



ANNUAL PERFORMANCE PLAN

2021/22



**independent police
investigative directorate**

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA



independent police
investigative directorate

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA

Annual Performance Plan

2021/2022



Table of Contents

| | |
|-------------------------------|---|
| Executive Authority Statement | 3 |
| Accounting Officer Statement | 5 |
| Official Sign-Off | 7 |

PART A: OUR MANDATE 8

| | |
|--|---|
| 1. Updates to the relevant legislative and policy mandates | 9 |
| 2. Updates to Institutional Policies and Strategies | 9 |
| 3. Updates to Relevant Court Rulings | 9 |

PART B: OUR STRATEGIC FOCUS 11

| | |
|-------------------------------|----|
| 4. Updated Situation Analysis | 12 |
|-------------------------------|----|

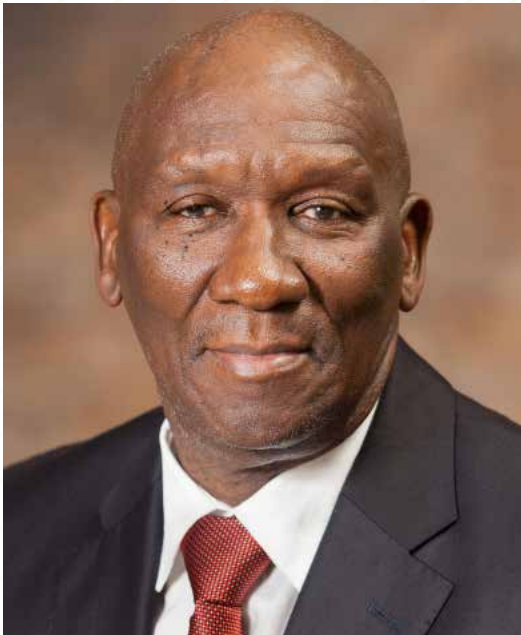
PART C: MEASURING OUR PERFORMANCE 17

| | |
|--|----|
| 5. Institutional Programme Performance Information | 18 |
| 6. Updated Key Risks | 42 |
| 7. Public Entities | 44 |
| 8. Infrastructure Projects | 44 |
| 9. Public Private Partnerships | 44 |
| 10. District Development Model | 44 |

Part D: Technical Indicator Description 45

| | |
|--|----|
| 11. List of Acronyms | 46 |
| ANNEXURE A: ADJUSTMENTS TO IPID'S STRATEGIC PLAN 2020-2025 | 47 |

Executive Authority Statement



General BH Cele
Minister of Police

The Independent Police Investigative Directorate (IPID) derives its constitutional mandate from Section 106 (6) of the Constitution of the Republic of South Africa, which mandates it to conduct independent and impartial investigation on any alleged misconduct of, or offence committed by a member of both the South African Police Services (SAPS) and Municipal Police Services (MPS).

The process for amendment of the IPID Act is anticipated to be finalised for implementation in order to address the identified shortcomings, such as a proposal to include other law enforcement agencies. This amendment will require additional resources over and above what has been allocated to the Department to ensure effective implementation.

IPID continues to contribute in the realisation of two priorities of the Medium Terms Strategic Framework (MTSF) 2019-2024, Priority 1 of ensuring a capable, ethical and developmental state as well as Priority 6 of ensuring social cohesion and safe communities.

In its efforts to fight corruption, IPID has strengthened its relations with other key law enforcement agencies within the Justice Crime Prevention Security (JCPS) cluster. This partnership has been formalised to ensure that amongst others, resources are shared to achieve the MTSF priorities.

Gender-Based Violence and Femicide National Strategic Plan sets out to provide cohesive strategic framework to guide the national response to the hyper endemic GBVF crisis in which South Africa finds itself. IPID has since developed and implemented the GBVF Strategy that includes partnership with various key stakeholders. Reported cases involving women, children and people living with disability will also receive priority. The Department has also developed an implementation plan with an indicator that will assist in monitoring percentage of procurement from companies owned by women.

IPID remains committed to contribute towards fighting in-justice and will continue to act in the public interest and conduct its investigations independently and impartially.

As I concede, it is my absolute pleasure to table IPID's Annual Performance Plan for the 2021/2022 financial year.



General BH Cele
Minister of Police

Accounting Officer Statement



Ms DJ Ntlatseng
Accounting Officer
Independent Police Investigative Directorate

There is a wide public recognition that the Independent Police Investigative Directorate is an important oversight institution which was established to reduce criminality within the police service. In the past three financial years, the need for heightened oversight over the South African Police Service has been underscored by the increased number of cases of assaults, discharge of official firearm and death as a result of police action that have been reported to the Department.

In implementing the Department's ten-point plan new strategies were developed namely; Gender Based Violence and Femicide, Communications and Stakeholder Management, Youth Development, Anti-Corruption, Access and Rural Awareness for implementation over the Medium Term Expenditure Framework (MTEF) period. The implementation of these strategies will amongst others ensure that attention is given to the alleged police brutality, rape, torture, assaults, corruption as well as gender-based violence and femicide cases.

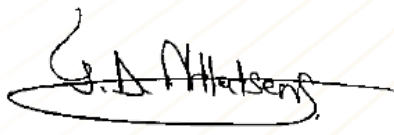
As part of improving service delivery a Toll-Free number has been launched to ensure that members of the public access services of IPID. Through this initiative, citizens will be able to report any police misconduct.

As a result of COVID-19 and the subsequent lockdown restrictions, the Department encountered several limitations in conducting and finalising investigations amid an increase in the number of reported cases. The reality is that the increased reported cases will put more pressure on our constrained resources. Despite the challenges the Department is faced with, investigators continue to show commitment in executing their responsibilities in line with IPID's mandate.

As the primary oversight body of the police service, the Department will continue to work with Civilian Secretariat for the Police Service (CSPS) on collective measures to advance the professionalisation of the police service as envisaged in the National Development Plan. This engagement with CSPS also contributes to the regular and stringent monitoring of the implementation of disciplinary recommendations made to the South African Police Service.

The Department has done all that was possible to comply with the court orders in implementing Section 23 of the IPID Act. The reprioritisation of resources was done in order to accommodate the required funds to improve the conditions of services, including salary and allowance payable to the investigators. It is a common cause that the implementation of this Section was a complex exercise that also required the involvement of other external stakeholders to assist in resolving whatever impasse and challenges that arose in the implementation. It is anticipated that a full implementation will be concluded in 2021/22 financial year.

I want to express my gratitude to our stakeholders who collaborated with us in providing service to the people of South Africa. The commitment of all IPID staff is also admired and commended.



Ms DJ Ntlatseng
Accounting Officer
Independent Police Investigative Directorate

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of the Minister of Police, General BH Cele.
- Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible for.
- Accurately reflects the Impact, Outcomes and Outputs which the Independent Police Investigative Directorate will endeavour to achieve over the period 2021/2022.

Ms N Netsianda
Chief Director Corporate Services



Signature:

Mr M Sesoko
Chief Director Investigation & Information Management



Signature:

Ms M Moroasui
Chief Director Legal and Investigation Advisory Services



Signature:

Ms M Molope
Chief Director Compliance Monitoring and Stakeholder Management



Signature:

Mr P Setshedi
Chief Financial Officer (acting)



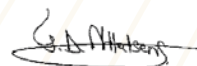
Signature:

Ms S Letlape
Head Official responsible for Planning



Signature:

Ms DJ Ntlatseng
Accounting Officer



Signature:

Approved by:
General BH Cele
Executive Authority

Date: 12 March 2021



Signature:

PART A:

OUR MANDATE



1. Updates to the relevant legislative and policy mandates

The amendment of section 6 of the IPID Act of 2011 was asserted by the President on 26 May 2020. The amendments were effected in line with the judgment that further reinforced IPID's structural and operational independence.

2. Updates to Institutional Policies and Strategies

The Department developed four new strategies which will be implemented from the 2021/2022 financial year.

2.1 Access and Awareness Rural Strategy

The aim of the Access and Awareness Rural Strategy is to establish and strengthen relations with rural communities; create awareness on IPID's legislative mandate; and ensure active participation in the planning and the implementation of initiatives aimed at creating accessibility of IPID services.

2.2 Gender-Based Violence and Femicide Strategy

The objective of the Gender-Based Violence and Femicide Strategy is to broaden access to justice for victims and survivors of violence; changing social norms and behaviour through awareness raising and prevention campaigns; strengthen and promote accountability; possible creation of more economic opportunities for women who are vulnerable to abuse due to poverty.

2.3 Communications and Stakeholder Management Strategy

The objective of the Communications and Stakeholder Management Strategy is to strengthen relations with various critical stakeholders; educate the public on department's mandate; ensure marketing of Department's mandate; manage perceptions about IPID; restore public trust and confidence on IPID's services and reassure the department's commitment to promote respect for the rule of law and human dignity.

