

Independent Police Investigative Directorate

ANNUAL PERFORMANCE PLAN



2024/25



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Executive Authority Statement



General BH Cele
Minister of Police


Trust in policing is a global issue which can have adverse consequences if not properly managed. Therefore, the Independent Police Investigative Directorate (IPID)F remains significant in the protection of human rights and the provision of safer communities.

The programme of government which sets out priorities for this Medium Term Strategic Framework (MTSF) has made our commitments very explicit. As the police watchdog body, IPID will continue to advance its collective agreements to enhance improvements that will have a positive impact in public safety as well as to achieve its goals to its mandate and challenges.

Although, the core of a policing remains the same, we need to continuously change our approach and strategies while maintaining integrity and impartiality in our investigative responsibilities. This will assist in shaping the future of this profession and oversight body which remains an integral part of our government.

The current economic climate has put a strain on government finances and law enforcement resources. I am confident that IPID will strive to perform diligently on its mandate in this challenging environment. Our success will be measured by amongst others, our capability to manage data effectively to support our investigations work. We also need to adapt to the ever evolving and changing technological trends as this will help modernize our operations.

I am also pleased that the process to amend the IPID Bill which is aimed at making the institution structurally and operationally independent is bearing fruit.



The amended Bill will also capacitate parliament with stronger oversight over the appointment of the Executive Director. The process to amend the Bill was compelled by the 2016 Constitutional Court judgment, which ruled that certain parts of the IPID Act were unconstitutional.

Tangible delivery is what IPID hopes to achieve through the implementation of this Annual Performance Plan and I therefore, endorse this plan.



General BH Cele
Minister of Police
Date: 18 March 2024

Accounting Officer Statement



Ms DJ Ntlatseng
Executive Director: IPID

As we look back at the past years within the current MTSF and reflect on our plans for the new year ahead, we reaffirm our commitment to providing an independent investigative environment that is premised on impartiality and integrity.


Our biggest commitment is to reinforce dialogue with our stakeholders about improving IPID operations and am seeing huge improvements on how we do business.

We have achieved significant progress on our 5-year Strategic Plan; we provided investigators with tools of trade, expanded our footprint in some of the provinces as well as the establishment of the Toll Free number to make IPID services accessible to the public.

The department will create awareness and combat negative narratives about the nobility of this institution through its stakeholder engagement, media and public awareness strategies.

We have also committed to expand our footprint so that we can be easily accessible to our communities as well as to protect the integrity of crime scenes. Our plans to establish more satellite offices are underway through engagements with various stakeholders.

We will also continue to enhance our corporate culture as well as to reinforce our human capital which are essential for our growth as a department. The department has seen a need to establish a Policy and Research Unit which will analyse the trends to guide IPID policy interventions and informed decision making.



A Gender Focal Point Unit responsible for the coordination and implementation of the National Gender Policy and IPID Women Empowerment, and Gender Equality Policy was established. The Unit serves as a tool for mainstreaming gender issues across all policies, systems, processes and procedures and enabling a conducive working environment through capacity development.

Targets for representation of youth, women at senior management services, persons living with disability and women empowerment through procurement of goods and services from women-owned enterprises to ascertain contribution towards the transformation and implementation of the empowerment and participation through gender mainstreaming and equity were prioritized in this Plan.

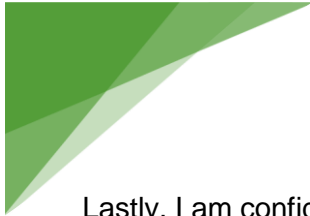
Our prosperity depends on empowering our youth as they are the future of tomorrow. IPID is currently implementing its Youth Development Strategy which led to the absorption of interns from various disciplines through a partnership with the Safety and Security Sector Education and Training Authority (SASSETA) in the 2023/2024 financial year.

Automation and digitalization plays a critical role in reshaping the global economy. Given the role we play, we will continue to invest in our productivity through IT reforms and digital technology. Our case load continues to increase and the process to upgrade our Case Management System as well as the modernization of our IT infrastructure is underway.

The Department has intensified its internal controls function by establishing Internal Control Unit in the Office of the Chief Financial Officer. The Unit will immensely assist the department to address issues of financial transgressions, which has been a challenge for some years.

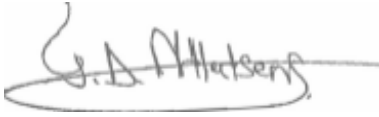
Furthermore, we have developed the Fruitless and Wasteful expenditure identification and reporting procedure manual. We also conduct workshops with staff on a regular basis on the prevention of irregular, fruitless and wasteful expenditure.

To ensure accountability of government finances, two (02) new performance indicators measuring the reduction of existing unwanted expenditure balances, were introduced in the 2024/2025 financial year.



Lastly, I am confident that the caliber and quality of our staff will be able to carry forward the mandate of IPID with fairness and honesty.

I thank you



Ms. DJ Ntlatseng
Accounting Officer
Independent Police Investigative Directorate (IPID)

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Independent Police Investigative Directorate (IPID) 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.
- Accurately reflects the Impact, Outcomes and Outputs which the Independent Police Investigative Directorate will endeavor to achieve over the period 2024/2025.

Mr. P. Setshedi

Signature:



Chief Director: Corporate Services (Acting)

Dr. H. Bila

Signature:



Chief Director: Investigation and Information Management

Mr. S. Ramafoko

Signature:



Chief Director: Legal and Investigation Advisory Services

Ms. M. Molope

Signature:



Chief Director: Compliance Monitoring and Stakeholder Management

Mr. P. Setshedi


Signature:



Chief Financial Officer

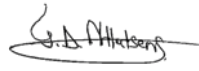
Ms. S. Letlape

Head Official responsible for Planning

Signature: 

Ms. DJ. Ntlatseng


Accounting Officer

Signature: 

Approved by:

General BH Cele

Executive Authority

Signature: 

Date: 18 March 2024

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).

The IPID Amendment Bill 2023 has been published for public comment by the Portfolio Committee. Explanatory summary of the Bill and prior notice of its introduction was published in Government Gazette No.48756 of 7 June 2023, with closing date of 2 October 2023. The Portfolio Committee for Police has processed the Bill to the National Council of Provinces (NCOP) and is currently under their consideration.

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.

Internal Strategies to Accelerate Service Delivery

2.1. Access and Awareness Rural Strategy

The aim of the Access and Awareness Rural Strategy (AARS) 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. This Strategy is contributing to Priority 1 of the Medium Term Strategic Framework (MTSF) by accelerating and improving service delivery satisfaction and also Priority 6.



<p>2.2. Gender-Based Violence and Femicide Strategy</p>	<p>The objective of the Gender-Based Violence and Femicide (GBV&F) 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.</p> <p>This Strategy is contributing towards the realisation of objectives of the South African National Strategic Plan on GBVF. Furthermore, relations with the DWYP will be strengthened to improve gender mainstreaming activities.</p>
<p>2.3. Communications and Stakeholder Management Strategy</p>	<p>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.</p> <p>This Strategy is contributing to Priority 1 of the Medium Term Strategic Framework (MTSF) by accelerating and improving service delivery satisfaction.</p>
<p>2.4. Youth Development Strategy</p>	<p>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, aligning with Priority 2 of the MTSF.</p>

Table 1: Internal Strategies to accelerate Service Delivery

3. Updates to Relevant Court Ruling

No court rulings were reported which affect the mandate of the IPID during this period.

PART B: OUR STRATEGIC FOCUS





4. Updated Situational Analysis

4.1 External Environment Analysis

4.1.1 Economic Environment¹


The 2023 economic outlook has worsened, fiscal revenues are weaker than expected, and the financing of the government borrowing requirement is under renewed pressure. Several key factors are contributing to ongoing uncertainty and volatility. The country continues to grapple with a high unemployment rate, slow economic growth, and persistent structural challenges, including inefficiency in key sectors such as energy and transportation. Moreover, persistent power cuts, deteriorating rail and port infrastructure, have contributed to a weaker domestic outlook. The state wage bill and the weak financial position of State-Owned Companies (SOCs) continue to pose a risk to the fiscus.

Added to that are the risks posed by global events and natural disasters. Overall, the macro-fiscal outlook is primarily affected by supply-side constraints. Data suggests that the long-run potential growth of the economy and debt dynamics are not positively affected by the fiscal impulse. Second-round effects of higher government deficits and borrowing are counteracting any stimulatory effects. In this context, fiscal policy has strongly protected the social wage and provided tax relief to the lowest income earners.

Higher-than-expected revenues have been split between reducing the debt burden and providing support to key service delivery areas; capital budgets have received a boost; and previously announced tax increases have been withdrawn. However, countervailing forces such as a lack of sufficient electricity, poor logistical capacity and global – including geo-political – factors continue to dominate the present environment. In this regard, the most appropriate policy response should aim to reduce risks associated with government's elevated debt burden and poor fiscal multipliers.

The 2023 wage agreement results in a shortfall of R37.5 billion in 2023/24 and the carry through effects over the MTEF, which are to be funded within the existing baseline. Growing debt against a stagnating economy limits government ability to raise debt. Tax instruments also inflict a higher

¹ Medium Term Expenditure Framework Technical Guidelines 2024



economic loss in a depressed economy. Thus, the debt stabilisation strategy requires a reduction in expenditure over the medium term. The automatic accommodation of the wage bill agreement has created a shortfall that must be accommodated starting 2023/24.

Cabinet has approved budget reductions to the department's budget amounting to R30 million over the medium term. Due to the 2023/24 wage agreement not being funded, the department also expects a shortfall of R33.2 million in its budget for compensation of employees. As such, its total shortfall for compensation of employees is expected to be R63.2 million over the next 3 years.

To mitigate against the impact of this shortfall on overall performance, the directorate anticipates a decrease in the number of personnel from 404 in 2023/24 to 384 in 2026/27. This decrease will mainly apply to employees appointed on a contractual basis and administrative staff across most programmes. In addition, only core posts, particularly for investigators, that are crucial for addressing the case backlog (comprising 17 988 active cases and 28 345 post decision-ready) and enhancing services, are expected to be filled during the period ahead. The directorate remains dedicated to realigning its organisational structure and streamlining functions to ensure the optimal use of its human resources.

There is wide recognition that the IPID is an important oversight mechanism established to keep criminality within the ranks of our policing agencies in check. In the past years, the need for heightened oversight over the South African Police Service (SAPS) has been underscored by the numerous cases of corruption that have been uncovered by IPID investigations. The investigation of highly placed police officers, have been met with fierce resistance from the subjects of investigation, who had at their disposal state resources used to undermine IPID investigations.

4.2 Internal Environment Analysis

The following section provides a synopsis of the Department's capacity to deliver on its mandate, including information about human, financial and ICT resources.

The process that was followed to coordinate inputs for the development of the Annual Performance Plan was through planning sessions with each Programme. During these sessions, the following were discussed: analysis of performance, audit findings and outcomes of the Auditor General of

South Africa, types of current performance indicators, MTSF priorities and the environmental scanning. Subsequently, the IPID convened a departmental strategic planning session wherein Programmes tabled their draft inputs, resource allocation, ICT priorities to support business processes, and risk assessments. Key stakeholders who were invited include; the Minister of Police, the Department of Planning, Monitoring and Evaluation (DPME), Department of Women, Youth and Persons Living with Disability (DWYP) and the Public Service Commission (PSC). The outcome of this planning session informed the draft APP 2024/25 priorities. An overview of the outcomes of the Programmes' planning sessions is expressed in the table.

