the total budget allocation of the Directorate in 2015/16 FY. Likewise, as was the case in 2014/15 FY, the Administration programme was allocated the second largest allocation (31.6 per cent) of the total budget (even though its allocation is down from 33.3 per cent in 2014/15). The Administration Programme is followed by the Legal Services programme in third place with a percentage allocation of 2.17 per cent (down from 2.3 per cent in 2014/15). The Compliance Monitoring and Stakeholder Management programme continued to receive the smallest proportional allocation with 1.9 per cent of the total budget (up from 1.53 per cent in 2014/15).

The Directorate pointed out in its 2015/16 APP that, like all other government departments, it was also affected by the budget reductions- a development that has compelled it to reprioritise.¹⁷ Due to budget cuts, the Directorate also reported that a number of its strategic objectives will not be implemented in the medium term; this includes the Expansion Strategy and the Information Communication Technology (ICT) Plan.¹⁸ More so, the Directorate's targets in investigations as well as community outreach and stakeholder management activities have been reduced.

As indicated in the Directorate's 2015/16 APP and in the 2015 ENE, the following are the key spending priorities for the Directorate in the MTEF period:

- Strengthening investigative capacity
- Compliance monitoring and stakeholder management

The Appropriation Bill [B6-2015] did not reflect any amounts that have been specifically and exclusively appropriated. However, according to the IPID 2015/2016 APP, the Directorate reports that the National Treasury has ring-fenced funds to establish and grow the National Specialised Investigative Team (NSIT). In essence, this means that, over the MTEF period, the Directorate will be able to enhance its investigative capacity and develop specialised investigative capabilities.

¹⁷ 2015-2016 IPID APP

¹⁸ Ibid



Comments and Questions

-The Committee should ask the Directorate to explain implications on its operations, emanating from possible delayed implementation of the Expansion Strategy and the ICT Plan. When is it envisaged that these will be implemented?

-The Cabinet approved budget reductions of R12.4 million in 2015/16, R16.2 million in 2016/17 and R17.8 million in 2017/18 in goods and services and payments for capital assets. The Directorate should explain how these reductions impact on its operations.

- Did the Directorate inform the Committee about the ring-fenced funds to establish and grow the National Specialised Investigative Team (NSIT)?

4.2. Programme Analysis

4.2.1 Programme 1: Administration

The programme provides for the overall management of the Directorate and support services, including strategic support to the Directorate. The programme consists of the following sub-programmes: Department Management, Internal Audit, Finance Services, Corporate Services and Office Accommodation.

The total allocation for the Programme in 2015/16 FY was R74.2 million compared to the adjusted appropriation of R78.3 million in 2014/15 FY. This represents a real decrease of 9.58 per cent (R4.1 million). The Administration programme received the second largest allocation of the Directorate's four programmes, although it was one of the two programmes that receive a slight decrease in allocation. The allocation of R74.2 million to Programme 1 (Administration) constitutes 31.6 per cent of the Directorate's total budget for 2015/16 FY. In nominal terms, the budget for this programme decreased by 4.1 per cent, while the real percentage change showed a decrease of 9.58 per cent.

Table 2: Administration Programme: Vote 20 IPID

Administration Programme	Budget		Nominal Increase / Decrease in 2015/16	Real Increase / Decrease in 2015/16	Nominal Percent change in 2015/16	Real Percent change in 2015/16
	2014/15	2015/16				
Sub-programme 1: Department Management	6.8	10.6	3.8	3.3	55.88	48.74
Sub-programme 2: Corporate Services	40.9	30.4	- 10.5	- 11.9	-25.67	-29.08
Sub-programme 3: Office Accommodation	10.2	10.6	0.4	- 0.1	3.92	-0.84
Sub-programme 4: Internal Audit	3.9	3.6	- 0.3	- 0.5	-7.69	-11.92
Sub-programme 5: Finance Service	16.6	19.0	2.4	1.5	14.46	9.22
Total	78.3	74.2	- 4.1	- 7.5	-5.24	-9.58



