

2023/24



Independent Police Investigative Directorate

ANNUAL PERFORMANCE PLAN



independent police
investigative directorate

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA



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investigative directorate

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Annual Performance Plan

2023/2024

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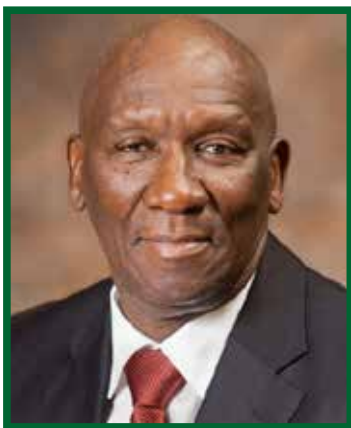
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Executive Authority Statement



General BH Cele
Minister of Police

Acts of police brutality is becoming a worrying phenomenon in the country. Therefore, enhancing police integrity and accountability is key to the output of IPID as they respond to the Medium Term Strategic Framework priorities which are capable and ethical state as well as social cohesion and safer communities.

Economic challenges in the country have an impact in the operations of IPID, however the Directorate continues to work with its limited resources to achieve its mandate.

As the political head of IPID, I welcome the process to review the IPID Act to allow it to be more independent and impartial in its work. The review of the Act will focus on key processes that are critical in the appointment of the Executive Director of IPID, reporting lines and term of employment as well as the appointment of Investigators amongst other things. Government has received comments from the public and the review process is currently underway.

Gender mainstreaming and increasing the participation of women in oversight is critical to achieving South Africa's transformation agenda in the workplace. IPID has been male dominated for a number of years. I am pleased that there is a shift in the current composition of IPID. Female representation in the management echelons is increasing and there is also a noticeable increase in the number of female investigators within the Directorate.

Our society is connected to each other and there is a need for more information and improved service delivery, therefore IPID will continue to expand its footprint nationally by taking services to the people through the establishment of regional offices.

This Annual Performance Plan demonstrates IPID's priorities for the 2023/2024 financial year and I am committed to ensuring that the mandate of IPID becomes a reality.

A handwritten signature in black ink, appearing to be 'BH Cele', written over a horizontal line.

General BH Cele
Minister of Police

Date: 16 March 2023

Accounting Officer Statement



Ms DJ Ntlatseng
Accounting Officer
Independent Police Investigative Directorate

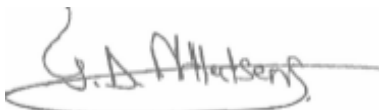
Investigating human rights violations is a very overwhelming task and we need to ensure that we conduct our work with diligence, integrity and respect. One of the trends that we have seen in our work are the high cases of assault, the discharge of official firearms and death as a result of police action. Amid all the challenges we have to ensure that we deliver quality and impartial investigations. This will require a balance between executing our mandate independently and impartially with the limited resources.

I continue to be inspired by the collective efforts of our staff and management to execute IPID's mandate. We should be able to demonstrate our meaningful role in policing the police for a safer South Africa while at the same time preserving human rights as enshrined in our constitution.

The world is steadily moving towards technological transformation. As IPID, we are improving our systems to adapt to the ever changing world of technology. The Department is in the process of revamping the case management system to enable efficient investigation and reporting processes. In 2021/2022, we introduced the Access and Awareness Rural Strategy to improve on service delivery as well as to endorse IPID's visibility countrywide especially in rural areas and small holdings. We aim to ensure that our 60 million citizens know about their rights and recourse, should they experience criminality at the hands of the police. We will continue to expand our footprint in rural areas and peri-urban areas while also raising awareness of IPID's services through various media and community engagements platforms.

The urgency for cultural reforms has prompted us to examine our organisational structure. We have added extra capacity in Programme 2 which is the core existence of IPID. This includes addressing our huge case backlog through our Backlog Strategy, prioritisation of our cases and the appointment of Quality Assurers and Contract workers. Our resources will also be more focused on the three hotspot provinces namely Gauteng, Kwa-Zulu Natal and Western Cape as they have more active cases.

Lastly I would like to thank the IPID family and our stakeholders for their commitment in providing quality service to the South African public.



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 endeavor to achieve over the period 2023/2024.

Ms N Netsianda

Chief Director Corporate Services

Signature:



Mr. T. Keefelakae

Chief Director Investigation & Information Management (acting)

Signature:



Mr S Ramafoko

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

Signature:



Ms S Letlape

Head Official responsible for Planning

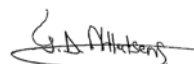
Signature:



Ms DJ Ntlatseng

Accounting Officer

Signature:



Date: 16 March 2023

Approved by:

General BH Cele

Executive Authority

Signature:

Date: 16 March 2023

PART A:

OUR MANDATE



1. Updates to the relevant legislative and policy mandates

During 2020/21, amendment of the IPID Bill resumed which is meant to ensure that the IPID would be operationally and structurally independent as set out in Judge Bosielo's watershed Constitutional Court judgment. The amendments to the Act will also ensure that the IPID discharges its mandate fully without any hindrances. In order to ensure objectivity, the Bill was also sent to several stakeholders who provided inputs towards strengthening the IPID's independence.

Among the changes that have been made are changes to section 28 which sets out the offences that are investigated by the IPID. Section 28(1) has been amended to allow the IPID to investigate the offences listed therein, whether the members are on or off duty. Also included are the offences of torture as defined in the Prevention and Combating of Torture of People Act, 2013 (Act No 13 of 2013), and corruption as defined in the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).

There's no extension of IPID's mandate, therefore, there would be no financial implications for the implementation of the Bill. The IPID Amendment Bill 2022 has been published for public comment; gazette number is 47373 with the closing date of 15 December 2022.

2. Updates to Institutional Policies and Strategies

The Department developed four (04) key Strategies which were part of the department's 10-point plan. The first year of implementation was 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 the IPID legislative mandate; and ensure active participation in the planning and 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; change social norms and behaviour through high-level awareness raising and prevention campaigns; strengthen and promote accountability; and to possibly create more economic opportunities for women who are vulnerable to abuse due to poverty, as well as the empowerment of vulnerable groups.

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; and restore public trust and confidence in IPID's services and reassure the public of the department's commitment to promote respect for the rule of law and human dignity.

2.4 Youth Development Strategy

A 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 Ruling

None.

PART B:

OUR STRATEGIC FOCUS



4. Updated Situational Analysis

4.1 External Environment Analysis

4.1.1 Economic Environment

The global economic environment is deteriorating and the risks of distress among developing countries are becoming more acute. In this context, South Africa's fiscal policy is achieving its objective of closing the gap between revenue and non-interest spending. In 2023/24, a primary budget surplus of 0.7% of GDP is projected. Gross loan debt stabilises at 71.4 per cent of GDP in 2022/23 – two years earlier and at a lower level than projected in the 2022 Budget Review. Net public debt will stabilise as a percentage of GDP in 2024/25. The improvement in the pace of debt stabilisation is largely a result of higher than anticipated inflation and revenue. It will be partly offset by the materialisation of fiscal risks, including a planned takeover of Eskom debt.¹

Government remains focused on medium- to longer-term economic growth and rebuilding fiscal buffers, which implies prudent restraint in response to short-term spending pressures. A portion of higher than anticipated revenue collection will be used to continue reducing the budget deficit. Stable public finances will underpin economic growth, maintain government's commitment to support vulnerable households, and help reduce overall risks to the fiscal outlook. This approach avoids the pitfalls of risky fiscal action that has led to currency depreciation and economic instability in a number of countries. South Africa's economy is highly dependent on international capital flows and the rand is sensitive to changes in market conditions.

High and persistent government debt and deficits can lead to raised lending rates across the economy thus making it difficult to attract investors, as well as the raised cost of machinery and fuel imports. Government's commitment to fiscal stability is reflected in recent credit ratings outlooks that affirmed a stable outlook for South Africa. The fiscal strategy also supports sustainable provision of essential services to low-income households. As the primary balance improves, the real baselines of critical public services can be strengthened.

South Africa's economic growth is expected to slow to 1.9% in 2022, after reaching 4.9 per cent in 2021. The supportive external environment and commodity price levels that contributed to a faster than expected recovery from COVID-19 lows are dissipating. Simultaneously, after a strong start to 2022, the impact of historic flooding focused in KwaZulu-Natal as well as the domestic electricity crisis and persistent constraints in network industries such as transport have severely affected economic activity, while high inflation and unemployment have weighed on private consumption. In addition, some of the risks outlined in the 2022 Budget have materialised, including slower global growth from supply chain disruptions and stringent lockdown restrictions in China, surging inflation and tighter monetary policy stances.²

South Africa's structural economic constraints – including unreliable electricity supply, high levels of market concentration, inefficiencies in network industries and a high cost of doing business – limit the rate at which the economy can grow and create jobs. These longstanding impediments to growth have been aggravated by recent shocks, threatening to move the economy further away from the goals of the National Development Plan. Recent events underline the importance of rapidly implementing the economic recovery plan, including through Operation Vulindlela, to narrow the gap between South Africa's poor economic outcomes and its aspirations.

The macro-economic environment remains constrained, as the main budget revenue is expected to remain below main budget spending. This has a negative impact on the resource allocation, hence the Independent Police

¹ Medium-Term Budget Policy Statement, 2022

² Medium-Term Budget Policy Statement, 2022

Investigative Directorate (IPID) has not met the number of personnel, both in core and support services, required to meet its policy outcomes and performance indicators. 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, Constitutional Court and AGSA.

A stagnant limited budget allocation makes it difficult for IPID to reach all complainants and scenes of alleged police criminality which includes responding 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 Northern Cape. As a result, investigators spend most of their time travelling rather than investigating. This situation affects the effectiveness of investigations.

4.1.2 Performance Environment

Strategies and Partnerships to accelerate service delivery

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 are; the Access and Awareness Rural Strategy, Gender-Based Violence and Femicide (GBVF) Strategy, Communication and Stakeholder Management Strategy and the Youth Development Strategy. All four strategies are being implemented.

