



ANNUAL

PERFORMANCE PLAN

2017/2018

INDEPENDENT POLICE

INVESTIGATIVE DIRECTORATE

Annual Performance Plan for 2017 – 2018

Independent Police Investigative Department (IPID)

FOREWORD BY THE MINISTER OF POLICE:



The tabling of this Annual Performance Plan (APP) takes place during a time when there are protests in our country, which need to be policed and which may have implications for the work of the Independent Police Investigative Directorate (IPID), if they are not peaceful. I am on record as having said that, we respect the Constitutionally guaranteed right to protest, however, such protests should take place peacefully and without infringing on the rights of those who do not want to participate in them.

As the Minister of Police, I am fully committed to the principle of Constitutionalism and my ministry will do all it can to assist the IPID with the amendment of the IPID Act, to bring it in line with the Constitutional Court judgement, as I believe that the IPID is a key role-player in our effort to fight crime and corruption.

I have been made aware, as it is reflected in the Executive Director's message in this document, that the IPID faces serious budgetary constraints, which will negatively affect its ability to fulfil its mandate. For my part, I will work with all stakeholders to ensure that this situation is remedied. In the long term, the budget allocation of the IPID should be reviewed and as the ministry responsible for the IPID, we will work with the IPID to undertake this review.

We need to restore public trust in the institutions of justice by acting lawfully without fear, favour or prejudice. It is through seeing our actions, that the public will again have faith and trust in the criminal justice system. I will be working with my counterparts in the criminal Justice Cluster to ensure that there is stability and that the fight against crime is focussed.

Putting together an Annual Performance Plan such as this one, solidifies the commitment of the IPID for the next financial year. As the Minister of Police, I expect the IPID to do its utmost to meet the strategic objectives set out in this document. All stakeholders should support the the IPID in the attainment of the plans set out in this document.

Soon after my appointment, I had a meeting with the Executive Director of the IPID and his management team. In the coming weeks and months, I will meet with the IPID to make our vision as the ministry clear to them, and to lend support to the important work that the IPID does.

I look forward to working with the IPID and all stakeholders to deliver on the promise of a South Africa, where all people "are and feel safe and secure".

It is my pleasure to table the APP of the Independent Police Investigative Directorate for 2017/18.

A handwritten signature in black ink, appearing to read 'F. Mbalula', written over a horizontal line.

MR FA MBALULA
MINISTER OF POLICE (MP)

FOREWORD BY THE DEPUTY MINISTER OF POLICE:



The Minister of Police and myself had the pleasure of meeting with the Independent Police Investigative Directorate's (IPID) Executive Director and his management team. In the next coming days and weeks, I will be familiarising myself with the work of the IPID, which should be located within a broader plan and effort by all South Africans to ensure that we are safe and secure, in every corner of our country.

As a Ministry, we are committed to fight crime in all its manifestations, and winning the war against crime, even within our own ranks, demands more than just empty rhetoric. It requires proper planning and strategies to make those plans a reality. It requires benchmarks against which our success will be measured. This Annual Performance Plan (APP) sets out those metrics for

2017/18. At the end of the day, we should come back and evaluate how we have done against the performance measures that we set for ourselves in this APP.

I am quite pleased that the IPID has identified systemic corruption as one of its priorities for the short to medium term. This is in line with the vision of the South African government to fight corruption wherever it occurs. This is not to say that our police service is corrupt – but it means that we have systems in place to deal with corruption at an institutional level. We believe that the IPID will deal a deeper blow to police criminality by being proactive rather than being reactive. Focussing on systemic corruption will result in endemic problems within our police being investigated and the culprits being brought to book.

The IPID will succeed only with the cooperation of policemen and women, as well as the cooperation of our communities and civil society at large. We should mobilise our societies not to tolerate criminal elements in their midst, even if such criminals wear police uniforms.

We look forward to working with the IPID to achieve the milestones set out in this document.

MR BM MKONGI

DEPUTY MINISTER OF POLICE (MP)

MESSAGE FROM THE EXECUTIVE DIRECTOR:



The Independent Police Investigative Directorate (IPID) finds itself in a unique position to craft a path for itself that will affect policing oversight for generations to come. The opportunity to craft this path arises out of some epoch making events that have occupied the South African landscape over the past two years. Key amongst these, is the issue of the independence of the IPID, which was brought about by the suspension of the Executive Director by the Executive Authority, the then Minister of Police. The suspension of the Executive Director of the IPID was declared unlawful and unconstitutional by both the North Gauteng High Court and the Constitutional Court on 4 December 2015 and 6 September 2016, respectively.

The judgements of the aforesaid courts, not only affirmed the need for independence for the IPID as enshrined in the Constitution. The courts also struck off unconstitutional provisions in the IPID Act as well as in the Public Service Act (PSA). Such a reality presents the IPID with an opportunity to amend the IPID Act in such a way that will ensure it is protected from any political interference, no matter who the Executive Director or the Executive Authority is.

The integrity of the criminal justice system was also tested during this period. We need to restore public trust in the institutions of justice by acting lawfully without fear, favour or prejudice. It is through seeing our actions that the public will again have faith and trust in the criminal justice system.

We must all strive to uphold the rule of law and show our commitment to the ideals that our forebears fought and died for, by always acting with due regard to the laws of our country and the Constitution, which all office bearers swore to uphold. We should never find ourselves undermining Constitutionalism by being involved in unlawful actions.

The IPID finds itself having to contend with budget cuts, even as its workload has increased. Over the past financial years, the IPID has experienced numerous budget cuts, which have resulted in the Goods and Services and Compensation of Employees budgets being drastically reduced to the extent of not meeting the Directorate's existing contractual operational obligations.

This reality puts considerable pressure on the few human resources who have to deal with the heavy workload. To implement its mandate of independence, the IPID should ideally have developed its own capacity to fully investigate cases, including the technical, forensic and ballistic side of its investigations. This has also been recommended by the Farlam Commission. However, due to limited resources, the IPID relies on the South African Police Service (SAPS) for this expertise, a function observed by the Farlam Commission. This may impact on the integrity of the investigations and IPID's independence. The IPID has nine (9) provincial offices and nine (9) smaller district offices. This situation makes it difficult to reach all complainants and scenes of alleged police criminality. Vast distances make it difficult to respond swiftly to crime scenes and investigations. In some provinces, it is near impossible to preserve the integrity of crime scenes due to the long distances travelled by IPID investigators to reach those crime scenes. One such example was the Marikana Cases. As a result, investigators spend most of their time travelling rather than investigating. This situation affects the effectiveness of

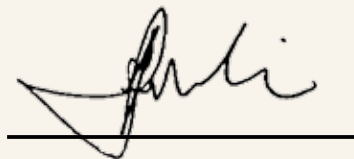
investigations and Travelling and Subsistence (S&T) expenditure negatively.

The IPID has continued to request additional funding assistance during the budgetary processes in order to fund critical success factors such as:

- The IPID Expansion Strategy which seeks to expand the footprint of IPID to increase accessibility;
- The Recommendations of the Farlam Commission on Marikana;
- The implementation of Section 23 of the IPID Act;
- The Information Technology Infrastructure of the IPID which is no longer adequate to support operations, particularly supporting the Case Management System.

The immediate focus of the IPID is to comply with the Constitutional Court judgement to ensure the functional and operational independence of the IPID.

I present this Annual Performance Plan (APP) which contains our plans for the 2017/18 financial year. We now need support from all stakeholders to make it a reality.



MR RJ McBRIDE


EXECUTIVE DIRECTOR

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of it's the Executive Director, the Minister of Police and the Deputy Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible.
- Accurately reflects the strategic outcome-oriented goals, objectives and targets that the Directorate will endeavor to achieve over the period 2017/18.