Source: Estimates of National Expenditure 2015, Vote 20: IPID

In terms of Sub-programmes, three of the Directorate's sub-programmes received increased allocations in 2015/16 FY compared to 2014/15 FY allocations. In particular, the Directorate's Management, Office Accommodation and Financial Services sub-programmes received increased allocations of R10.6 million, R19.0 million and R10.6 million respectively. In contrast, Corporate Services and Internal Audit sub-programmes received decreased allocations. The Corporate Services Sub-programme received the bulk of the allocation of the Administration Programme in 2015/16 FY, with a main appropriation of R30.4 million of the total Programme appropriation of R74.2 million. This allocation represents 40.9 per cent of the total allocation of the Administration Programme (in contrast to 52% in 2014/15) which is a substantial decrease in percentage allocation.

In terms of economic classification in Programme 1: Administration, *Current Payments* received a decreased allocation of R73.9 million in 2015/16 FY compared to R76.9 allocation in 2014/15 FY. However, in terms of budget items within this economic classification, *Compensation of Employees* received an increased allocation of R46.2 million compared to the R34.1 million allocation received during 2014/15 FY (about R12 million additional funds). More so, during the 2015/16 FY, there was no allocation for machinery and equipment under Payments for Capital Assets economic classification even though in the previous financial year that budget item was allocated R1 million.

Performance Targets: Administration Programme

As shown by table 3 below, the Directorate made some changes to its strategic priorities and performance indicators in the 2015/16 FY compared to the previous reporting period (2014/15 FY).

Table 3: 2015/16 Performance Targets: Administration Programme

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated performance 2014/15	Medium Term Targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
Number of financial expenditure reports submitted	12	12	12	12	12	12	12	12
Number of asset verification conducted	4	4	4	4	4	4	4	4
Percentage vacancy rate per year	10%	7.9%	12.9%	12%	13%	10%	10%	10%
Percentage of females employed by the department at senior	50%	35%	40%	36%	50%	50%	50%	50%



management level								
Percentage of staff complement consisting of people with disabilities	2%	1%	1%	0.86%	2%	2%	2%	2%
Percentage of trained officials	50% of the staff complement	New indicator	New indicator	New indicator	New indicator	50% staff complement	50%	50%
Number of candidates enrolled on learnership programme	12	New indicator	New indicator	New indicator	New indicator	12	12	12
Number of reviews of organizational structure conducted per year	1	New indicator	New indicator	1	1	1	1	1
Number of monitoring and evaluation reports produced on the attainment of strategic objectives	9	New indicator	13	13	13	9	9	9

Source: 2015/16 IPID APP

The following performance indicators were part of the 2014/15 APP and were not included in the Directorate's 2015/16 APP:

- Number of Media statements released annually (omitted in 2015/16 APP)
- Number of responses to media enquiries released annually (omitted in 2015/16 APP)
- Number of environmental assessment studies conducted per year (omitted in 2015/16 APP)
- Number of asset verifications conducted (was not included in the 2014/15 APP and now included in the 2015/16 APP)

The following performance indicators are new:

- Number of candidates enrolled on learnership programme
- Percentage of trained officials

The Retention Policy and the ICT Plan were not included as indicators in the 2015/16 APP because the Directorate indicated that they have been developed and approved.

Comments and Questions:



-The Directorate should explain the substantial decrease in the percentage allocation to Corporate Services in 2015/16. Which impact is this decrease going to have on the operations of the Directorate and how it will be mediated?

- The Committee Recommended in its 2014 BRRR that the capacity of the internal audit environment needs to be enhanced. But the Internal Audit sub-programme received a decreased allocation. Will the Directorate be able to implement the Committee recommendations with the decreased allocation?

- One of the key strategic priorities for the Directorate in the medium term is strengthening of the investigative capacity through training and development of guidelines. So, is the 50% target on training enough to realise the Directorate's strategic objective?