2.4 Youth Development Strategy

The Youth Development Strategy is aimed at providing unemployed graduates and students with necessary workplace experience and skills that would contribute positively to their employment opportunities; create a pool of appropriately skilled and experienced prospective employees; create a platform for transfer of knowledge and skills to young people; and contribute towards the national agenda of youth development and creation of work opportunities to alleviate poverty.

3. Updates to Relevant Court Rulings

On 13 January 2021 **Judge Norman Davis of the High Court of South Africa, the Gauteng Division delivered a judgment in the Vuma and Others v Executive Director: Independent Police Investigative Directorate and Another (49791/2018) [2021] ZAGPPHC 9.**

This case dealt with access by the IPID to documents relating to the investigation of suspected tender fraud and corruption within the ranks of the South African Police Service. Accessing these documents was prevented by the classification of these documents as relating to issues that fall within the ambit of the National Strategic Intelligence Act, 39 of 1994. In short, those members of the leadership of the SAPS who were applicants in this

matter alleged that these documents constituted *“intelligence information that might compromise the national security and the identities of the operatives of the intelligence community”* and that the IPID may therefore not demand access to those documents.

The court stated that the applicants had obligations in terms of Section 4(2) of the IPID Act which obliges each organ of the state to assist IPID in performing its functions effectively. Further, in terms of Section 29(2) of the IPID Act *“...members of the South African Police Service...must provide their full cooperation to the members of the Directorate, including but not limited to...the availability of members ... to give evidence or produce any document in that member’s possession or under his or her control which has a bearing on the matter being investigated and any other information or documentation required for investigation purposes”*. The court found that prima facie, the allegations in respect of the said investigations of the procurements or attempted procurements, constitute crimes that fall within the purview of the IPID. The applicants had cited Section 5(2) of the Intelligence Service Oversight Act, 40 of 1994 which precludes the disclosure of any intelligence, information or document except for proper administration of the Act, to any person who of necessity requires it for the performance of any function under the Act; with the written permission of the Chairperson of the JSCI or as prescribed by regulation.

IPID’s argument was that in terms of Section 29(2) of the IPID Act, the required information could not be placed under qualification or limitation being placed on the nature or classification of such documents. Further, that IPID investigators had the necessary security clearance which is prescribed in the Minimum Information Security Standards which was approved by Cabinet on 4 December 1996 as part of the National Information Security Policy.

The court found that there is no lawful or justifiable reason why access to the relevant documents should not be given to IPID and, if declassification is necessary to effect such access, it should be done. The court stated that the applicants’ justification in respect of the documents requested were clearly unfounded, both in respect of the subsequently aborted reliance on section 5(2) of the Oversight Act as well as the purported protection of national interests. The court stated that *“one would have legitimately expected SAPS management, upon hearing of allegations of a three-fold overpricing of basic equipment such as flak-jackets, to immediately raise a hue and cry and volunteer any assistance to the investigation of such flagrant example of corruption within its ranks. The failure to do all of the aforementioned constitute a breach of the first three applicants’ obligations, entitling IPID to the declaratory order sought in this regard as set out hereunder.”*

The court ordered that the refusal or failure by SAPS to declassify the documents requested by the IPID for the purposes of its investigation be reviewed and set aside. The applicants appealed the judgment and it was dismissed with costs. This is a prominent case with far reaching consequences for IPID’s investigations that can now proceed unhindered.

PART B:

OUR STRATEGIC FOCUS



4. Updated Situation Analysis

4.1 External Environment Analysis

4.1.1 Economic Environment

At the commencement of the 2021 budget determination process, the Independent Police Investigative Directorate (IPID) like any other government institutions, was informed about the resource constraints over the Medium-Term Expenditure Framework (MTEF) period, and that the baseline allocation for 2020 budget will be reduced over the 2021 MTEF period. Reduction to budget baselines amount to R20.6 million in 2021/22, R31.7 million in 2022/23 and R47.3 million in 2023/24¹. This meant that our priority areas were to be funded through internal reprioritization. The general deteriorating economic circumstances, compelled the Department to present a budget scenario in which proposals were made for expenditure reductions over the MTEF period.

Over the medium term, the IPID will therefore focus on strengthening its investigative capacity and refining processes to improve the quality of investigations. As a result of COVID-19 and the subsequent lockdown restrictions, the Department encountered several limitations in conducting and finalizing investigations amid an increase in the number of reported cases. The effects of these limitations are likely to be felt over the MTEF period, as reflected by the decrease in most performance targets between 2020/21 and 2023/24. During this time, the Department will prioritise its backlog and investigate cases of alleged police brutality, rape, torture and assault. In light of the surge in the number of reported cases of gender-based violence and femicide, particular attention will be given to cases in which the alleged victims are women, children or people living with disabilities.

Despite the decrease of performance targets, the Department has begun an organisational realignment process to prioritise frontline services and convert vacant posts in non-core areas into the appointment of 13 additional investigators over the medium term. This additional capacity is expected to enable the Department to ensure that backlog cases are prioritised and that service delivery improves, particularly in “hotspot” provinces (Eastern Cape, Gauteng, KwaZulu-Natal and Western Cape) that have seen a large number of police misconduct cases reported in recent months. The appointment of these additional investigators is expected to result in expenditure of R17.7 million over the MTEF period in the Investigation and Information Management Programme.

The full implementation of section 23 of the Independent Police Investigative Directorate Act (2011) has also been reprioritised over the MTEF period in order to comply with the court order. The Department will continue to prioritise within the allocated budget the investigation of high impact cases which includes; corruption, systemic corruption, death in police custody, death as a result of police action, rape by police officer whether on or off duty and rape in police custody.

Total expenditure is expected to increase at an average annual rate of 1.6 per cent, from R341 million in 2020/21 to R358 million in 2023/24, with spending on compensation of employees accounting for 67.9 per cent (R241.5 million) of this amount over this period. As part of Cabinet’s decision to stabilise debt, the Department’s budget for compensation of employees is reduced by R75.7 million over the MTEF period. To accommodate these reductions and remain within the revised allocated budget, the Department conducted an extensive reprioritization exercise that includes a review of the establishment to ensure optimal utilization of the available personnel.

¹ Estimates of National Expenditure 2021

4.1.2 Performance Environment

The IPID is one of the key active role-players within the Justice Crime Prevention & Security (JCPS) Cluster contributing towards the fight against crime. In strengthening the department's systems and strategic approach to execute its legislative mandate, four strategies were developed for implementation in the 2021 MTEF period. These includes the Access and Awareness Rural Strategy, Gender-Based Violence and Femicide (GBVF) Strategy, Communication and Stakeholder Management Strategy and Youth Development Strategy. The GBVF Strategy was launched on 27 November 2020, whilst other strategies will be launched in the new financial year. The Department will also collaborate with identified stakeholders that are key towards successful implementation of these strategies through signing of Memorandum of Understanding (MoU) and establishment of focus groups amongst other initiatives.

In a drive to ensure accessibility of IPID services, the Department established and launched a toll-free number that is accessible 24 hours for reporting complaints by the community. The existence of this toll-free number is likely to increase the demand of IPID services as complainants are now able to access IPID's services with ease.

The Department's core business is investigation of complaints received on crime and misconduct allegedly committed by the police. In the 2020/2021 financial year, South Africa just like the global community was affected by the covid-19 pandemic. The pandemic had an adverse impact on departmental performance, including the core programme. The performance of the department in the first six months of the financial year was adversely affected as a result of lockdown restrictions, infections of IPID employees and/or witnesses, unavailability of witnesses or suspects due to self-isolation including temporary closure of offices of the police stations and the National Prosecuting Authority (NPA) amongst other key stakeholders. The Department continued to register cases during this period with some being as a result of the police lockdown operations conducted throughout the country to ensure compliance to covid-19 regulations. As a result, the department is anticipating to realise an increase of backlog cases due to inability to finalise investigation of some of the reported case which will be carried over throughout the MTEF period.

Furthermore, one other challenge that has been affecting completion of investigation on certain case classification is the delays in obtaining technical reports in order to complete the investigation. In order for the investigation process to be completed (decision ready) and refer the case either to the South African Police Service (SAPS) or the Municipal Police Service (MPS) for implementation of IPID's recommendations or to the NPA for decision on whether to prosecute or not, the technical reports are required. These reports include post-mortem, DNA, ballistic reports, histology and etc. The Department does not have the technical expertise and therefore relies on other entities; namely, Department of Health and the Forensic Science Laboratory to examine such evidential data. By 28 February 2021 there were 337 cases that could not be finalised due to outstanding technical reports as depicted on table 1 below. The most affected case classification is death as a result of police action with 215 cases, discharge of an official firearm with 76 and death in police custody with 27 cases.