The Department has collaborated with key stakeholders essential for the successful implementation of these strategies through the signing of Memorandum of Understanding (MoU). IPID has partnered with MB Lifestyle and People Opposing Women Abuse (POWA) to create awareness on IPID's services targeting in-school youth, community and the society. Another MoU was signed with the Provincial Department of Community and Safety on sharing of resources which enables IPID to secure office space and establish regional offices.

The Department's core business is investigation of complaints received on crime and misconduct allegedly committed by the police. The development of a Case Screening and Prioritisation Framework is underway and is envisaged to be finalised and commence with the implementation in the 2023/2024 financial year. The framework will ensure standardisation of the prioritisation criteria and process. The African Policing Civilian Oversight Forum (APCOF) is assisting the department with the development of the framework.

Demand for IPID services

Over the years, IPID has not been able to cope with the increasing workload due to limited resources. During the 2022/2023 financial year, by 14 February 2023, the department had a total of 14 063 (23%) active cases as depicted on **Table 1** below³. Of these, 3 212 are cases that were registered between 01 April 2022 to 14 February 2023; and 10 851 (77%) are backlog cases.

The assault cases contribute 66% (9 344) to the workload; followed by 14% (2 043) of discharge of an official arm, and 8% (1 060) of death as a result of police action and torture with 6% (818). The four (04) hotspot province which are Gauteng, KwaZulu-Natal, Western Cape and Eastern Cape with 3 599, 3 524, 2 744 and 1 590 respectively which represents 11 457(81%) collectively. These four provinces have the highest workload when compared to other provinces.

3 IPID Case Management System Report

The Department has only 161 investigators across all provinces which has proven inadequate to effectively investigate all cases that are registered within a reasonable timeframe. The average of cases per investigator is currently 87, on the basis of the active cases. To improve the effectiveness of implementing the Backlog Strategy, contract positions were created to assist in reducing backlog cases, targeting hot spot provinces. The framework for the screening and prioritisation of cases will standardise IPID's case prioritisation process and improve outcomes of case investigations.

Table 1: Total Active Cases as at 14 February 2023												
Provinces	Deaths in police custody	Deaths as a result of police action	Discharge of an official firearm	Rape by a police officer	Rape in police custody	Assault	Torture	Corruption	Any other matters referred and misconduct	Systematic Corruption	Non-compliance with IPID Act	Total
Eastern Cape	7	64	262	14	0	1 103	128	8	4	0	0	1 590
Free State	1	18	46	2	0	194	13	0	15	0	1	290
Gauteng	120	336	599	35	0	2 261	51	75	98	1	23	3 599
KwaZulu-Natal	33	399	511	25	0	2 020	479	16	32	0	9	3 524
Limpopo	13	50	157	8	0	354	21	2	5	0	1	611
Mpumalanga	16	84	173	7	0	587	78	7	18	0	46	1016
North West	4	45	64	3	1	272	14	2	1	0	2	408
Northern Cape	1	2	21	2	0	143	1	0	3	0	2	175
NSIT	0	4	0	0	0	4	2	62	30	0	3	106
Western Cape	11	58	210	10	0	2 406	30	1	16	0	2	2 744
Total	206	1 060	2 043	106	1	9 344	818	173	222	1	89	14 063

Table 1: Total Active Cases

Reliance on other organs of state

The IPID is still relying on the Department of Health and the National Forensic Science Laboratory to examine evidential data and produce technical reports. These technical reports are critical for the investigation process to be completed (decision-ready). In the absence of these reports IPID cannot finalise cases and refer recommendations to the South African Police Service (SAPS) or the Municipal Police Service (MPS) for implementation of IPID's recommendations; neither to the National Prosecuting Authority (NPA) for decision on whether to prosecute or not. These reports include post-mortem, DNA, ballistic, histology and etc.

Cases with outstanding technical reports per classification

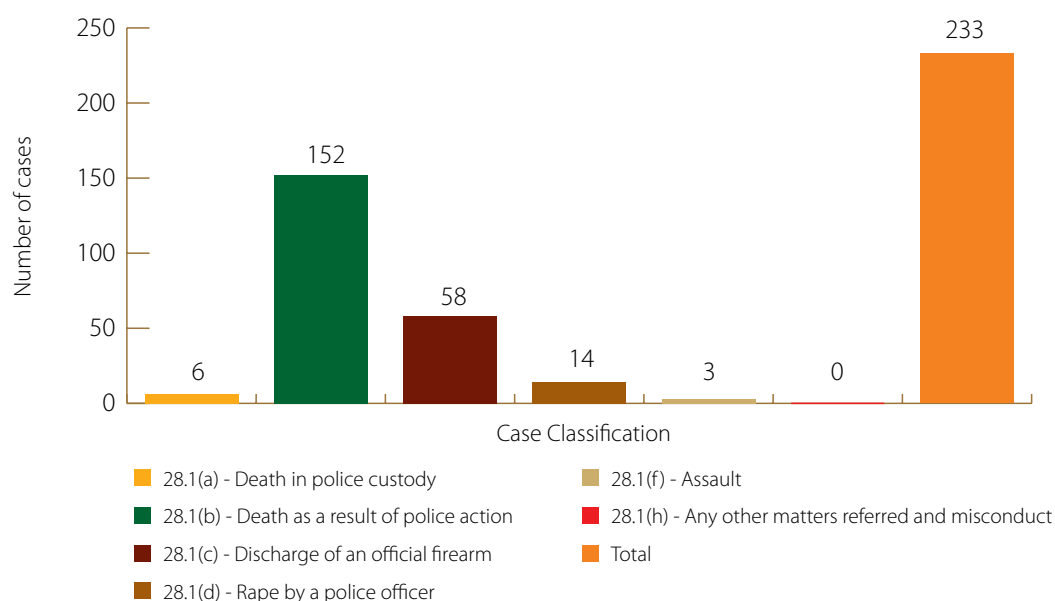


Figure 1: Cases with outstanding technical reports per classification

Investigations on 233 cases were completed but technical reports are still outstanding which delays finalisation of these cases. The affected case classifications are depicted on **Figure 1** above and listed in **Table 2** below. The case classifications that are mostly affected are death as a result of police action with 152 cases, discharge of an official firearm with 58, and rape by police officer with 14 cases. This delay has an adverse impact on investigation outputs. The Department is regularly engaging with the Department of Health at both provincial and national level as well as the National Forensic Science Laboratory regularly to follow up on these outstanding reports.

The department has not been able to fully implement recommendations of the Farlam Commission, judgement of Constitutional Court, Khoza Court judgement and other related judgements confirming its independence. The IPID should ideally have its own independent capacity which will allow complete investigation of cases including the production of the required technical reports.

Cases with outstanding technical reports per classification	
Case Classification	Number of cases
28.1(a) - Death in police custody	6
28.1(b) - Death as a result of police action	152
28.1(c) - Discharge of an official firearm	58
28.1(d) - Rape by a police officer	14
28.1(f) - Assault	3
28.1(h) – Any other matters referred and misconduct	0
Total	233

Table 2: Cases with outstanding technical reports

4.2 Internal Environment Analysis

4.2.1 Financial Capacity

The total expenditure is expected to increase at an average annual rate of only 0.28%, from R357 million in 2022/23 to R358 million in 2023/24, with spending on compensation of employees accounting for 67.0% (R741 million) of this amount over this period. The compensation of employees will cover the proposed establishment of 397 permanent positions and 24 for internship programme to be funded 100% by the Department. The proposed establishment is still lower than the minimum projected target for the required personnel. Investigation and Information Management programme, will continue to receive the bulk of the department's budget, 65% over the period 2023/24 to 2025/26.

The Directorate in ensuring an optimal utilisation of the existing human capital continued with the re-grouping of functions to strengthen capacity and prioritise key activities within its limited resources. The IPID organisational structure was reviewed through this exercise and approved by the delegated authorities in the 2022/23 financial year. As a result of the review exercise, additional posts including the creation of five (05) Investigator positions were created and approved as part of the new organisational structure. This will contribute towards the strengthening of internal control systems and management of the backlog cases to improve service delivery.

The structure for the MTEF period has been concurred by the Department of Public Service and Administration (DPSA) and subsequently approved by the approving authority for implementation with effect from 2022/2023 financial year. Through internal reprioritisation, an increase of a total number of sixteen (16) positions have also been considered as additional to the establishment for the 2022/2023 period. In addition, a total number of twenty-four (24) interns for the internship programme were budgeted for in order to afford the youth an opportunity to acquire workplace experience and skills to promote their employability.

4.2.2 Geographical Structure

The IPID has an obligation to provide services to 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 and nine (09) Provincial Offices. In addition to the existing four (04) Satellite Offices in Tshwane, Thohoyandou, Witbank and George, eleven (11) additional offices were established in three (3) provinces. This was achieved through the implementation of the Access and Awareness Rural Strategy in partnership with the Department of Community Safety. The accessibility to IPID's services is enhanced and service delivery will also be improved in far-fetched areas.