SWOT ANALYSIS	
Strengths	<ol style="list-style-type: none"> 1. IPID Act and Regulations to guide legislative mandate 2. Quality Assurance Unit was established to enhance impact of investigations 3. Dedicated workforce investigating without fear or favor 4. IPID Toll-free number to increase accessibility of IPID services
Opportunities	<ol style="list-style-type: none"> 1. Modernisation of business processes to improve efficiency by: <ul style="list-style-type: none"> ○ Transitioning from manual to electronic administration ○ Benchmarking initiatives internally and externally to adopt workable strategies 2. Partnerships with other organisations and institutions on shared-services. 3. Amendment of IPID Act to strengthen IPID's independence
Weaknesses	<ol style="list-style-type: none"> 1. Limited capacity in terms of human resources and shortage of specialized skills 2. High workload due to inadequate capacity to meet the demand 3. Current ICT system not supporting business processes 4. Case Management System not integrated to other external system within the JCPS cluster 5. Limited footprint of IPID offices
Threats	<ol style="list-style-type: none"> 1. Ongoing budget cuts may hamper execution of IPID mandate 2. Reliance on other institutions for technical report and other investigation expertise

Table 2: SWOT Analysis



4.2.1 Performance Environment

Partnerships to Accelerate Service Delivery

The IPID occupies a strategic position within the Justice Crime Prevention & Security (JCPS) Cluster, being one of the key active role-players within the JCPS value chain. The IPID continues to work together with the cluster to streamline resources to achieve its objectives of reducing crime and the fighting against corruption.


The Department developed an Expansion Strategy which was envisaged to be implemented on a phased in approach as and when the IPID realizes savings during the outer years. However, with the continued budget cuts, IPID found it prudent to explore alternative means to expand its footprint nationally. The Memorandum of Understanding (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; and other Provincial government departments were also engaged. The Department has successfully secured offices in some of the Provinces such as Gauteng, KwaZulu-Natal, Northern Cape and Mpumalanga. IPID is not paying rental fees towards the premises, except marginal amounts towards electricity usage. This initiative is beneficial in a sense that it improves responses to serious crime scenes and improves accessibility to IPID services.

The Department continues to collaborate with other organs of state on sharing of resources to secure office space and establish regional offices to increase its national footprint. A Memorandum of Understanding (MoU) with the Association of Certified Fraud Examiners (ACFE) was signed to professionalize the investigation environment and to assist with training of investigators. The membership will be extended to the support staff. This will expedite the coordination of identified training needs that ACFE is currently offering on accredited training programmes.

Plans for Retention of Investigators

The IPID has put mechanisms in place to mitigate against high staff turnover such as the following:

Skills: the provision of training interventions that are relevant for growth on an ongoing basis to the investigators, particularly in light of the ever-changing trends and patterns of crime. The training will



also assist the investigators to resolve cases, improve their capabilities, and also open prospects of upward mobility within IPID. The Department has an approved training plan which includes training interventions such as basic firearm training, investigative interviewing techniques, forensic investigation sexual offence investigation course, statement taking, cyber and electronic investigations, strategic planning and integration with budgets, advanced driving (offensive and defensive), Prevention of Organised Crime Act (POCA)/ Prevention and Combating of Corrupt Activities Act (PRECCA). A partnership with the NPA was established to assist with conducting threat risk assessments. Furthermore, the Bursary policy is under review to promote the culture of learning.


Mechanisms relating to equipment and tools: The Department has ensured availability of tools of trade such as stationery, ICT equipment, vehicles that are suitable for terrains, communication equipment, protective equipment as well as health and wellness support. A total of 20 vehicles were procured to capacitate investigation tools of trade, this includes bakkies to accommodate the different terrains across the country.

Day-to-day tasks: this relates to clear or improved business processes. The existing Standard Operating Procedures (SOPs) are being reviewed to enable the investigators to process their investigation administrative work more effectively and reduce administration bottlenecks that delay case closure processes.

Demand for IPID services

Investigations are a labour-intensive function in their nature that often, require personal engagement between the investigators and the community and/or complainants. The IPID is only able to deploy the number of investigators that it is able to accommodate within the confines of its allocated compensation budget. The major consequence for increasing crime is that it requires the IPID to be amply resourced in both skills and infrastructure. The Department has only a cohort of 176 investigators across all provinces which has proven inadequate to effectively investigate all cases which fall within its mandate. Three (03) retired detectives were appointed to assist with the reduction of active cases from the previous financial years. This will assist in the reduction of backlog cases.

Table 3(a) depicts a total number of 12 491 active cases that were not completed in the previous financial years and were carried over to the 2023/24 financial year. Five provinces' case workload



ranges between 860 to 3 475; Mpumalanga, Eastern Cape, Western Cape, Gauteng and KwaZulu-Natal. In terms of the case classification three case categories contribute 86% (11 057) to this case workload; which are assault with 66% (8 192) which happen to be counter charges against the police when effecting legitimate arrests, discharge of an official firearm with 15% (1 863) and death as a result of police action with 8% (1 002).

ACTIVE CASES FROM PREVIOUS FINANCIAL YEARS

Province	28.1 a – Death in police custody	28.1 b – Death as a result of police action	28.1 c - Discharge of an official firearm	28.1 d - Rape by a police officer	28.1 f - Assault	28.1 f - Torture	28.1 g - Corruption matters within the police	28.1 h - Any other referred matter	28.2 - Systemic corruption involving the police	33.3 – Failure to comply with section 29	Grand Total
Eastern Cape	1	56	251	6	1053	138	6	3	0	0	1514
Free State	1	13	28	0	43	9	0	8	0	0	102
Gauteng	108	327	571	27	2 176	48	75	96	0	22	3 450
KwaZulu-Natal	31	399	498	18	1 997	473	16	34	0	9	3 475
Limpopo	9	45	126	3	259	14	2	3	0	1	462
Mpumalanga	6	81	141	5	504	67	5	13	0	40	862
North West	0	39	47	0	135	9	2	1	0	0	233
Northern Cape	0	0	19	0	64	1	0	0	0	1	85
NSIT	9	4	0	0	4	2	44	32	1	3	90
Western Cape	4	38	182	2	1957	25	1	8	0	1	2 218
Grand Total	160	1 002	1 863	61	8 192	467	151	198	1	77	12 491

Table 3 (a): Total Active Cases from Previous Financial Years

From 1 April to the 31 December 2023, as it can be noted on Table 3b, IPID registered 3 795 cases. This translates to a total of 16 286 active cases that had to be investigated by 176 investigators during the period under review. This is an average of 93 cases per investigator which excludes cases on the court roll and cases to be closed, cases with DPP queries that must be attended to. By 31 December investigation of 3 100 active cases were completed; 1 957 from the cases that were carried over from previous financial years and 1 143 from the new cases.


ACTIVE NEW CASES REGISTERED

Province	28.1 a – Death in police custody	28.1 b – Death as a result of police action	28.1 c - Discharge of an official firearm	28.1 d - Rape by a police officer	28.1 e - Rape while in police custody	28.1 f - Assault	28.1 f - Torture	28.1 g - Corruption matters within the police	28.1 h - Any other referred matter	33.3 – Failure to comply with section 29	Grand Total
Eastern Cape	25	44	54	17	-	254	52	-	3	3	452
Free State	12	13	36	5	-	329	23	-	32	2	452
Gauteng	28	77	117	13	-	351	14	25	7	3	635
KwaZulu-Natal	32	94	60	20	1	227	46	15	14	3	512
Limpopo	19	21	29	2	3	136	16	1	9	1	237
Mpumalanga	15	24	50	1	-	210	28	7	30	2	367
North West	13	16	37	3	-	151	14	-	5	4	243
Northern Cape	6	4	17	12	-	189	1	-	3	1	233
NSIT	-	1	-	-	-	3		6	4	2	16
Western Cape	14	41	60	15	1	491	10	-	15	1	648
Grand Total	164	335	460	88	5	2 341	204	54	122	22	3 795

Table 3 (b): Total Active Cases Registered from 1 April to 31 December 2023

Reliance on other organs of state

The IPID is still relying on the Department of Health and the National Forensic Science Laboratory (NFSL) to examine evidential data and produce technical reports, such as post-mortem, DNA, ballistic, histology etc. 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. In terms of the IPID Regulations of 2012, the investigation for all case classification must not take more than 90 days, and that reasons should be provided for exceeding the prescribed period. The Department doesn’t have control on the operations of these institutions that are key in the finalization of investigations which impacts on the turnaround time for case completion. As a result, the 90 days is not a realistic period to complete the investigation. The review of the IPID Regulations is being considered to address the turnaround



time that does not consider other processes that needs to be accommodated in the investigation value-chain.

The Department has strengthened its engagement with these stakeholders which has assisted in monitoring progress and finalization of the required technical reports. There are regular engagements at a provincial and national level with the stakeholders. This has resulted in an increase of decision ready cases which is 3 100 as at the end of the 31 December 2023, compared to 2 784 cases within the same period of the previous financial year.

Furthermore, the Department relies on other law enforcement agencies on specialized investigation skills such as forensic data analysis, crime analysis, and exhibits management, and etc., including threat risk assessments due to lack of internal capacity.

Public Perception

The IPID continues to implement the Communication and Stakeholder Management Strategy throughout the country. The strategy is aimed at, amongst other things, improving awareness and managing perceptions about IPID in the public domain. To measure the Performance and Communications Impact, the IPID utilizes tools such as Bought Media (Radio adverts, Community Radio campaigns), Earned Media (media interviews, statements, and inquiries on IPID issues, and Owned media (Website and social media).

The marketing of an institution is an ongoing process and extensive work has been done to ensure that the public is aware of IPID and its services. The Department will facilitate regular general publications of newsworthy events, community outreach programmes, successes, prevention, and awareness messages/broadcasts/campaigns & brief updates on progress with IPID's investigations; case trends/patterns/prevalence. To further widen the Department's presence on various social media platforms to monitor public perception of IPID's service delivery-related matters.

The IPID is not fully entrenched in rural areas, but existing and more visible mainly in urban areas. In reaching out to rural communities and spreading the message about IPID services in remote areas, the Department continues to implement the Access and Awareness Rural Strategy. The Strategy aims to establish and strengthen relations with rural communities through outreaches and information sharing programmes.



Service Delivery Improvement Plans

The IPID has reviewed the Service Commitment Charter (SCC) which is earmarked for full implementation in the 2024/25 period and beyond, through the publication of the charter in the intranet and IPID website to make the public aware of the charter as well as other SDIP initiatives. The charter is a statement of commitment that the Department will make towards service delivery and to carry forward the priorities of government. The IPID's Complaints and Compliments Management System is also being strengthened to make it fit for purpose so as to effectively handle service delivery complaints. To this end, a Complaints Management Policy has been developed to provide an efficient, fair and accessible mechanism for resolving complaints and receiving compliments in accordance with the principles of natural justice and to ensure that the Department's process of handling complaints and compliments is transparent and responsive to the needs of our service beneficiaries. Furthermore, the toll-free hotline is still operational to enhance accessibility to IPID services seamless and efficient for the public.