In order to address this predicament, the Department is continuously engaging with the Department of Health at both provincial and national level and also some of the Universities to seek interventions that can be implemented to unblock the delays. In addition, a database of service providers who possess the required skills will be established. Progress will continuously be monitored and reported on various platforms to ensure that there's an improvement.

| Case Classification | Number of cases |
|--|-----------------|
| 28.1(a) - Death in police custody | 27 |
| 28.1(b) - Death as a result of police action | 215 |
| 28.1(c) - Discharge of an official firearm | 76 |
| 28.1(d) - Rape by a police officer | 13 |
| 28.1(f) – Assault | 6 |
| Total | 337 |

Table 1: Number of cases affected by outstanding technical reports per classification

The Department has collaborated with the Civilian Secretariat for Police Service (CSPS) to finalise the amendment of the IPID Act. This Bill seeks to address all identified shortcomings in the Act that hampers attainment of IPID's mandate due to number of factors such as structural and operational independence, as well as condition of services. There is a proposal that whilst the amendment of the IPID Act is underway, the scope of IPID's oversight role over the police services be expanded by including other Law enforcement agencies such as Provincial Traffic, Road Traffic Management Corporation, Western Cape Law enforcement and Regional/Local Municipal Police. If these proposal is endorsed the expansion of IPID's mandate will further constrain current limited resources. The Department will not be in the position to execute the expanded mandate with the current resources, additional resources will be required.

Over the years, IPID has not been able to cope with the increasing workload due to limited resources. The total workload which incorporates new cases, backlog and post decision monitoring (PDM) cases in the 2020/21 financial year is demonstrated in the table below. The total workload by end of February 2021 was 36 266, with PDM cases contributing 22 734, backlog 7 909 and new cases 5 623. The assault cases contribute 60% to the total workload, followed by 13% of discharge of an official arm and 9% of death as a result of police action.

| Case Classification | New Cases ² | Backlog ³ | PDM ⁴ | Total Workload |
|---|------------------------|----------------------|------------------|----------------|
| 28.1(a) - Death in police custody | 203 | 102 | 1 350 | 1 655 |
| 28.1(b) - Death as a result of police action | 308 | 572 | 2 263 | 3 143 |
| 28.1(c) - Discharge of an official firearm | 757 | 1 071 | 2 818 | 4 646 |
| 28.1(d) - Rape by a police officer | 72 | 42 | 616 | 730 |
| 28.1(e) - Rape in police custody | 12 | 0 | 46 | 58 |
| 28.1(f) - Assault | 3 900 | 5 249 | 12 734 | 21 883 |
| 28.1(f) – Torture | 237 | 496 | 405 | 1 138 |
| 28.1(g) – Corruption | 58 | 150 | 789 | 997 |
| 28.1(h) - matters referred to by Executive Director, Minister, MEC or the Secretary | 30 | 170 | 1 485 | 1 685 |
| 28.2 - systemic corruption | 0 | 5 | 10 | 15 |
| 33.3 - non-compliance with section 29 of IPID Act | 46 | 52 | 218 | 316 |
| Total | 5 623 | 7 909 | 22 734 | 36 266 |

Table 2: Total workload as at 28 February 2021

² These are cases that were registered in the current financial year

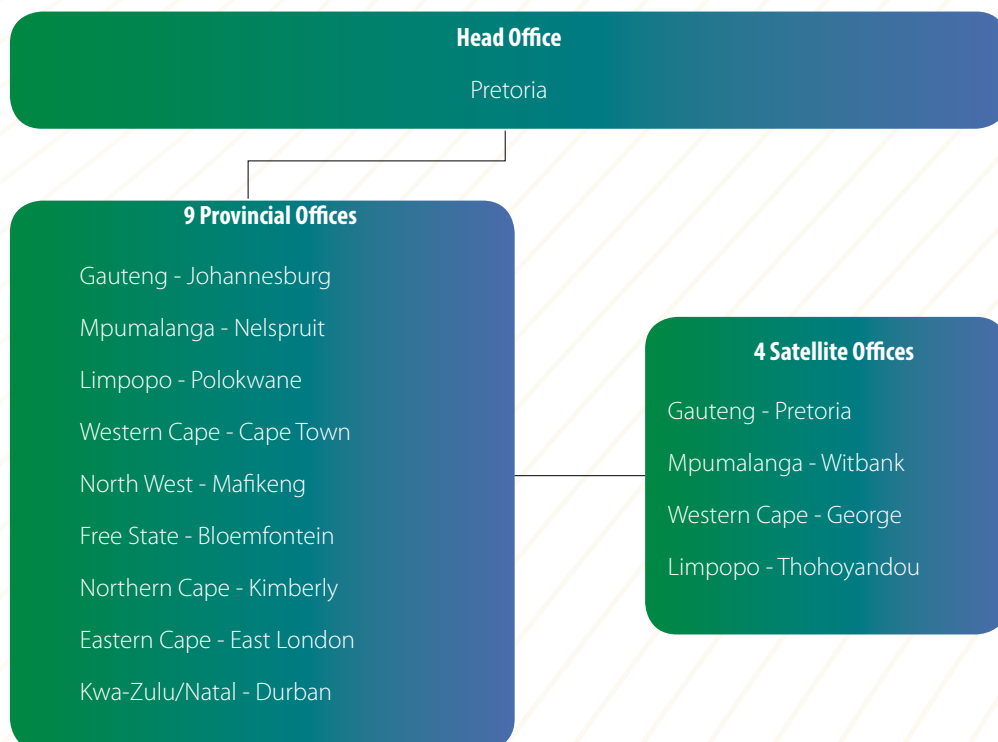
³ These are active cases that were registered in the previous financial year/s and carried over to the next financial year

⁴ These are completed cases that were either referred to SAPS/MPS/NPA. The progress status could either be awaiting outcome; court roll matter or DPP queries

4.2 Internal Environment Analysis

4.2.1 Geographical Structure

The IPID has an obligation to provide services to south african citizens across all provinces. In order to meet the demand for its services, it's imperative for the department to have adequate human capacity and a footprint. The Department's structure consists of a National Office which is based in Pretoria, nine Provincial Offices and four Satellite Offices. A total of four (04) Satellite Offices are still in operation as five (05) were closed due to inability to sustain the operational costs due to financial constraints. The Department's limited footprint has an impact on accessibility of IPID services. As a result, the Department is intending to expand its footprint by regionalising provincial offices. IPID will share office space with other organs of state where possible, to minimize operational costs. Engagements have commenced with the identified stakeholders.



4.2.2 Organisational Structure

The total staff establishment is 391 which comprises of 200 support staff and 191 investigators. 171 investigators responsible for operations across all provinces ranging between salary level 7-11 and 20 at SMS level. The capacity is inadequate considering the increasing demand of IPID's services. In order to ensure optimal utilization of the existing human capital, the department undertook a process of re-aligning functions to strengthen capacity within its limited resources.



4.2.3 Information Communication and Technology (ICT)

Due to the covid-19 pandemic outbreak, IPID just like any other organisation had to extensively rely on ICT to continue with business and ensure that service delivery is not completely disrupted. Since 2018/19 funds were being allocated to improve IPID's ICT Infrastructure and placement of IT operational equipment. IPID has continuously reprioritised its limited resources to fund key ICT projects. In the 2021 MTEF, implementation of ICT Plan still remains one of the department's key priorities.

PART C:

MEASURING OUR PERFORMANCE



5. Institutional Programme Performance Information

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 and Investigation Advisory Services
- Programme 4: Compliance Monitoring and Stakeholder Management

5.1 Programme 1: Administration

Purpose: Provide strategic leadership, management and support services to the Department. The Programme's activities are guided by the following key legislative framework; Public Finance Management Act (PFMA), Preferential Procurement Policy Framework Act (PPPFA), Treasury Regulations, Public Service Act (PSA), Public Service Regulations (PSR), Labour Relations Act, Skills Development Act, Employment Equity Act, Basic Conditions of Employment Act, Government Immovable Asset Management Act (GIAMA), National Archives Act, Minimum Information Security Standards (MISS), Public Administration Management Act (PAMA), Promotion of Access to Information Act (PAIA) and etc.