-There is an approximate R12 million increase for Compensation of Employees under programme 1. In addition, according to the ENE, 13 new staff will be hired under Programme 1 in 2015/16 (increasing personnel from 111 to 124). Explain where these additional staff will be placed and in what capacity?

- The Committee should ask the Directorate whether increased allocation to Compensation of Employees is linked to the Directorate's strategic objective of strengthening its investigative capacity.

-The allocation on the Compensation of Employees increased due to the need to employ more people in order to strengthen the Directorate's investigative capacity. In reality, more people means more resources. In other words, new computers, infrastructure and/or resources would be needed to accommodate growth in personnel. However, during the 2015/16 FY, there was no allocation for machinery and equipment under Payments for Capital Assets economic classification even though in the previous financial year that budget item was allocated R1 million. The Committee should request the Directorate to explain this disjuncture. Are these provided for under the other programmes?

4.2.2. Programme 2: Investigation and Information Management

This programme coordinates and facilitates the Directorate's investigation processes through the development of policy and strategic frameworks that guide and report on investigations. Its objectives are threefold; firstly, it seeks to strengthen the Directorate's oversight role of the police service by conducting investigations, within the powers granted by the Independent Police Investigative Directorate Act (2011). , on an ongoing basis 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. Secondly, it seeks to enhance efficiency in case management over the medium term by increasing the percentage of cases registered and allocated within 72 hours of receipt from 87 per cent in 2013/14 to 92 per cent in 2017/18. Lastly, it seeks to maintain relationships with state security agencies, such as the South African Police Service, National Prosecuting Authority, Civilian Secretariat for the Police Service and community stakeholders, through ongoing participation in national and provincial engagement forums. The programme consists of the following sub-programmes: Investigation Management, Investigation Services and Information Management.



Table 4: Investigation and Information Management Programme: Vote 20 IPID

Programme	Budget		Nominal Increase / Decrease in 2015/16	Real Increase / Decrease in 2015/16	Nominal Percent change in 2015/16	Real Percent change in 2015/16
	2014/15	2015/16				
R million						
Sub-programme 1: Investigation Management	4.2	15.7	11.5	10.8	273.81	256.69
Sub-programme 2: Investigation Services	138.1	132.0	- 6.1	- 12.1	-4.42	-8.79
Sub-programme 3: Information Management	5.2	3.1	- 2.1	- 2.2	-40.38	-43.1
Total	147.5	150.8	3.3	- 3.6	2.24	-2.45

Source: Estimates of National Expenditure 2015, Vote 20: IPID

The total allocation for the Programme in 2015/16 FY was R150.8 million compared to the R147.5 million adjusted appropriation received in 2014/15. FY Although in nominal terms the programme's allocation increased by R3.3 million, when taking inflation into account, this allocation represents a real decrease of 2.45 per cent. The Investigation and Information Management programme received the largest allocation in the Directorate. The allocation of R150.8 million to Programme 2 constitutes 64.2 per cent, which represents almost two thirds of the total budget allocation of the Directorate.

In terms of Sub-programmes, two of the Directorate's sub-programmes received decreased allocations in 2015/16 compared to 2014/15 FY allocations and only one received an increase. In particular, the Directorate's Information Management and Investigation Services sub-programmes received decreased allocations of R3.1 million and R132 million respectively. In contrast, the Investigation Management sub-programme received an increased allocation of R15.7 million. A total of 87.5 per cent of the allocation for this programme went to the Investigation Services sub programme in 2015/16 (down from 93 per cent in 2014/15).

In terms of economic classification in Programme 2: Investigation and Information Management, Compensation of Employees budget item received increased allocation of R115.1 million in 2015/16 FY compared to R99.2 million allocation received during 2014/15 FY (an increase of approximately R16 million). On the other hand, allocation to Goods and Services decreased from R44.8 million in 2014/15 FY to R35.7 million in 2015/16 FY. The increased allocation to Compensation of Employees corresponds to the pronounced plan of strengthening the Directorate's investigative capacity.