Research and Knowledge Management


The IPID is re-establishing a dedicated Research Unit to strengthen its internal knowledge repository. Amongst others, the rationale for the Research Unit is to inform the development of all policies in the organization, to help understand what influences the police behavior, conduct trend analyses and make empirically evidenced recommendations to the Minister, as well as to solve operational and planning challenges. The Research Unit will be placed under Programme 4: Compliance Monitoring and Stakeholder Management.

In the short to medium term, the proposed Research Unit will be capacitated internally through sharing of personnel, including interns, as well as exploring partnerships with other Departments and stakeholders. A partnership with the African Policing Civilian Oversight Forum (APCOF) is in place and they are currently conducting an impact assessment study of the IPID. A substantial progress has been made.

4.2.2 Financial Capacity²

Over the medium term, the directorate will continue to focus on enhancing its investigative capacity and streamlining processes to improve the quality of its investigations, as well as improving public perception. This will entail conducting a skills audit to identify skills as well as any gaps within its

² 2024 MTEF ENE



workforce to better address its case investigation backlog, and strengthening stakeholder engagements within law enforcement.

Owing to the labour-intensive nature of the directorate's activities, an estimated 68.8 per cent (R1.1 billion) of its total budget over the MTEF period is allocated to compensation of employees, increasing at an average annual rate of 4.5 per cent, from R245.5 million in 2023/24 to R280.5 million in 2026/27. Total expenditure is expected to increase at an average annual rate of 3.6 per cent, from R364.4 million in 2023/24 to R405.6 million in 2026/27.

To optimally use its human resources in support of its core mandate, the directorate plans to conduct a skills audit in 2024/25 to identify skills as well as any gaps in its workforce. This information will guide the review of its organisational structure as the directorate aims to tap into the skills of its employees and assess key competencies required to improve performance. Funding for these initiatives is made available in the Administration programme, which is allocated R354.4 million over the MTEF period, and the Investigation and Information Management programme, which is allocated R751.2 million over the same period.

Vast distances make it difficult to respond swiftly to crime scenes and investigations. This situation makes it difficult to reach all complainants and scenes of alleged police criminality. In some provinces, it is near impossible to preserve the integrity of crime scenes due to the long distances traveled by IPID investigators to reach those crime scenes. One such example was the Northern Cape. As a result, investigators spend most of their time traveling rather than investigating. This situation affects the effectiveness of investigations and Travelling and Subsistence (S&T) expenditure negatively.

Amongst the listed significant spending items is the travel and subsistence, this confirms the Department's position that traveling is one of the core for IPID as the Investigators travel regularly during execution of the IPID mandate. Therefore, same as Compensation of employees, the spending item needs to be prioritised. Various internal control systems such as installation of tracker devices, and analysis of trip reports have since been deployed to manage the travel and subsistence expenditure and the spending trend over the last MTEF period.

4.2.3 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 Satellite Offices in Tshwane, Thohoyandou, Witbank and George. Nine (09) additional offices were established in three (3) provinces. This was achieved through the implementation of the AARS 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.

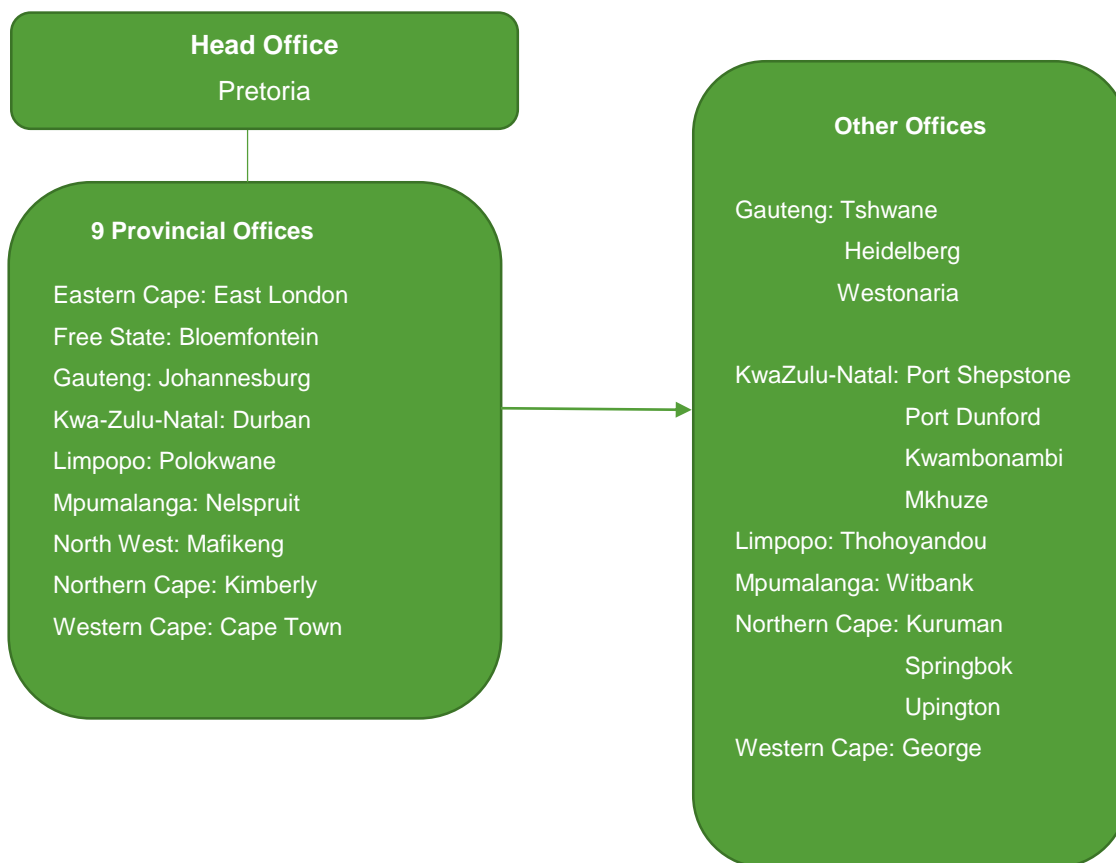


Figure 1: Geographical Structure



4.2.4 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.

The Department 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 must deal with the heavy workload. To implement its mandate of independence, the IPID should ideally have developed its 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 Auditor General South Africa.

The Department continues to analyse the organisational structure which resulted in the extensive review of the current functions, re-prioritising and regrouping of the functions in respective units to ensure the optimal utilization of the limited resources.

Furthermore, the Department ensured that the distribution of resources considers the promotion of efficient, economic, and effective use of resources, responsiveness to people's needs, and good human resources management.

Considering the nature of the work that is conducted by IPID, there is a potential risk of leakage of information and non-compliance with the Minimum Information Security Measures that the Department must put in place for sensitive or classified information to protect national security.

The Investigators occasionally receive threats from suspects they are investigation and the Department cannot utilize the services of Crime Intelligence within SAPS to conduct Threats and Risk Assessment (TRA) hence internal capacity is required to amongst others protect the investigators and conduct the TRA.

The posts of Director: Security and Facilities Management, Assistant Director: Occupational Health and Safety and Assistant Director: Security and Facilities were created to ensure that there is compliance with the legislative framework and Minimum Information Security Standards (MISS). The Occupation Health and Safety provides for the health and safety of persons at work against the hazards to health and safety within the work environment. Three (3) Quality Assurers were appointed on a contract basis and have started with their work to strengthen the quality of investigations.

The departmental organogram is depicted below:

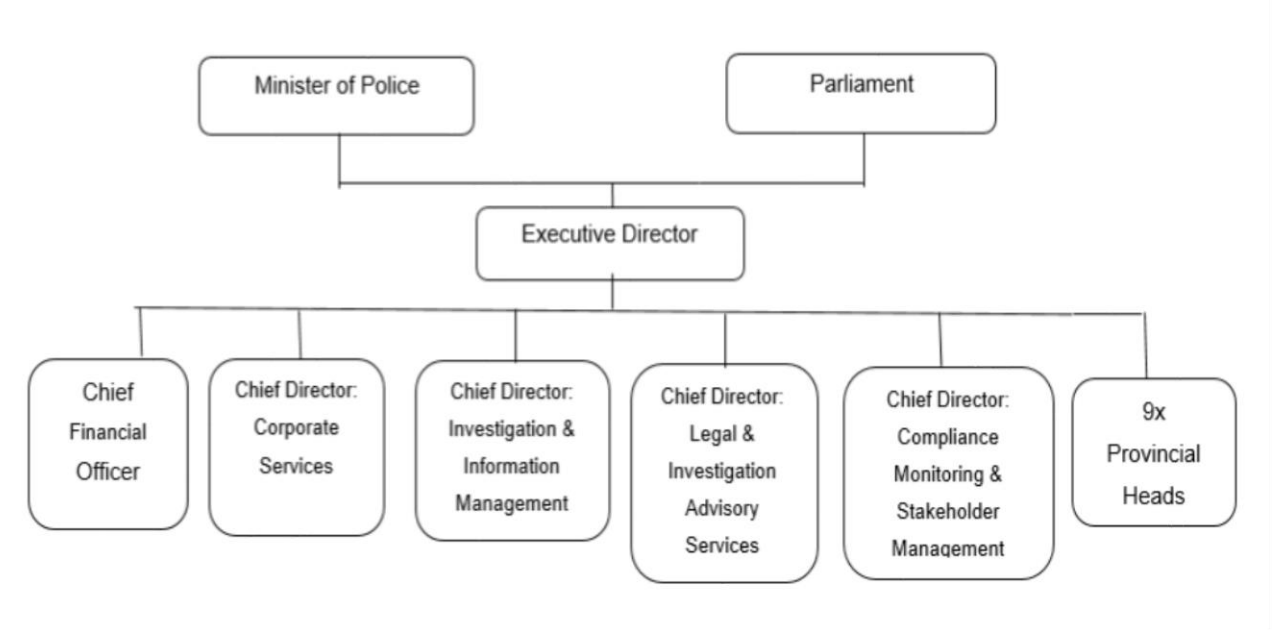


Figure 2: Organisational Structure

4.2.4.1 Gender Representation and Persons Living with Disability

The total number of male employees is 199 (53.78%) which is higher than female employees who are 171 (46.21%) as at 15 February 2024. The persons living with disability are eight (7) with five (5) being females and two (2) being males. Majority of these officials are under the core Programme and measures were put in place to enable conducive working environment to accommodation their needs. The representation of persons living with disability is 1.89%. The department will identify organisations for persons living disability to establish a database to

assess the available skills and competencies for consideration during recruitment. The core programme has the highest male representation as depicted in Figure 4 below³. The WYPD targets are part of the performance agreements of the relevant responsibility managers to ensure alignment with the APP priorities.

PROGRAMMES	FEMALE	MALE	GRAND TOTAL	DISABILITY
DIC: Administration	58	50	108	1
DIC: Compliance Monitoring & Stakeholder Management	9	1	10	1
DIC: Investigation & Information Management	102	146	248	5
DIC: Legal & Investigation Advisory Services	2	2	4	-
Grand Total	171	199	370	7

Table 4: Gender Representation

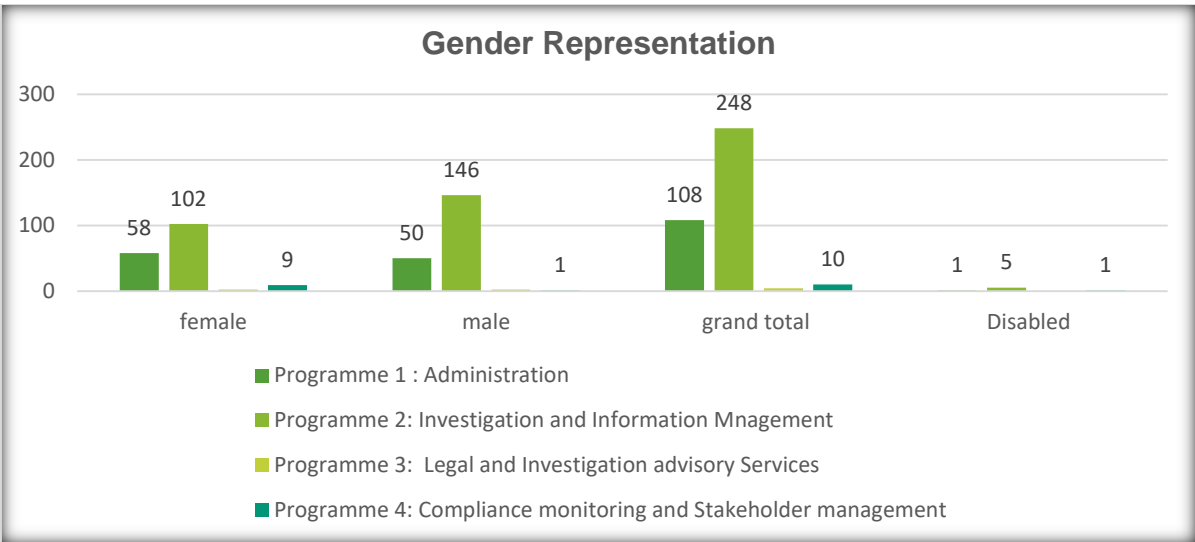


Figure 3: Gender Representation

4.2.4.2 Youth Representation

The total number of youth in IPID is 57 which is 7.88% of the workforce as at 15 February 2024. The female youth representation is 29 (7.83%) and male representation is 28 (7.56%) of the workforce. There are no employees with disabilities under the youth category⁴. The interns are excluded in this table.

³ PERSAL report

⁴ PERAL report



PROGRAMMES	FEMALE	MALE	GRAND TOTAL
DIC: Administration	14	18	32
DIC: Compliance Monitoring & Stakeholder Management	2		2
DIC: Investigation & Information Management	12	10	22
DIC: Legal & Investigation Advisory Services	1		1
Grand Total	29	28	57

Table 5: Youth Representation

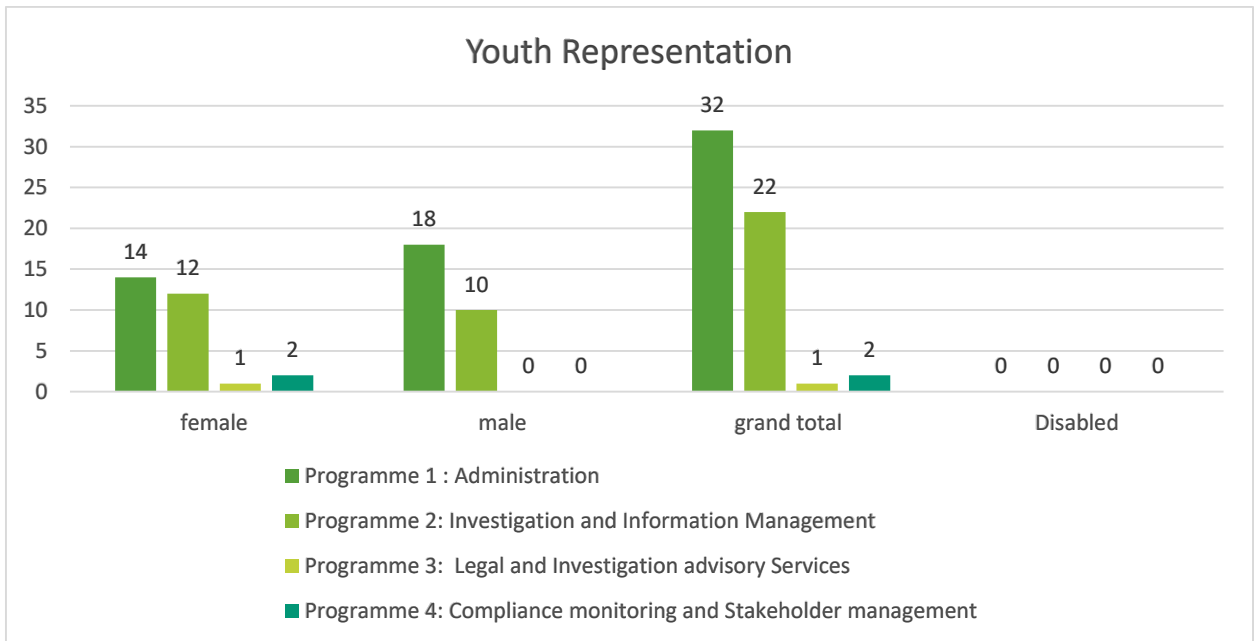


Figure 4: Youth Representation

4.2.4.3 Women Representation at SMS level

The total representation of women at Senior Management Service is 51.52% (16)⁵ as at 15 February 2024.

PROGRAMMES	FEMALE	MALE	GRAND TOTAL
DIC: Administration	8	2	10
DIC: Compliance Monitoring & Stakeholder Management	3		3
DIC: Investigation & Information Management	4	13	17
DIC: Legal & Investigation Advisory Services	1	1	2
Head of Department	1		1
Grand Total	17	16	33

Table 6: Women Representation at SMS level

⁵ PERSAL report

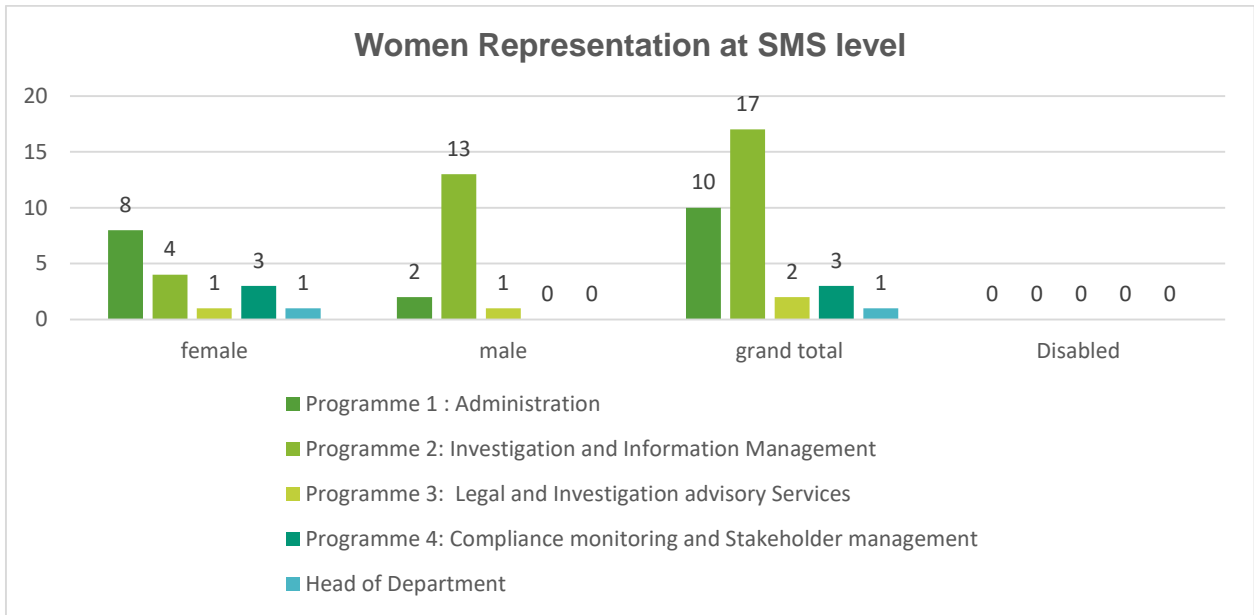


Figure 5: Women Representation at SMS level

A Gender Focal Point Unit was established to support and assist management in gender mainstreaming and promoting special national projects/programmes. The Unit is not fully capacitated, there's currently only one (1) official. The Unit has developed a new policy "Women Empowerment and Gender Equality Policy" which was approved in January 2024. The Policy is intended to serve as a framework to enhance gender equality in the workplace and to enable the Department to integrate gender mainstreaming into key organizational practices. There's also an EE Plan and the targets are always presented to the Selection Panel during the recruitment process to consider address gender equality gaps. It is also covered in the department's Recruitment and Selection Policy. Furthermore, the performance agreements of senior managers that are key in coordinating the targets for women, youth and persons with disability were reviewed to ensure alignment with the Annual Performance Plan targets.

4.2.4.4 Internship Programme

In May 2021, the Department had previously partnered with the National Youth Development Agency (NYDA) on a Youth Development Project which resulted in 69 unemployed youth being afforded an opportunity to participate in a structured workplace experiential programme that will equip them with

the necessary skills and knowledge. A total of 20 youth from this group were absorbed by the Department and are now permanently employed in IPID. This project was concluded and the department has now partnered with SASSETA and 54 youth are participating in this new internship Programme. They were placed in Programmes for various business units.

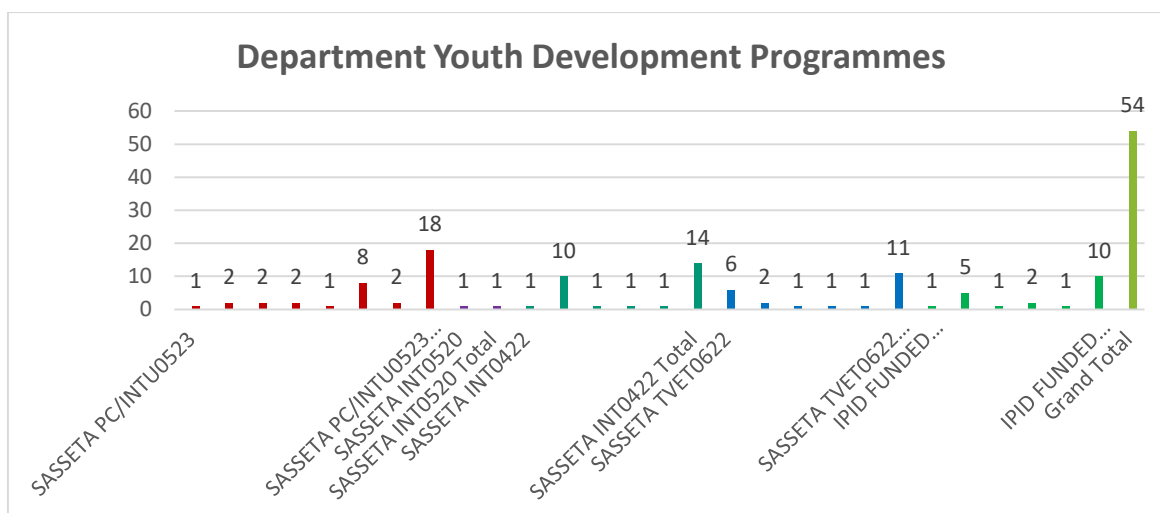


Figure 6: Department Youth Development Programmes

METHOD OF INTAKE	SKILL AREA	NO. OF INTERNS
SASSETA PC/INTU0523	Office Administration	1
	Finance	2
	Communications	2
	General Administration	2
	Office Management	1
	Investigation	8
	Legal Services	2
SASSETA PC/INTU0523 Total		18
SASSETA INT0520	Legal Services	1
SASSETA INT0520 Total		1
SASSETA INT0422	General Administration	1
	Investigation	10
	Labour Relations	1
	Strategy and Performance Monitoring	1
	Information Communication Technology	1
SASSETA INT0422 Total		14
SASSETA TVET0622	General Administration	6
	Finance	2

	Human Resource Management	1
	Communications	1
	Management Assistant	1
SASSETA TVET0622 Total		11
IPID FUNDED INTERNSHIP	Investigation	1
	General Administration	5
	Human Resource Management	1
	Information Communication Technology	2
	Office Management	1
IPID FUNDED INTERNSHIP Total		10
Grand Total		54

Table 7: Department Youth Development Programmes



4.2.5 Information Communication and Technology (ICT)

ICT infrastructure plays a critical role in enhancing ICT services that are effective and reliable, thereby impacting operational efficiencies as well as organisational performance. The IPID remains committed to being deliberate, judicious, and innovative in its approach to preserve the stability of the internal environment, through the implementation of priority organisational development initiatives and adding new projects as part of the ICT Implementation Plan whilst ensuring uninterrupted services, strengthening institutional capabilities and enhancing performance.

In the 2024 MTEF, implementation of the ICT Plan remains one of the Department's key priorities to enable and support business in carrying out their mandate. Since the 2018/19 financial year funds have been allocated to improve ICT infrastructure i.e. hardware, network infrastructure, and software upgrades. Management will continue to reprioritise the limited resources to fund key ICT projects. Some of the prioritised projects include infrastructure renewal, disaster recovery site improvement, implementation of business process modernization, and digitization. Through automating some of the manual operations into electronic systems. To expedite the procurement process of the Case Management System and the integration of IPID systems with other external systems such as the Case Docket Management System to enhance and expedite the notification process. Furthermore, the Department will improve ICT governance through the implementation of the Corporate Governance of ICT Policy Framework (CGICT).

Currently, the initiatives are in progress, the infrastructure renewal is well underway, with the migration to VPN and bandwidth upgrade completed. Simultaneously, the process of digital transformation has been initiated, marking a significant step towards modernization and efficiency. Moreover, in alignment with the Department of Public Service and Administration's CGICT Policy Framework version 2, the Departmental CGICT policy has been reviewed, and its implementation is in progress. ICT's efforts are geared toward realizing a technologically advanced future, where innovation and efficiency harmoniously drive our department forward.

To this end, several ICT priorities have been earmarked for implementation over the 2024 MTEF. Taking into consideration that the Department has very limited ICT personnel and resources, prioritization of the needs becomes critical, to determine which needs to prioritize and which ones will follow over the outer years of the implementation of the ICT Plan.

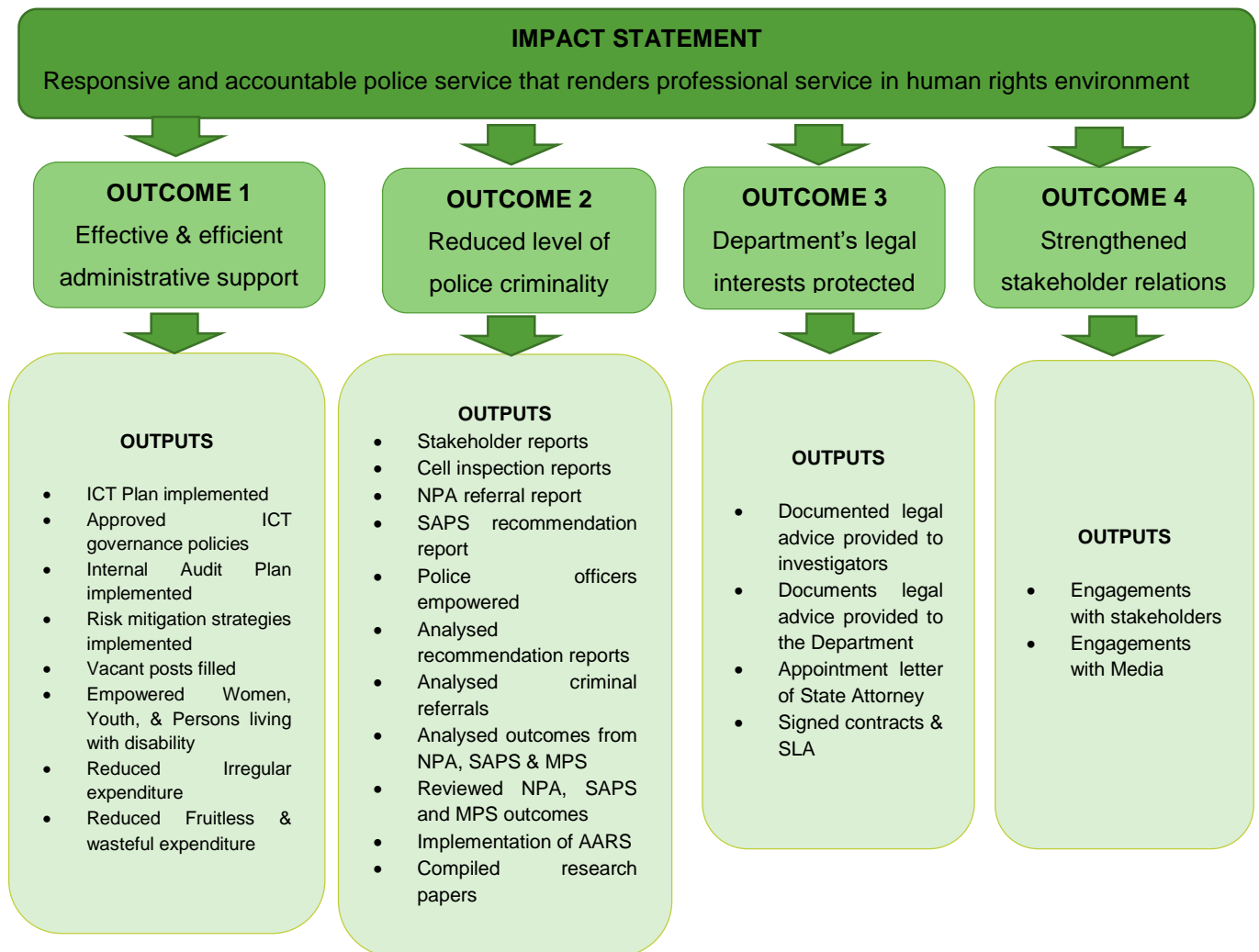
PART C: MEASURING OUR PERFORMANCE



5. Institutional Programme Performance Information

To effectively and efficiently deliver on our mandate, our activities and priorities are organised according to four budget programmes contributing to the realisation of the outcomes and outputs depicted below. The Department has systems and processes in place to enable quarterly reporting to the Executive Authority, the Department of Women, Youth and Persons Living with Disability and other statutory bodies to report progress on the implementation of the APP.

- 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, Basic Conditions of Employment Act (BCEA), 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), Employment Equity Act (EEA), Gender-Responsive Planning, Budgeting, Monitoring and Auditing Framework (GRPBMEA), Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA) 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.
Risk and Integrity Management	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 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 OHS 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Effective and efficient administrative support	ICT Plan implemented	Percentage implementation of ICT Plan per year	12% (8)	78% (29)	60%	70%	80%	80%	80%
	Approved ICT governance policies	Number of ICT Governance Policies approved	New indicator	New indicator	New indicator	4	2	2	2
	Internal Audit Plan implemented	Percentage implementation of annual Internal Audit Plan per year	90% (18)	91% (30)	90%	90%	90%	90%	90%
	Risk mitigation strategies implemented	Percentage implementation of risk mitigation strategies per year	57% (13)	63% (15)	70%	70%	70%	70%	70%
	Vacant posts filled	Percentage vacancy rate per year	11.5% (45)	8.69% (34)	10%	10%	10%	10%	10%
	Empowered Youth	Percentage implementation of Youth Development Strategy per year	New indicator	6% (1)	80%	80%	80%	80%	80%
	Empowered Youth	Percentage representation of youth in the department per year	New indicator	New indicator	19%	19%	19%	19%	19%
	Empowered Women	Percentage representation of women at senior management service (SMS) per year	New indicator	New indicator	50%	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	3%	3%	3%	3%	3%
	Empowered Women	Percentage expenditure of goods and services procured from women-owned enterprises	New indicator	New indicator	40%	40%	40%	40%	40%

5.1.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage implementation of ICT Plan per year	80%	10%	30%	60%	80%
Number of ICT Governance Policies approved	2	-	1	-	1
Percentage implementation of annual Internal Audit Plan per year	90%	-	-	-	90%
Percentage implementation of risk mitigation strategies per year	70%	15%	35%	55%	70%
Percentage vacancy rate per year	10%	10%	10%	10%	10%
⁶ 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%
Percentage reduction of Irregular expenditure balance per year	60%	10%	30%	50%	60%
Percentage reduction fruitless & wasteful expenditure balance per year	60%	10%	30%	50%	60%


5.1.1 Explanation of planned performance over the medium-term period

The total outputs for Programme 1: Administration are twelve (12) and aimed at contributing towards effective and efficient administrative support and achieving government priorities such as modernization of business processes, improved financial management and enhance governance systems to attain positive audit outcomes. The department will be working closely with the Department of WYPD to strengthen its interventions towards gender mainstreaming and GBV&F programmes.

Implementation of ICT Plan and Policies

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

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



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.

Implementation of Internal Audit Plan

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.

Implementation of Risk Mitigations


The implementation of risk mitigations aims to assist the department to manage and reduce the level of strategic risks that has an impact on the achievement of objectives set by the department at the strategic level. The implementation of the mitigation plans will enable the department to manage hindrances that may affect the achievement of the strategic outcomes.

Vacancy Rate

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. The recruitment process also integrates the achievement of EE targets. The HR ensures that they are considered in decision making.

Implementation of Youth Development Strategy

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 Strategy will also prioritise youth living with disability. The 80% planned performance will be measured through an Implementation Plan which has targets and activities planned for each financial year.



Youth Representation

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. The Recruitment and Selection Policy was reviewed which resulted in internal advertisement of level 5-12 positions and assisted in creating job opportunities for youth who are currently interns.

Women Representation

Representation of women at senior management service will be maintained at 50%. During the shortlisting process, the employment equity targets are considered by the selection committee to promote the achievement of the Employment Equity targets of the Department that are required in line with the plan. The targets consider all appointments done each month and it is updated accordingly in line with the Employment Equity plan and they are also presented to the Employment Equity Committee which plays an oversight role on the implementation. Therefore, Employment Equity is considered prior to appointment to ensure representation of women in SMS positions.

Persons Living with Disability Representation

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. The internal Gender Focal Point will assist the department in sourcing a database for persons living with disability.

Irregular Expenditure

Section 1 of the Public Finance Management Act defines irregular expenditure as the expenditure other than unauthorized expenditure, which is incurred in contravention of or that is not in accordance with a requirement of any applicable legislation. The Department has accumulated irregular expenditure over the years up to the amount of R67 million which was incurred on various non compliances with the different legislations. This will contribute to a positive audit outcome.

Fruitless and Wasteful Expenditure

Section 1 of the Public Finance Management Act defines fruitless and wasteful expenditures as

the expenditure that was made in vain and would have been avoided had reasonable care been exercised. The Department has accumulated the fruitless and wasteful expenditures over the years of R353 019.09. The balance includes various offences ranging from the interest paid on overdue accounts and other offences as recorded in the fruitless and wasteful expenditure registers. This will contribute to a positive audit outcome.

5.1.2 Programme Resource Considerations

5.1.2.1 Budget allocation for programme and sub-programmes as per the ENE ⁷

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average Expenditure / Total	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure / Total
	2020/21	2021/2	2022/2	2023/24				2024/25	2025/2	2026/2		
R million	2020/21	2021/2	2022/2	2023/24	2020/21 -	2024/25	2025/2	2026/2	2023/24 -			
Department Management	14.4	15.7	20.8	11.3	-7.7%	15.5%	10.9	12.0	12.1	2.4%	10.0%	
Corporate Services	37.7	38.4	45.2	49.6	9.6%	42.5%	53.5	57.2	62.7	8.1%	48.1%	
Office Accommodation	13.9	14.6	15.2	15.8	4.5%	14.8%	16.6	17.3	18.1	4.6%	14.6%	
Internal Audit	5.1	4.8	5.2	7.2	12.6	5.5%	6.2	6.0	6.7	-2.7%	5.6%	
Finance Services	19.4	21.1	21.3	25.5	9.6%	21.7%	25.0	25.9	24.2	-1.8%	21.7%	
Total	90.4	94.7	107.7	109.5	6.6%	100.0	112.2	118.4	123.8	4.2%	100.0	
Change to 2023 Budget estimate				-			(2.8)	(0.5)	(0.5)			

Economic classification

	2020/21	2021/2	2022/2	2023/24	2020/21 -	2024/25	2025/2	2026/2	2023/24 -		
Compensation of employees	49.9	50.7	56.7	62.5	7.8%	54.6%	66.4	70.3	73.6	5.6%	58.8%
Goods and services	36.2	38.9	41.4	42.3	5.4%	39.5%	42.6	44.2	44.9	2.0%	37.5%
of which:						-					-
Audit costs: External	3.0	4.6	3.6	3.6	6.1%	3.7%	3.6	3.7	0.9	-	2.6%
Communication	1.1	1.3	1.7	1.5	9.2%	1.4%	2.2	2.3	2.4	17.7%	1.8%
Computer services	7.6	6.2	8.2	8.1	2.0%	7.5%	6.2	6.6	8.3	1.0%	6.3%
Operating leases	16.4	16.9	16.5	17.0	1.2%	16.6%	19.3	20.2	21.2	7.7%	16.8%
Property payments	5.1	4.8	4.7	4.6	-3.2%	4.8%	4.9	5.2	5.5	6.3%	4.4%
Travel and subsistence	1.0	1.1	2.7	2.9	43.8	1.9%	2.0	2.3	2.5	-5.3%	2.1%
Interest and rent on land	-	0.0	0.0	-	-	-	-	-	-	-	-
Transfers and subsidies	1.0	0.9	1.0	0.8	-7.5%	0.9%	0.8	0.9	0.9	3.1%	0.7%
Provinces and municipalities	-	0.0	0.0	0.0	-	-	0.0	0.0	0.0	-	-
Departmental agencies and accounts	0.7	0.7	0.7	0.7	0.5%	0.7%	0.8	0.8	0.9	4.9%	0.7%
Households	0.3	0.2	0.3	0.1	-	0.2%	0.1	0.1	0.1	-	-
Payments for capital assets	3.2	4.2	8.6	3.8	6.0%	4.9%	2.4	2.9	4.4	4.8%	2.9%
Machinery and equipment	3.2	4.2	8.6	3.8	6.0%	4.9%	2.4	2.9	4.4	4.8%	2.9%
Total	90.4	94.7	107.7	109.5	6.6%	100.0	112.2	118.4	123.8	4.2%	100.0
Proportion of total programme expenditure to vote expenditure	26.5%	27.2%	30.0%	30.1%	-	-	30.3%	30.6%	30.5%	-	-

Details of transfers and subsidies

	2020/21	2021/2	2022/2	2023/24	2020/21 -	2024/25	2025/2	2026/2	2023/24 -	
Social benefits										
Current	0.2	0.2	0.3	0.1	-	0	0.1	0	0.1	-
Employee social benefits	0.2	0.2	0.3	0.1	-	0.2%	0.1	0	0.1	-
Other transfers to households										
Current	0.1	-	-	-	-	-	-	-	-	-
Employee social benefits	0.1	-	-	-	-	-	-	-	-	-

⁷ 2024 MTEF ENE

Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	0.7	0.7	0.7	0.7	0.	0.	0.8	0	0.9	4.	0.
Safety and Security Sector Education and Training	0.7	0.7	0.7	0.7	0.5%	0.7%	0.8	0	0.8	4.7%	0.7%
Communication	0.0	0.0	0.0	0.0	-	-	0.0	0	0.0	91.3	-
Provinces and municipalities											
Municipal bank accounts											
Current	-	0.0	0.0	0.0	-	-	0.0	0.0	0.0	-15.7%	-
Vehicle licenses	-	0.0	0.0	0.0	-	-	0.0	0.0	0.0	-15.7%	-


5.1.2.2 Explanation of the resources 'contribution to achieve the outputs

The Department will over 2024 MTEF period continue to priorities the development and implementation of a new Case Management System (CMS). This will put the Department in a position to provide a credible performance information and also assist in management of the reported and registered cases of performance targets. Furthermore, the new CMS will be integrated with the Integrated Justice System to improve efficiency.

The Department will also continue with the reprioritisation of MTEF budget allocation to strengthen its support services including internal control systems amongst others to sustain a clean audit opinion. ICT Disaster Recovery Plan will also be amongst key priorities to enable safe keeping of the department' 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 the 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.

The Department has been experiencing challenges due to non-compliance with the OHS Act. An assessment was conducted which requires the knowledge and skills to ensure that the Department 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.



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:

- 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

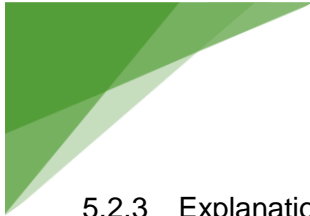
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2026/27
Reduced level of police criminality and misconduct	Stakeholder Report	Number of backlog investigations that are decision ready per year	New indicator	New indicator	New indicator	New indicator	3500	3500	3500
	Stakeholder Report	Number of investigations of death in police custody that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	50	50	50
	Stakeholder Report	Number of investigations of death as a result of police action that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	30	30	30
	Stakeholder Report	Number of investigations of discharge of an official firearm by a police officer that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	80	80	80
	Stakeholder Report	Number of investigations of rape by a police officer that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	30	30	30

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2026/27
	Stakeholder Report	Number of investigations of rape while in police custody that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	2	2	2
	Stakeholder Report	Number of investigations of torture that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	10	10	10
	Stakeholder Report	Number of investigations of assault that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	300	300	300
	Stakeholder Report	Number of investigations of corruption that are decision ready within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	1	1	1
	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 within 90 days of registration per year	New indicator	New indicator	New indicator	New indicator	20	20	20
	Stakeholder Report	Number of investigations of offences referred to in section 33 of the IPID Act that are	New indicator	New indicator	New indicator	New indicator	6	7	7

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2026/27
		decision ready within 90 days of registration per year							
	Inspection Report	Number of cell inspections conducted at police stations per year	New indicator	New indicator	New indicator	108	50	50	50
	Referral Report	Percentage of dockets referred to the National Prosecuting Authority within 30 days of being signed off per year	90% (1 703)	92% (2 237)	90%	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	90% (1 989)	90% (2 308)	90%	90%	90%	90%	90%

5.2.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of backlog investigations that are decision ready per year	3 500	350	1 750	2 800	3 500
Number of investigations of death in police custody that are decision ready within 90 days of registration per year	50	5	25	40	50
Number of investigations of death as a result of police action that are decision ready within 90 days of registration per year	30	3	15	24	30
Number of investigations of discharge of an official firearm by a police officer that are decision ready within 90 days of registration per year	80	8	40	64	80
Number of investigations of rape by a police officer that are decision ready within 90 days of registration per year	30	3	15	24	30
Number of investigations of rape while in police custody that are decision ready within 90 days of registration per year	2	0	0	1	2
Number of investigations of torture that are decision ready within 90 days of registration per year	10	1	5	8	10
Number of investigations of assault that are decision ready within 90 days of registration per year	300	30	150	240	300
Number of investigations of corruption that are decision ready within 90 days of registration per year	1	0	0	0	1
Number of investigations of other criminal and misconduct matters referred to in section 28 (1)(h) of IPID Act that are decision ready within 90 days of registration per year	20	2	10	16	20
Number of investigations of offences referred to in section 33 of the IPID Act that are decision ready within 90 days of registration per year	6	1	2	4	6
Number of cell inspections conducted at police stations per year	50	5	25	40	50
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 reduce the level of police criminality and misconduct. The outputs indicators are in line with the IPID legislative mandate focusing on specific identified offences as per Section 28 and 33 of the Act. The IPID deemed it necessary to review performance indicators guided by timeframe enshrined in the IPID Regulation. These outputs are contributing to the outcome, reduced level of police criminality. The targets are consistent throughout the MTEF period taking into considering the budget, available human capacity, vastness of provinces, and the workload.


Number of investigations that are decision ready within 90 days including backlog cases

These are cases that IPID investigates and is of the opinion that the NPA can make a determination on whether or not to institute criminal charges against the suspect. This is also the measure of 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 within 90 days of registration and as well as outside 90 days of registration. This will contribute to the fight against crime, reduce police criminality and a professional police service.

The introduction of the turnaround time for investigations was as a result of an audit finding by the AGSA, stating that the indicators are not time bound and that there should be a distinction of cases that were completed (decision ready) within a prescribe timeframe to assess service delivery efficiencies. It is against this background that the targets for all case classifications were revised downward due to the amendments that were effected to the performance indicators that are now time-bound.

Number of backlog investigations that are decision ready

The 90 days is in compliance with the investigations standards stipulated in the IPID Regulations of 2012. However, the standard is the same for all case classifications which does not accommodate the various investigation dynamics for the different case classifications such as death, rape, systemic corruption, corruption and etc. that require technical reports before a case can be completed. Although the regulations set out timeframes, completing cases outside 90 days are still allowed and requires reasons as per the Regulations. These reasons as indicated above could be due to the nature of the complaint as well as dependency on technical reports.



Cases completed outside the regulated 90-day period will still form part of the APP reporting as a separate indicator. Cases completed after 90 days will be regarded as backlog.

The review of the IPID Regulations will be considered after the IPID Bill process is concluded to ensure a holistic review thereof. This will enable the department to conduct an in-depth analysis on realistic service standards for each case classification instead of applying generic service standards. The new targets were formulated in line with the budget cuts and the baseline performance data extracted from the CMS.