The Programme consists of the following five sub-programmes:

- a) Departmental Management provides strategic leadership, overall management and strategic reporting of the Directorate and ensures overall compliance with all relevant prescripts through the following two (02) components:

| Components | Purpose |
|---|--|
| Executive Administration and Coordination | 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 | Provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts. |

- b) Internal Audit provides assurance and consulting services by conducting risk based audit reviews and performing ad-hoc requests.
- c) Finance Services 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:

| Components | Purpose |
|---------------------------------------|--|
| Office of the Chief Financial Officer | Provides strategic support to the Executive Director and core service delivery Programmes, pertaining to finance services of the Department. 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 | 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 Department for the achievement of departmental objectives. |
| Supply-Chain and Asset Management | 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 Department and renders efficient provisioning services which contribute towards the attainment of Departmental objectives. |

- d) Corporate Services provides support services to the Department as a whole through the following components:

| Components | Purpose |
|---|---|
| Human Resources Management and Development Services | 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 co-ordinates the employee health and wellness programme. |
| Labour Relations | Manages labour related issues by coordinating orderly collective bargaining and effective resolution of employee labour disputes. |
| Information and Communication Technology | Provides ICT Service Management, ICT Security and Compliance, ICT Infrastructure as well as application development and support to ensure that (i) IPID uses Information and Communication Technologies to develop and enhance the delivery of its services, (ii) use of Information and Communication Technology is aligned to staff for optimum service delivery, (iii) access to IPID services is promoted through use of Information and Communication Technologies, and (iv) Information and Communication Technologies are acquired and used in manner that (a) leverages economies of scale to provide cost effectiveness; (b) ensures security within the IPID systems; (c) eliminates unnecessary duplication of Information and Communication Technologies within IPID; and, (d) ensures that IPID Information Systems interoperate with Information Systems of other public administration institution to enhance internal efficiency and/or improve delivery of services. |
| Auxiliary Services | 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 Department 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 | Provides pre-employment screening as well as information gathering for existing employees in order to obtain security clearances in line with the IPID Act. |

| Components | Purpose |
|-------------------------------------|---|
| Security Management | 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. |
| Strategy and Performance Monitoring | Is responsible for implementing effective organisational strategic planning, performance monitoring and reporting processes in line with relevant legislations. It also conducts evaluation to improve Department's performance. |

- e) Office Accommodation houses the devolved funds which are appropriated for office accommodation and related costs. The Auxiliary Services component performs the management of IPID facilities.

5.1.1 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicators | Annual Targets | | | | | | |
|--|--|--|-----------------------------|---------------|---------------|-----------------------|-------------|---------|---------|
| | | | Audited /Actual Performance | | | Estimated Performance | MTEF Period | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Effective and efficient administrative support | Implementation of ICT Plan | Percentage implementation of annual ICT Plan per year | New indicator | New indicator | 50% | 90% | 70% | 70% | 80% |
| | Implementation of Internal Audit Plan | Percentage implementation of annual Internal Audit Plan per year | 74% | 92% | 79% | 90% | 90% | 100% | 100% |
| | Implementation of risk mitigation strategies | Percentage implementation of risk mitigation strategies per year | New indicator | 44% | 21% | 60% | 60% | 70% | 70% |
| | Submission of SMS financial interests | Percentage compliance of SMS financial interests submitted through e-disclosure within stipulated timeframe per year | New indicator | New indicator | New indicator | 100% | 100% | 100% | 100% |
| | Filling of vacant posts | Percentage vacancy rate per year | 11% | 7% | 9.97% | <10% | 10% | 10% | 10% |
| | Implementation of Youth Development Strategy | Percentage implementation of Youth Development Strategy per year | New indicator | New indicator | New indicator | New indicator | 80% | 80% | 87% |
| Reduced level of police criminality and misconduct | Implementation of GBV&F Strategy | Percentage implementation of Gender Based Violence and Femicide Strategy per year | New indicator | New indicator | New indicator | New indicator | 70% | 70% | 80% |

5.1.2 Indicators, Annual and Quarterly Targets

| Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|--|---------------|------|-----|-----|-----|
| Percentage implementation of ICT Plan per year | 70% | - | - | - | 70% |
| Percentage implementation of annual Internal Audit Plan per year | 90% | - | - | - | 90% |
| Percentage implementation of risk mitigation strategies per year | 60% | 15% | 30% | 45% | 60% |
| Percentage compliance of SMS financial interests submitted through e-disclosure within stipulated timeframe per year | 100% | 100% | - | - | - |
| Percentage vacancy rate per year | 10% | 10% | 10% | 10% | 10% |
| ⁵ Percentage implementation of Gender Based Violence and Femicide Strategy per year | 70% | 10% | 25% | 50% | 70% |
| ⁶ Percentage implementation of Youth Development Strategy per year | 80% | 41% | 47% | 49% | 80% |

5.1.3 Explanation of planned performance over the medium-term period

The Department is aiming to ensure that service delivery is not compromised by maintaining the vacancy rate at 10%. The implementation of risk mitigation strategies, the Audit Plan and SMS disclosure of financial interests will strengthen internal controls and integrity of the operational environment leading to improved governance practices. Implementation of the ICT Plan will continue to improve ICT infrastructure and replacement of computers.

The implementation of the Youth Development Strategy will afford unemployed graduates and final year higher education students opportunities to acquire workplace experience and skills to promote their employability. The IPID is committed to implement Gender-Based Violence and Femicide Strategy in responding to the pandemic facing the country and threatening the livelihood of vulnerable groups living in South Africa. The implementation of the Strategy will focus on internal and external environment.

5 Implementation of the Gender Based Violence and Femicide Strategy will be measured through the Implementation Plan

6 Implementation of the Youth Development Strategy will be measured through the Implementation Plan

5.1.4 Programme Resource Considerations

Budget allocation for programme and sub-programmes as per the ENE

| Table 24.6 Administration expenditure trends and estimates by sub-programme and economic classification | | | | | | | | | | | |
|---|-----------------|--------------|-------------|-------------------------|-------------------------|----------------------------------|----------------------------------|--------------|--------------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appropriation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Department Management | 12.4 | 14.6 | 13.6 | 15.9 | 8.8% | 15.7% | 18.6 | 18.5 | 17.9 | 4.1% | 17.8% |
| Corporate Services | 33.8 | 50.4 | 34.3 | 34.7 | 0.9% | 42.6% | 39.3 | 39.8 | 38.4 | 3.5% | 38.3% |
| Office Accommodation | 11.8 | 12.5 | 13.1 | 13.9 | 5.6% | 14.2% | 14.6 | 15.2 | 15.8 | 4.5% | 15.0% |
| Internal Audit | 3.9 | 4.3 | 5.4 | 4.9 | 7.9% | 5.2% | 5.7 | 5.6 | 6.0 | 7.0% | 5.6% |
| Finance Services | 18.7 | 20.4 | 20.6 | 20.5 | 3.1% | 22.3% | 22.7 | 23.7 | 25.5 | 7.5% | 23.3% |
| Total | 80.5 | 102.2 | 87.1 | 89.9 | 3.7% | 100.0% | 101.0 | 102.8 | 103.7 | 4.9% | 100.0% |
| Change to 2020 | | | | (15.1) | | | (10.6) | (18.8) | (14.8) | | |
| Budget estimate | | | | | | | | | | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 80.0 | 94.1 | 83.8 | 86.0 | 2.5% | 95.6% | 97.6 | 100.0 | 100.8 | 5.4% | 96.7% |
| Compensation of employees | 43.2 | 49.0 | 50.3 | 50.2 | 5.1% | 53.5% | 56.2 | 56.8 | 57.8 | 4.8% | 55.6% |
| Goods and services ¹ | 36.8 | 45.1 | 33.6 | 35.8 | -0.9% | 42.1% | 41.4 | 43.2 | 43.0 | 6.2% | 41.1% |
| of which: | | | | | | | | | | | |
| Audit costs: External | 5.2 | 4.1 | 3.1 | 3.5 | -12.3% | 4.4% | 4.3 | 4.4 | 4.6 | 9.5% | 4.2% |
| Communication | 1.2 | 1.2 | 0.8 | 0.9 | -9.8% | 1.1% | 1.7 | 2.4 | 1.1 | 9.7% | 1.5% |
| Computer services | 4.6 | 9.0 | 5.2 | 5.2 | 4.4% | 6.7% | 5.3 | 5.2 | 5.6 | 2.1% | 5.4% |
| Operating leases | 14.3 | 19.1 | 15.7 | 16.8 | 5.5% | 18.3% | 19.4 | 20.5 | 20.7 | 7.2% | 19.5% |
| Property payments | 6.5 | 6.0 | 3.5 | 4.4 | -12.0% | 5.7% | 4.8 | 4.9 | 5.1 | 4.7% | 4.8% |
| Travel and subsistence | 1.6 | 1.8 | 1.9 | 1.2 | -9.7% | 1.8% | 1.7 | 2.1 | 2.1 | 22.3% | 1.8% |
| Transfers and subsidies¹ | 0.6 | 0.9 | 0.9 | 0.7 | 9.2% | 0.9% | 0.7 | 0.7 | 0.7 | - | 0.7% |
| Provinces and municipalities | - | - | 0.0 | - | - | - | 0.0 | 0.0 | 0.0 | - | - |
| Departmental agencies and accounts | 0.6 | 0.6 | 0.7 | 0.7 | 9.2% | 0.7% | 0.7 | 0.7 | 0.7 | -0.5% | 0.7% |
| Households | - | 0.3 | 0.2 | - | - | 0.1% | - | - | - | - | - |
| Payments for capital assets | 0.0 | 7.2 | 2.3 | 3.2 | 669.9% | 3.5% | 2.7 | 2.1 | 2.2 | -11.6% | 2.6% |
| Machinery and equipment | 0.0 | 7.2 | 2.3 | 3.2 | 669.9% | 3.5% | 2.7 | 2.1 | 2.2 | -11.6% | 2.6% |
| Total | 80.5 | 102.2 | 87.1 | 89.9 | 3.7% | 100.0% | 101.0 | 102.8 | 103.7 | 4.9% | 100.0% |