MS L NGCONGO
CHIEF FINANCIAL OFFICER

Signature:  _____

MR RJ McBRIDE
ACCOUNTING OFFICER

Signature:  _____

APPROVED by:

MR FA MBALULA, MP
EXECUTIVE AUTHORITY

Signature:  _____

TABLE OF CONTENTS

FOREWORD BY THE MINISTER OF POLICE:	2
FOREWORD BY THE DEPUTY MINISTER OF POLICE:	3
MESSAGE FROM THE EXECUTIVE DIRECTOR:	4
OFFICIAL SIGN-OFF	6
PART A: STRATEGIC OVERVIEW	
1. UPDATED SITUATIONAL ANALYSIS	10
1.1 IPID's Performance Environment	10
1.2 Organisational Environment	12
2. Legislative and Other Mandates	
2.1 Constitutional Mandate	15
2.2 Legislative Mandates	15
2.2.1 <i>Independent Police Investigative Directorate (IPID) Act No.1 of 2011</i>	15
2.2.2 <i>White Paper on Police (2015) and White Paper on Safety and Security (1998)</i>	16
2.3 Other Mandates	16
2.3.1 <i>National Development Plan</i>	16
2.3.2 <i>Ruling Party Manifesto</i>	16
2.3.3 <i>Medium Term Strategic Framework (MTSF) 2014 – 2019</i>	16
3. Overview of 2016/17 Budget and MTEF Estimates	
3.1 Expenditure estimates: 2017/18- 2019/20	17
3.2 Relating expenditure trends to Strategic Outcome-Oriented Goals	18
PART B: PROGRAMMES & SUB-PROGRAMMES PLANS	
4. Programme 1: Administration	
4.1 Purpose	22
4.1.1 <i>Departmental Management</i>	22
4.1.2 <i>Internal Audit</i>	22
4.1.3 <i>Finance Services</i>	22
4.1.4 <i>Corporate Services</i>	23
4.1.5 <i>Office Accommodation</i>	24
4.2 Strategic Objectives and Annual Targets for 2017/18 to 2019/20	24
4.3 Programme Performance Indicators and Annual Targets for 2017/18 to 2019/20	24
4.4 Quarterly Targets for 2017/18	25
4.5 Reconciling Performance Targets with the Budget and MTEF	25

4.6	Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators	26
5.	Programme 2: Investigation and Information Management	
5.1	Purpose	27
5.1.1	<i>Investigation Management</i>	27
5.1.2	<i>Investigation Services</i>	27
5.1.3	<i>Information Management</i>	27
5.2	Strategic Objectives and Annual Targets for 2017/18 to 2019/20	28
5.3	Programme Performance Indicators and Annual Targets for 2017/18	28
5.4	Quarterly Targets for 2017/18	29
5.5	Reconciling Performance Targets with the Budget and the Medium-Term Expenditure Framework	30
5.6	Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators	31
6.	Programme 3: Legal Services	
6.1	Purpose	32
6.1.1	<i>Legal Support and Administration</i>	32
6.2	Strategic Objective Annual Targets for 2017/18 to 2019/20	32
6.3	Programme Performance Indicators and Annual Targets for 2017/18 to 2019/20	33
6.4	Programme Performance Indicators and Quarterly Targets for 2017/18	33
6.5	Reconciliation Performance Targets with Budget and Medium-Term Expenditure Framework	34
6.6	Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators	34
7.	Programme 4: Compliance Monitoring and Stakeholder Management	
7.1	Purpose	36
7.1.1	<i>Compliance Monitoring</i>	36
7.1.2	<i>Stakeholder Management</i>	36
7.2	Strategic Objective Annual Targets for 2017/18 to 2019/20	36
7.3	Programme Performance Indicators and Annual Targets for 2017/18 to 2019/20	37
7.4	Programme Performance Indicators and Quarterly Targets for 2017/18	37
7.5	Reconciling performance targets with the Budget and MTEF	37
7.6	Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators	38

PART C: LINKS TO OTHER PLANS

PART D: TECHNICAL INDICATOR DESCRIPTION TABLE

ANNEXURE A: ADJUSTMENTS TO IPID'S STRATEGIC PLAN (2015-2020)

PART A

STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

1.1. IPID's Performance Environment

Economic Trends and Outlook

Although South Africa was able to absorb the majority of the effects from the global financial meltdown, the government necessitated that reductions in budget allocations to government institutions be instituted over the 2016-2019 Medium Term Expenditure Framework. Further, cost containment measures continue to be institutionalised to reduce and curb on government spending. The vision is “to do more with less”, in that, departments are required to increase access to their services by the communities, increase their outputs on their legislative mandates in an effective and efficient manner while at the same time contain the employee costs and numbers to the minimum. South Africa is in the midst of its worst drought in at least two decades, threatening agricultural output and pushing up food prices. Five provinces, North West, KwaZulu-Natal, Free State, Limpopo and Mpumalanga were declared disaster areas in 2015, allowing for a coordinated national response. Over the medium term, R1.1 billion has been reprioritised to interventions such as drilling boreholes, distributing animal feed, moving cattle herds and transporting potable water to hard-hit areas¹.

Since the tabling of the 2015 Medium Term Budget Policy Statement (MTBPS), government has reprioritized R31.8 billion to support new spending requirements. Of this amount, R16.3 billion to the higher education system by compensating for the freeze in University fees for the 2016 academic year and clearing student debt accrued in the academic years between 2013 and 2015; R11.8 billion funds South Africa's contributions to the New Development Bank; R3 billion has been allocated to bolster the contingency reserve in 2016/17 in response to elevated macroeconomic risks; Small Business Development is allocated an additional R475 million and R300 million goes towards strengthening government's capacity to monitor programme performance².

The domestic growth forecasts over the medium term government's three year budgeting window have been revised down by National Treasury. The expenditure ceiling has been reduced by R10 billion in 2017/18 and R15 billion in 2018/19. The bulk of these reductions will be applied to compensation budgets. The IPID's budget for compensation of employees was reduced by R14.4 million in 2017/18 and R23.0 million in 2018/19. Effective 1 April 2016, appointments for non-critical vacant posts will be blocked on government's payroll system, pending the submission of revised Human Resource Plans. In many cases, these departmental plans will reduce personnel headcounts in administrative and managerial posts, eliminate unnecessary positions and establish a sustainable level of authorized and funded posts. Positions for teachers, nurses, doctors, police officers and other critical posts will be excluded from the lock, which is aimed at administrative and managerial personnel.

1 Republic of South Africa, National Treasury, (2016) Budget Review 2016, available on: <http://www.treasury.gov.za/documents/national%20budget/2016/review/FullReview.pdf>, accessed on 18 November 2016.

2 Republic of South Africa, National Treasury, (2016) Budget Review 2016, available on: <http://www.treasury.gov.za/documents/national%20budget/2016/review/FullReview.pdf>, accessed on 18 November 2016.

The Constitutional Court Judgement (2016) and its Implications on IPID's Independence

On the 6th of September 2016 in a case of the Executive Director of IPID, Mr McBride v Minister of Police and Another, CCT 255/15, a unanimous judgment of the Constitutional Court (ConCourt) written by Bosielo AJ confirmed the High Court's declaration of invalidity on the Minister's interference in the operations of the IPID and found that the disputed provisions undermined the IPID's constitutionally guaranteed independence. The Court emphasised the need to protect the IPID from undue influence or political pressure by ensuring that appropriate mechanisms for accountability and oversight are in place. This would include, among other things, security of tenure through parliamentary oversight. The Court held that the public confidence in the IPID's ability to fulfil its duties is important, and as a result in addition to having actual independence, the Constitution also requires the IPID to be perceived as independent.

The above ruling of the ConCourt judgement will impact on IPID's strategic direction and requires that legislative reforms take place in order to give effect to the institutionalisation of IPID's independence. However, this independence does not take away the accountability obligations of the Directorate. Nevertheless, the legislative reforms and institutionalisation of the Directorate takes place in the context of IPID's fiscal envelope that has been greatly affected by budget reprioritisation. The areas that have been mostly affected by the tight or reduced budget for the Directorate are amongst other things the following:

- Full implementation of the IPID's mandate
- Implementation of the IPID Expansion Strategy to accommodate additional Regional and District Offices;
- The implementation of Farlam Commission report recommendations in respect of the Marikana cases which will require multidisciplinary investigation; and
- Replacement of Information Communication Technology (ICT) infrastructure and equipment

The above-mentioned areas will provide context to the reform of IPID Act which requires funding prioritization by National Treasury, the Presidency and government in general as provided for in the ConCourt Judgement. IPID's independence requires reforms to both the structural architecture and its financial mechanisms given the IPID that is envisaged in the future.

The IPID's 2017/18 budget was also prepared within the context of budgetary cuts. Due to budget cuts and ceilings put on the Compensation of Employees, the current staff establishment of IPID dropped from 414 to 388 employees against the capacity of 535 personnel that was recommended by the human capacity assessment study that was conducted by the Department of Public Service and Administration (DPSA), in 1997, during ICD era. This will have a direct impact not only in the Directorate performance and fulfilling the Directorate's mandate but also on provisions of the required services to the public. At an institutional level, a tight fiscal envelope consequently necessitates the IPID to reprioritise its planned interventions aimed at the realization of the objectives of the changed and sustained agenda of government. The IPID is committed to deliver on its legislative mandate with the purpose of making a lasting impact in order to contribute towards the achievement of the ultimate outcome, a police service that is trusted by the community and operates in line with the principles enshrined in the Constitution. The Directorate will prioritise the development of an Administration Code that will ensure high professionalism and integrity of staff.