What needs to be highlighted here is that, Programme 2 (the core Programme where the investigative functions are executed) received the largest allocation from the Directorate's total budget for 2015/16 FY. However, it must be noted that the Investigation Services sub programme has received both a decreasing percentage allocation of the programme (87.5% of the total programme allocation in contrast to 93% in 2014/15) and a decreased budget (R132 million in contrast to R138 million in 2014/15). According to the Directorate's 2015-2020 Strategic Plan, filled posts will increase from 393 personnel in 2014/15 to 423 in 2017/18 and this will be accompanied by the increase in compensation of employees, which will be funded by reprioritisations from non-core goods and services and unfilled posts.



Performance Targets: Investigation and Information Management Programme

As shown by table 5 below, the Directorate made some changes to its strategic priorities and performance indicators in the 2015/16 FY compared to the previous reporting period (2014/15 FY).

Table 5: 2015/16 Performance Targets: Investigation and Information Management Programme

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated performance 2014/15	Medium Term Targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
Percentage of cases registered and allocated within 72 hours of receipt of written notification	90% (4937)	91% (5750)	86% (5779)	87% (4972)	89% (5486)	90% (4937) Target decrease	91% (4992)	92% (5047)
Number of statistical reports generated on the number and type of cases investigated, recommendations made and the outcomes thereof	18	17	18	18	18	18	18	18
Percentage of all decision ready investigations finalised	58% (5252)	New indicator	New indicator	New indicator	New indicator	58% (5252) New indicator	60% (5433)	62% (5614)
Percentage of investigations of deaths in custody cases that are decision ready (finalised)	60% (337)	New indicator	New indicator	31% (181)	65%	60% (337) Target Decrease	62% (348)	64% (360)
Percentage of investigations of deaths as a result of police action cases that are decision ready (finalised)	50% (418)	New indicator	New indicator	24% (186)	55%	50% (418) Target Decrease	52% (438)	54% (459)
Percentage of investigations of discharge of an official firearm cases by a police officer that are decision ready (finalised)	58% (1278)	New indicator	47% (77)	60%	55%	58% (1278)	60% (1322)	62% (1366)
Percentage of investigations of	62% (153)	New indicator	33% (9)	60%	55%	62% (153)	65% (161)	66% (164)



rape cases by a police officer that are decision ready (finalised)								
Percentage of investigations of rape cases while in police custody that are decision ready (finalised)	62% (17)	New indicator	8% (8)	50%	50%	62% (17)	65% (161)	66% (164)
Percentage of investigations of torture cases that are decision ready (finalised)	50% (52)	31% (35)	26% (22)	50%	50%	50% (52)	51% (53)	52% (54)
Percentage of investigations of assault cases that are decision ready (finalised)	50% (4787)	26% (31)	30% (2159)	55%	50%	50% (4787)	51% (4883)	52% (4978)
Percentage investigations of corruption cases that are decision ready (finalised)	50% (110)	26% (31)	30% (65)	55%	50%	50% (110)	51% (125)	52% (130)
Percentage of investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 35 (1)(b) of the IPID Act that are decision ready (finalised)	50% (148)	New indicator	New indicator	55%	60%	50% (148) Target decrease	51% (151)	52% (154)
Number of systemic corruption cases identified and referred for approval	9	New indicator	12	18	18	9 Target decrease	9	9
Percentage of approved systemic investigations that are decision ready (finalised)	2	New indicator	8%(1)	20% (4)	20%	2	3	4
Percentage reduction of backlog cases (excluding cases of systemic corruption)	50%	New indicator	117%	13%	50%	50%	60%	70%