| Table 24.6 Administration expenditure trends and estimates by sub-programme and economic classification | | | | | | | | | | | |
|---|-----------------|---------|---------|-------------------------|-------------------------|----------------------------------|----------------------------------|---------|---------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appropriation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Proportion of total programme expenditure to vote expenditure | 31.5% | 32.5% | 25.9% | 26.4% | – | – | 29.0% | 29.2% | 29.0% | – | – |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | – | 0.0 | 0.2 | – | – | 0.1% | – | – | – | – | – |
| Employee social benefits | – | 0.0 | 0.2 | – | – | 0.1% | – | – | – | – | – |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 0.6 | 0.6 | 0.7 | 0.7 | 9.3% | 0.7% | 0.7 | 0.7 | 0.7 | -0.5% | 0.7% |
| Safety and Security Sector Education and Training Authority | 0.6 | 0.6 | 0.7 | 0.7 | 9.3% | 0.7% | 0.7 | 0.7 | 0.7 | -0.5% | 0.7% |
| Households | | | | | | | | | | | |
| Other transfers to households | | | | | | | | | | | |
| Current | – | 0.3 | – | – | – | 0.1% | – | – | – | – | – |
| Employee social benefits | – | 0.3 | – | – | – | 0.1% | – | – | – | – | – |

5.2 Programme 2: Investigation and Information Management

Purpose: Coordinate and facilitate the Department's investigation processes through the development of policy and strategic frameworks that guide and report on investigations.

The programme consists of the following three sub-programmes:

- a) Investigation Management develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act (2011) and other relevant prescripts.
- b) Investigation Services manages and conducts investigations in line with provisions in the IPID Act (2011)
- c) Information Management manages information and knowledge-management services through the development and maintenance of a Case Flow Management System and database, analyses and compiles statistical information.

5.2.1 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicators | Annual Targets | | | | | | |
|--|---------------------------|---|---|---------------|--------------|------------------------------------|--------------------------|---------|---------|
| | | | Audited/Actual Performance ⁷ | | | Estimated Performance ⁸ | MTEF Period ⁹ | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Reduced level of police criminality and misconduct | Case Investigative Report | Number of investigations of death in police custody that are decision ready per year | 145 (179) | 154 (180) | 174 (213) | 180 | 120 | 120 | 120 |
| | Case Investigative Report | Number of investigations of death as a result of police action that are decision ready per year | 130 (227) | 157 (280) | 141 (295) | 280 | 220 | 220 | 220 |
| | Case Investigative Report | Number of investigations of discharge of an official firearm by a police officer that are decision ready per year | 145 (271) | 337 (552) | 257 (494) | 370 | 370 | 370 | 370 |
| | Case Investigative Report | Number of investigations of rape by a police officer that are decision ready per year | 69 (102) | 100 (127) | 90 (115) | 130 | 70 | 70 | 70 |
| | Case Investigative Report | Number of investigations of rape while in police custody that are decision ready per year | 9 (14) | 12 (14) | 8 (9) | 15 | 6 | 6 | 6 |
| | Case Investigative Report | Number of investigations of torture that are decision ready per year | 39 (62) | 81 (129) | 62 (116) | 80 | 80 | 80 | 80 |
| | Case Investigative Report | Number of investigations of assault that are decision ready per year | 1 140 (1 841) | 1 794 (2 707) | 1 461 (2504) | 2000 | 2000 | 2000 | 2000 |
| | Case Investigative Report | Number of investigations of corruption that are decision ready per year | 56 (101) | 60 (85) | 35 (57) | 85 | 70 | 70 | 70 |

7 These audited outputs include only new cases registered during the financial year. The figures in brackets is a consolidated figure of both current and active backlog cases

8 The estimated performance is inclusive of current and backlog cases

9 MTEF targets for decision ready cases is a consolidation of both current and active backlog cases

| Outcome | Outputs | Output Indicators | Annual Targets | | | | | | |
|---------|---------------------------|---|---|---------------|---------|------------------------------------|--------------------------|---------|---------|
| | | | Audited/Actual Performance ⁷ | | | Estimated Performance ⁸ | MTEF Period ⁹ | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| | Case Investigative Report | Number of investigations of other criminal and misconduct matters referred to in section 28 (1)(h) of IPID Act that are decision ready per year | 33 (82) | 57 (93) | 10 (35) | 10 | 10 | 10 | 10 |
| | Case Investigative Report | Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready per year | New Indicator | New Indicator | 31 (47) | 25 | 5 | 5 | 5 |
| | Case Investigative Report | Number of approved systemic corruption investigations that are decision ready per year | 5 | 4 | 4 | 3 | 2 | 2 | 2 |
| | Docket Referral Report | Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year | 92% | 96% | 95% | 90% | 90% | 90% | 90% |
| | Recommendation Report | Percentage of recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off per year | 94% | 93% | 94% | 90% | 90% | 90% | 90% |

5.2.2 Indicators, Annual and Quarterly Targets

| Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---------------|-----|------|------|------|
| Number of investigations of death in police custody that are decision ready per year | 120 | 25 | 70 | 100 | 120 |
| Number of investigations of death as a result of police action that are decision ready per year | 220 | 40 | 90 | 150 | 220 |
| Number of investigations of discharge of an official firearm by a police officer that are decision ready per year | 370 | 90 | 180 | 270 | 370 |
| Number of investigations of rape by a police officer that are decision ready per year | 70 | 15 | 40 | 55 | 70 |
| Number of investigations of rape while in police custody that are decision ready per year | 6 | 1 | 2 | 4 | 6 |
| Number of investigations of torture that are decision ready per year | 80 | 20 | 50 | 70 | 80 |
| Number of investigations of assault that are decision ready per year | 2000 | 500 | 1200 | 1700 | 2000 |
| Number of investigations of corruption that are decision ready per year | 70 | 10 | 20 | 45 | 70 |
| Number of investigations of other criminal and misconduct matters referred to in section 28 (1)(h) of IPID Act that are decision ready per year | 10 | 2 | 4 | 8 | 10 |
| Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready per year | 5 | 1 | 3 | 4 | 5 |
| Number of approved systemic corruption investigations that are decision ready per year | 2 | - | - | - | 2 |
| Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year | 90% | 90% | 90% | 90% | 90% |
| Percentage of recommendation reports referred to the South African Police Service and Municipal Police Services within 30 days of being signed off per year | 90% | 90% | 90% | 90% | 90% |

5.2.3 Explanation of planned performance over the medium-term period

The output indicators are in line with the IPID legislative mandate focusing on specific identified offences as per Section 28 and 33 of the Act. These outputs are clearly designed to contribute to the outcome which is to reduce the level of criminality and misconduct. This will ultimately lead to the police rendering professional services to the citizenry in the country. The Programme will also be contributing towards implementation of the Gender Based Violence and Femicide Strategy by prioritizing crimes committed against vulnerable groups such as women, children and people living with disability i.e., death related cases, rape, assault and torture. Furthermore, the Department will build the necessary capacity through training to ensure that these cases are properly investigated.

The fight against corruption remains one of government's key priorities. This is also expressed in the National Development Plan (NDP) which emphasizes a coordinated effort to fight against corruption. IPID will continue to be part of the key stakeholders in the fight against the scourge of corruption such as the Anti-Corruption Task Team, Corruption Watch, the society, public and private institutions, among others. It is on this basis that the department is in the process of developing Anti-Corruption Strategy to enhance internal capacity and also collaborating with relevant law enforcement agencies.