Further, the correlation between the ConCourt judgement and the findings of the Farlam Commission on the Marikana incident confirmed the need for IPID's structural and functional independence.

The Farlam Commission recommendations advocated the need for increasing and enhancing the capacity of IPID's investigators and criticised IPID's reliance on SAPS for ballistics and crime scene experts³. The Marikana Commission highlighted that Section 4 of the IPID Act specifically states that the Directorate functions independently from the South African Police Service. However, IPID did not function independently in all respects in these investigations that took place in Marikana.

Nevertheless, the IPID's immediate focus will be the review of the IPID Act in order to ensure alignment to the ConCourt judgement, which found certain provisions of the IPID Act unconstitutional. In addition, there is an opportunity to review the Act as a whole to address other areas of concern which were identified.

It is in this regard that the Directorate argues for its independence through adequate provision of financial and non-financial resources in order for the IPID to implement its mandate with independence as a core value. In order to ensure independence, there is a need for IPID to have its own capacity to fully investigate cases including technical support, forensic and ballistic experts. However, due to limited resources, the Directorate still relies on SAPS and other departments for this expertise, hence this may also impact on the integrity of investigations carried out and compromise the Directorate's independence.

Anticipated Service Delivery and “Fees Must Fall” Protest Actions

Given the unfolding of events in the 2016/17 financial year that were characterised by the “service delivery” and “fees must fall” protests, IPID's forward planning anticipates more involvement of SAPS/ MPS in crowd control management which in most cases result in unintended consequences. This is despite the fact that the South African Police Service/ Metropolitan Police Services (SAPS/MPS) are legally mandated to uphold the law and to maintain law and order. In the endeavor to fulfil this mandate in most instances of protest actions yet they meet violent retaliation from the communities and/ or alleged students. It is in this regard that IPID's pressure points for investigations will likely be in the area of discharge of official firearms by police officers, complaints of torture and or assault against police officers as well as in some instances deaths as a result of police actions. As indicated in the 2016/17 environmental analysis, the need for IPID to adjust its investigative approach remains in order to ensure that the police service is accountable to the citizens, promotes human rights and has respect for the rule of law as envisioned in various policy documents such as the White Paper on Police (2015) and White Paper on Safety and Security (1998). As such, the IPID has to tackle, through its investigative capacity, a number of challenges affecting police conduct such as police criminality and corruption, a high rise of assault cases reported against the police, and the manner in which the police address or manage various violent protests.

1.2. Organisational Environment

The Independent Complaints Directorate (ICD), forerunner to the Independent Police Investigative Directorate (IPID), was established in 1997 by Chapter 10 of the South African Police Services (SAPS) Act No. 68 of 1995 (SAPS Act) as provided for in Section 222 of the Interim Constitution. The Independent Police Investigation Directorate Act No. 1 of 2011 (IPID Act), promulgated on 1 April 2012 replaced the ICD with IPID, bringing about a revised institution to address the shortcomings identified in the mandate and workings of the former ICD.

³ Marikana Commission (2012), Section I : Independent Police Investigative Directorate

Service Delivery Model of IPID (Provincial and District Offices)

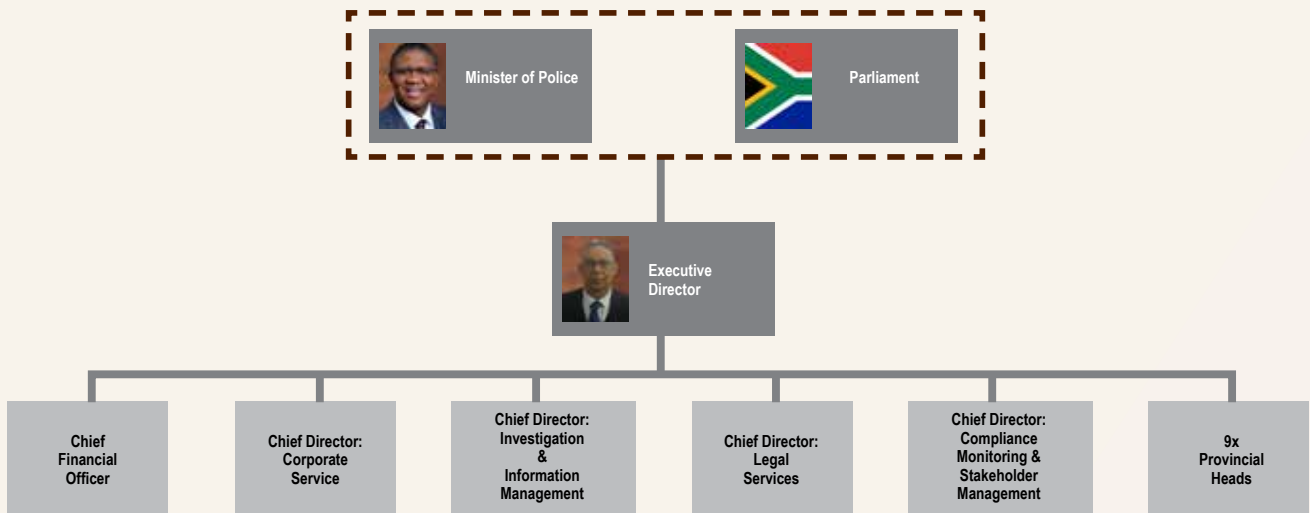
The IPID is structured at national level with nine (9) Provincial Offices which comprise of a Provincial Head, investigating officers and administrative staff. IPID in its endeavour to improve access to its services, nine District Offices have been established and are fully functional. This is not sufficient because the SAPS alone have 1 140 police stations and a number of satellite stations⁴. The geographical location of the IPID offices makes it difficult for ordinary citizens in rural or far-fetched areas to access its services. In addition, this geographical location necessitates traveling for IPID investigators, thereby requiring and exhausting the greater part of the budget on travelling and accommodation. Key spending areas for investigators are overtime, travel and accommodation, S&T claims, petrol claims, subsidised vehicles, maintenance of crime scene vehicles, and communication.

The Implication of the Constitutional Court Judgement on IPID's Organisational Environment

Given the ConCourt judgement which provides for IPID's structural independence, there will be a need for the Directorate to review its organisational structure and processes after the legislative reforms have been effected to the IPID Act in order to ensure that IPID functions effectively and efficiently. It is in this regard that the IPID will continue to advocate for the funding of the Expansion Strategy that received wide support from all stakeholders, yet remain unfunded. Further, the Directorate will ensure ongoing training and development of investigators in order to ensure that the Directorate delivers on its mandate, more especially in the context of the need for IPID's independence.

⁴ South African Police (SAPS): Vote 23 Annual Report 2015/2016, p34.

In terms of the current organisational structure, IPID is organised as follows:



However, due to pending legislative reforms of IPID Act, the reporting lines might change to give effect to the ConCourt judgement

2. LEGISLATIVE AND OTHER MANDATES

2.1. Constitutional Mandate

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

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

Section 206(6) of the Constitution of the Republic of South Africa makes provision for the establishment of an independent police complaints body and stipulates that:

“On receipt of a complaint lodged by a provincial executive, an independent police complaints body established by national legislation must investigate any alleged misconduct of, or offence committed by, a member of the police services in the province.”

2.2. Legislative Mandates

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

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

The ICD was renamed the Independent Police Investigative Directorate (IPID). The IPID Act No. 1 of 2011 gives effect to the provision of section 206(6) of the Constitution, ensuring independent oversight of the SAPS and MPS. The IPID resides under the Ministry of Police and functions independently of the SAPS.

The IPID Act empowers the Directorate to focus primarily on identified priority crimes committed by members of the SAPS and the MPS. It compels the SAPS and MPS to report on matters prescribed hereunder.