A new case management that's underway will enable the department to prioritise, effectively investigate and report of GBV&F related cases. Investigators will also be trained and skilled on gender sensitive approaches and handling of minor victims.

Number of cell inspections conducted at police stations

IPID conducts unannounced and after hours' 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.

Percentage of dockets referred to the National Prosecuting

Through referring the matters upon completion to the NPA for decision as to future prosecution within 30 days, it ensures no delay in justice. This also ensures that in the event some aspects regarding the investigation still needs to be attended to, these matters can be attended to within a reasonable time after IPID completed its investigation. This ensures quality investigations with the focus of reducing police criminality and ensuring a professional police service.

Percentage of recommendation reports referred to the SAPS and MPS

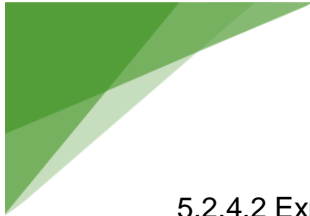
Through referring the matters upon completion to the SAPS/MPS as to implication of the IPID's recommendations within 30 days, it ensures no delay in justice. The act places the obligation on the SAPS/MPS to initiate IPID's recommendation as to discipline management and aims to make the SAPS/MPS a more professional service and reducing criminality within the police service.

5.2.4 Programme Resource Considerations

5.2.4.1 Budget allocation for Programme and sub-programmes as per the ENE ⁸

Subprogramme	Audited Outcome				Adjusted appropriation	Average growth rate (%)	Average Expenditure Total (%)	Medium-term Expenditure estimate			Average growth rate	Average Expenditure
	2020/21	2021/22	2022/23	2023/24				2020/21 -2023/24	2024/25	2025/26		
R million												
Investigation Management	15.8	6.7	8.7	12.6	-7.4%	4.7%	10.3	10.4	10.8	-4.9%	4.5%	
Investigation Services	212.2	223.8	217.6	219.7	1.2%	93.4%	224.8	234.2	245.2	3.7%	93.4%	
Information Management	4.3	4.4	4.4	5.2	6.8%	2.0%	4.9	5.2	5.4	1.3%	2.1%	
Total	232.3	235.0	230.7	237.5	0.7%	100.0%	239.9	249.8	261.5	3.3%	100.0%	
Change to 2023 Budget estimate				-			(6.4)	(8.8)	(9.0)			
Economic classification												
Current payments	229.4	224.0	220.0	232.6	0.5%	96.9%	238.7	248.0	259.6	3.7%	99.0%	
Compensation of employees	184.5	148.8	153.5	168.4	-3.0%	70.0%	174.7	181.5	189.5	4.0%	72.2%	
Goods and services	44.9	75.2	66.5	64.3	12.7%	26.8%	64.0	66.5	70.2	3.0%	26.8%	
<i>of which:</i>						-					-	
Communication	2.8	4.5	5.6	4.8	19.6%	1.9%	4.9	5.0	5.1	2.0%	2.0%	
Computer services	2.6	1.8	2.3	1.8	-11.3%	0.9%	4.4	4.4	4.4	34.8%	1.5%	
Fleet services (including government motor transport)	4.5	6.2	10.0	8.2	22.2%	3.1%	8.5	9.1	10.2	7.2%	3.6%	
Operating leases	2.6	8.4	6.5	7.1	39.7%	2.6%	7.9	8.7	8.7	6.9%	3.3%	
Property payments	15.9	18.4	18.7	18.6	5.4%	7.7%	19.5	19.5	20.5	3.3%	7.9%	
Travel and subsistence	8.7	12.1	16.6	15.7	21.7%	5.7%	13.3	13.9	15.2	-1.0%	5.9%	
Interest and rent on land	-	0.0	0.0	-	-	-	-	-	-	-	-	
Transfers and subsidies	0.5	0.7	0.6	0.7	16.7%	0.3%	0.2	0.2	0.2	-33.9%	0.1%	
Provinces and municipalities	0.0	0.1	0.1	0.1	33.5%	-	0.1	0.1	0.1	4.5%	-	
Departmental agencies and accounts	0.0	0.0	-	0.0	-	-	0.0	0.0	0.0	-	-	
Households	0.4	0.6	0.5	0.6	14.8%	0.2%	0.1	0.1	0.1	-46.2%	0.1%	
Payments for capital assets	2.4	10.3	10.1	4.1	19.6%	2.9%	1.0	1.6	1.6	-26.7%	0.8%	
Machinery and equipment	2.4	10.3	10.1	4.1	19.6%	2.9%	1.0	1.6	1.6	-26.7%	0.8%	
Payments for financial assets	0.0	-	-	0.0	44.2%	-	-	-	-	-	-	
Total	232.3	235.0	230.7	237.5	0.7%	100.0%	239.9	249.8	261.5	3.3%	100.0%	
Proportion of total programme expenditure to vote expenditure	68.1%	67.6%	64.3%	65.2%	-	-	64.7%	64.5%	64.5%	-	-	
Details of transfers and subsidies												
Households												
Social benefits												
Current	0.4	0.2	0.4	0.6	15.7%	0.2%	0.1	0.1	0.1	-	0.1%	
Employee social benefits	0.4	0.2	0.4	0.6	15.7%	0.2%	0.1	0.1	0.1	-46.2%	0.1%	
Other transfers to households												
Current	0.0	0.4	0.0	-	-100.0%	-	-	-	-	-	-	
Claims against the state	0.0	0.4	0.0	-	-100.0%	-	-	-	-	-	-	
Departmental agencies and accounts												
Departmental agencies (non-business entities)												
Current	0.0	0.0	-	0.0	-	-	0.0	0.0	0.0	-	-	
Communication	0.0	0.0	-	0.0	-	-	0.0	0.0	0.0	-	-	
Provinces and municipalities												
Municipal bank accounts												
Current	0.0	0.1	0.1	0.1	33.5%	-	0.1	0.1	0.1	4.5%	-	
Vehicle licenses	0.0	0.1	0.1	0.1	33.5%	-	0.1	0.1	0.1	4.5%	-	

⁸ 2024 MTEF ENE



5.2.4.2 Explanation of the resources contribution to achieve the outputs

Over the next 3 years, the IPID will prioritise addressing its case backlog and investigating cases related to alleged police brutality, rape, torture and assault. Given the surge in reported cases of gender-based violence and femicide, special emphasis will be placed on cases involving women, children and people with disabilities. The Management decision will result in the majority of limited recourses being redirected in the investigation of these cases. The MTEF allocation will focus on strengthening the Department 's oversight role of the police by:

- a) Conducting quality investigations resulting in decision ready cases, as per Independent Police Investigative Directorate Act 1, of 2011 on an ongoing basis
- b) Making appropriate recommendations in various investigation categories, as per section 28 of the Independent Police Investigative Directorate Act 1, of 2011, within 30 days of finalization of investigations
- c) Modernizing the Case Management System of the Directorate to improve efficiency, reporting, accountability and service delivery
- d) Implementation of case backlog strategy.



5.2 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Department's legal interests protected	Documented legal advice	Percentage of legal advice provided to investigators within 5 working days of receipt per year	100% (9)	100% (12/12)	95%	95%	95%	95%	95%
	Documented legal advice	Percentage of legal advice provided to the Department within 30 working days of receipt per year	86% (18)	100% (12/12)	70%	80%	80%	80%	80%
	Appointment letter of State Attorney	Percentage of litigation matters referred with instructions to the state attorney within 15 working days of receipt per year	100% (18)	100% (6/6)	100%	100%	100%	100%	100%
	Signed contracts	Percentage of contracts and service level agreements finalised within 30 working days of request per year	100% (16)	91% (21/23)	90%	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 5 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 15 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 that are contributing to two outcomes; reduced level of police criminality and department's legal interest protected.

Legal advice provided to investigators

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 targets are consistent throughout the MTEF period considering the volume of requests, budget and the available capacity.

Legal support provided to the Department

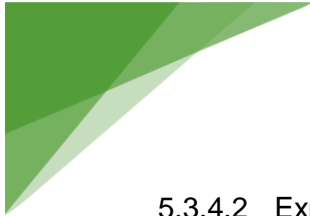
The provision of legal advice to the department, referral of instructions to the state attorney and drafting of contract and service level agreements is aimed at protecting the department's legal interests and to ensure that matters are attended to timeously. The targets are consistent throughout the MTEF period considering the volume of requests, budget and the available capacity.

5.3.4 Programme Resource Considerations

5.3.4.1 Budget allocation for Programme and sub-programmes as per the ENE⁹

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2020/21	2021/22	2022/23				2023/24	2024/25	2025/26		
R million					2020/21 - 2023/24		2024/25	2025/26	2026/27	2023/24 - 2026/27	
Legal Support and Administration	1.7	1.9	1.0	2.2	8.4%	27.7%	2.9	3.0	3.1	12.3%	38.6%
Litigation Advisory Services	1.8	2.0	2.0	2.3	7.1%	33.2%	2.0	2.2	2.4	1.7%	30.4%
Investigation Advisory Services	2.1	2.4	2.6	2.4	4.4%	39.0%	2.0	2.2	2.4	-0.3%	31.0%
Total	5.6	6.3	5.6	6.8	6.5%	100.0%	6.9	7.4	7.8	4.7%	100.0%
Change to 2023 Budget estimate				-			(0.3)	(0.1)	0.1		
Economic classification											
Current payments	5.6	6.3	5.6	6.8	6.4%	99.7%	6.9	7.4	7.8	4.8%	99.9%
Compensation of employees	5.6	6.1	4.9	6.0	2.8%	92.5%	6.4	6.8	7.2	6.2%	91.4%
Goods and services	0.1	0.2	0.7	0.8	109.9%	7.2%	0.5	0.6	0.6	-7.4%	8.5%
<i>of which:</i>											
Administrative fees	0.0	0.0	0.0	0.0	166.8%	0.2%	0.0	0.0	0.0	-5.6%	0.2%
Communication	0.1	0.1	0.1	0.1	28.4%	1.4%	0.1	0.1	0.1	5.6%	1.6%
Computer services	-	-	0.0	0.1	-	0.3%	0.1	0.1	0.1	3.2%	0.9%
Consumables: Stationery, printing and office supplies	0.0	0.0	0.0	0.0	227.1%	0.2%	0.0	0.0	0.0	-6.1%	0.4%
Travel and subsistence	0.0	0.1	0.5	0.4	185.8%	4.1%	0.3	0.3	0.3	-7.4%	4.4%
Training and development	-	0.0	-	0.1	-	0.3%	0.0	0.0	0.0	-11.6%	0.6%
Transfers and subsidies	-	-	0.0	-	-	0.1%	-	-	-	-	-
Households	-	-	0.0	-	-	0.1%	-	-	-	-	-
Payments for capital assets	-	0.0	0.0	0.0	-	0.2%	-	-	-	-100.0%	0.1%
Machinery and equipment	-	0.0	0.0	0.0	-	0.2%	-	-	-	-100.0%	0.1%
Total	5.6	6.3	5.6	6.8	6.5%	100.0%	6.9	7.4	7.8	4.7%	100.0%
Proportion of total programme expenditure to vote expenditure	1.7%	1.8%	1.6%	1.9%	-	-	1.9%	1.9%	1.9%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	-	0.0	-	-	0.1%	-	-	-	-	-
Employee social benefits	-	-	0.0	-	-	0.1%	-	-	-	-	-

⁹ 2024 MTEF ENE



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 Nolle Prosequi Task Team that was established as part of improving the quality of investigations. Legal services like other functions within the Department 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 IPID through Legal investigation and advisory services will prioritise the contingent liability by reducing the balance that continues to increase due to the summons received by the IPID on allegations of wrongful arrest during the execution of IPID mandate. 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 Department 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 Department 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.