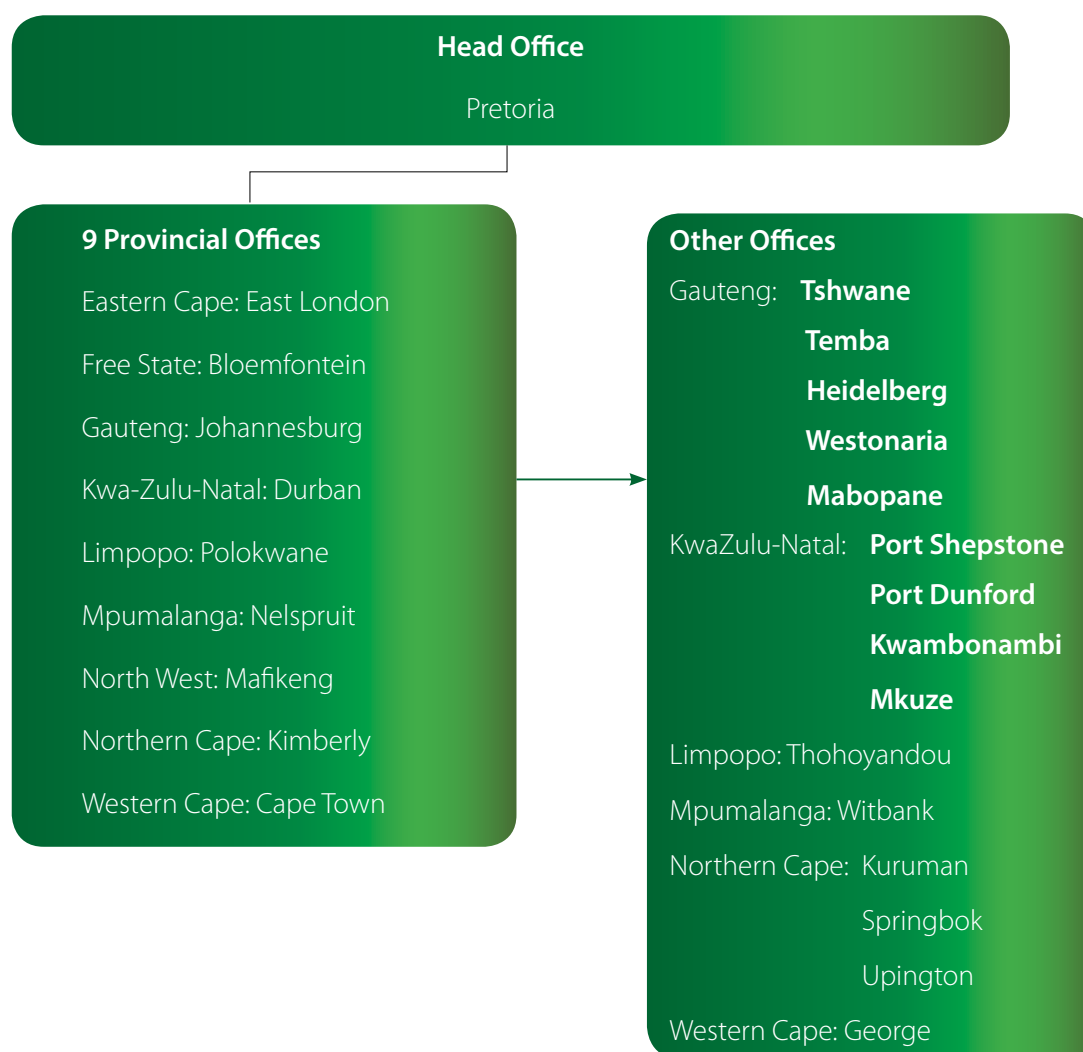


Figure 2: Geographical Structure

4.2.3 Organisational Structure

The Department has not been able to meet its desired personnel numbers in both core and support services which are required in order to achieve the desired outcomes. This puts considerable pressure on the limited human resources who have to deal with the heavy workload. During the inception of IPID Act of 2011, a study was conducted in conjunction with the Department of Public Service and Administration (DPSA) and the outcome suggested a minimum of five hundred and thirty-five (535) posts in various function areas.

To ensure optimal utilisation of limited human resources, an extensive analysis was conducted which resulted in the review of the organisational structure. IPID, like other law enforcement agencies is a labour-intensive organisation which requires more investigators to investigate the continuous increased number of reported cases. Subsequent to the review and the management of the headcount, a total number of fifteen (15) posts were then reprioritised and allocated to the core functional areas where critical posts are required. The department's total establishment of the department is set to remain at three hundred and ninety-seven (397) over the medium-term. There were no changes to the budget programmes and sub-programmes.

The departmental organogram is depicted below:

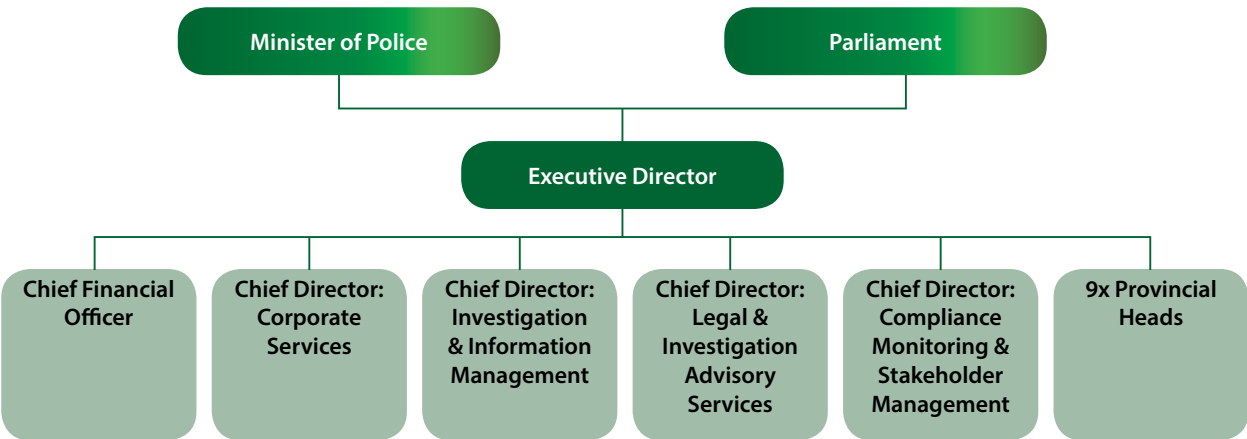


Figure 3: Organisational Structure

4.2.3.1 Gender Representation

The total number of male employees is 185 (54%) which is higher than female employees who are 160 (46%). The persons living with disability are eight (8), with six (6) being females and two (2) being males. The representation of persons living with disability is 2.3%. The core programme has the highest male representation as depicted in Figure 4 below⁴.

Gender Representation

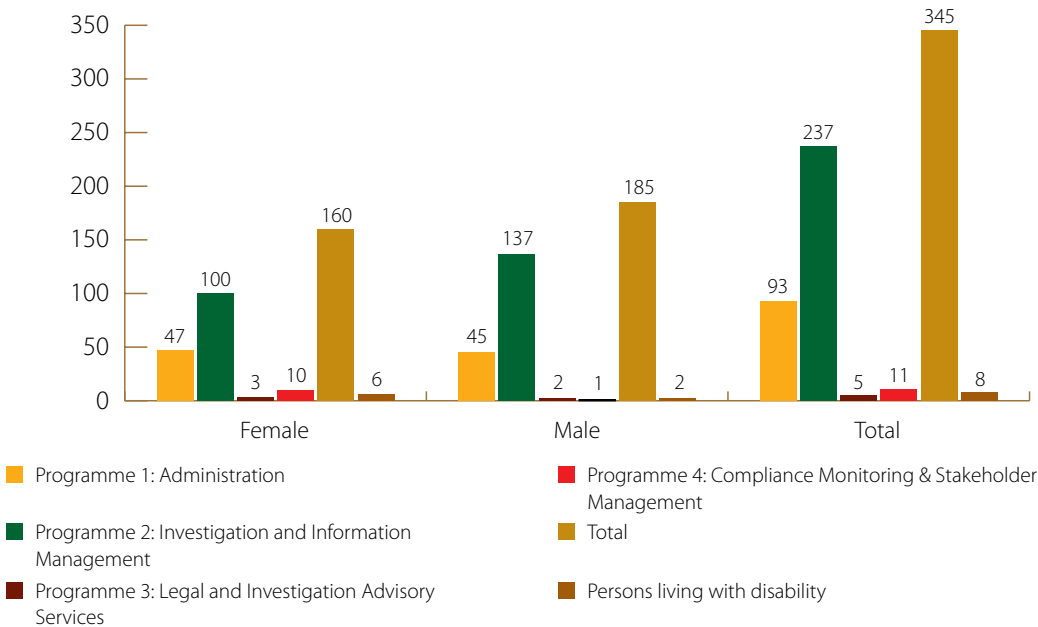


Figure 4: Gender Representation

4 PERSAL report

4.2.3.2 Youth Representation

The total number of youth in IPID is 42 which is 12% of the workforce. The female youth representation is 23 (55%) and male representation is 19 (45%) of the workforce. There are two (2) females with disabilities under the youth category⁵. The interns are excluded in this table.

Youth Representation

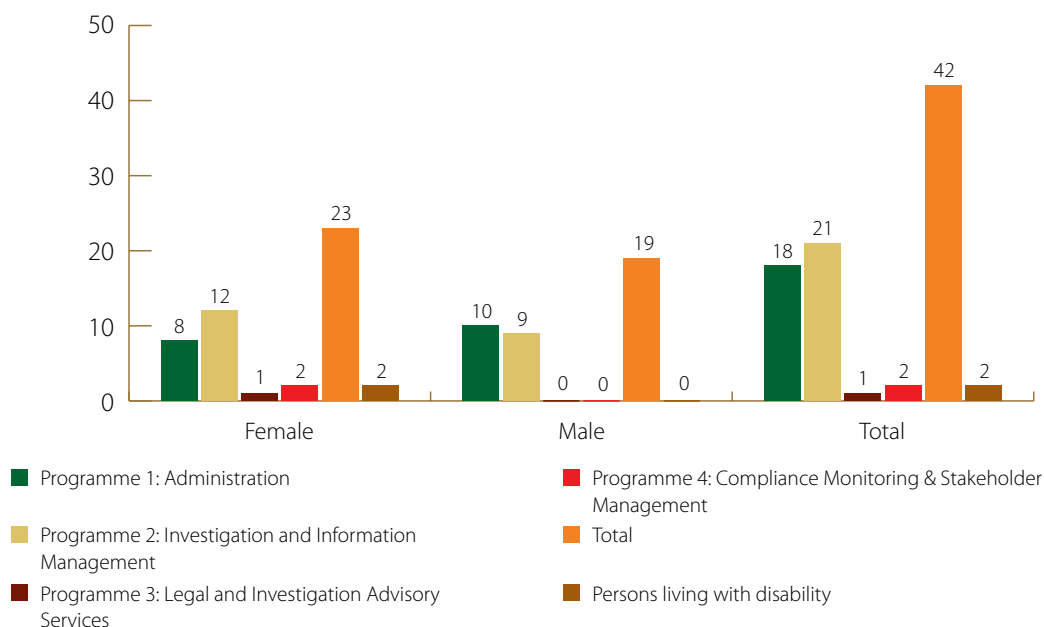


Figure 5: Youth Representation

4.2.3.3 Women Representation at SMS level

The total representation of women at senior management service is 55.2% (16)⁶.