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

- (a) Any death in police custody
- (b) Deaths as a result of police actions;
- (c) Complaints relating to the discharge of an official firearm by any police officer;
- (d) Rape by a police officer, whether the police officer is on or off duty;
- (e) Rape of any person in police custody;
- (f) Any complaint of torture or assault against a police officer in the execution of his or her duties;
- (g) Corruption matters within the police initiated by the Executive Director, or after a complaint from a member of the public or referred to the Department by the Minister, 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. In terms of Section 30 of the IPID Act, the National Commissioner or the appropriate Provincial Commissioner must-

- (a) within 30 days of receipt thereof, initiate disciplinary proceedings in terms of the recommendations made by the Directorate and inform the Minister in writing, and provide a copy thereof to the Executive Director and the Secretary;
- (b) quarterly submit a written report to the Minister on the progress regarding disciplinary matters made in terms of paragraph (a) and provide a copy thereof to the Executive Director and the Secretary; and
- (c) immediately on finalisation of any disciplinary matter referred to it by the Directorate, to inform the Minister in writing of the outcome thereof and provide a copy thereof to the Executive Director and the Secretary.

2.2.2. White Paper on Police (2015) and White Paper on Safety and Security (1998)

The White Papers are aimed at demilitarisation and professionalisation of the police services. The Directorate will contribute through its oversight role by investigating reported alleged crimes against the police to ensure that the police are held accountable for any unlawful actions.

2.3. Other Mandates

The IPID contributes to the achievement of the goals set out in the Ruling Party Manifesto, Government Outcomes and to the National Development Plan by conducting independent and impartial investigations into allegations of criminality against members of the SAPS and MPS.

2.3.1. National Development Plan

The IPID contributes to Chapter 12 of the National Development Plan “Building safer communities” by making policy recommendations to the Minister in consultation with the Civilian Secretariat for Police Service (CSPS) and promoting community participation in safety.

2.3.2. Ruling Party Manifesto

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

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

The core mandate of the IPID contributes towards the realization of Outcome 3 as outlined in the Medium Term Strategic Framework (MTSF) 2014-2019, namely: **“All people in South Africa are and feel safe” and Outcome 12 “An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.**

OVERVIEW OF 2016 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK ESTIMATES

3. OVERVIEW OF 2016/17 BUDGET AND MTEF ESTIMATES

3.1. Expenditure estimates: 2017/18- 2019/20

Vote expenditure estimates by programme and economic classification								
Programmes								
1. Administration								
2. Investigation and Information Management								
3. Compliance Monitoring and Stakeholder Management								
Programme	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total: (%)
R million	2016/17	2013/14 - 2016/17		2017/18	2018/19	2019/20	2016/17 - 2019/20	
Programme 1	77.1	-5.0%	34.4%	87.1	92.2	98.6	8.5%	33.8%
Programme 2	156.3	7.5%	63.5%	157.2	163.2	174.9	3.8%	62.0%
Programme 3	8.7	86.8%	2.1%	11.1	11.5	12.3	12.3%	4.2%
Total	242.1	3.7%	100.0%	255.5	267.0	285.8	5.7%	100.0%
Change to 2016 Budget estimate				-	-	-		
Economic classification								
Current payments	241.4	4.1%	97.3%	254.7	266.1	284.9	5.7%	99.7%
Compensation of employees	169.6	8.7%	60.3%	186.2	195.8	210.7	7.5%	72.6%
Goods and services	71.8	-4.3%	37.0%	68.5	70.3	74.3	1.1%	27.1%
of which:								
Communication	3.7	1.8%	1.6%	4.1	4.3	4.5	6.5%	1.6%
Computer services	6.9	11.6%	3.7%	7.5	6.3	6.9	0.4%	2.6%
Fleet services (including government motor transport)	5.2	63.7%	3.0%	6.1	6.3	6.5	7.8%	2.3%
Operating leases	18.9	-3.1%	9.5%	20.0	20.8	23.2	7.2%	7.9%
Property payments	10.1	13.7%	3.8%	11.1	11.5	11.7	5.1%	4.2%
Travel and subsistence	16.6	-2.8%	8.9%	10.4	11.5	11.5	-11.7%	4.8%
Transfers and subsidies	0.6	35.9%	0.2%	0.6	0.7	0.7	5.4%	0.2%
Departmental agencies and accounts	0.5	57.7%	0.1%	0.6	0.7	0.7	8.6%	0.2%
Households	0.1	-19.1%	0.1%	-	-	-	-100.0%	0.0%
Payments for capital assets	0.2	-63.2%	2.5%	0.2	0.2	0.2	6.7%	0.1%
Machinery and equipment	0.2	-63.2%	2.5%	0.2	0.2	0.2	6.7%	0.1%
Total	242.1	3.7%	100.0%	255.5	267.0	285.8	5.7%	100.0%

3.2. Relating Expenditure Trends to Strategic Outcome-Oriented Goals

The IPID's strategic intent is informed and guided by the change and sustained agenda of the government. While the legislative mandate of the IPID requires the Directorate to hold the police service accountable, it must also ensure that people of South Africa live safely in a corruption free society, with an independent and fair criminal justice system as espoused in Outcome 3 sub-outcome 2 of the Medium Term Strategic Framework (MTSF), which is aimed at the implementation of the National Development Plan (NDP).

The Directorate will continue to intensify its investigative capacity through the National Specialised Investigations Teams (NSIT) to focus on systemic corruption and other specialised investigations. In addition, over the 2017 MTEF period the Directorate will also capacitate the investigators through facilitation of training on various specialised investigations for quality recommendations.

Constitutional Court Judgement on the Independency of IPID

On 4 December 2015, acting in terms of section 172(1)(a) of the Constitution, the Pretoria High Court of South Africa, Gauteng Division, declared several sections of the Independent Police Investigative Directorate Act (IPID Act) inconsistent with the Constitution and invalid. These were sections 6(3)(a) and 6(6) of the IPID Act; sections 16A(1), 16B, 17(1) and 17(2) of the Public Service Act; and chapter 13 of the IPID Regulations for the operation of the IPID, which were found to be inconsistent with section 206(6) of the Constitution and thus invalid.

Amongst others, the Constitutional Court has indicated that IPID is an independent police complaints body established in terms of section 206(6) of the Constitution. Section 4(1) of the IPID Act requires it to function independently of SAPS. This is to ensure that IPID is able to investigate cases or complaints against the police without any fear, favour or prejudice or undue external influence. Section 4(2) of the IPID Act requires that each organ of state assist the Directorate to maintain its impartiality and to perform its functions effectively. Importantly, Section 2 of the IPID Act requires IPID to play an oversight role over SAPS and MPS. Given the nature, scope and importance of the role played by police in preventing, combating and investigating crime, IPID's oversight role is of cardinal importance. This is aimed at ensuring accountability and transparency by SAPS and MPS in accordance with the principles of the Constitution.

The Constitutional Court ordered Parliament to cure the defects in the legislation within 24 months from the date of the order. The implementation of the amended IPID Act as per Court order will come with implications relating to the independency of the Directorate on structural and operational changes in order to ensure that the institution is consonant with the notion of operational autonomy. The Directorate will in the first year of the 2017 MTEF engage on the review of the IPID Act in line with the court judgement and the process will require amongst others, legal experts to provide a legal advice during the review process.

Personnel Capacity

In 1997, the Department of Public Service and Administration (DPSA) determined that the ideal human capacity for the then Independent Complaints Directorate (ICD) should be 535 posts. Even though the IPID directly investigates considerably more cases than its predecessor did, the reduced human capacity is currently at 388 posts, far below the 535 posts that the ICD needed. This reality puts considerable pressure on the few human resources that have to deal with the heavy workload. The Cabinet approved

reductions of R14.4 million in 2017/18 and R23.0 million in 2018/19 on the Directorate`s Compensation of Employees budget which has resulted in the reduction of personnel numbers from the establishment of 414 to 388 to remain within the Compensation of Employees` ceiling.

Impact of Budgetary Cuts

The budgetary cuts have further placed substantial pressure on the operational ability of the IPID. The extent of these cuts has compromised the funding of existing contractual obligations, as evidenced in the accruals reported in the financial statements. This has rendered the financial viability of the IPID operations unsustainable.

PART B

**PROGRAMME & SUB-
PROGRAMME PLANS**

To effectively and efficiently deliver on our mandate, our activities and priorities are organized according to the following budget programmes:

- Programme 1: Administration
- Programme 2: Investigation and Information Management
- Programme 3: Legal Services
- Programme 4: Compliance Monitoring and Stakeholder Management

4. PROGRAMME 1: ADMINISTRATION

4.1. Purpose

Provide strategic leadership, management and support services to the Directorate.

4.1.1. 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 through the following components:

Executive Support

This Component provides strategic support to the Executive Director of the IPID. It also provides administrative, logistical and secretariat services and coordination of activities in the Office of the Executive Director.

Corporate Governance

This Component provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts.