5.3 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 (SAPS), Municipal Police Services (MPS) and the National Prosecuting Authority (NPA) 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 (SAPS), Municipal Police Services (MPS), Civilian Secretariat for Police Service (CSPS), the National Prosecuting Authority (NPA), the Special Investigating Unit (SIU), the Public Protector of South Africa, the State Security Agency (SSA) 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Strengthened Stakeholder Relations	Engagements with stakeholders	Number of formal engagements held with key stakeholders per year	153	185	166	180	180	180	180
	Engagement with Media	Number of media programmes held per year	New indicator	7	6	6	6	6	6
Reduced level of police criminality and misconduct	Police officers empowered	Number of station lectures conducted per year	46	N/A	40	40	40	40	40
	Analysed Recommendation reports	Percentage of recommendations referred to the SAPS and MPS that are analysed per year	New indicator	99% (2 552)	80%	90%	90%	90%	90%
	Analysed criminal referrals	Percentage of criminal referrals forwarded to the NPA that are analysed per year	New indicator	100% (2 414)	80%	90%	90%	90%	90%
	Analysed outcomes	Percentage of disciplinary outcomes from the SAPS and MPS that are analysed within 30 days of receipt per year	74% (298)	93% (563)	70%	80%	80%	80%	80%
	Analysed outcomes	Percentage of responses from the NPA that are analysed within 30 days of receipt per year	68% (497)	98% (1 257)	70%	80%	80%	80%	80%
	Reviewed Outcomes	Percentage of SAPS and MPS disciplinary outcomes taken on review within 60 days after analysis per year	New indicator	New indicator	New indicator	60%	60%	60%	60%
	Reviewed Outcomes	Percentage of NPA decisions on IPID referrals taken on review within 60 days after analysis per year	New indicator	New indicator	New indicator	60%	60%	60%	60%



	Implementation of Access and Awareness Rural Strategy	Percentage implementation of Access and Awareness Rural Strategy per year	New indicator	60% (6)	60%	60%	60%	60%	60%
	Compiled research papers	Number of research papers compiled per year	New indicator	New indicator	New indicator	New indicator	1	1	1



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 and MPS disciplinary outcomes taken on review within 60 days after analysis per year	60%	60%	60%	60%	60%
Percentage of NPA decisions on IPID referrals taken on review within 60 days after analysis per year	60%	60%	60%	60%	60%
Percentage implementation of Access and Awareness Rural Strategy per year	60%	-	-	-	60%
Number of research papers compiled per year	1	-	-	-	1

5.4.3 Explanation of planned performance over the medium-term period

This Programmes has a total of 11 output indicators that are contributing to two outcomes; strengthened stakeholder relations and the reduced level of police criminality.

Formal Engagements

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 Justice, Crime Prevention and Security (JCPS) cluster. The target is informed by standing meetings with stakeholders, available resources and historical performance. The targets are consistent throughout the MTEF period considering the volume of requests, budget cuts and the available capacity. The targets are consistent throughout the



MTEF period considering the budget and the available human capacity.

Media Programmes

Media programmes are aimed at restoring public trust, confidence and managing perceptions about the department. The targets are consistent throughout the MTEF period considering the budget cuts and the available human capacity.

Station Lectures


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 professionalization of the police service and to reduce criminal and misconduct complaints against the police. The targets are consistent throughout the MTEF period considering the volume of requests, budget cuts and the available capacity. The targets are consistent throughout the MTEF period considering the budget and the available human capacity.

Analysis of SAPS/MPS recommendations and NPA Referrals

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 revised to 60% over the MTEF period, taking into account the limited internal capacity. The targets are consistent throughout the MTEF period considering the available human capacity.

Analysis of outcomes from SAPS, MPS and the NPA

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 targets are consistent throughout the MTEF period considering the available human capacity.

Outcomes taken for Review

In instances where the department is not agreement with the outcomes from SAPS, MPS and the NPA, they are taken for review. This will also include nolle prosequi cases analysed by the Quality Assurers Unit. The challenges where the sanction does not fit the offence will also be addressed through this review. The targets are consistent throughout the MTEF period considering the available human capacity.

Access and Awareness Rural Strategy

The objective of implementing the AARS 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. The targets are consistent throughout the MTEF period considering the budget and the available human capacity.

Research

The research will enable in-depth trend analysis of the collected data based on alleged police misconduct including any other research that will be informed by identified internal needs. Information gathered will inform organizational policies, assist in making the necessary changes and interventions and to some extent, help to professionalize the Police Service. The targets are consistent throughout the MTEF period considering the budget and the available human capacity.

5.4.4 Programme Resource Considerations


5.4.4.1 Budget allocation for Programme and sub-programmes as per ENE¹⁰

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2020/21	2021/22	2022/23				2023/24	2024/25	2025/26		
R million											
Compliance Monitoring	8.4	5.9	6.1	5.7	-12.4%	52.0%	5.8	5.5	5.9	1.3%	49.1%
Stakeholder Management	4.3	6.0	8.9	4.9	4.9%	48.0%	5.7	6.4	6.7	10.6%	50.9%
Total	12.7	11.9	15.0	10.6	-5.8%	100.0%	11.5	11.9	12.6	5.8%	100.0%
Change to 2023				-			(0.6)	(0.7)	(0.6)		
Budget estimate											
Economic classification											
Current payments	12.7	11.9	15.0	10.6	-5.8%	99.8%	11.5	11.9	12.6	5.8%	100.0%
Compensation of employees	10.4	9.4	9.3	8.5	-6.6%	75.0%	9.4	9.6	10.2	6.1%	80.9%
Goods and services	2.2	2.5	5.6	2.1	-2.5%	24.8%	2.2	2.3	2.4	4.7%	19.1%
<i>of which:</i>						-					-
Administrative fees	0.1	0.2	0.1	0.2	10.7%	1.3%	0.1	0.1	0.2	-8.0%	1.3%
Advertising	0.0	1.0	4.1	0.8	369.9%	11.9%	0.6	1.2	1.2	13.9%	8.2%
Communication	0.1	0.2	0.3	0.2	21.0%	1.5%	0.2	0.2	0.2	7.8%	1.5%
Computer services	0.1	0.1	0.1	0.1	-0.3%	0.9%	0.1	0.1	0.1	-10.8%	0.9%
Consumable supplies	-	0.2	0.1	0.1	-	0.8%	0.4	0.0	0.0	-55.4%	1.3%
Travel and subsistence	0.3	0.4	0.5	0.2	-5.5%	2.8%	0.3	0.3	0.3	13.8%	2.4%
Transfers and subsidies	-	0.0	0.1	-	-	0.2%	-	-	-	-	-
Households	-	0.0	0.1	-	-	0.2%	-	-	-	-	-
Total	12.7	11.9	15.0	10.6	-5.8%	100.0%	11.5	11.9	12.6	5.8%	100.0%
Proportion of total programme expenditure to vote expenditure	3.7%	3.4%	4.2%	2.9%	-	-	3.1%	3.1%	3.1%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	0.0	0.1	-	-	0.2%	-	-	-	-	-
Employee social benefits	-	0.0	0.1	-	-	0.2%	-	-	-	-	-

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 (AARS), 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 MoU and establishment of focus groups, amongst other initiatives.

¹⁰ 2024 MTEF ENE



The 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.

Due to resource constraints, the Department considers utilizing existing internal capacity including partnering with other research organizations to strengthen the research function.

6. Updated Key Risks

Outcome	Key Risks	Residual Risk Rating	Risk Mitigation
Effective and efficient administrative support	1. Constrained resources	High Risk	1.1 Reprioritisation of limited funding to focus on critical strategic objectives. 1.2 Implementation of skills Audit to assist with organisational structure changes for optimal utilisation of staff 1.3 Implementation of Activity-based budgeting 1.4 Explore other alternative funding sources
	2. Ineffective Information Systems	High Risk	2.1 Implementation of ICT Plan to improve the ICT infrastructure hardware and software.
	3. Non-compliance to OHS Act	High Risk	3.1 Implementation of OHS plan within the department
Reduced level of police criminality and misconduct	4. Possible threats to harm IPID investigators and Head of Department	Extreme Risk	4.1 Invoking emergency protection procedures according to the protection policy upon any reported incidents or threats against the HOD and IPID officials. 4.2 Implementation of the recommendation from the Threat Risk Assessment. 4.3 Equipping investigators with necessary equipment's to enhance protection against any threats. 4.4 Provide training to investigators in order to protect themselves against suspects (e.g. self-defense training)
	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 Establish a proper records management system 5.4 Enhance Case Management System to ensure that cases are updated accordingly
	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 (North West and Northern Cape) 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
Departments Legal Interests protected	7. Adverse Legal Claims against the department	High Risk	7.1 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
ACFE	Association of Certified Fraud Examiners
AGSA	Auditor General of South Africa
APCOF	African Policing Civilian Oversight Forum
APP	Annual Performance Plan
BCEA	Basic Conditions of Employment Act
CGICTPF	Corporate Governance of ICT Policy Framework
CMS	Case Management System
CSPS	Civilian Secretariat for Police Service
DCS	Department of Community Safety
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DWYP	Department of Women, Youth and Persons Living with Disability
EEA	Employment Equity Act
ENE	Estimates of National Expenditure
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
GRPBMEA	Gender-Responsive Planning, Budgeting, Monitoring and Auditing
HOD	Head of Department
ICT	Information and Communication Technology
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security
MISS	Minimum Information Security Standards
MOU	Memorandum of Understanding
MPS	Municipal Police Service
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCOP	National Council of Provinces
NDP	National Development Plan



NFSL	National Forensic Science Laboratory
NPA	National Prosecuting Authority
NYDA	National Youth Development Agency
OHS	Occupational Health and Safety
PAIA	Promotion of Access to Information Act
PAMA	Public Administration Management Act
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination
PFMA	Public Finance Management Act
PPPFA	Preferential Procurement Policy Framework Act
POCA	Prevention of Organised Crime Act
PRECCA	Prevention and Combating of Corrupt Activities Act
PSA	Public Service Act
PSC	Public Service Commission
PSR	Public Service Regulations
SAPS	South African Police Service
SASSETA	Safety and Security Sector Education and Training Authority
SCC	Service Commitment Charter
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SHERQ	Safety Health Environment Risk and Quality
SIU	Special Investigating Unit
SMS	Senior Management Service
SOE	State Owned Enterprises
SOP	Standard Operating Procedure
SSA	State Security Agency
TRS	Threat Risk Assessment

PART D: TECHNICAL INDICATOR DESCRIPTION

Please refer to the IPID website (www.ipid.gov.za) for full description 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	1 500 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 3 rd or 4 th 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).	This will contribute to the positive outcome of investigation. This indicator will assist in measuring the results of quality investigations that were conducted.
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



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