5.2.4 Programme Resource Considerations

Budget allocation for Programme and sub-programmes as per the ENE

| Table 24.8 Investigation and Information Management expenditure trends and estimates by subprogramme and economic classification | | | | | | | | | | | |
|--|-----------------|--------------|--------------|--------------------------|-------------------------|----------------------------------|----------------------------------|--------------|--------------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appro-priation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Investigation Management | 15.9 | 18.5 | 16.8 | 18.8 | 5.8% | 8.6% | 12.7 | 11.2 | 11.3 | -15.6% | 5.9% |
| Investigation Services | 141.1 | 170.5 | 212.4 | 208.5 | 13.9% | 89.6% | 205.5 | 207.9 | 212.1 | 0.6% | 90.5% |
| Information Management | 2.7 | 3.3 | 4.2 | 5.1 | 23.5% | 1.9% | 9.3 | 9.4 | 9.4 | 22.3% | 3.6% |
| Total | 159.7 | 192.3 | 233.4 | 232.5 | 13.3% | 100.0% | 227.5 | 228.4 | 232.9 | 0.1% | 100.0% |
| Change to 2020 | | | | 1.4 | | | (17.5) | (20.5) | (9.8) | | |
| Budget estimate | | | | | | | | | | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 159.4 | 175.8 | 232.7 | 230.1 | 13.0% | 97.6% | 224.9 | 225.7 | 230.1 | - | 98.9% |
| Compensation of employees | 113.9 | 122.0 | 183.4 | 176.6 | 15.7% | 72.9% | 160.5 | 159.9 | 163.8 | -2.5% | 71.7% |
| Goods and services ¹ | 45.5 | 53.8 | 49.4 | 53.5 | 5.5% | 24.7% | 64.5 | 65.8 | 66.3 | 7.4% | 27.1% |
| of which: | | | | | | | | | | | |
| Communication | 3.0 | 2.4 | 3.0 | 2.8 | -2.3% | 1.4% | 3.7 | 3.8 | 4.0 | 12.2% | 1.6% |
| Computer services | 3.4 | 3.2 | 3.0 | 2.9 | -5.3% | 1.5% | 2.8 | 2.8 | 2.8 | -1.0% | 1.2% |
| Fleet services (including government motor transport) | 4.4 | 6.6 | 5.2 | 4.9 | 4.0% | 2.6% | 8.9 | 9.4 | 9.7 | 25.1% | 3.6% |
| Operating leases | 12.0 | 11.7 | 8.2 | 3.6 | -32.9% | 4.3% | 8.2 | 8.7 | 8.9 | 34.9% | 3.2% |
| Property payments | 8.1 | 11.2 | 11.2 | 17.4 | 29.0% | 5.9% | 18.1 | 18.7 | 19.4 | 3.8% | 8.0% |
| Travel and subsistence | 8.4 | 10.1 | 11.3 | 10.3 | 6.8% | 4.9% | 13.5 | 13.1 | 13.5 | 9.5% | 5.5% |
| Transfers and subsidies¹ | 0.3 | 0.4 | 0.6 | 0.1 | -31.7% | 0.2% | 0.1 | 0.1 | 0.1 | 3.9% | - |
| Provinces and municipalities | - | - | 0.1 | - | - | - | 0.1 | 0.1 | 0.1 | - | - |
| Departmental agencies and accounts | 0.0 | 0.1 | 0.0 | 0.1 | 124.1% | - | 0.0 | 0.0 | 0.0 | -77.7% | - |
| Households | 0.3 | 0.3 | 0.6 | - | -100.0% | 0.1% | - | - | - | - | - |
| Payments for capital assets | - | 16.0 | 0.0 | 2.3 | - | 2.2% | 2.5 | 2.6 | 2.7 | 5.6% | 1.1% |
| Machinery and equipment | - | 16.0 | 0.0 | 2.3 | - | 2.2% | 2.5 | 2.6 | 2.7 | 5.6% | 1.1% |
| Payments for financial assets | - | 0.0 | - | - | - | - | - | - | - | - | - |

| Table 24.8 Investigation and Information Management expenditure trends and estimates by subprogramme and economic classification | | | | | | | | | | | |
|--|-----------------|---------|---------|-------------------------|-------------------------|----------------------------------|----------------------------------|---------|---------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appro-riation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Total | 159.7 | 192.3 | 233.4 | 232.5 | 13.3% | 100.0% | 227.5 | 228.4 | 232.9 | 0.1% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 62.5% | 61.1% | 69.3% | 68.2% | – | – | 65.3% | 64.9% | 65.0% | – | – |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | 0.3 | 0.2 | 0.2 | – | -100.0% | 0.1% | – | – | – | – | – |
| Employee social benefits | 0.3 | 0.2 | 0.2 | – | -100.0% | 0.1% | – | – | – | – | – |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 0.0 | 0.1 | 0.0 | 0.1 | 124.1% | – | 0.0 | 0.0 | 0.0 | -77.7% | – |
| Communication | 0.0 | 0.1 | 0.0 | 0.1 | 124.1% | – | 0.0 | 0.0 | 0.0 | -77.7% | – |
| Households | | | | | | | | | | | |
| Other transfers to households | | | | | | | | | | | |
| Current | – | 0.2 | 0.4 | – | – | 0.1% | – | – | – | – | – |
| Claims against the state | – | 0.2 | 0.4 | – | – | 0.1% | – | – | – | – | – |

5.3 Programme 3: Legal and Investigation Advisory Services

Purpose: Manage and facilitate the provision of investigation advisory services. Provide legal, civil and labour litigation services.

The programme consists of the following three sub-programmes:

- a) Legal Support and Administration manages the Directorate's legal obligations by developing and maintaining systems, procedures and standards to assist, guide and direct legal support within the Directorate.
- b) Litigation Advisory Services coordinates civil and labour litigation. Other key activities and outputs include drafting and reviewing contracts and service level agreements.
- c) Investigation Advisory Services provides support during and after investigations, provides legal guidance to investigators and also facilitates the granting of policing powers.

5.3.1 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicators | Annual Targets | | | | | | |
|--|--------------------------------------|--|----------------------------|---------------|---------------|-----------------------|-------------|---------|---------|
| | | | Audited/Actual Performance | | | Estimated Performance | MTEF Period | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Department's legal interests protected | Documented legal advice | Percentage of legal advice provided to investigators within 2 working days of receipt per year | 100% | 100% | 100% | 95% | 95% | 95% | 95% |
| | Documented legal advice | Percentage of legal advice provided to the Department within 30 working days of receipt per year | 10% | 88% | 100% | 70% | 70% | 70% | 70% |
| | Appointment letter of State Attorney | Percentage of litigation matters referred with instructions to the state attorney within 10 working days of receipt per year | New indicator | New indicator | New indicator | 100% | 100% | 100% | 100% |
| | Signed contracts | Percentage of contracts and service level agreements finalised within 30 working days of request per year | 71% | 94% | 96% | 90% | 90% | 90% | 90% |

5.3.2 Indicators, Annual and Quarterly Targets

| Outputs | Annual Target | Q1 | Q2 | Q3 | Q4 |
|--|---------------|------|------|------|------|
| Percentage of legal advice provided to investigators within 2 working days of receipt per year | 95% | 95% | 95% | 95% | 95% |
| Percentage of legal advice provided to the Department within 30 working days of receipt per year | 70% | 70% | 70% | 70% | 70% |
| Percentage of litigation matters referred with instructions to the state attorney within 10 working days of receipt per year | 100% | 100% | 100% | 100% | 100% |
| Percentage of contracts and service level agreements finalised within 30 working days of request per year | 90% | 90% | 90% | 90% | 90% |

5.3.3 Explanation of planned performance over the medium-term period

The provision of quality legal advice will ensure that the investigation does not infringe human rights of alleged suspect or the complainant and will also minimize queries from the prosecuting authority. The provision of legal and litigation services is aimed at protecting the Department's legal interests and to ensure that matters are attended to timeously.