Strategy and Performance Monitoring

This Component is responsible for implementing effective strategic planning, organisational performance monitoring and reporting processes, in line with relevant legislations. It also ensures assessment of key management practices as a mechanism of enhancing the ability of the Directorate to deliver on its core mandate.

Security Management

This Component provides Security Management Services by developing and supporting the implementation of security policies, systems and procedures. It provides access security, information security and physical security and monitors the implementation of information technology policies based on Minimum Information Security Standards, Minimum Physical Security Standards and the Occupational Health and Safety Act.

4.1.2. Internal Audit

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

4.1.3. Finance Services

This Sub-programme ensures the establishment and implementation of strategic finance pertaining to sound financial management, accounting, procurement, provisioning and related internal controls in compliance with relevant legislative requirements. The sub-programme consists of the following components:

Office of the Chief Financial Officer

The Office of the Chief Financial Officer provides strategic support to the Executive Director and core service delivery Programmes, pertaining to finance services of the Directorate. The Component provides effective leadership and ensures the establishment and implementation of strategic finance, for the achievement of departmental objectives. This Component provides leadership to the Finance, Supply Chain Management (SCM) and Asset Management components. This component also provides strategic support in the implementation of relevant IPID Act financial management imperatives.

Finance

This Component provides for the establishment and implementation of sound financial management, expenditure and budgetary management, accounting services, cash-flow management, financial reporting and related internal control systems in compliance with relevant legislative requirements. It also assists the Executive Director in implementing the legislative imperatives as provided for in section 7(1)(a), section 7(1)(b); section 31(1)(a) and section 32(2)(a) of the IPID Act. It provides critical finance support to all service delivery units within the Directorate for the achievement of departmental objectives.

Supply-Chain and Asset Management

This Component provides for the establishment and implementation of provisioning, procurement, asset management and related internal control systems, in compliance with relevant legislative requirements. It provides critical supply-chain and asset management services to the Directorate and renders efficient provisioning services which contribute towards the attainment of departmental objectives.

4.1.4. 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 the development of human resource policies and strategies. It ensures the alignment of the organisational structure to the Strategic Plan. It is responsible for rendering 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.

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.

Auxiliary Services

This Component provides record management services, manage fleet services, render switchboard services, render messenger services and oversee the rendering of cleaning services. It also provides

overall services related to activities and costs of office accommodation for the 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.

Vetting Services

This Component provides pre-employment screening as well as information gathering for existing employees in order to obtain security clearances in line with the IPID Act.

4.1.5. Office Accommodation

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

4.2. Strategic Objectives and Annual Targets for 2017/18 to 2019/20

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Strategic Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
A capable workforce	Number of strategic training areas undertaken as per IPID's Training Plan	21	New Indicator	New Indicator	New Indicator	New Indicator	7	7	7

4.3. Programme Performance Indicators and Annual Targets for 2017/18 to 2019/20

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Percentage vacancy rate per year	12.9%	18%	9.42%	< 10%	< 10%	< 10%	<10%
Percentage implementation of Annual Internal Audit Plan	New Indicator	New Indicator	New Indicator	100%	100%	100%	100%
Number of reports on risk maturity level produced	New Indicator	New Indicator	New Indicator	New Indicator	4	4	4
Number of performance reports on implementation of APP submitted to National Treasury and DPME within stipulated timeframes	New Indicator	New Indicator	New Indicator	4	4	4	4

4.4. Quarterly Targets for 2017/18

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

Programme Performance Indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Percentage vacancy rate per year	Annually	<10%	-	-		<10%
Percentage implementation of Annual Internal Audit Plan	Annually	100%	-	-	-	100%
Number of reports on risk maturity level produced	Quarterly	4	1	1	1	1
Number of performance reports on implementation of APP submitted to National Treasury and DPME within stipulated timeframes	Quarterly	4	1	1	1	1

4.5. Reconciling Performance Targets with the Budget and MTEF

Administration expenditure trends and estimates by sub-programme and economic classification												
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	R million	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
Department Management	6.4	7.4	11.0	12.3	24.7%	12.0%	13.5	14.5	15.6	8.0%	15.7%	
Corporate Services	44.4	44.1	33.9	31.2	-11.1%	49.5%	37.9	39.7	42.6	10.9%	42.7%	
Office Accommodation	9.6	10.2	10.6	11.2	5.3%	13.4%	11.8	12.5	13.1	5.5%	13.7%	
Internal Audit	2.4	2.8	3.6	4.4	22.8%	4.3%	4.3	4.7	5.0	4.3%	5.2%	
Finance Services	13.8	16.5	16.4	17.9	9.1%	20.8%	19.6	20.9	22.2	7.4%	22.7%	
Total	76.6	81.0	75.5	77.1	0.2%	100.0%	87.1	92.2	98.6	8.5%	100.0%	
Change to 2016 Budget estimate				(0.9)			(1.3)	(1.3)	(0.2)			
Economic classification												
Current payments	74.7	77.8	74.4	76.4	0.8%	97.8%	86.3	91.4	97.7	8.5%	99.1%	
Compensation of employees	31.7	33.7	43.0	46.4	13.5%	49.9%	54.1	58.7	63.1	10.8%	62.6%	
Goods and services	43.0	44.1	31.3	30.0	-11.2%	47.9%	32.2	32.8	34.6	4.8%	36.5%	
of which:												
Audit costs:												
External	2.9	4.2	3.4	3.0	1.0%	4.4%	2.8	2.8	2.8	-2.5%	3.2%	
Communication	1.2	1.6	1.8	1.2	-1.0%	1.9%	1.8	1.9	1.9	17.5%	1.9%	
Computer services	6.7	2.9	2.9	3.1	-22.4%	5.0%	4.6	4.2	4.7	14.6%	4.7%	
Operating leases	16.6	20.4	12.2	11.6	-11.3%	19.6%	13.6	14.1	14.8	8.7%	15.2%	
Property payments	4.2	3.9	4.1	4.6	2.8%	5.4%	4.5	4.7	4.9	2.5%	5.3%	

Administration expenditure trends and estimates by sub-programme and economic classification												
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	R million	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
Travel and subsistence	3.6	3.4	3.2	3.1	-5.1%	4.3%	1.7	1.8	2.0	-13.4%	2.4%	
Transfers and subsidies	-	0.4	0.5	0.6	-	0.4%	0.6	0.7	0.7	7.8%	0.7%	
Departmental agencies and accounts	-	0.4	0.4	0.5	-	0.4%	0.6	0.7	0.7	9.0%	0.7%	
Households	-	0.0	0.1	0.0	-	-	-	-	-	-100.0%	-	
Payments for capital assets	1.9	2.8	0.7	0.1	-59.2%	1.8%	0.2	0.2	0.2	10.4%	0.2%	
Machinery and equipment	1.9	2.8	0.7	0.1	-59.2%	1.8%	0.2	0.2	0.2	10.4%	0.2%	
Payments for financial assets	0.0	0.0	0.0	-	-100.0%	-	-	-	-	-	-	
Total	76.6	81.0	75.5	77.1	0.2%	100.0%	87.1	92.2	98.6	8.5%	100.0%	
Proportion of total programme expenditure to vote expenditure	39.7%	34.8%	32.2%	31.8%	-	-	34.1%	34.6%	34.5%	-	-	

4.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

The 2017 Medium Term Expenditure Framework allocation will continue to contribute towards the provision of strategic leadership, management and support services including the statutory requirements compliance to the Directorate. Funds have been appropriated for the achievement of the above performance indicators. The bulk of the expenditure in the Programme will continue to be in the sub programme Corporate Services and Finance services to accommodate the contractual obligations such as computer services, office accommodation and regularity audit in support of the core service delivery programmes.

The Directorate has relocated its integrity strengthening function from the Administration Programme to the Compliance Monitoring and Stakeholder Management Programme as the function is best aligned with the Compliance Monitoring function of the Programme. The movement has also resulted in slight reduction of the allocation from Administration to Compliance Monitoring and Stakeholder Management.

5. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

5.1. Purpose

Coordinate and facilitate the Directorate's investigation processes, through the development of policy and strategic frameworks that guide and report on investigations. The Programme will also enhance efficiency in case management and maintain relationships with other state security agencies, such as the South African Police Service, the National Prosecuting Authority, Civilian Secretariat for Police Service and community stakeholders, through on-going national and provincial engagement forums.

The programme consists of the following sub-programmes:

5.1.1. 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 the investigation, develops investigation policy and coordinates the implementation of provincial investigation standards.

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

5.1.2. Investigation Services

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

5.1.3. Information Management

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

5.2. Strategic Objectives and Annual Targets for 2017/18 to 2019/20

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated performance	Medium-Term Targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Specialised investigative capacity established	Number of investigators trained on specialised services as per the Training Plan	325	New indicator	New indicator	New indicator	100	75	75	75
Decision ready cases completed	% of Decision Ready Case completed from total cases received	60% (26 260) ⁵	54% (3963)	48% (5045)	69% (7407)	60% (5433)	60% (5164)	60% (5040)	60% (5200)

5.3. Programme Performance Indicators and Annual Targets for 2017/18

The following table sets out the Programme Performance Indicators and output targets for MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Percentage of cases registered and allocated within 72 hours of written notification	87% (4972)	73% (4298)	92% (5126)	91% (4992)	78% (5047) ⁶	80% (5500)	80% (5550)
Number of statistical reports on investigations generated	18	18	18	6	6	6	6
Percentage of investigations of deaths in police custody that are decision ready	New indicator	40% (162)	69% (229)	62% (348)	62% (360)	62% (372)	62% (400)
Percentage of investigations of deaths as a result of police action that are decision ready	New Indicator	22% (164)	66% (470)	52% (436)	48% (459) ⁶	50% (470)	50% (500)
Percentage of investigations of discharge of an official firearm by a police officer that are decision ready	24% (186)	25% (408)	62% (959)	60% (1320)	60% (1366)	60% (1400)	60% (1500)
Percentage of investigations of rape by a police officer that are decision ready	47% (77)	36% (67)	74% (130)	65% (160)	65% (164)	65% (180)	65% (200)
Percentage of investigations of rape while in police custody that are decision ready	33% (9)	65% (22)	89% (25)	65% (18)	65% (20)	65% (25)	65% (30)
Percentage of investigations of torture that are decision ready	8% (8)	18% (26)	54% (124)	51% (52)	45% (60)	45% (65)	45% (70)
Percentage of investigations of assault that are decision ready	26% (1551)	20% (1364)	72% (5070)	51% (4883)	51% (5000)	51% (5500)	51% (5500)
Percentage of investigations of corruption that are decision ready	19% (30)	16% (32)	57% (130)	51% (125)	40% (130)	40% (135)	40% (150)

⁵ The department has included an indicative number in all indicators under Programme 2 with a percentage measure. These numbers are not actual but indicate anticipated number of cases based on previous performance. Therefore the performance measure is expressed in a percentage.

⁶ The target in the APP was adjusted lower than the target in the ENE to ensure realistic target setting after considering the Quarter 3 performance data

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
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	New Indicator	12% (47)	58% (180)	51% (151)	51% (160)	51% (165)	51% (170)
Number of approved systemic corruption investigations that are decision ready	1	2	7	2	2	2	2
Percentage of all backlog decision ready cases completed (excluding cases of systemic corruption)	New Indicator	16%	68% (from 2909 to 927)	50%	50%	50%	50%
Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off	86% (1264)	92% (904)	84% (808)	90% (1176)	90% (1294)	90% (1300)	90% (1350)
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	88% (776)	80% (707)	89% (1149)	90% (707)	90% (778)	90% (856)	90% (900)

5.4. Quarterly Targets for 2017/18

The following table sets out the Quarterly Targets for the Programme Performance Indicators identified above.

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2nd	3rd	4th
Percentage of cases registered and allocated within 72 hours of receipt of written notification	Quarterly	78% (5047)	78% (1000)	78% (1500)	78% (1000)	78% (1547)
Number of statistical reports on investigations generated	Quarterly	6	1	2	1	2
Percentage of investigations of deaths in police custody that are decision ready	Quarterly	62% (360)	55% (51)	56% (102)	62% (200)	62% (360)
Percentage of investigations of deaths as a result of police action that are decision ready	Quarterly	48% (459)	25% (88)	35% (176)	42% (354)	48% (459)
Percentage of investigations of discharge of an official firearm by a police officer that are decision ready	Quarterly	60% (1366)	52% (277)	55% (554)	58% (831)	60% (1366)
Percentage of investigations of rape by a police officer that are decision ready	Quarterly	65% (164)	50% (26)	52% (52)	58% (78)	65% (164)
Percentage of investigations of rape while in police custody that are decision ready	Quarterly	65% (20)	55% (7)	58% (10)	62% (15)	65% (20)
Percentage of investigations of torture that are decision ready	Quarterly	45% (60)	25% (20)	35% (33)	40% (50)	45% (60)
Percentage of investigations of assault that are decision ready	Quarterly	51% (5000)	45% (814)	47% (2000)	49% (3000)	51% (5000)
Percentage of investigations of corruption that are decision ready	Quarterly	40% (130)	15% (61)	25% (90)	35% (100)	40% (130)

Part B: Programme & Sub-Programme Plans

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2nd	3rd	4th
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	Quarterly	51% (160)	45% (50)	47% (100)	49% (120)	51% (160)
Number of approved systemic investigations that are decision ready	Annually	2	-	-	-	2
Percentage of all backlog decision ready cases completed (excluding cases of systemic corruption)	Annually	50%	-	-	-	50%
Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off	Quarterly	90% (1294)	75% (245)	82% (500)	86% (800)	90% (1294)
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	Quarterly	90% (778)	75% (310)	82% (500)	86% (600)	90% (778)

5.5. Reconciling Performance Targets with the Budget and the Medium-Term Expenditure Framework

Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification												
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	R million	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
Investigation Management	1.6	20.0	10.9	14.6		107.5%	8.2%	12.6	12.4	13.3	-3.2%	8.1%
Investigation Services	108.0	122.5	139.5	137.4		8.3%	88.5%	140.0	145.3	155.7	4.3%	88.7%
Information Management	4.6	5.5	4.1	4.3		-2.6%	3.2%	4.7	5.5	5.9	11.3%	3.1%
Total	114.3	148.0	154.4	156.3		11.0%	100.0%	157.2	163.2	174.9	3.8%	100.0%
Change to 2016 Budget estimate				(2.9)				2.2	2.5	2.7		
Economic classification												
Current payments	112.1	134.9	152.6	156.2		11.7%	97.0%	157.2	163.2	174.9	3.8%	100.0%
Compensation of employees	71.6	83.3	103.0	115.9		17.4%	65.2%	121.9	126.6	136.3	5.5%	76.8%
Goods and services	40.4	51.6	49.7	40.3		-0.1%	31.8%	35.3	36.6	38.6	-1.4%	23.1%
of which:												
Communication	1.9	1.9	2.0	2.4		8.4%	1.4%	2.2	2.3	2.4	0.3%	1.4%
Computer services	1.1	10.1	2.7	3.5		45.8%	3.0%	2.8	1.9	2.1	-15.3%	1.6%
Fleet services (including government motor transport)	7.6	7.5	5.4	4.5		-16.2%	4.3%	5.5	5.7	5.8	9.3%	3.3%

Investigation and Information Management expenditure trends and estimates by sub-programme and economic classification												
Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	R million	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
Operating leases	2.8	6.1	8.2	7.3	37.0%	4.3%	6.3	6.7	8.3	4.8%	4.4%	
Property payments	2.3	3.9	5.4	5.5	33.6%	3.0%	6.6	6.8	6.8	7.1%	3.9%	
Travel and subsistence	18.9	14.5	19.2	13.0	-11.9%	11.4%	8.3	9.4	9.2	-10.8%	6.1%	
Transfers and subsidies	0.3	0.3	0.2	0.0	-45.3%	0.1%	0.0	0.0	0.0	-42.4%	-	
Departmental agencies and accounts	0.0	0.0	0.0	0.0	29.4%	-	0.0	0.0	0.0	-11.5%	-	
Households	0.3	0.3	0.2	0.0	-50.5%	0.1%	-	-	-	-100.0%	-	
Payments for capital assets	1.9	12.8	1.6	0.0	-76.2%	2.8%	-	-	-	-100.0%	-	
Machinery and equipment	1.9	12.8	1.6	0.0	-76.2%	2.8%	-	-	-	-100.0%	-	
Payments for financial assets	0.0	0.0	-	-	-100.0%	-	-	-	-	-	-	
Total	114.3	148.0	154.4	156.3	11.0%	100.0%	157.2	163.2	174.9	3.8%	100.0%	
Proportion of total programme expenditure to vote expenditure	59.2%	63.7%	66.0%	64.6%	-	-	61.5%	61.1%	61.2%	-	-	

5.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

The Directorate will over the MTEF period continue to intensify its investigative capacity through the NSIT to focus on systemic corruption and other specialised investigations. In addition, over the 2017 MTEF period the Directorate will also capacitate the investigators through facilitation of training on various specialised investigations for quality recommendations.

The MTEF spending focus will be on enhancing the administration of the Directorate investigative capacity as well as case flow management to enable the programme to effectively continue to deliver on its investigative mandate in terms of section 28 of the Independent Police Investigative Directorate Act (2011). Over the previous MTEF period, the increase in expenditure has been on compensation of employees mainly due to the funding for annual improved conditions of services.

The spending growth is demonstrating the Directorate's intention to strengthen its investigative skills capacity through the NSIT. The team focuses on specialised investigations and systemic corruption.

6. PROGRAMME 3: LEGAL SERVICES

6.1. Purpose

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

6.1.1. Legal Support and Administration

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

Litigation Advisory Services

The sub-programme is responsible for the coordination and management of civil, labour and arbitration litigation matters. The sub-programme also reviews the Directorate's policies to ensure compliance with legislation and is a custodian of the Directorate's policies. The sub-programme further negotiates and drafts contracts, memoranda of understanding and service level agreements. It further provides legal advice, guidance and support to the Directorate and also conducts legal training for investigators.

Investigation Advisory Services

The sub-programme is responsible for the provision of legal support during and after the completion of investigations. The sub-programme also provides legal advice, guidance and support to investigators and ensures compliance with law and the conferment of policing powers to investigators.

6.2. Strategic Objective Annual Targets for 2017/18 to 2019/20

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Provide legal advisory services to investigators	Percentage of legal advice provided to investigators from the total request received	90%	100%	90%	75%	90%	90%	90%	90%

6.3. Programme Performance Indicators and Annual Targets for 2017/18 to 2019/20

The following table sets out the Programme Performance Indicators and Annual Targets over the MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Percentage of written legal opinions provided to the Department within 21 working days of request	60%	66%	85%	90%	90%	90%	90%
Percentage of contracts finalised within 30 working days of request	53%	56%	79%	New indicator	90%	90%	90%
Percentage of civil and labour litigation matters processed	New indicator	New indicator	New indicator	New indicator	100%	100%	100%
Percentage of arbitration dispute matters attended to within regulated timeframes	New indicator	New indicator	New indicator	New indicator	100%	100%	100%
Percentage of oral legal advice provided to investigators within 24 hours of request	100%	90%	90%	90%	90%	90%	90%
Percentage of written legal advice provided to investigators within 48 hours	100%	90%	90%	90%	90%	90%	90%
Percentage of PAIA requests finalised within 30 days	New indicator	New indicator	53%	100%	100%	100%	100%

6.4. Programme Performance Indicators and Quarterly Targets for 2017/18

The following table sets out the annual targets for the Programme Performance Indicators identified above.

Programme Performance Indicator	Reporting period	Annual target	Quarterly targets			
			1st	2nd	3rd	4th
Percentage of written legal opinions provided to the Department within 21 working days of request	Annually	90%	-	-	-	90%
Percentage of contracts finalised within 30 working days of request	Annually	90%	-	-	-	90%
Percentage of civil and labour litigation matters processed	Annually	100%	-	-	-	100%
Percentage of arbitration dispute matters attended to within regulated timeframes	Annually	100%	-	-	-	100%
Percentage of oral legal advice provided to investigators within 24 hours of request	Annually	90%	-	-	-	90%
Percentage of written legal advice provided to investigators within 48 hours	Annually	90%	-	-	-	90%
Percentage of PAIA requests finalised within 30 days	Annually	100%	-	-	-	100%

6.5. Reconciliation Performance Targets with Budget and Medium-Term Expenditure Framework

Legal Services expenditure trends and estimates by sub-programme and economic classification							
Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R million	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Legal Support and Administration	1.5	1.9	1.7	1.9	1.9	2.0	2.2
Litigation Advisory Services	0.7	0.8	2.1	1.9	2.1	2.4	2.5
Investigation Advisory Services	1.1	0.5	1.7	1.7	2.2	2.5	2.7
Total	3.3	3.2	5.5	5.5	6.2	6.9	7.4
Change to 2016 Budget estimate					(6.2)	(6.9)	(7.4)
Economic classification							
Current payments	3.1	2.7	5.4	5.5	6.2	6.9	7.4
Compensation of employees	2.7	1.2	3.9	4.8	5.7	6.2	6.7
Goods and services	0.4	1.5	1.5	0.7	0.5	0.7	0.7
of which:							
Communication	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Consultants: Business and advisory services	–	0.0	0.0	0.0	0.0	0.0	0.0
Consumables: Stationery, printing and office supplies	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Travel and subsistence	0.2	0.2	0.3	0.5	0.2	0.4	0.4
Training and development	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating payments	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transfers and subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Departmental agencies and accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Public corporations and private enterprises	–	–	–	–	–	–	–
Households	0.0	0.0	0.0	0.0	–	–	–
Payments for capital assets	0.2	0.5	0.0	0.0	–	–	–
Machinery and equipment	0.2	0.5	0.0	0.0	–	–	–
Payments for financial assets	0.0	0.0	–	–	–	–	–
Total	3.3	3.2	5.5	5.5	6.2	6.9	7.4
Proportion of total programme expenditure to vote expenditure	1.7%	1.4%	2.3%	1.7%	2.4%	2.6%	2.6%

Note: The table above represent the breakdown of Medium Term Expenditure Framework's budget allocation for Legal Service functions. The reflected budget has been included in Programme 1: Administration and Programme 2: Investigation & Information Management in line with the approved Budget Programme Structure.

6.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

Over the MTEF period, Legal Services will focus on facilitation of the review and amendment of the Independent Police Investigative Directorate Act (2011), following a Constitutional Court ruling in October 2016 in which several sections of the Act were declared inconsistent with section 206(6) of the Constitution.

The Programme will focus on the review of IPID Act in order to cure the defects in the legislation as ordered by the Constitutional Court. The implementation thereof will over the MTEF period come with implications relating to the independence of the Directorate on structural and operational changes in order to ensure that the Institution is consonant with the notion of operational autonomy. The Directorate

will in the first year of the 2017 MTEF redirect its resources to the review process which will require amongst others legal expects to provide a legal advice during the process.

7. PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

7.1. Purpose

Safeguard the principles of cooperative governance and stakeholder relations. Monitor and evaluate the relevance and appropriateness of recommendations made to the South African Police Service and Municipal Police Services in terms of the Independent Police Investigative Directorate Act, 2011.

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

7.1.2. Stakeholder Management

The Sub-programme manages relations and liaison with the Directorate's key stakeholders, such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police Service, National Prosecuting Authority, Public Protector of South Africa, and Civil Society Organisations in line with the requirements of the Act. It also provides communication and marketing services; coordinates and manages the distribution of information to stakeholders and promotes public awareness on the IPID.

7.2. Strategic Objective Annual Targets for 2017/18 to 2019/20

The following table outlines the output targets for the budget year and over the MTEF period for the strategic objective.

Strategic Objective	Indicator	Strategic Plan Target	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Ensure an Integrated Communication and Stakeholder Engagement Strategy	Percentage implementation of the Integrated Communication and Stakeholder Engagement Strategy	90%	New Indicator	New Indicator	New Indicator	Approved integrated Communication and Stakeholder Engagement Strategy	25%	25%	40%

7.3. Programme Performance Indicators and Annual Targets for 2017/18 to 2019/20

The following table sets out the Programme Performance Indicators and Annual Targets for the MTEF period:

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of community outreach events conducted per year	306	337	244	108	108	108	108
Number of formal engagements at National level held with key stakeholders	5	12	31	12	12	12	12
Number of formal engagements at Provincial level held with key stakeholders	New indicator	118	111	144	144	144	144

7.4. Programme Performance Indicators and Quarterly Targets for 2017/18

The following table sets out the quarterly targets for the Programme Performance Indicators identified above:

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Targets			
			1st	2nd	3rd	4th
Number of community outreach events conducted per year	Quarterly	108	27	27	27	27
Number of formal engagements at National level held with key stakeholders	Quarterly	12	3	3	3	3
Number of formal engagements at Provincial level held with key stakeholders	Quarterly	144	36	36	36	36

7.5. Reconciling performance targets with the Budget and MTEF

Compliance Monitoring and Stakeholder Management expenditure trends and estimates by subprogramme and economic classification												
Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	R million	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
Compliance Monitoring	1.8	2.5	4.1	4.1		30.5%	67.3%	5.6	6.5	6.9	19.6%	52.8%
Stakeholder Management	0.4	0.9	0.1	4.7		122.0%	32.7%	5.6	5.0	5.4	5.1%	47.2%
Total	2.2	3.4	4.2	8.7		57.0%	100.0%	11.1	11.5	12.3	12.3%	100.0%
Change to 2016 Budget estimate				(0.2)				1.3	1.4	1.6		
Economic classification												
Current payments	2.1	3.1	4.2	8.7		60.0%	97.3%	11.1	11.5	12.3	12.3%	99.9%
Compensation of employees	1.7	2.5	3.6	7.3		63.5%	80.7%	10.1	10.5	11.3	15.5%	89.7%

Compliance Monitoring and Stakeholder Management expenditure trends and estimates by subprogramme and economic classification												
Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	R million	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
Goods and services	0.5	0.6	0.6	1.4		45.5%	16.6%	1.0	1.0	1.0	-9.1%	10.2%
of which:												
Administrative fees	0.0	0.0	0.0	0.1		174.4%	0.4%	0.2	0.2	0.2	45.8%	1.4%
Communication	0.0	0.0	0.0	0.1		85.8%	1.1%	0.1	0.1	0.1	0.3%	1.0%
Computer services	–	0.1	0.1	0.2		–	2.0%	0.1	0.1	0.1	-24.1%	1.2%
Travel and subsistence	0.0	0.2	0.4	0.6		162.1%	6.4%	0.3	0.3	0.3	-23.1%	3.3%
Training and development	0.1	0.0	0.0	0.1		4.6%	1.4%	0.1	0.1	0.1	-2.9%	1.0%
Operating payments	0.0	–	0.0	0.1		257.0%	0.5%	0.1	0.1	0.1	11.5%	1.0%
Payments for capital assets	0.1	0.3	0.1	–		-100.0%	2.7%	0.0	0.0	0.0	–	0.1%
Machinery and equipment	0.1	0.3	0.1	–		-100.0%	2.7%	0.0	0.0	0.0	–	0.1%
Total	2.2	3.4	4.2	8.7		57.0%	100.0%	11.1	11.5	12.3	12.3%	100.0%

7.6. Relating expenditure trends to Strategic Outcome-Oriented Goals and Performance Indicators

The spending focus over the MTEF period will be stakeholder engagements which include engagements at a provincial and national level with key stakeholders such as the NPA, SAPS, MPS and COPS. The community outreach events which are coordinated from this Programme remains constant over the MTEF period due to budgetary and capacity constraints. There are presently no dedicated personnel at the provinces to conduct the outreach programmes. The Directorate has been using the investigators depending on their case workload and availability to fulfil this function.

PART C

LINKS TO OTHER PLANS

The Directorate does not have major infrastructure plans, does not administer conditional grants nor has public entities.

PART D

TECHNICAL INDICATOR DESCRIPTION TABLE

Please refer to IPID's website (www.ipid.gov.za) for full definitions of all strategic and programme performance indicators. Posting the Technical Indicator Description Table on the website is informed by the recommendation provided for in the Framework for Strategic and Annual Performance Plan (National Treasury).

LIST OF ABBREVIATIONS/ACRONYMS

ConCourt	Constitutional Court
CSPS	Civilian Secretariat for Police Service
DPSA	Department of Public Service Administration
ICD	Independent Complaints Directorate
ICT	Information Communication Technology
IPID	Independent Police Investigative Directorate
MPS	Metropolitan Police Services
MTBPS	Medium-Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NSIT	National Specialised Investigations Team
NT	National Treasury
PSA	Public Service Act
SAPS	South African Police Services

ANNEXURE A:

ADJUSTMENTS TO IPID'S STRATEGIC PLAN (2015- 2019)

The Framework for Strategic and Annual Performance Plans (2012) provides that "A Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service delivery environment. The relevant institution does this by issuing an amendment to the existing plan, which may be published as an Annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan". Further, the Framework further requires departments to set SMART strategic objectives that reflect the high level outputs the department would like to produce in order to achieve its outcome-oriented goals and vision.

In view of the above, the Directorate has made adjustments to some of its strategic objectives and indicators. A summary of the adjustments is presented as follows:

PROPOSED ADJUSTMENTS				
Old Strategic Objective	Revised Strategic Objective	Revised Strategic Indicator	Revised Strategic Plan Target	Justification for Revisions
Programme 1: Administration				
A capable workforce	No changes to the strategic objective:	Number of strategic training areas undertaken as per IPID's Training Plan	21	The indicator has been revised from "number of people trained" to "number of strategic training areas undertaken as per IPID'S Training Plan" in order to have a themed strategic approach to training that will address the capacity needs of the department.
Discontinued Effective risk management	The indicators and targets associated with this strategic objective have been discontinued as well.			Based on management deliberations and performance dialogue with the Directorate Planning, Monitoring and Evaluation it was agreed that the strategic objective was more operational. The indicator will be monitored at a Programme level to ensure that the risk maturity of the Directorate improves. The indicator is retained as a Programme Performance Indicator

PROPOSED ADJUSTMENTS				
Old Strategic Objective	Revised Strategic Objective	Revised Strategic Indicator	Revised Strategic Plan Target	Justification for Revisions
Programme 2				
Decision ready cases finalised	Decision ready cases completed	% of decision ready cases finalised Amended to: % of decision ready cases completed from total cases received	No changes to the 5 year strategic plan	To ensure the strategic objective and strategic indicator are aligned to the Standard Operating Procedure and specific in line with the SMART principle.
Programme 3: Legal Service				
Provide investigations advisory services to investigators	Provide legal advisory services to investigators	No changes to strategic indicator	No changes to strategic target	To ensure the strategic objective is more specific and correctly articulates the services to be provided
Programme 4: Compliance Monitoring and Stakeholder Engagement				
				There are no proposed adjustments for the 2017/18 financial year

ANNEXURE B:

UPDATED STRATEGIC RISK REGISTER (2017- 2018)

The department has identified the following key strategic risks that may affect the realization of the strategic objectives specified for the IPID

No.	Risk	Risk Description	Mitigation Strategies
1	Accessibility to clients	IPID does not have adequate presence and offices across the country in areas that are in close proximity to the people, thus making it difficult for the clients to access our offices for services and investigators inability to fulfil their duties on time, Ultimately hampering on the finalisation of cases by IPID investigators	<ul style="list-style-type: none"> Establish working relations with other departments to assist with work space Inter provincial working relations – Deployment of investigators to other IPID offices to assist with investigations
2	Inability to investigate and finalise cases timeously	The mandate of IPID is to investigate cases and finalise them efficiently and on time. Cases might not be finalised as per the set objectives.	<ul style="list-style-type: none"> Prioritised allocation of working tools and resources (financial) to improve finalisation of cases Internal staff to provide in-house training nationally Implementation of IPID training plan for investigators
3	Inability to fully implement specialised investigative services	Improvement is required on the current capacity to strengthening the IPID specialised investigative capacity and increase the areas of expertise.	<ul style="list-style-type: none"> Identifying skills gap Specialised training plan with focus on key required skills (corruption, cyber investigations, etc.);
4	Constrained resources	Adequate resources and their proper allocation is fundamental to the IPID to achieve its overall objectives. Due to the continuous baseline budget reduction experienced, there is a high possibility of resources being constrained which will impact negatively on operations.	<ul style="list-style-type: none"> Continuous engagement with National Treasury, SCOPA and the Minister's office on the request for further funding of the IPID Act. Reprioritisation of limited funding to focus on critical strategic objectives.

No.	Risk	Risk Description	Mitigation Strategies
5	Inadequate communication of IPID mandate to the public	Proper communication of IPID's mandate will assist the department to inform the public and raise awareness on the mandate and services rendered by the IPID.	<ul style="list-style-type: none"> • Develop and implement the IPID Communication strategy
6	Compromised independence of IPID mandate	<p>In delivering the constitutional mandate, the IPID may be affected by external political environment to achieve proper implementation of its objectives .</p> <p>Certain sections of the IPID Act are not aligned to the Constitution of South Africa. This poses a risk on the IPID's ability to implement its mandate.</p>	<ul style="list-style-type: none"> • Clear accounting and reporting lines to be incorporated in the proposed amendments of the IPID Act

Physical Address:

**City Forum Building
114 Madiba Street
Pretoria
0002**

Postal Address:

**Private Bag X941
Pretoria
0001**

Contact Details:

Tel : 012 399 0000

Fax : 012 326 0408

E-mail : complaints@ipid.gov.za

Website : www.ipid.gov.za

RP61/2016

ISBN: 978-0-621-44361-5