5 PERAL report

6 PERSAL report

Women Representation

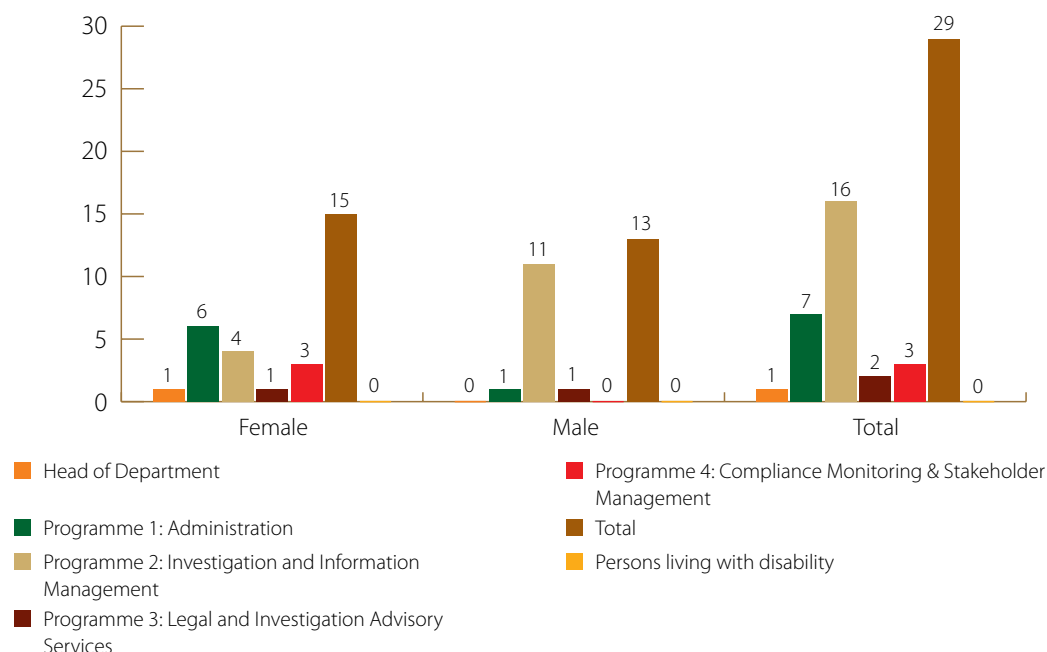


Figure 6: Women Representation at SMS level

4.2.3.4 Internship Programme

The Department has partnered with the National Youth Development Agency and SASSETA to fund the recruitment of interns which is the objective of the Youth Development Strategy. This initiative demonstrates the Department's contribution towards youth skills development, to create a pool of prospective employees and promote the policing sector as the profession and the department as the employer of choice. The approved strategy focuses on the following Youth Development Programmes:

- Internship Programme: 12 months in partnership with National Youth Development Agency (NYDA) created 46 opportunities for unemployed youth with matric (Grade 12) or National Curriculum Vocational level 4 certificates. An allocation of R1,4 million has been set aside for a period of 12 months from the Department allocation to take over from NYDA payment of monthly stipends.
- Graduate internship programme: 12 Months funded by the Department for 22 opportunities of unemployed graduates in different fields of studies. An allocation of R763 000 was set aside in the 2023/24 financial year to accommodate the monthly stipends of the Graduates.
- Graduate Internship Programme: 12 Months for NQF level 8 funded by SASSETA for two (2) unemployed graduates with Bachelor of Laws (LLB) qualification. R152 643 is also included in the 2023/24 budget allocation to cater for monthly stipends.
- Student Internship programme funded by SASSETA with a budget of R630 000 will be for N6 National Certificates in Public Management: TVET qualification for 3 unemployed youth for a period of 18 months' placement programme.

The Summary of employed interns per skill area is depicted on the graph and table below which represents a total of 77% (56) women and 23% (17) males who are part of the youth development programme.

Internship Programme

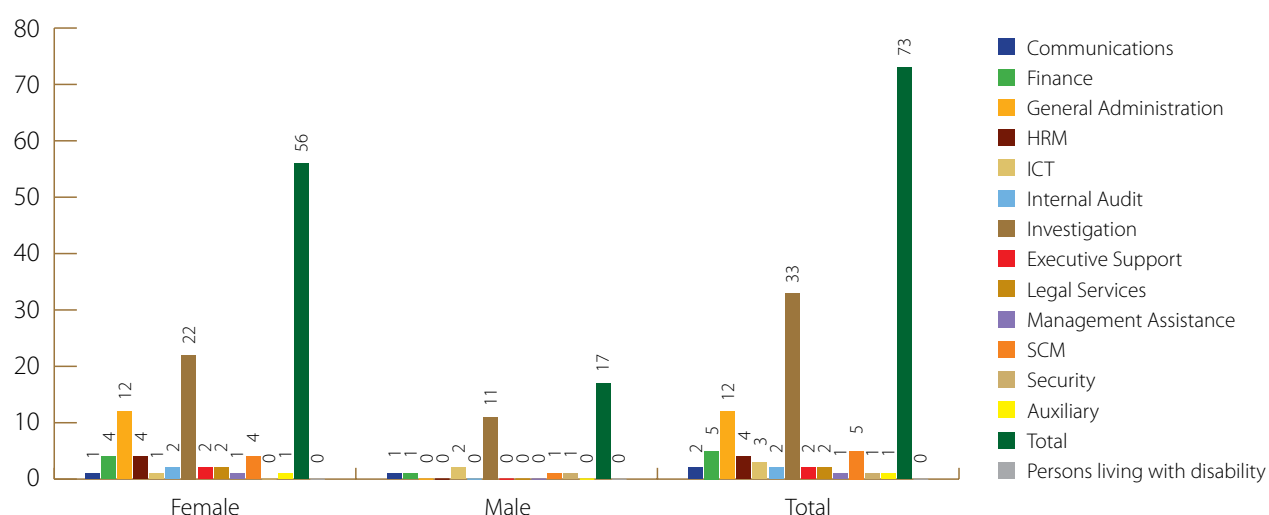


Figure 7: Internship Programme

Skill Area	Female	Male	Total
Communications	1	1	2
Finance	4	1	5
General Administration	12	-	12
HRM	4	-	4
ICT	1	2	3
Internal Audit	2	-	2
Investigation	22	11	33
Executive Support	2	-	2
Legal Services	2	-	2
Management Assistance	1	-	1
SCM	4	1	5
Security	-	1	1
Auxiliary	1	-	1
Total	56	17	73
Persons living with Disability	-	-	-

Table 3: Internship Programme

4.2.4 Information Communication and Technology (ICT)

In the 2023 MTEF, implementation of an ICT Plan remains one of the department's key priorities. Since 2018/19 financial year funds were being allocated to improve ICT infrastructure and placement of ICT operational equipment. Management will continue to reprioritise the limited resources to fund key ICT projects. Some of the prioritised projects include finalisation of network upgrade, disaster recovery site, implementation of information and decision supports systems, network maintenance, and network upgrade for a dedicated line of transversal systems. Furthermore, the department will improve ICT governance through the implementation of the Corporate Governance of ICT Policy framework.

PART C:

MEASURING OUR PERFORMANCE



5. Institutional Programme Performance Information

To effectively and efficiently deliver on our mandate, our activities and priorities are organised according to the following four 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 Department 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 as well as 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.

Components	Purpose
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 Governance, 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) ICT strategy and plan is aligned with departmental goals and objectives 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.
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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Effective and efficient administrative support	ICT Plan implemented	Percentage implementation of ICT Plan per year	50% (4)	12% (8)	78% (29)	60%	70%	80%	80%
	Approved ICT governance policies	Number of ICT Governance Policies approved	New indicator	New indicator	New indicator	New indicator	4	1	2
	Internal Audit Plan implemented	Percentage implementation of annual Internal Audit Plan per year	79% (23)	90% (18)	91% (30)	90%	90%	90%	90%
	Risk mitigation strategies implemented	Percentage implementation of risk mitigation strategies per year	21% (3)	57% (13)	63% (15)	70%	70%	70%	70%
	Vacant posts filled	Percentage vacancy rate per year	9.97% (39)	11.5% (45)	8.69% (34)	10%	10%	10%	10%
	Empowered Youth	Percentage implementation of Youth Development Strategy per year	New indicator	New indicator	6% (1)	80%	80%	80%	80%
	Empowered Youth	Percentage representation of youth in the department per year	New indicator	New indicator	New indicator	19%	19%	19%	19%
	Empowered Women	Percentage representation of women at senior management service per year	New indicator	New indicator	New indicator	50%	50%	50%	50%
	Empowered Persons living with disability	Percentage representation of persons living with disability in the department per year	New indicator	New indicator	New indicator	3%	3%	3%	3%
	Empowered Women	Percentage expenditure of goods and services procured from women-owned enterprises per year	New indicator	New indicator	New indicator	40%	40%	40%	40%

5.1.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage implementation of ICT Implementation Plan per year	70%	10%	30%	50%	70%
Number of ICT Governance Policies approved	4	1	2	-	1
Percentage implementation of annual Internal Audit Plan per year	90%	-	-	-	90%
Percentage implementation of risk mitigation strategies per year	70%	18%	35%	53%	70%
Percentage vacancy rate per year	10%	10%	10%	10%	10%
⁷ Percentage implementation of Youth Development Strategy per year	80%	15%	35%	53%	80%
Percentage representation of youth in the department per year	19%	-	15%	-	19%
Percentage representation of women at senior management service per year	50%	-	-	-	50%
Percentage representation of persons living with disability in the department per year	3%	-	2%	-	3%
Percentage expenditure of goods and services procured from women-owned enterprises per year	40%	5%	15%	25%	40%

5.1.3 Explanation of planned performance over the medium-term period

The total outputs for Programme 1: Administration are ten (10) and aimed at contributing towards an effective and efficient administrative support and achieving government priorities.

The ICT implementation plan is aimed at ensuring agility and integrated services in the delivery of user-centric services. This will be achieved through enhancing communication, information security and business processes in order to ensure organisational efficiency and effectiveness, and improved planning and insight driven decision making. To ensure implementation of the corporate governance of ICT Framework, effective organisational structures and business processes, standards and compliance to these standards, which will ensure that the IPID's ICT supports and enables the achievement of IPID's strategies and outcomes.

The Internal Audit Plan is risk based, with risks facing the department based on operational and strategic risk registers being considered; including the audit outcomes by the Auditor General of South Africa (AGSA). The effective implementation of this Plan will assist in strengthening internal controls and ultimately enabling the department to achieve a clean audit outcome.

The implementation of risk mitigations aims to assist the department to manage and reduce the level of strategic risks as identified during risk assessment. The effective implementation of this Plan will enable the department to achieve planned strategic outcomes.

The department aims to maintain funded vacant posts at 10% at all times. These are funded posts that are in the approved establishment. This will ensure that service delivery is not delayed by positions that are vacated. The recruitment and selection Standard Operating Procedure was developed and a policy was also reviewed to enable filling of vacant positions within a period of six months.

⁷ Implementation of the Youth Development Strategy will be measured through the Implementation Plan

The Youth Development Strategy is aimed at providing unemployed graduates and students with necessary workplace experience and skills that would contribute to the creation of employment opportunities. Furthermore, the strategy is contributing to the national agenda of youth development and creation of work opportunities to alleviate poverty. The performance will be measured through an Implementation Plan which has targets and activities planned for each financial year.

The department aims to have a 19% representation of youths who are employed within its workforce. These are persons between the age of 18 and 35. The gender will be informed by the department's Employment Equity status. Representation of women at senior management service will be maintained at 50%. The target for representation of persons living with disability will remain at 3%. The total number of workforce was taken into consideration during planning. Setting a higher target might be unrealistic. In addition to women empowerment, 40% of expenditure for procurement of goods and services will be directed to enterprises owned by women.

5.1.4 Programme Resource Considerations

5.1.4.1 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

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Department Management	13,6	14,4	15,7	21,8	16,9%	16,9%	11,1	12,8	13,2	-15,4%	12,8%
Corporate Services	34,3	37,7	38,4	51,2	14,3%	41,7%	50,2	52,1	53,3	1,3%	45,1%
Office Accommodation	13,1	13,9	14,6	15,2	4,9%	14,6%	15,8	16,6	17,3	4,5%	14,1%
Internal Audit	5,4	5,1	4,8	5,7	1,6%	5,4%	6,1	6,4	6,7	5,7%	5,4%
Finance Services	20,6	19,4	21,1	22,1	2,4%	21,4%	25,9	27,1	28,3	8,6%	22,5%
Total	87,1	90,4	94,7	116,0	10,0%	100,0%	109,2	115,0	118,8	0,8%	100,0%
Change to 2022 Budget estimate				1,5			5,0	6,1	5,1		
Economic classification											
Current payments	83,8	86,1	89,6	105,0	7,8%	93,9%	104,6	110,2	113,8	2,7%	94,5%
Compensation of employees	50,3	49,9	50,7	58,1	5,0%	53,9%	62,5	66,3	67,9	5,3%	55,5%
Goods and services	33,6	36,2	38,9	46,9	11,8%	40,1%	42,0	44,0	45,9	-0,7%	39,0%
of which:											
Audit costs: External	3,1	3,0	4,6	4,5	13,4%	3,9%	4,6	4,8	5,0	3,8%	4,1%
Communication	0,8	1,1	1,3	1,7	26,1%	1,3%	1,6	1,6	1,7	-0,7%	1,4%
Computer services	5,2	7,6	6,2	8,5	17,5%	7,1%	8,1	8,2	9,6	4,2%	7,5%
Operating leases	15,7	16,4	16,9	18,9	6,4%	17,5%	17,3	19,0	18,4	-1,0%	16,0%
Property payments	3,5	5,1	4,8	5,0	11,9%	4,8%	5,0	5,2	5,5	3,6%	4,5%
Travel and subsistence	1,9	1,0	1,1	1,5	-9,1%	1,4%	1,9	2,1	2,5	19,3%	1,7%
Interest and rent on land	-	-	0,0	-	-	-	-	-	-	-	-

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Transfers and subsidies	0,9	1,0	0,9	0,9	0,2%	1,0%	0,8	0,8	0,8	-4,6%	0,7%
Provinces and municipalities	0,0	–	0,0	0,0	-40,3%	–	0,0	0,0	0,0	-3,5%	–
Departmental agencies and accounts	0,7	0,7	0,7	0,7	1,6%	0,7%	0,7	0,8	0,8	3,0%	0,6%
Households	0,2	0,3	0,2	0,2	1,8%	0,2%	0,1	–	–	-100,0%	0,1%
Payments for capital assets	2,3	3,2	4,2	10,0	62,8%	5,1%	3,8	4,0	4,2	-25,3%	4,8%
Machinery and equipment	2,3	3,2	4,2	10,0	62,8%	5,1%	3,8	4,0	4,2	-25,3%	4,8%
Total	87,1	90,4	94,7	116,0	10,0%	100,0%	109,2	115,0	118,8	0,8%	100,0%
Proportion of total programme expenditure to vote expenditure	25,9%	26,5%	27,2%	31,9%	–	–	30,0%	30,2%	29,9%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.2	0.2	0.2	0.1	43,8%	2,8%	0.1	–	–	-100,0%	1,3%
Employee social benefits	0.2	0.2	0.2	0.1	43,8%	2,8%	0.1	–	–	-100,0%	1,3%
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	0.7	0.7	0.7	0.7	1,3%	2,4%	0.7	0.8	0.8	6,3%	2,2%
Safety and Security Sector Education and Training Authority	0.7	0.7	0.7	0.7	1,3%	2,4%	0.7	0.8	0.8	6,3%	2,2%
Households											
Other transfers to households											
Current	–	–	–	–	–	–	–	–	–	–	–
Bursaries for non-employees	–	–	–	–	–	–	–	–	–	–	–

5.1.4.2 Explanation of the resources 'contribution to achieve the outputs

The Department will continue with the reprioritisation of MTEF budget allocation to strengthen its support services including internal control systems in an effort to achieve a clean audit opinion. ICT Disaster Recovery Plan will be amongst key priorities to enable safe keeping of the department's information as well as recovery of information systems from unforeseen disaster. There are identified ICT security systems that will also enhance IPID's information security include modern firewalls, intrusion detection & prevention systems, and encryption of mobile devices was also highlighted as the weakness that requires urgent attention.

Over MTEF period, the implementation plan will cover the infrastructure revamp and upgrades, which includes an enhancement of the information security systems and Disaster Recovery. Business enabling platforms such as Microsoft SharePoint and Exchange are also part of ICT Plan.

A strategic need for a new Case Management System (CMS) was identified and the business case process has commenced. The Directorate's current case management system requires costly regular enhancements and updates to suit the changing nature of its operations, as well as the payment of licensing fees. To limit these costs, over the medium term, the Directorate plans to develop a new system which is expected to integrate seamlessly with similar systems used by other law enforcement agencies in the justice cluster to enable information sharing and collaboration on investigations. Once implemented, the new system will enable the Directorate to record and classify cases according to specific categories of importance, such as gender-based violence, to ensure easier tracking and reporting.

The system is also expected to help the Directorate address inconsistencies in its performance reporting. To save on licensing costs and future upgrades, the Directorate will own the system upon completion, and updates to its specifications will be developed in-house. The new system is expected to be developed at a cost of R15 million in the Investigation and Information Management programme which was reprioritised within the MTEF allocation following the implementation of Section 23 of the IPID Act.

The Directorate has also identified a gap which resulted in non-compliance with the Occupational Health and Safety (OHS) Act. An assessment was conducted which requires the knowledge and skills to ensure that the Directorate meets its obligations of ensuring and creating a healthy and safe working environment for its employees in accordance with this Act. Non-compliance to this Act will lead to litigation and ultimately financial loss. Therefore, a position of SHERQ manager will have to be considered within the baseline allocation to ensure compliance with applicable legislation.

5.2 Programme 2: Investigation and Information Management

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 consists of the following three sub-programmes:

- Investigation Management develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act (2011) and other relevant prescripts.
- Investigation Services manages and conducts investigations in line with provisions in the IPID Act (2011)
- 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			Estimated Performance ⁸	MTEF Period ⁹		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25
Reduced level of police criminality and misconduct	Stakeholder Report	Number of investigations of death in police custody that are decision ready per year	174 (213)	195	205	80	150	175	200
	Stakeholder Report	Number of investigations of death as a result of police action that are decision ready per year	141 (295)	259	286	240	240	240	240
	Stakeholder Report	Number of investigations of discharge of an official firearm by a police officer that are decision ready per year	257 (494)	413	507	370	450	450	500
	Stakeholder Report	Number of investigations of rape by a police officer that are decision ready per year	90 (115)	81	86	30	86	90	90

⁸ 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

⁹ The estimated performance is inclusive of current and backlog cases

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance ⁸	MTEF Period ⁹		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25
	Stakeholder Report	Number of investigations of rape while in police custody that are decision ready per year	8 (9)	17	3	1	1	1	1
	Stakeholder Report	Number of investigations of torture that are decision ready per year	62 (116)	137	139	80	139	140	150
	Stakeholder Report	Number of investigations of assault that are decision ready per year	1 461 (2504)	2 468	2 569	2 000	2 500	2 750	2 750
	Stakeholder Report	Number of investigations of corruption that are decision ready per year	35 (57)	52	90	70	70	70	70
	Stakeholder 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	10 (35)	19	99	30	100	100	100
	Stakeholder Report	Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready per year	31 (47)	36	28	15	30	30	30
	Stakeholder Report	Number of approved systemic corruption investigations that are decision ready per year	4	2	3	1	1	1	1
	Inspection Report	Number of cell inspections conducted at police stations per year	New indicator	New indicator	New indicator	New indicator	108	135	144

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance ⁸	MTEF Period ⁹		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25
	Referral Report	Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year	95% (2 331)	90% (1 703)	92% (2 237)	90%	90%	90%	90%
	Recommendation Report	Percentage of recommendation reports referred to the South African Police Service and Municipal Police Service within 30 days of being signed off per year	94% (2 552)	90% (1 989)	90% (2 308)	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	150	45	90	120	150
Number of investigations of death as a result of police action that are decision ready per year	240	72	144	192	240
Number of investigations of discharge of an official firearm by a police officer that are decision ready per year	450	135	270	360	450
Number of investigations of rape by a police officer that are decision ready per year	86	26	52	69	86
Number of investigations of rape while in police custody that are decision ready per year	1	-	-	-	1
Number of investigations of torture that are decision ready per year	139	42	83	111	139
Number of investigations of assault that are decision ready per year	2 500	750	1 500	2 000	2 500
Number of investigations of corruption that are decision ready per year	70	21	42	56	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	100	30	60	80	100
Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready per year	30	9	18	24	30
Number of approved systemic corruption investigations that are decision ready per year	1	-	-	-	1
Number of cell inspections conducted at police stations per year	108	32	65	86	108
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 Service 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

Programme 2: Investigation and Information Management has 14 outputs that contribute to outcome: “reduce the level of police criminality and misconduct” as per the Strategic Plan 2020-2025. There are eleven performance indicators that measure the number of complaints against the police that were investigated by the IPID and are decision ready. These output indicators are in line with the IPID legislative mandate focusing on specific identified offences as per Section 28 and 33 of the Act and they are demand driven.

The projected targets are informed by available resources, current active workload, intake trends and other factors that impact on the completion of an investigation, such as technical reports (ballistic, post-mortem, histology and etc.). The target setting is informed by a number of factors; such as the active workload, case intake trend, impact of technical reports, historic performance, and complexity of investigation of the case classification and the capacity.

These are instances where IPID investigates the case and is of the opinion that NPA can make a determination on whether or not to institute criminal charges against the suspect. This is also the measure when IPID has obtained sufficient evidence to make a negative or positive recommendation to SAPS/MPS as to discipline management, or alternatively when IPID makes a general recommendation. This ensures quality investigations with the focus on reducing police criminality and ensuring a professional police service.

IPID conducts cell inspection in order to ensure compliance with detention facilities in line with international standards as well as engaging with detained persons regarding their treatment while in detention. This is to ensure compliance with both the constitution and international standards regarding the treatment of detainees. Through this intervention, any identified acts of negligence by the South African Police Service are reported to the Provincial Commissioner with recommendations. These will lead to a reduction of incidents of deaths and rape of detainees in police custody.

The dockets are referred to the NPA within 30 days of completing an investigation to ensure that justice is not delayed. It is referred to enable the NPA to make a decision for prosecution in order to ensure no delay in justice. This ensures quality investigations with the focus on reducing police criminality and ensuring a professional police service.

A recommendation report is referred to the SAPS/MPS within 30 days of completing an investigation to ensure that justice is not delayed. On the basis of the outcome of the investigation, the recommendation will either be positive or negative. A positive recommendation is exonerating the suspect and a negative is recommending that disciplinary steps be taken against the suspect. The IPID Act places the obligation on the SAPS/MPS to initiate IPID’s recommendation. This will contribute towards the reduction of criminality within the police service and aims to make the SAPS/MPS a more professional service and reduce acts of criminality.

5.2.4 Programme Resource Considerations

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

Table 24.8 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	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Investigation Management	16,8	15,8	6,7	6,4	-27,4%	4,9%	9,7	9,8	10,3	16,9%	3,7%
Investigation Services	212,4	212,2	223,8	215,9	0,5%	93,2%	222,0	231,1	243,0	4,0%	94,1%
Information Management	4,2	4,3	4,4	4,8	4,7%	1,9%	5,2	5,3	5,3	3,9%	2,1%
Total	233,4	232,3	235,0	227,1	-0,9%	100,0%	236,9	246,3	258,6	4,4%	100,0%
Change to 2022 Budget estimate				4,3			4,6	3,5	4,9		
Economic classification											
Current payments	232,7	229,4	224,0	224,2	-1,2%	98,1%	234,0	243,3	255,5	4,5%	98,8%
Compensation of employees	183,4	184,5	148,8	159,1	-4,6%	72,8%	168,4	174,6	183,7	4,9%	70,8%
Goods and services	49,4	44,9	75,2	65,1	9,7%	25,3%	65,6	68,7	71,8	3,3%	28,0%
of which:											
Communication	3,0	2,8	4,5	4,6	15,4%	1,6%	5,7	6,1	6,5	12,5%	2,4%
Computer services	3,0	2,6	1,8	4,0	10,6%	1,2%	3,2	3,5	3,1	-8,2%	1,4%
Fleet services (including government motor transport)	5,2	4,5	6,2	8,3	17,2%	2,6%	8,8	9,6	10,2	7,1%	3,8%
Operating leases	8,2	2,6	8,4	7,9	-1,2%	2,9%	7,6	8,2	8,5	2,5%	3,3%
Property payments	11,2	15,9	18,4	19,4	20,2%	7,0%	21,1	21,2	22,2	4,7%	8,7%
Travel and subsistence	11,3	8,7	12,1	12,1	2,4%	4,8%	12,9	14,2	15,1	7,5%	5,6%
Interest and rent on land	-	-	0,0	-	-	-	-	-	-	-	-
Transfers and subsidies	0,6	0,5	0,7	0,3	-23,0%	0,2%	0,2	0,1	0,1	-27,2%	0,1%
Provinces and municipalities	0,1	0,0	0,1	0,1	23,0%	-	0,1	0,1	0,1	4,7%	-
Departmental agencies and accounts	0,0	0,0	0,0	0,0	-30,7%	-	0,0	0,0	0,0	-	-
Households	0,6	0,4	0,6	0,2	-30,8%	0,2%	0,1	-	-	-100,0%	-
Payments for capital assets	0,0	2,4	10,3	2,6	342,1%	1,7%	2,7	2,8	3,0	4,5%	1,1%
Machinery and equipment	0,0	2,4	10,3	2,6	342,1%	1,7%	2,7	2,8	3,0	4,5%	1,1%
Payments for financial assets	-	0,0	-	-	-	-	-	-	-	-	-
Total	233,4	232,3	235,0	227,1	-0,9%	100,0%	236,9	246,3	258,6	4,4%	100,0%

Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2019/20	2020/21	2021/22	2022/23		2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Proportion of total programme expenditure to vote expenditure	69,3%	68,1%	67,6%	62,5%	–	–		65,0%	64,7%	65,1%	–	–
Details of transfers and subsidies												
Households												
Social benefits												
Current	0,2	0,4	0,2	0,2	5,6%	0,1%		0,1	–	–	-100,0%	–
Employee social benefits	0,2	0,4	0,2	0,2	5,6%	0,1%		0,1	–	–	-100,0%	–
Households												
Other transfers to households												
Current	–	–	–	–	–	–		–	–	–	–	–
Employee social benefits	–	–	–	–	–	–		–	–	–	–	–

5.2.4.2 Explanation of the resources contribution to achieve the outputs

Over the MTEF period, the Directorate will continue to focus on improving the quality of all its investigations, giving high priority to those related to alleged gender-based violence and alleged violence against people from other vulnerable groups, and increasing access to its services. In addition, greater emphasis will be placed on efficiently managing the department's number of personnel in line with its budget allocation. Amongst others, Directorate will ensure that the investigators have the necessary tools of trade to effectively perform, this will include crime kits, crime scene vehicles, protective clothing and other investigative equipment.

There has been a consistent increase in the carrying over of backlog cases over the past four years. The Directorate plans to address the continuously increasing backlog cases by prioritising them (backlog cases) in line with the proposed case prioritisation strategy. The strategy will be tested over the 2023 MTEF period with priority given to the reduction of backlog cases.

The Directorate will also continue to engage with other relevant organs of state such as Department of Health at both provincial and national level as well as other stakeholders to seek interventions that can be implemented to unblock the delays. A database of forensic investigators was established to assist the Department as and when required.

The Directorate has partnered with the African Policing Civilian Oversight Forum (APCOF) to develop a framework for the screening and prioritisation of cases. A Memorandum of Understanding was signed and the project commenced during the 2021/22 financial year. The Framework will standardise IPID's case prioritisation process and improve outcomes of case investigations.

In recognition that women, children and persons with disabilities are particularly vulnerable in cases of death, rape, assault and torture resulting from police action, over the MTEF period, the Directorate plans to give these cases high priority. The new case management system will be key in enabling the Directorate to track and report on the progress made in this regard. This includes the identification of areas where such cases are predominant in order to make appropriate interventions and recommendations to the police. Related activities will be carried out in the Investigation and Information Management programme, which has a total budget of R741.8 million over the medium term.

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:

- 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.
- Litigation Advisory Services coordinates civil and labour litigation. Other key activities and outputs include drafting and reviewing contracts and service level agreements.
- 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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Department's legal interests protected	Documented legal advice	Percentage of legal advice provided to investigators within 2 working days of receipt per year	100% (5)	100% (9)	100% (12/12)	95%	95%	95%	95%
	Documented legal advice	Percentage of legal advice provided to the Department within 30 working days of receipt per year	100% (8)	86% (18)	100% (12/12)	70%	80%	80%	80%
	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	100% (18)	100% (6/6)	100%	100%	100%	100%
	Signed contracts	Percentage of contracts and service level agreements finalised within 30 working days of request per year	96% (24)	100% (16)	91% (21/23)	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	80%	80%	80%	80%	80%
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

Programme 3: Legal and Investigation Advisory Services has four (04) outputs aimed at protecting department's legal interests.

The requests for legal advice received from the investigators must be provided within 2 working days of receipt. This is to ensure that advice and guidance is provided promptly and that the investigation process is not compromised. It will further ensure that the investigation does not infringe on the human rights of the alleged suspect or the complainant, and queries from the NPA will also be minimised and litigations against the department evaded.

The provision of legal advice to the department, referral of instructions to the state attorney and drafting of contract and service level agreements is aimed at protecting the department's legal interests and to ensure that matters are attended to timeously.

5.3.4 Programme Resource Considerations

5.3.4.1 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

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Legal Support and Administration	1,9	1,7	1,9	1,3	-12,9%	28,9%	2,1	2,2	2,3	21,9%	28,5%
Litigation Advisory Services	1,3	1,8	2,0	2,4	23,7%	32,0%	2,3	2,4	2,5	1,0%	34,6%
Investigation Advisory Services	2,1	2,1	2,4	2,5	5,9%	39,1%	2,5	2,6	2,6	1,4%	36,9%
Total	5,3	5,6	6,3	6,2	5,3%	100,0%	6,8	7,2	7,4	6,1%	100,0%
Change to 2022 Budget estimate				0,2			(0,5)	(0,5)	(0,6)		
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	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Current payments	5,3	5,6	6,3	6,2	5,5%	99,7%	6,8	7,2	7,4	6,2%	99,9%
Compensation of employees	4,9	5,6	6,1	5,5	3,8%	93,5%	6,0	6,4	6,6	6,4%	88,4%
Goods and services of which:	0,4	0,1	0,2	0,7	22,5%	6,2%	0,8	0,8	0,9	5,0%	11,5%
Administrative fees	0,0	0,0	0,0	0,0	44,2%	0,1%	0,0	0,0	0,0	1,6%	0,3%
Communication	0,0	0,1	0,1	0,1	24,2%	1,1%	0,1	0,1	0,1	5,6%	1,4%
Computer services	0,1	–	–	0,1	17,1%	0,6%	0,1	0,1	0,1	-8,0%	1,0%
Consumables: Stationery, printing and office supplies	0,1	0,0	0,0	0,1	2,7%	0,6%	0,0	0,1	0,1	-3,2%	0,8%
Travel and subsistence	0,2	0,0	0,1	0,4	32,4%	3,0%	0,4	0,5	0,5	6,5%	6,8%
Training and development	0,0	–	0,0	0,0	-3,0%	0,4%	0,1	0,1	0,1	27,3%	0,8%
Transfers and subsidies	0,0	–	–	0,0	-24,6%	0,3%	–	–	–	-100,0%	0,1%
Households	0,0	–	–	0,0	-24,6%	0,3%	–	–	–	-100,0%	0,1%
Payments for capital assets	–	–	0,0	–	–	–	0,0	–	–	–	0,1%
Machinery and equipment	–	–	0,0	–	–	–	0,0	–	–	–	0,1%
Total	5,3	5,6	6,3	6,2	5,3%	100,0%	6,8	7,2	7,4	6,1%	100,0%
Proportion of total programme expenditure to vote expenditure	1,6%	1,7%	1,8%	1,7%	–	–	1,9%	1,9%	1,9%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0,0	–	–	0,0	-24,6%	0,3%	–	–	–	-100,0%	0,1%
Employee social benefits	0,0	–	–	0,0	-24,6%	0,3%	–	–	–	-100,0%	0,1%

5.3.4.2 Explanation of the resources contribution to achieve the outputs

The Legal investigation and advisory services has maximised its output of legal workshops due to the need to empower IPID Investigators on the principles outlined on the Vuma Judgment, including to mitigate the gaps identified by the internal Nulle prosequi Task Team that was established as part of improving the quality of investigations. Legal services like other functions within the Directorate is also under capacitated and their mandate is impacted. The recruitment of the contract workers as legal practitioners is under consideration to assist in sustaining its strategic targets.

Over MTEF Period, the Directorate will prioritise the contingent liability by reducing the balance that continues to increase due to the summons received by the Directorate. The Contingent Liability Task Team has been established to assess the current cases and make recommendation on the reduction of the contingent liability. This exercise may increase litigation as dormant matters might be resuscitated to pursue finality. The Directorate has also noted the suggestions made on State organs to avoid litigating against each other and rather undergo ADR. This would save IPID high litigation costs given the constant litigating between the IPID and SAPS members.

The Directorate has also collaborated with the Civilian Secretariat for Police Service (CSPS) in order to finalise the amendment of the IPID Act. This Bill is expected to address all identified shortcomings in the IPID Act that hampers the attainment of the IPID's mandate due to a number of factors such as structural and operational independence, as well as condition of services.

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:

- 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.
- 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 Service, 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		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
Strengthened Stakeholder Relations	Engagements with stakeholders	Number of formal engagements held with key stakeholders per year	190	153	185	166	180	180	180
	Engagement with Media	Number of media programmes held per year	New indicator	New indicator	7	6	6	6	6
Reduced level of police criminality and misconduct	Police officers empowered	Number of station lectures conducted per year	New Indicator	46	N/A	40	40	40	40
	Analysed Recommendation reports	Percentage of recommendations referred to the SAPS and MPS that are analysed per year	New indicator	New indicator	99% (2 552)	80%	90%	90%	90%
	Analysed criminal referrals	Percentage of criminal referrals forwarded to the NPA that are analysed per year	New indicator	New indicator	100% (2 414)	80%	90%	90%	90%
	Analysed outcomes	Percentage of disciplinary outcomes from the SAPS and MPS that are analysed within 30 days of receipt per year	99% (596)	74% (298)	93% (563)	70%	80%	80%	80%

Outcome	Outputs	Output Indicator	Annual Targets						
			Audited/Actual performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Analysed outcomes	Percentage of responses from the NPA that are analysed within 30 days of receipt per year	94% (1 082)	68% (497)	98% (1 257)	70%	80%	80%	80%
	Reviewed Outcomes	Percentage of SAPS disciplinary outcomes taken on review within 60 days of analysis per year	New indicator	New indicator	New indicator	New indicator	90%	90%	90%
	Reviewed Outcomes	Percentage of NPA prosecution decisions taken on review within 60 days of analysis per year	New indicator	New indicator	New indicator	New indicator	90%	90%	90%
	Implementation of Access and Awareness Rural Strategy	Percentage implementation of Access and Awareness Rural Strategy per year	New indicator	New indicator	60% (6)	60%	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	180	30	90	150	180
Number of media programmes held per year	6	1	3	4	6
Number of station lectures conducted per year	40	10	20	30	40
Percentage of recommendations referred to the SAPS and MPS that are analysed per year	90%	90%	90%	90%	90%
Percentage of criminal referrals forwarded to the NPA that are analysed per year	90%	90%	90%	90%	90%
Percentage of disciplinary outcomes from the SAPS and MPS that are analysed within 30 days of receipt per year	80%	80%	80%	80%	80%
Percentage of responses from the NPA that are analysed within 30 days of receipt per year	80%	80%	80%	80%	80%
Percentage of SAPS disciplinary outcomes taken on review within 60 days of analysis per year	90%	90%	90%	90%	90%
Percentage of NPA prosecution decisions taken on review within 60 days of analysis per year	90%	90%	90%	90%	90%
Percentage implementation of Access and Awareness Rural Strategy per year	60%	-	-	-	60%

5.4.3 Explanation of planned performance over the medium-term period

Formal engagements held with key stakeholders includes community outreach, where IPID creates awareness about IPID's mandate and services. It also covers meetings that are held with stakeholders who have an interest in the work of the department and those whose work impacts on the mandate of the department such as SAPS, NPA, Parliament, and other organs of state. The IPID cannot effectively execute its mandate without collaborating with other key stakeholders within the JCPS cluster. The target is informed by standing meeting with stakeholders and historical performance.

Media programmes are aimed at restoring public trust, confidence and managing perceptions about the department. The station lectures are conducted by presenting IPID's mandate to SAPS and MPS members to create awareness on IPID's mandate and SAPS reporting obligations as per the IPID Act. The lectures are intended to contribute towards the professionalisation of the police service and to reduce criminal and misconduct complaints against the police.

The analysis of recommendation reports that are referred to the SAPS and MPS is aimed at identifying shortcomings and improving the quality of recommendation reports which will enable the police service to institute disciplinary action against the members that were found to have contravened the law. The target will remain constant over the MTEF period due to capacity constraints. The analysis of criminal referrals that were referred to the NPA assist in determining the quality gaps that may affect NPA's decision on prosecution, including administration related matters. The target is also maintained at 90% over the MTEF period.

The outcomes that the department receives from the SAPS, MPS and NPA are analysed within 30 days of receipt. These are responses received from the SAPS and MPS on the decision of the disciplinary process based on the investigation reports submitted. Provincial management assess the responses within 30 days of receipt to decide whether they agree or disagree with the disciplinary outcome. The responses from the NPA on whether to prosecute or not are also analysed by Provincial management within 30 days of receipt to decide whether they agree or disagree with the decision. The expected level of performance is that 80 percent of outcomes received must be analysed.

The outcomes from both the police service and the NPA that Provincial management were not in agreement with, must be taken for review within 60 days of being analysed. This will also address challenges where the sanction does not fit the offence.

The objective of implementing the Access and Awareness Rural Strategy is to establish and strengthen relations with rural communities, create awareness on IPID's legislative mandate, and create accessibility to IPID's services. This performance will be measured through an Implementation Plan. The Implementation Plan has targets and activities planned for each financial year.

5.4.4 Programme Resource Considerations

5.4.4.1 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

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		2023/24	2024/25	2025/26	2022/23 - 2025/26	
Compliance Monitoring	6,6	8,4	5,9	7,6	4,9%	57,3%	5,4	5,7	5,8	-8,3%	48,6%
Stakeholder Management	4,3	4,3	6,0	6,7	16,3%	42,7%	6,0	6,4	6,8	0,2%	51,4%
Total	10,8	12,7	11,9	14,3	9,7%	100,0%	11,4	12,1	12,6	-4,1%	100,0%
Change to 2022 Budget estimate				0,3			(2,7)	(2,6)	(2,8)		
Economic classification											
Current payments	10,7	12,7	11,9	14,2	9,8%	99,6%	11,4	12,1	12,6	-4,0%	99,9%
Compensation of employees	9,6	10,4	9,4	11,2	5,4%	81,7%	9,1	9,6	10,0	-3,7%	79,2%
Goods and services	1,2	2,2	2,5	3,0	37,9%	17,9%	2,4	2,5	2,6	-5,1%	20,7%
of which:											
Administrative fees	0,1	0,1	0,2	0,2	29,4%	1,3%	0,2	0,2	0,3	4,9%	1,8%
Advertising	–	0,0	1,0	0,7	–	3,5%	1,0	1,0	1,0	10,0%	7,2%
Communication	0,1	0,1	0,2	0,2	24,4%	1,2%	0,1	0,1	0,2	-9,0%	1,3%
Computer services	0,1	0,1	0,1	0,1	-0,5%	0,9%	0,1	0,2	0,2	6,0%	1,1%
Travel and subsistence	0,5	0,3	0,4	0,6	7,0%	3,6%	0,5	0,6	0,7	1,8%	4,8%
Training and development	0,1	0,0	0,0	0,1	1,7%	0,6%	0,1	0,1	0,1	1,4%	1,0%
Transfers and subsidies	0,1	–	0,0	0,1	-14,4%	0,4%	–	–	–	-100,0%	0,1%
Households	0,1	–	0,0	0,1	-14,4%	0,4%	–	–	–	-100,0%	0,1%
Total	10,8	12,7	11,9	14,3	9,7%	100,0%	11,4	12,1	12,6	-4,1%	100,0%
Proportion of total programme expenditure to vote expenditure	3,2%	3,7%	3,4%	3,9%	–	–	3,1%	3,2%	3,2%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0,1	–	0,0	0,1	-14,4%	0,4%	–	–	–	-100,0%	0,1%
Employee social benefits	0,1	–	0,0	0,1	-14,4%	0,4%	–	–	–	-100,0%	0,1%

5.4.4.2 Explanation of the resources contribution to achieve the outputs

In strengthening the department's systems and strategic approach to execute its legislative mandate, four strategies were developed for implementation over the MTEF period. These include the Access and Awareness Rural Strategy, Gender-Based Violence and Femicide (GBVF) Strategy, Communication and Stakeholder Management Strategy and Youth Development Strategy. The Department has also collaborated with other various stakeholders that are key towards successful implementation of these strategies through the signing of a Memorandum of Understandings (MoU) and establishment of focus groups, amongst other initiatives.

The Access and Awareness Rural Strategy (AARS) will continue to contribute towards effective investigation of cases reported in rural areas and also enhance awareness of IPID's services. One of the key deliverables of the AARS is the establishment of regional offices. This will contribute towards the department's regional model approach which seeks to expand IPID's national footprint by establishing additional offices at a district level. The strategy has since yielded positive results with 11 offices that were established across three provinces; Gauteng, Kwa-Zulu Natal and Northern Cape.

6. Updated Key Risks

Outcome	Key Risks	Residual Risk Rating	Risk Mitigation
Effective and efficient administrative support	1. Constrained resources	Extreme High Risk	1.1 Reprioritisation of limited funding to focus on critical strategic objectives. 1.2 Reprioritisation of human capacity through review of internal organisational structure to capacitate the investigation and other key positions 1.3 Implementation of activity-based budgeting. 1.4 Continue advocacy for increased funding within the JCPS Cluster and other alternative i.e., funding that will be in line with IPID needs 1.5 Exploring partnership with Stakeholders to assist with funding and/or resources (e.g., EPWP, NYDA, PSITA, NSF) to assist with funding and/or other resources, including skills enhancement
	2. Ineffective Information Systems	Extreme High Risk	2.1 Implement the ICT Project Plan as per the set percentage target to improve the ICT infrastructure hardware and software

Outcome	Key Risks	Residual Risk Rating	Risk Mitigation
Reduced level of police criminality and misconduct	3. Infiltration of IPID investigations by SAPS	Extreme High Risk	3.1 Open criminal cases against SAPS members involved in the interferences of IPID investigations
			3.2 Disciplinary actions Instituted on IPID investigators involved in the infiltration
			3.3 Intensify integrity strengthening of IPID investigators through measures such as polygraph testing and testing for abuse of alcohol.
	4. Possible threats to harm IPID investigators and Head of Department	Extreme High Risk	4.1 Invoking emergency protection procedures according to the protection policy upon any reported incident or threats against the HOD and IPID officials
			4.2 Conducting Threat Risk Assessment
			4.3 Providing the necessary protection as informed by the Threat Risk Assessment report.
			4.4 Equipping investigators with necessary equipments to enhance protection against any threats.
			4.5 Provide training to investigators in order to protect themselves against suspects (e.g. self-defense training)
			4.6 Conduct safety awareness workshops
	5. Credibility of institutional performance	High Risk	5.1 Quality assurance on the investigations conducted. (i.e verification of files)
			5.2 Verification of performance information through statistical signed-off certificates
			5.3 Upskilling investigators to improve their investigation skills.
			5.4 Establish a proper records management system
			5.5 Enhance Case Management System to ensure that cases are updated accordingly
			5.6 Conducting inspections on active case dockets as well as pre-audit inspections.

Outcome	Key Risks	Residual Risk Rating	Risk Mitigation
Reduced level of police criminality and misconduct	6. Inability to investigate and finalise cases timeously	High Risk	6.1 Engage with other departments in provinces to request assistance with office accommodation in order to improve accessibility to clients. 6.2 Enhance skills by providing training on areas of specialized investigations to optimize service delivery 6.3 Reprioritisation of investigations to match available resources (Human & Budget) 6.4 Continuous engagement with FSL (forensic service laboratory) and Department of Health (for pathology services) to speedy technical reports of IPID investigations 6.5 Acquire assistance from panel of pathologists. 6.6 Enlisting of contract investigators to deal with backlog cases especially in provinces with high volume of workload.
Department's legal interests protected	8. Inadequate implementation of IPID recommendations by SAPS	High Risk	7.1 Review recommendations made on finalised investigations 7.2 Engagement with SAPS to Review disciplinary outcomes that IPID is not in agreement with. 7.3 Report on recommendations not implemented to the Minister of Police and National Police Commissioner.
Strengthened Stakeholder Relations	7. Adverse legal claims against the department	High Risk	8.1 Reduction of legal claims against the department.

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.

11. List of Acronyms

AARS	Access and Awareness Rural Strategy
AGSA	Auditor General of South Africa
APCOF	African Policing Civilian Oversight Forum
APP	Annual Performance Plan
CMS	Case Management System
CSPS	Civilian Secretariat for Police Service
DPSA	Department of Public Service and Administration
ENE	Estimates of National Expenditure
EPWP	Extended Public Works Programme
FSL	Forensic Science Laboratory
GBVF	Gender-Based Violence and Femicide
GDP	Gross Domestic Product
GIAMA	Government Immovable Asset Management Act
GPAA	Government Pensions Administration Agency
HOD	Head of Department
ICT	Information and Communication Technology
ID	Investigative Directorate
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security
LLB	Bachelor of Law
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
NQF	National Qualification Framework
NSF	National Skills Fund
NYDA	National Youth Development Agency
OHS	Occupational Health and Safety
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
POWA	People Opposing Women Abuse
PSA	Public Service Act
PSR	Public Service Regulations
SAPS	South African Police Service
SASSETA	Safety and Security Sector Education and Training Authority
SCM	Supply Chain Management
SMS	Senior Management Service
TVET	Technical and Vocational Education and Training

Part D:

Technical Indicator Description

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



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

Tabled in 2020/21				Amendments			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 were discontinued from 2021/2022 financial year		The five-year target is already achieved and exceeded. Reported output was 98.91%.	
Programme 2: Investigation and Information Management							
Reduced level of police criminality and misconduct	Increase in number of criminal cases decided by the NPA	1 503	No changes	No changes	2 500 The target is increased effective 2022/23 financial year	The progress made to date demonstrates that the five-year target is likely to be achieved between the 3rd or 4th year of implementation.	
	Increase in number of disciplinary recommendations initiated	1 398	No changes	No changes	2 500 The target is increased effective 2022/23 financial year		
	Increase in number of disciplinary recommendations finalised	1 437	No changes	No changes	2 000 The target is increased effective 2022/23 financial year		
	New indicator	New indicator	No changes	Percentage of cases prosecuted by the NPA	7% (the target is for two financial years, for 2023/2024 and 2024/2025).		
						The department is in the process of implementing interventions that are aimed at improving the quality of investigations. This will contribute to the positive outcome of investigation. This indicator will assist in measuring the results of quality investigations that were conducted.	

Tabled in 2020/21			Amendments			Justification for changes
Outcome	Outcome Indicator	5 year Target	Outcome	Outcome Indicator	5 year Target	
Programme 3: Legal and Advisory Investigation Services						
Department's legal interests protected	Percentage reduction of number of legal claims against the Department	10%	No changes	Percentage reduction of legal claims against the Department	No changes	The indicator title was incorrectly captured, therefore was not measurable as a result of having two variables.
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%	A new indicator was introduced in 2021/2022 financial year, to enable an inclusive approach is undertaken to strengthen relations with all department's key stakeholders

Notes

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Notes

This image shows a single sheet of white paper with horizontal green ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Notes

[illegible]



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