Percentage increase of criminal recommendations to prosecute that are placed on a court roll	10% (1045)	New indicator	New indicator	New indicator	New indicator	10% (1045)	10% (1150)	10% (1264)
Percentage increase of disciplinary recommendations where disciplinary processes are initiated	10% (519)	New indicator	New indicator	New indicator	New indicator	10% (519)	10% (571)	10% (628)
Percentage of criminal recommendation reports referred to the National Prosecuting Authority within 30 days of recommendation report being signed off	80% (1176)	New indicator	100% (788)	88% (776)	80% (661)	80% (1176)	80% (1294)	80% (1423)
Percentage of disciplinary recommendation reports referred to the South African Police Service and/or Municipal Police Services within 30 days of recommendation report being signed off	80% (707)	New indicator	100% (545)	86% (1264)	100%	80% (707)	80% (778)	80% (856)

Source: 2015/16 IPID APP

As indicated in the IPID 2015/16 APP, target percentage has dropped in the following targets: performance indicators:

- Percentage of cases registered and allocated within 72 hours of receipt of written notification. Even though in percentage terms the target has increased from 89% to 90%, in real terms it has decreased from 5486 to 4937
- Percentage of investigations of deaths in custody cases that are decision ready (finalised)- decreased from 65% to 60%
- Percentage of investigations of deaths as a result of police action cases that are decision ready (finalised)- decreased from 55% to 50%
- Percentage of investigations of other criminal and misconduct matters referred to in section 28(1)(h) and 35 (1)(b) of the IPID Act that are decision ready- finalised (from 60% to 50%)



- Percentage of approved systemic investigations that are decision ready- finalised (from 18 to 9)
- Percentage of disciplinary recommendation reports referred to the South African Police Service and/or Municipal Police Services within 30 days of recommendation report being signed off (decreased from 100% to 80%)

The following performance targets were not included in the 2014/15 APP and is reported as a new performance target:

- Percentage of all decision ready investigations finalised (58% or 5252)
- Percentage increase of criminal recommendations to prosecute that are placed on a court roll
- Percentage increase of disciplinary recommendations where disciplinary processes are initiated

Comments and Questions

-The Directorate indicated that due to budget cuts, there will be decrease in certain targets. The above target decreases should be understood under such backdrop.

-The Directorate should explain the substantial percentage decrease in the core sub programme of Investigation Services (from 93 per cent of the total allocation of the Investigation and Information Management Programme in 2014/15 down to 87.5 per cent in 2015/16). Why is this the case? In addition, the Directorate should explain the actual decrease in funds for this sub programme (from R138 million in 2014/15 to R132 million in 2015/16)?

- Explain how the increase of about R16 million for compensation of employees under this programme will be spent? If related to the national specialised investigation team, provide details of staffing of this team for 2015/16 and the MTEF.

- the ENE states that investigative capacity will primarily be increased by establishment of the NSIT and that in addition 16 investigators will be hired in the medium term. How many additional investigators will be hired in 2015/16?

- The ENE states that staff under Programme 2 will increase from 267 in 2014/15 to 274 in 2015/16. Explain which position these entail?

- Explain the substantial increase to the Investigation Management sub programme (256% increase)?

Key question though is whether general investigators will be increased? How many of national investigators will be hired? Are these going to be paid from programme 2 or programme 1? If they are going to be paid from programme 2, this will mean that compensation increase is not that high.

-According to the 2015 ENE, owing to delays in filling posts, including appointing the 9 Provincial Heads, the Directorate underspent its total budget allocation for 2012/13 by 13 per cent and for 2013/14 by 11 per



cent. This compromised the targeted turnaround time of 90 days for the completion of an investigation. There was also underspending, linked to the delays in filling posts, in goods and services and payments for capital assets. Have all the critical vacant posts been filled to ensure that the Directorate does not fail in delivering on performance targets?

- Notwithstanding budget cuts, it is concerning that there were reductions in target percentages for a number of performance indicators. One would expect that since the Directorate will have an enhanced investigative capacity in the medium term- the targets were going to be increased. Why is this the case?

-In particular, given an increase in complaints against police due to increase in service delivery protests and alleged cases of police brutality emanating from the public order policing environment- one was expecting to see increase in targets of the following performance indicators: death as a result of police action, torture and assault cases. Why targets for these performance indicators have decreased instead of increasing?