5.3.4 Programme Resource Considerations

Budget allocation for Programme and sub-programmes as per the ENE

| Table 24.10 Legal and Investigation Advisory Services expenditure trends and estimates by sub-programme and economic classification | | | | | | | | | | | |
|---|-----------------|-------------|-------------|-------------------------|-------------------------|----------------------------------|----------------------------------|-------------|-------------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appro-riation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Legal Support and Administration | 2.4 | 1.7 | 1.9 | 1.8 | -8.9% | 32.7% | 2.2 | 2.3 | 2.4 | 10.2% | 32.5% |
| Litigation Advisory Services | 1.5 | 2.2 | 1.3 | 1.9 | 8.2% | 28.3% | 1.8 | 1.8 | 1.9 | 1.4% | 27.7% |
| Investigation Advisory Services | 0.9 | 4.0 | 2.1 | 2.4 | 38.5% | 39.0% | 2.4 | 2.8 | 3.0 | 7.8% | 39.8% |
| Total | 4.7 | 7.9 | 5.3 | 6.0 | 8.3% | 100.0% | 6.4 | 6.9 | 7.3 | 6.7% | 100.0% |
| Change to 2020 | | | | (0.9) | | | (1.1) | (1.7) | (1.1) | | |
| Budget estimate | | | | | | | | | | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 4.5 | 7.6 | 5.3 | 6.0 | 10.5% | 97.5% | 6.4 | 6.9 | 7.3 | 6.7% | 100.0% |
| Compensation of employees | 3.1 | 7.2 | 4.9 | 5.5 | 20.8% | 86.8% | 6.1 | 6.1 | 6.6 | 5.7% | 91.7% |
| Goods and services ¹ | 1.3 | 0.4 | 0.4 | 0.5 | -29.0% | 10.7% | 0.3 | 0.7 | 0.7 | 16.5% | 8.3% |
| of which: | | | | | | | | | | | |
| Communication | 0.1 | 0.1 | 0.0 | 0.1 | 4.5% | 0.9% | 0.0 | 0.1 | 0.1 | 25.1% | 1.2% |
| Consumables: Stationery, printing and office supplies | 0.0 | 0.0 | 0.1 | 0.1 | 32.1% | 0.8% | 0.1 | 0.1 | 0.1 | 23.8% | 1.2% |
| Operating leases | – | – | – | – | – | – | – | 0.0 | 0.0 | – | 0.4% |
| Travel and subsistence | 0.1 | 0.2 | 0.2 | 0.3 | 26.6% | 3.4% | 0.1 | 0.3 | 0.3 | 4.4% | 4.0% |
| Training and development | 0.0 | 0.1 | 0.0 | 0.0 | -3.5% | 0.9% | 0.0 | 0.1 | 0.1 | 16.9% | 0.8% |
| Operating payments | – | – | – | 0.0 | – | – | 0.0 | 0.0 | 0.0 | 121.8% | 0.3% |
| Transfers and subsidies¹ | 0.3 | 0.3 | 0.0 | – | -100.0% | 2.5% | – | – | – | – | – |
| Households | 0.3 | 0.3 | 0.0 | – | -100.0% | 2.5% | – | – | – | – | – |
| Total | 4.7 | 7.9 | 5.3 | 6.0 | 8.3% | 100.0% | 6.4 | 6.9 | 7.3 | 6.7% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 1.9% | 2.5% | 1.6% | 1.8% | – | – | 1.8% | 2.0% | 2.0% | – | – |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |

| Table 24.10 Legal and Investigation Advisory Services expenditure trends and estimates by sub-programme and economic classification | | | | | | | | | | | |
|---|-----------------|---------|---------|-------------------------|-------------------------|----------------------------------|----------------------------------|---------|---------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appropriation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Other transfers to households | | | | | | | | | | | |
| Current | 0.3 | 0.3 | – | – | -100.0% | 2.3% | – | – | – | – | – |
| Claims against the state | 0.3 | 0.3 | – | – | -100.0% | 2.3% | – | – | – | – | – |

5.4 Programme 4: Compliance Monitoring and Stakeholder Management

Purpose: 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.

The programme consists of the following two sub-programmes:

- a) Compliance Monitoring monitors and evaluates the quality of recommendations made and responses received on such recommendations from the South African Police Service, Municipal Police Services and National Prosecuting Authority in compliance with the reporting obligations in terms of the IPID Act, 2011.
- b) Stakeholder Management manages relations and liaises with the Directorate's key stakeholders such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police, National Prosecuting Authority, the Special Investigating Unit, the Public Protector of South Africa, the State Security Agency and civil society organisations, in line with the requirements of the IPID Act.

5.4.1 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicator | Annual Targets | | | | | | |
|--|---|--|----------------------------|---------------|---------------|-----------------------|-------------|---------|---------|
| | | | Audited/Actual performance | | | Estimated Performance | MTEF Period | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Strengthened Stakeholder Relations | Stakeholder engagement | Number of engagements held with key stakeholders per year | 186 | 128 | 143 | 136 | 166 | 166 | 166 |
| | Media management | Number of media programmes held per year | New indicator | New indicator | New indicator | New indicator | 4 | 4 | 4 |
| Reduced level of police criminality and misconduct | Analysis register | Percentage of recommendations referred to the SAPS and MPS that are analysed per year | New indicator | New indicator | New indicator | New indicator | 80% | 80% | 80% |
| | Analysis register | Percentage of criminal referrals forwarded to the NPA that are analysed per year | New indicator | New indicator | New indicator | New indicator | 80% | 80% | 80% |
| | Analysis register | Percentage of responses from the SAPS and MPS that are analysed within 30 days of receipt per year | New indicator | 50% | 99% | 60% | 60% | 60% | 60% |
| | Analysis register | Percentage of responses from the NPA that are analysed within 30 days of receipt per year | New indicator | 50% | 94% | 50% | 60% | 60% | 60% |
| | Inspection report | Number of case docket inspections conducted per year | New indicator | New indicator | 5 | 5 | 5 | 5 | 5 |
| Reduced level of police criminality and misconduct | Implementation of Access and Awareness Rural Strategy | Percentage implementation of Access and Awareness Rural Strategy per year | New indicator | New indicator | New indicator | New indicator | 60% | 60% | 60% |

5.4.2 Indicators, Annual and Quarterly Targets

| Output indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---------------|-----|-----|-----|-----|
| Number of formal engagements held with key stakeholders per year | 166 | 40 | 80 | 120 | 166 |
| Number of media programmes held per year | 4 | 1 | 2 | 3 | 4 |
| Percentage of recommendations referred to the SAPS and MPS that are analysed per year | 80% | 80% | 80% | 80% | 80% |
| Percentage of criminal referrals forwarded to the NPA that are analysed per year | 80% | 80% | 80% | 80% | 80% |
| Percentage of responses from the SAPS and MPS that are analysed per year | 60% | 60% | 60% | 60% | 60% |
| Percentage of responses from the NPA that are analysed per year | 60% | 60% | 60% | 60% | 60% |
| Number of case docket inspections conducted per year | 5 | - | 2 | 2 | 1 |
| Percentage implementation of Access and Awareness Rural Strategy per year | 60% | 10% | 20% | 30% | 60% |

5.4.3 Explanation of planned performance over the medium-term period

Formal engagements with stakeholders will strengthen relations and partnerships with various stakeholders that are key for service delivery. These engagements will also comprise of community outreach programmes that are intended to create awareness of IPID's mandate and its services; also reaching out to vulnerable parts of the communities and groups. The implementation of media programmes will contribute towards striving to restore public trust and public confidence and managing perceptions about IPID. This will contribute towards ensuring that people are and feel safe.

The intent of analyzing the recommendation reports and criminal referrals is to identify quality gaps and challenges that may adversely have an effect on the implementation of recommendations by the stakeholders. The analysis of responses received from the SAPS/MPS and NPA is aimed at ensuring that justice is not compromised. In instances where the outcome is unsatisfactory, management will take action to engage the relevant stakeholder to appeal the response received. IPID will continue to work together with the CSPA and having regular meetings to discuss progress and challenges on implementation of IPID recommendations. The inspection of dockets will provide assurance to management, oversight institutions and complainants on the integrity of the investigations conducted by IPID. The implementation of Access and Awareness Rural Strategy will contribute towards effective investigation of cases reported in rural areas and also enhance awareness to rural communities in relation to the existence of IPID and its services.

5.4.4 Programme Resource Considerations

Budget allocation for Programme and sub-programmes as per ENE.