-The targets for investigations and cases on systemic corruption are low- why is this the case?

4.2.3. Programme 3: Legal Services

The programme manages and facilitates the provision of investigation advisory services, and provide legal, civil and labour litigation services. Its objectives are 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 the completion of investigations. The Programme has three sub-programmes, namely; the Legal Support and Administration, which manages the Directorate's legal obligations by developing and maintaining systems, procedures, and norms and standards to support, guide and direct legal support within the Directorate; the Litigation Advisory Services, which is responsible for coordinating civil and labour litigation, as well as coordinating the granting of policing powers and finalising received contracts and service level agreements and lastly; the Investigation Advisory Services that 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.

Table 6: Legal Service Programme: Vote 20 IPID

Programme	Budget		Nominal Increase / Decrease in 2015/16	Real Increase / Decrease in 2015/16	Nominal Percent change in 2015/16	Real Percent change in 2015/16
	2014/15	2015/16				
Sub-programme 1: Legal Support and Administration	1.5	1.7	0.2	0.1	13.33	8.14
Sub-programme 2: Litigation Advisory Services	1.6	1.7	0.1	0.0	6.25	1.38
Sub-programme 3: Investigation Advisory Services	2.2	1.7	- 0.5	- 0.6	-22.73	-26.27



Total	5.4	5.1	- 0.3	- 0.5	-5.56	-9.88
--------------	------------	------------	--------------	--------------	--------------	--------------

Source: Estimates of National Expenditure 2015, Vote 20: IPID

The total allocation for the Programme in 2015/16 was R5.1 million compared to the R5.4 million adjusted appropriation received in 2014/15 FY. Even though in nominal terms the programme's allocation decreased by R300 thousand, when taking inflation into account, this allocation represents a real decrease of 9.88 per cent. The Legal Service programme received the third largest allocation in the Directorate after Administration. The allocation of R5.1 million to Programme 3 constitutes 2.17 per cent of the total budget allocation of the Directorate.

In terms of Sub-programmes, two of the Directorate's sub-programmes received increased allocations in 2015/16 compared to 2014/15 allocations and only one received a slight decrease. In particular, the Directorate's Legal Support and Administration and Litigation Advisory Services sub-programmes received increased allocations of R1.7 million respectively. In contrast, the Investigation Advisory Services sub-programme received a decreased allocation of R1.7 million.

In terms of economic classification in Programme 3: Legal Services, Compensation of Employees budget item received decreased allocation of R4.3 million in 2015/16 FY compared to R4.7 million allocation received during 2014/15 FY. On the other hand, the allocation to Goods and Services increased from R600, 000 thousand in 2014/15 FY to R800, 000 thousand in 2015/16 FY.

Performance Targets: Legal Service Programme

As shown in table 7 below, the Directorate made some changes to its strategic priorities and performance indicators in the 2015/16 FY compared to the previous reporting period (2014/15 FY).

Table 7: 2015/16 Performance Targets: Legal Service Programme

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated performance	Medium Term Targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Percentage of contracts and service level agreements finalised within 30 working days of request	90%	New indicator	44%	53%	48%	90%	90%	90%
Percentage of written legal opinions provided to the directorate within 21 working days of request	90%	New indicator	60%	66%	85%	90%	90%	90%
Percentage of arbitration, civil and labour	100%	New indicator	New indicator	New indicator	New indicator	100%	100%	100%



litigation matters attended								
Percentage of oral legal advice provided to investigators within 24 hours of request	100%	New indicator	100%	90%	90%	90%	90%	90%
Percentage of written legal advice provided to investigators within 48 hours	90%	New indicator	100%	90%	90%	90%	90%	90%
Percentage of applications for policing powers processed within 5 days of request	100%	New indicator	New indicator	30%	88%	100%	100%	100%
Percentage of policies reviewed for legal compliance within 21 working days of request	90%	New indicator	New indicator	0	25%	90%	90%	90%
Number of practice notes and directives (bulletin) issued	4	New indicator	New indicator	0	4	4	16	16
Percentage of PAIA requests processes and finalised within 30 days	100%	New indicator	New indicator	New indicator	53%	100%	100%	100%
Number of interventions conducted on backlog cases	9	New indicator	New indicator	New indicator	New indicator	9	9	9
Number of legal workshops conducted	12	New indicator	New indicator	New indicator	New indicator	12	12	12

Source: 2015/16 IPID APP

As reflected in Table 7 above, the following new performance indicators were included in the 2015/16 APP:

- Number of interventions conducted on backlog cases
- Number of legal workshops conducted

Comments and Questions:

-The Directorate should explain why the allocation to Goods and Services in programme 3 increased whereas the allocation in the same budget item decreased in other programmes. What will these funds be spent on?



-More so, during the 2014/15 FY, the Directorate did not allocate any budget for the Consultants and professional services budget line. But in the current financial year (2015/16) a budget was allocated to this budget item. Why is this the case? Is the Directorate planning to make use of legal consultant services?

- The Directorate should explain why for the percentage of contracts and service level agreements finalised within 30 working days of request, audited/actual performance targets recorded in the 2014/15 APP are not the same with those recorded in the 2015/16 APP- more especially for two financial years (2011/12 and 2012/13)?

4.2.4. Programme 4: Compliance Monitoring and Stakeholder Management

The purpose of this programme is to safeguard the principles of cooperative governance and stakeholder management through on-going monitoring and evaluation of the quality of recommendations made to the SAPS and MPS. In addition, the programme also reports on the police service's compliance with reporting obligations in terms of the IPID Act No.1 of 2011. The programme consists of the following two sub-programmes, namely; Compliance Monitoring and Stakeholder Management.

The total allocation for the Compliance Monitoring and Stakeholder Management Programme in 2015/16 was R4.6 million compared to the R3.6 million adjusted appropriation received in 2014/15 FY. The allocation represents a real increase of 21.93 per cent. The Compliance Monitoring and Stakeholder Management Programme received the smallest proportional allocation with 1.9 per cent of the total budget. Nonetheless, Compliance Monitoring and Stakeholder Management are also medium term priorities and the Directorate's activities in this area aimed at contributing to inspiring public confidence in the criminal justice system by ensuring that the Directorate's recommendations are implemented and lead to disciplinary and criminal convictions.

Table 8: Compliance Monitoring and Stakeholder Management Programme: Vote 20 IPID

Programme	Budget		Nominal Increase / Decrease in 2015/16	Real Increase / Decrease in 2015/16	Nominal Percent change in 2015/16	Real Percent change in 2015/16
	2014/15	2015/16				
Sub-programme 1: Compliance Monitoring	1.2	4.0	2.8	2.6	233.33	218.07
Sub-programme 2: Stakeholder Management	2.4	0.6	- 1.8	- 1.8	-75.00	-76.15
Total	3.6	4.6	1.0	0.8	27.78	21.93

Source: 2015 ENE



In terms of Sub-programmes, the Directorate's Compliance Monitoring sub-programme received an increased allocation in 2015/16 FY compared to 2014/15 FY allocations and the Stakeholder Management received a remarkable decrease. In particular, allocation to Sub-programme 1 for the 2015/16 FY increased by 218.07 per cent in real terms after factoring in inflation. In contrast, the allocation to sub-programme 2 saw a percentage decrease of 76.15per cent in real terms.

In terms of economic classification in Programme 4: Compliance Monitoring and Stakeholder Management Programme, Compensation of Employees budget item received an increased allocation of R4.2 million in 2015/16 FY compared to R2.5 million allocation received during 2014/15 FY. The allocation to Travel and subsistence decreased from R300, 000 thousand in 2014/15 FY to R100, 000 thousand in 2015/16 FY.

Performance Targets: Compliance Monitoring and Stakeholder Management Programme

As shown by table 9 below, the Directorate made some changes to its strategic priorities and performance indicators in the 2015/16 FY compared to the previous reporting period (2014/15 FY).

Table 9: 2015/16 Performance Targets: Compliance Monitoring and Stakeholder Management Programme

Programme Performance Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated performance 2014/15	Medium Term Targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
Number of reports on the evaluation of the quality of IPID recommendations per year	4	New indicator	New indicator	New indicator	4	4	4	4
Number of reports on the responsiveness of SAPS/MPS/NPA on IPID recommendations per year	4	New indicator	New indicator	New indicator	4	4	4	4
Number of community outreach events conducted per year	216	279	306	337	306	216 Target decrease	216	216
Number of formal engagements conducted with key stakeholders per year	120	New indicator	5	130	120	120	120	120
Number of responses to media enquiries released per year	150	New indicator	924	57	120	150	180	300



Number of formal engagements conducted at provincial level with key stakeholders annually	108	New indicator	New indicator	118	108	108	108	108
Number of Local Community Policing Forum meetings attended per year	54	New indicator	New indicator	New indicator	New indicator	54	54	54

Source: 2015/14 IPID APP

There was a target decrease for the following performance indicators planned for the 2015/16 FY:

- Number of community outreach events conducted per year (from 306 to 216)

Questions:

-The Directorate should explain the reasons for the substantial decreased allocation to Sub-programme 2: Stakeholder Management.

-Travelling forms an integral part of this Programme (particularly sub programme 2). But there was a decrease in allocation for the Travel and subsistence budget line. The Directorate should explain this to the Committee

- The target for a number of community outreach events conducted per year has decreased remarkably for the 2015/16 FY when compared to 2014/15 FY (from 306 to 216) - why is this the case? Is it because of budgetary considerations? Is it because of the decreased allocation to Travel and subsistence budget item?

- Explain the substantial increase for sub-programme 1: Compliance Monitoring?- The Directorate should explain why some performance indicators as highlighted above were omitted in the 2015/16 APP?

- The ENE reflects that one additional staff member will be hired in 2015/16. In which position?

5. Key Issues for Consideration by the Committee (Parliament)

The following issues are of concern and it is imperative that the Directorate provides clarity on them.

- The Committee needs to monitor and request feedback on the implementation of the Expansion Strategy and the ICT Plan
- The Committee should follow closely the operations of the newly established National Specialised Investigative Team (NSIT).



- The Committee should continuously monitor the trend of under-expenditure in the Directorate, more especially in the Directorate's core Programme 2.
- The Committee should closely monitor and request regular update on the implementation of the IPID recommendations by the SAPS.
- The Committee should request a briefing note on the cases that the Directorate is dealing with that emanate from the public order policing environment, more especially in light of the ongoing xenophobic attacks and increase of service delivery protests in the run up to 2016 local government elections.

6. Conclusion

The Directorate has been struggling with persistent underperformance and underspending since the inception of its new mandate through the IPID Act, 2011. This was largely due to the under-resourcing of the Directorate, especially in terms of human capital. The IPID has been able to fill key vacancies, including that of the Executive Director and has finalised processes for appointing 9 Provincial Heads. It remains to be seen whether this will have a stabilising effect on the Directorate in future. Undoubtedly, the role that the IPID plays (and can play) in professionalising the SAPS and MPS should not be underestimated and this underscores the need to continue capacitating the Directorate.

REFERENCES

Nene, N. (2015). 2015 Budget Speech.

National Treasury (2015). Budget 2015 - Estimates of National Expenditure (ENE).

National Treasury. (2015). Appropriation Bill (2015). [B 6-2015].

Independent Police Investigative Directorate (2015). Strategic Plan 2015 – 2020

Independent Police Investigative Directorate (2015). Annual Performance Plan 2015 – 2016

Zuma, JG (2015). State of the Nation Address.