| Table 24.12 Compliance Monitoring and Stakeholder Management expenditure trends and estimates by sub-programme and economic classification | | | | | | | | | | | |
|--|-----------------|-------------|-------------|-------------------------|-------------------------|----------------------------------|----------------------------------|-------------|-------------|-------------------------|----------------------------------|
| Subprogramme | Audited outcome | | | Ad-justed appro-riation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Compliance Monitoring | 5.9 | 5.8 | 6.6 | 8.2 | 11.8% | 57.2% | 7.9 | 8.3 | 8.5 | 1.3% | 61.3% |
| Stakeholder Management | 4.5 | 6.7 | 4.3 | 4.4 | -1.0% | 42.8% | 5.5 | 5.4 | 5.6 | 8.5% | 38.7% |
| Total | 10.4 | 12.5 | 10.8 | 12.6 | 6.6% | 100.0% | 13.4 | 13.8 | 14.1 | 3.9% | 100.0% |
| Change to 2020 | | | | (0.2) | | | (0.2) | (0.7) | (0.0) | | |
| Budget estimate | | | | | | | | | | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 10.3 | 12.2 | 10.7 | 12.6 | 7.0% | 98.9% | 13.4 | 13.8 | 14.1 | 3.9% | 100.0% |
| Compensation of employees | 8.5 | 9.4 | 9.6 | 10.8 | 8.2% | 82.8% | 11.0 | 11.2 | 11.5 | 2.0% | 82.6% |
| Goods and services ¹ | 1.7 | 2.8 | 1.2 | 1.8 | 0.6% | 16.1% | 2.4 | 2.5 | 2.6 | 14.4% | 17.4% |
| of which: | | | | | | | | | | | |
| Administrative fees | 0.1 | 0.1 | 0.1 | 0.3 | 48.6% | 1.2% | 0.2 | 0.2 | 0.2 | -3.5% | 1.8% |
| Advertising | 0.1 | 0.2 | – | 0.1 | -6.3% | 1.1% | 0.9 | 0.8 | 0.7 | 78.6% | 4.6% |
| Communication | 0.1 | 0.1 | 0.1 | 0.2 | 16.9% | 1.2% | 0.2 | 0.2 | 0.2 | 5.6% | 1.6% |
| Computer services | 0.7 | 0.1 | 0.1 | 0.1 | -50.4% | 2.4% | 0.1 | 0.1 | 0.1 | 14.8% | 0.9% |
| Travel and subsistence | 0.4 | 2.0 | 0.5 | 0.6 | 18.3% | 7.7% | 0.6 | 0.7 | 0.7 | 4.8% | 4.8% |
| Operating payments | 0.0 | 0.0 | 0.0 | 0.0 | 17.3% | 0.2% | 0.1 | 0.1 | 0.1 | 91.8% | 0.8% |
| Transfers and subsidies¹ | – | 0.3 | 0.1 | – | – | 0.8% | – | – | – | – | – |
| Households | – | 0.3 | 0.1 | – | – | 0.8% | – | – | – | – | – |
| Payments for capital assets | 0.1 | 0.0 | – | – | -100.0% | 0.3% | – | – | – | – | – |
| Machinery and equipment | 0.1 | 0.0 | – | – | -100.0% | 0.3% | – | – | – | – | – |
| Total | 10.4 | 12.5 | 10.8 | 12.6 | 6.6% | 100.0% | 13.4 | 13.8 | 14.1 | 3.9% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 4.1% | 4.0% | 3.2% | 3.7% | – | – | 3.9% | 3.9% | 3.9% | – | – |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |

Table 24.12 Compliance Monitoring and Stakeholder Management expenditure trends and estimates by sub-programme and economic classification

| Subprogramme | Audited outcome | | | Ad-justed appro-priation | Average growth rate (%) | Average: Expend-iture/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expend-iture/ Total (%) |
|-------------------------------|-----------------|---------|---------|--------------------------|-------------------------|----------------------------------|----------------------------------|---------|---------|-------------------------|----------------------------------|
| R million | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2017/18 - 2020/21 | | 2021/22 | 2022/23 | 2023/24 | 2020/21 - 2023/24 | |
| Social benefits | | | | | | | | | | | |
| Current | – | – | 0.1 | – | – | 0.2% | – | – | – | – | – |
| Employee social benefits | – | – | 0.1 | – | – | 0.2% | – | – | – | – | – |
| Households | | | | | | | | | | | |
| Other transfers to households | | | | | | | | | | | |
| Current | – | 0.3 | – | – | – | 0.6% | – | – | – | – | – |
| Claims against the state | – | 0.3 | – | – | – | 0.6% | – | – | – | – | – |

6. Updated Key Risks

| Outcome | Key Risks | Risk Mitigation |
|--|---|--|
| Effective and efficient administrative support | 1. Constrained resources | 1.1 Reprioritisation of limited funding to focus on critical strategic objectives. |
| | | 1.2 Continue to lobby for increased funding by National Treasury i.e. funding that will be in line with IPID needs |
| | | 1.3 Utilising structures such as Ministry, Parliament and Civil Society to assist with advocacy and lobbying for additional funding on behalf of IPID |
| | | 1.4 Exploring partnership with Stakeholders to assist with funding and/or resources (e.g EPWP, NYDA, PSITA, NSF) for acquiring Human Resources, funding and skills enhancement |
| | | 1.5 Explore other alternative funding sources |
| | 2. Inadequate Information Systems | 2.1 Implementation of ICT Plan |
| | 3. Non- compliance to laws, regulations and prescripts | 3.1 Compliance Monitoring and Reporting |
| | 4. Inadequate management of Covid-19 pandemic in the IPID | 4.1 Monitoring and reporting on the implementation of regulations and protocols within IPID |
| | | 4.2 Continued advocacy on adherence to Covid-19 regulations and protocols |

| Outcome | Key Risks | Risk Mitigation |
|--|---|--|
| Reduced level of police criminality and misconduct | 5. Infiltration of IPID investigations by SAPS | 5.1 Open criminal cases against SAPS members involved in the interferences of IPID investigations 5.2 Disciplinary actions Instituted on IPID investigators involved in the infiltration 5.3 Intensify integrity strengthening for IPID investigators |
| | 6. Possible threats to harm IPID investigators and Head of Department | 6.1 Implementation of the policy on threats to IPID investigators |
| | 7. Credibility of institutional performance | 7.1 Quality assurance on the investigations conducted. (i.e verification of files) 7.2 Verification of evidence submitted through Signed-off Certificates 7.3 Legal Quality assurance sorted 7.4 Training on Investigation report writing |
| | 8. Inability to investigate and finalise cases timeously | 8.1 Engage with other departments in provinces to request assistance with office accommodation in order to improve accessibility to clients 8.2 Enhance skills by providing training on areas of specialized investigations to optimize service delivery 8.3 Reprioritisation of investigations to match resources available (Human & Budget) 8.4 Continuous engagement with FSL (forensic service laboratory) and Department of Health (for pathology services) to speedy technical reports of IPID investigations 8.5 Acquire assistance from panel of pathologists. 8.6 Partnering with Universities to acquire assistance with Ballistic services |
| Strengthened Stakeholder Relations | 9. Inadequate communication of IPID mandate to the public | 9.1 Implementation of the Communication and Stakeholder Strategy |

7. Public Entities

Not applicable to the Department.

8. Infrastructure Projects

The Department does not have infrastructure Projects

9. Public Private Partnerships

Not applicable to the Department.

10. District Development Model

There are no projects that are implemented at a district level.

Part D:

Technical Indicator Description

Please refer to IPID website (www.ipid.gov.za) for full definitions of all indicators



11. List of Acronyms

| | |
|--------------|---|
| CSPS | Civilian Secretariat for Police Service |
| DPSA | Department of Public Service and Administration |
| ENE | Estimates of National Expenditure |
| FSL | Forensic Science Laboratory |
| GBVF | Gender-Based Violence and Femicide |
| GIAMA | Government Immovable Asset Management Act |
| GPA | Government Pensions Administration Agency |
| ICT | Information and Communication Technology |
| IPID | Independent Police Investigative Directorate |
| JCPS | Justice Crime Prevention and Security |
| MEC | Member of Executive Council |
| MISS | Minimum Information Security Standards |
| MOU | Memorandum of Understanding |
| MPS | Municipal Police Service |
| MTEF | Medium Term Expenditure Framework |
| MTSF | Medium Term Strategic Framework |
| NDP | National Development Plan |
| NPA | National Prosecuting Authority |
| PAIA | Promotion of Access to Information Act |
| PAMA | Public Administration Management Act |
| PDM | Post Decision Monitoring |
| PFMA | Public Finance Management Act |
| PPPFA | Preferential Procurement Policy Framework Act |
| PSA | Public Service Act |
| PSR | Public Service Regulations |
| SAPS | South African Police Service |
| SCM | Supply Chain Management |

ANNEXURE A: ADJUSTMENTS TO IPID'S STRATEGIC PLAN 2020-2025

| Old | | | Changes | | | Justification for changes |
|---|---|---------------|------------------------------------|---|---------------|---|
| Outcome | Outcome Indicator | 5 year Target | Outcome | Outcome Indicator | 5 year Target | |
| Programme 1: Administration | | | | | | |
| Effective and efficient administrative support | Percentage increase in ICT systems availability | 95% | No changes | Outcome indicator and target are discontinued | | The five-year target is already achieved and exceeded. Reported output was 98.91% |
| Programme 4: Compliance Monitoring and Stakeholder Management | | | | | | |
| Improved awareness on IPID's services | Increase in number of people reached out through awareness campaigns nationally | 13 860 | Strengthened stakeholder relations | Percentage implementation of Communications and Stakeholder Management Strategy | 60% | To ensure an inclusive approach is undertaken to strengthen relations with department's key stakeholders. |

Notes

[illegible]

Independent Police Investigative Directorate

ANNUAL PERFORMANCE PLAN

IPID National Office:

City Forum Building
114 Madiba Street
Pretoria
0001

Contact details:

Tel: 012 399 0000
Toll Free: 0800 111 969
Fax: 012 326 0408
Email: complaints@ipid.gov.za

Website: www.ipid.gov.za

RP90/2021

ISBN: 978-0-621-49277-4

Title of Publications: IPID APP 2021/2022



**independent police
investigative directorate**

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA