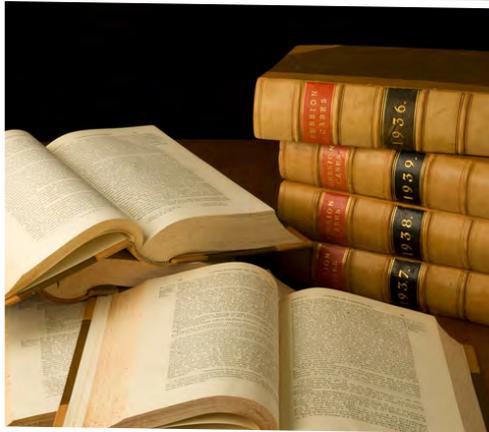




ipid

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA



STRATEGIC PLAN

2012 | 2017

FOREWORD BY THE MINISTER OF POLICE



MINISTER OF POLICE
MR EN MTHETHWA, MP

South Africa has been a democracy for almost eighteen years but the legacy of apartheid is still with us. This legacy affects our criminal justice system in which some elements of criminality and corruption manifest themselves. We are determined to fight this scourge and restore public confidence in our criminal justice system, in particular, the South African Police Service (SAPS).

To this end, we have enacted legislation to transform the Independent Complaints Directorate (ICD) into the Independent Police Investigative Directorate (IPID). The IPID Act was signed into law by President JG Zuma on 12 May 2011 and it gives the IPID the teeth that it needs to ensure that the most serious allegations of criminality committed by members of the SAPS and Municipal Police Services (MPS) are investigated properly; and that the culprits are made to account. The IPID will investigate:

- any deaths in police custody;
- deaths as a result of police actions;
- any complaint relating to the discharge of an official firearm by any police officer;
- rape by a police officer, whether the police officer is on or off duty;
- rape of any person while that person is in police custody;
- any complaint of torture or assault against a police officer in the execution of his or her duties;
- may investigate corruption matters within the police initiated by the Executive Director on his or her own, or after the receipt of a complaint from a member of the public, or referred to the Directorate by the Minister, an MEC or the Secretary, as the case may be; and
- any other matter referred to it as a result of a decision by the Executive Director, or if so requested by the Minister, an MEC or the Secretary as the case may be.

The IPID legislation places a big responsibility on police to understand the powers of IPID and to cooperate with it to ensure effective oversight of the police. Training of police members should be prioritised to ensure the necessary understanding and collaboration.

The IPID itself must ensure that its members are properly trained to carry out its new mandate. Since new members will be required, it is important to ensure that proper systems are in place to recruit candidates with integrity and commitment to achieve the goals of IPID.

The IPID will come into operation on 1 April 2012. I have already approved the regulations that will govern the operations of the IPID. These regulations set out the responsibilities of all parties, as well as the processes and procedures to be followed in implementing the IPID Act.

Winning the war against crime, even in our own ranks, demands more than just empty rhetoric. It requires proper planning and strategies to make those plans a reality. It requires benchmarks against which our success will be measured. This strategic plan and annual performance plan set out those metrics for 2012 to 2017. At the end of the day, we should come back and evaluate how we have done against the performance measures that we set for ourselves.

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

It is my pleasure to table the strategic plan of the Independent Police Investigative Directorate for 2012 to 2017.

A handwritten signature in black ink, appearing to read 'En Mthethwa'.

MINISTER OF POLICE
MR EN MTHETHWA, MP

MESSAGE FROM THE EXECUTIVE DIRECTOR



EXECUTIVE DIRECTOR
MR F BEUKMAN

It is an honour to present the first strategic plan for the Independent Police Investigative Directorate (IPID) in my capacity as head of department.

The National Treasury's framework for strategic and annual performance plans indicates that an institution's strategic plan should show the components of other medium- to long-term policies and plans to be implemented over a five-year period. This strategic plan covers the period 2012–2017.

The targets and outcomes of the strategic plan focus on the new legislative mandate of the IPID, due to the promulgation of the IPID Act 1 of 2011 on 1 April 2012. Section 28 of the IPID Act defines the core mandate of the IPID, with a focus on the investigation of specified serious crimes committed by members of the SAPS and the municipal police services. The Act imposes stringent obligations on these services regarding the reporting of matters that must be investigated by the IPID.

The provisions of the IPID Act have implications for the strategic objectives of the directorate, as well as resource implications for the execution of its mandate. The subsequent reorganisation of the directorate and the strengthening of its management complement at national and provincial levels are priorities to be achieved over the five-year period.

The anticipated changes will lead to the promotion and maintenance of proper police conduct in line with the Constitution, and build South Africans' confidence in the IPID as an independent institution with the necessary skills and resources to investigate serious crimes committed by police.

I want to record the appreciation of the IPID for the valued support and interest of the Minister of Police, Mr EN Mthethwa, MP, and his deputy, Ms MM Soty, MP, in the activities of the IPID and their pivotal role in the realisation of the IPID.

A handwritten signature in black ink, appearing to be 'F Beukman', written in a cursive style.

EXECUTIVE DIRECTOR
MR F BEUKMAN

It is hereby certified that this annual performance plan:

- Was developed by the management of the Independent Police Investigative Directorate under the guidance of its Executive Director and the Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives that the directorate will endeavour to achieve over the period 2012-2017.



MS EE ENGELBRECHT
Acting Chief Financial Officer



MR F BEUKMAN
Accounting Officer

Approved by:



MR EN MTHETHWA, MP
Executive Authority

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I. MISSION STATEMENT

The aim of the Independent Police Investigative Directorate (IPID) is to ensure independent oversight over the South African Police Service (SAPS) and the municipal police services (MPS), and to conduct independent and impartial investigations of identified criminal offences allegedly committed by members of the SAPS and the MPS, and make appropriate recommendations.

I.1 Vision

To promote proper police conduct in accordance with the principles of the Constitution.

I.2 Mission

An effective, independent and impartial investigating and oversight body that is committed to justice and acting in the public interest while maintaining the highest standards of integrity and excellence.

I.3 Values

The IPID aspires to adhere to the highest standards of ethical behaviour, integrity and the continuous application of our values. The following values are the core from which we operate and respond:

*Mutual respect and trust
Integrity and honesty
Transparency and openness
Equity and fairness
Courtesy and commitment*

2. LEGISLATIVE AND OTHER MANDATES

2.1 Constitutional mandate

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

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

2.2 Legislative mandate: Independent Police Investigative Directorate (IPID) Act I of 2011

2.2.1 Background

The former Independent Complaints Directorate (ICD) was established in 1997 in terms of chapter 10 of the SAPS Act 68 (1995), which pre-dates the 1996 Constitution, to promote consistent proper conduct by members of the SAPS and the municipal police services. The legal mandate of the ICD was primarily to investigate all deaths in police custody or as a result of police action, as well as criminal offences and serious misconduct alleged to have been committed by members of the SAPS and the municipal police services. The ICD functioned independently of the SAPS.

2.2.2 Strengthening civilian oversight

The IPID Act I of 2011 gives effect to the provision of section 206(6) of the Constitution, ensuring independent oversight of the SAPS and the municipal police services.

With the promulgation of the IPID Act on 01 April 2012, the ICD will be renamed to the Independent Police Investigative Directorate (IPID). The directorate will thereby evolve from a complaints-driven organisation to an investigation-driven organisation.

The IPID however, continue to reside under the Ministry of Police and functions independently of the SAPS.

The objectives of the Act are to:

- Align provincial and national strategic objectives to enhance the functioning of the directorate;
- Provide for independent and impartial investigation of identified criminal offences allegedly committed by members of the SAPS and the municipal police services;
- Make disciplinary recommendations to the SAPS resulting from investigations conducted by the directorate;
- Provide for close cooperation between the directorate and the secretariat; and
- Enhance accountability and transparency of the SAPS and the municipal police services in accordance with the principles of the Constitution.

The IPID Act grants the directorate an extended mandate which focuses on more serious and priority crimes committed by members of the SAPS and the municipal police services. It places stringent obligations on the SAPS and the municipal police services regarding reporting on matters that must be investigated by the IPID and the implementation of disciplinary recommendations.

In terms of section 28 of the Act, the directorate is obliged to investigate:

1. Any death in police custody
2. Death as result of police action
3. Complaints relating to a discharge of an official firearm by any police officer
4. Rape by a police officer, whether the police officer is on or off duty
5. Rape of any person in police custody
6. Any complaint of torture or assault against a police officer in the execution of his or her duties
7. Corruption matters within the police initiated by the executive director, or after a complaint from a member of the public or referred to the directorate by the minister, a MEC or the secretary for the police service
8. Any other matter referred to the IPID as a result of a decision by the executive director, the minister, a MEC or the secretary for the police service.

Section 28 further provides that the directorate may investigate matters relating to systemic corruption involving the police.

3. SITUATIONAL ANALYSIS

3.1 Performance environment

The directorate exercises its functions in accordance with the IPID Act, independently from the SAPS. The thrust of the work of the directorate, in the process of conducting investigations, is to address systemic problems within the police service and recommend appropriate interventions.

Key issues in the IPID's delivery environment were considered during the strategic planning process in 2011. It was concluded that the IPID Act's impact on the directorate's investigative capacity creates the opportunity for the directorate to be a strong, independent oversight body which will in consequence contribute to the achievement of a police service that operates in line with the spirit of the Constitution.

The renaming of the ICD to the IPID moreover will have an important impact on the public profile of the directorate. The renaming of the directorate will specifically brand it as a body that functions independently of the police service and focuses on conducting investigations into offences by police members, rather than merely acting on complaints.

An in-depth analysis of the directorate's strengths, weaknesses, opportunities and threats revealed that the IPID's strong leadership and the fact that the directorate has skilled investigators with all those powers provided for in the Criminal Procedure Act 51 (1977) that are bestowed upon a peace officer or a police official will be a contributing factor in the realisation of the strategic outcome-oriented goals during the subsequent five year strategic planning period.

The current lack in human resource capacity and the high staff turnover are not only identified weaknesses within the directorate, but might also pose a significant threat for the directorate in the fulfilment of its legislative mandate and consequently in the achievement of its strategic outcomes and goals. This is in view of the additional investigation areas identified in the extended mandate and the focus on more serious and priority crimes committed by members of the SAPS and the municipal police services.

In order to address the aforesaid weaknesses and to ensure that the IPID fully complies with its extended legislative mandate and added reporting responsibilities, additional posts will be introduced over the 2012–2017 period. Although current economic challenges and the allocation of funding might bring about additional challenges in this regard, the directorate is committed to nevertheless deliver on its legislative mandate with the purpose of making a lasting impact in order to contribute towards the achievement of the ultimate outcome, namely, a police service that is trusted by the community.

3.2 Organisational environment

3.2.1 Departmental structure

The IPID is a national department listed in schedule I of the Public Service Act 103 of 1994 (as amended) and listed as vote 23 in the Estimates of National Expenditure 2012. The directorate is financed with money that is allocated to it by Parliament.

The IPID Act provides for the establishment and assignment of national and provincial functions to the directorate. Investigations are conducted at provincial level while the national office provides strategic, management and administrative support.

The IPID's national office is in Pretoria and is headed by the Executive Director. The functions of the national office are to:

- Give strategic leadership to the directorate
- Develop and implement policy for the directorate
- Oversee and monitor performance at provincial level and intervene to rectify problems where necessary
- Gather, keep and analyse information in relation to investigations
- Identify and review legislative needs and report these to the Civilian Secretariat for the Police Service
- Do internal auditing of the directorate
- Provide administrative support to the directorate
- Strengthen the cooperative relationship between the directorate and the Civilian Secretariat for the Police Service
- Report to the relevant MEC on matters referred to the executive director by the MEC
- Submit an annual report to the minister and to Parliament
- Implement information measures to develop public awareness of the provisions of the IPID Act
- Deal with any matter referred to it by the minister
- Make recommendations to the SAPS resulting from investigations by the directorate
- Report twice a year to Parliament on the number and type of cases investigated the recommendations, and the detail and outcome of those recommendations.

The provincial offices are located in Durban (KwaZulu-Natal), East London (Eastern Cape), Mahikeng (North West), Polokwane (Limpopo), Bloemfontein (Free State), Kimberley (Northern Cape), Mbombela (Mpumalanga), Johannesburg (Gauteng) and Cape Town (Western Cape).

Each provincial office is headed by a provincial head who reports to the Executive Director on matters investigated and recommendations made, and on the overall management and finances of the provincial office. The management committee, which includes the Executive Director and the heads of each provincial office, is responsible for ensuring coordination and alignment within each province regarding strategic and performance plans, priorities, objectives and strategies across national and provincial levels, and adherence to the financial requirements prescribed in terms of the Public Finance Management Act 1 (1999).

The provincial offices facilitate and conduct investigations and perform any other function incidental to such investigations. They also have to control and monitor active cases, refer matters investigated to the national or relevant provincial prosecuting authority for criminal prosecution, refer disciplinary matters to the provincial commissioner concerned, facilitate cooperation with the provincial police secretariat, and report to the Executive Director and, where appropriate, to the relevant members of the Executive Council. The provincial offices also manage stakeholder relations in the provinces and provide provincial corporate support services.

Investigations are carried out by trained and skilled investigators who operate from provincial and satellite offices. The IPID's investigators may be granted policing powers after he/she has successfully undergone a security screening investigation by the State Security Agency.

To improve access to its services, six satellite offices have been established and have been fully functional since 2008/09. They are located in Empangeni (KwaZulu-Natal), Mthatha (Eastern Cape), Rustenburg (North West), Thohoyandou (Limpopo), Bethlehem (Free State) and Upington (Northern Cape). Funds were allocated to establish a seventh satellite office in George (Western Cape) during 2011/12. In 2012/13 the Gauteng satellite office will be established in Pretoria.

The footprint of the directorate will be further expanded with the establishment of further satellite offices in the 2012/17 period which will make the IPID more accessible and enable it to arrive at crime scenes without delay. The establishment of further satellite offices in other rural areas will be dependent on future budget allocations.

3.2.2 Organisational programme structure

The Minister of Police is the Executive Authority and the Executive Director is the head of department and the accounting officer.

The IPID Act transformed the directorate's administrative structure to support the adjusted functions of the former ICD. The activities of the directorate are now organised into the following programmes:

- Administration (programme 1)
- Investigation and Information Management (programme 2)
- Legal Services (programme 3)

These programmes are fully aligned with the strategic goals and outcomes identified in the strategic plan for 2012–2017.

3.3 Strategic planning process

The directorate conducted strategic planning sessions during July and August 2011, which were attended by management on national – as well as provincial level. In view of the new legislation which was assented to by the President in May 2011 and the significant changes that its implementation would bring about, especially with regard to a new programme structure and extended mandate of the directorate, specialist assistance was sought from the National Treasury's Technical Assistance Unit (TAU). The TAU's Justice and Crime Prevention Portfolio consequently facilitated the planning sessions and provided ongoing technical advice during the drafting process of the directorate's Strategic - and Annual Performance Plans.

The assistance by the TAU was particularly important for the development of revised measurable outcomes (strategic goals), outputs (strategic objectives), performance indicators and targets for the IPID.

The planning process that was followed in the development of this Strategic Plan specifically took into account the new strategic imperatives resulting from the enactment and implementation of the IDIP Act. Furthermore, the directorate intended to respond to the suggestions made by Parliament and the Auditor-General. The aim was to revise the outcomes, indicators and targets in order to be more strategically inclined and to better identify the role and intended results, rather than to merely reflect on the activities of the respective components in the organisation.

It was furthermore decided to align the directorate's Strategic Plan and Annual Performance Plan with the Results Based Management (RBM) terminology of Outputs and Outcomes, rather than Strategic Goals and Strategic Objectives, as the former terms are more explicit and easily understandable by those who are not familiar with organisational performance terminology.

4. INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE LOGIC MODEL

Ultimate Outcome

I. A police service that is trusted by the community and operates in line with the spirit of the constitution

Intermediate Outcomes

2.1 The IPID is a strong independent oversight body

2.2 The police service is responsive to IPID recommendations

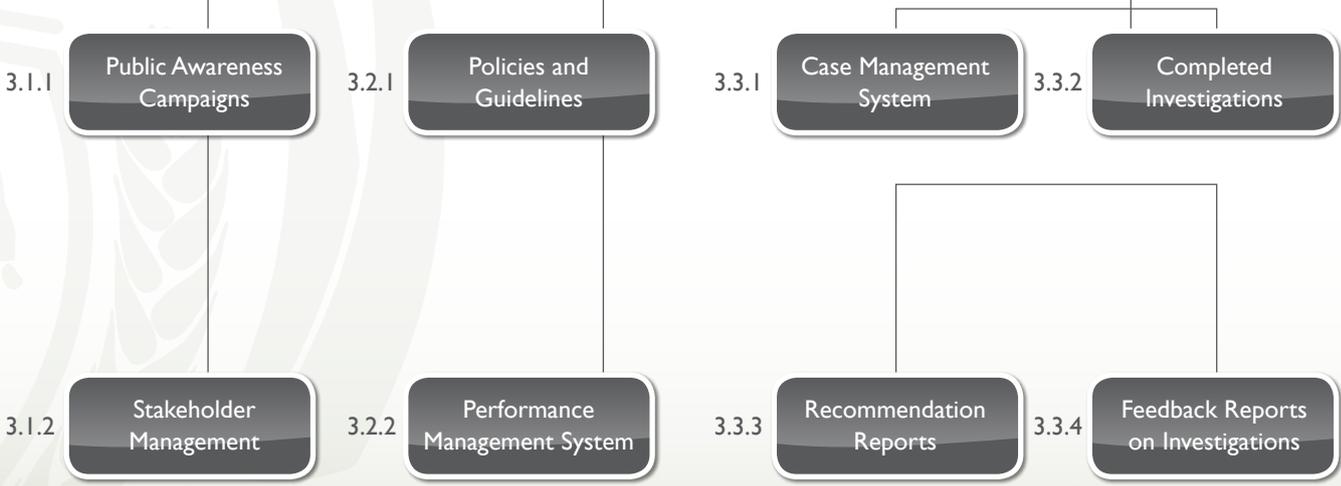
Immediate Outcomes

3.1 The IPID is accessible to the public

3.2 The performance management system operates optimally

3.3 The IPID processes cases efficiently

Outputs



5. STRATEGIC OUTCOME-ORIENTED GOALS OF THE INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE

The strategic outcome-oriented goals of the IPID are linked to the achievement of outcomes 3 and 12, as identified by the Department of Performance Monitoring and Evaluation in the Presidency. These outcomes are:

Outcome 3:

ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE AND SECURE

Outcome 12:

AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP

The activities of the IPID will specifically focus on output 3 (of outcome 3) to combat police corruption and thereby enhance its effectiveness and its ability to serve as a crime deterrent.

As a direct consequence of achieving the strategic outcome-oriented goals identified for the 2012/17 period, the IPID wishes to contribute towards the achievement of the following three high level outcomes:

1. ULTIMATE OUTCOME

High level strategic outcome-oriented goal 1

A POLICE SERVICE THAT IS TRUSTED BY THE COMMUNITY AND OPERATES IN LINE WITH THE SPIRIT OF THE CONSTITUTION (ULTIMATE OUTCOME)

| | |
|----------------|--|
| Goal statement | The public trusts the police service to be honest, to ensure their safety and to treat all citizens with respect and dignity. All police officials at all times recognises and ensures the fundamental rights of human dignity, life, freedom and security, as stipulated in the Bill of Rights and the Constitution as a whole. |
|----------------|--|

2. INTERMEDIATE OUTCOMES

High level strategic outcome-oriented goal 2.1

THE IPID IS A STRONG, INDEPENDENT OVERSIGHT BODY (INTERMEDIATE OUTCOME)

| | |
|----------------|---|
| Goal statement | The IPID is an independent oversight body that conducts investigations without fear or favour; and makes recommendations that are acted upon and have a lasting impact on police conduct. |
|----------------|---|

High level strategic outcome-oriented goal 2.2

THE POLICE SERVICE IS RESPONSIVE TO IPID RECOMMENDATIONS (INTERMEDIATE OUTCOME)

| | |
|----------------|--|
| Goal statement | The Police Service ensures that IPID recommendations are implemented and action taken as a result thereof is monitored and progress is reported to the IPID. |
|----------------|--|

In order to contribute to the achievement of the above outcomes, the following three strategic outcome-oriented goals will determine the focus of the IPID's activities and the implementation of resources during the 2012/17 period:

3. IMMEDIATE OUTCOMES

Strategic outcome-oriented goal 3.1

THE IPID IS ACCESSIBLE TO THE PUBLIC

| | |
|----------------|---|
| Goal statement | Development of public awareness of the IPID and its functions through community awareness programmes, media campaigns, and the establishment of satellite offices to increase public accessibility. |
|----------------|---|

Strategic outcome-oriented goal 3.2

THE PERFORMANCE MANAGEMENT SYSTEM OPERATES OPTIMALLY

| | |
|----------------|---|
| Goal statement | The IPID has an effective performance management system, including internal controls and external performance reporting procedures, to ensure accountability. |
|----------------|---|

Strategic outcome-oriented goal 3.3

THE IPID PROCESSES CASES EFFICIENTLY

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|----------------|--|
| Goal statement | The IPID operates an efficient case management system that ensures the effective completion of cases and the generation of recommendation and feedback reports within appropriate time frames. |
|----------------|--|

6. PROGRAMME I: ADMINISTRATION

6.1 Purpose:

This programme is responsible for the overall management of the IPID and support services. With the implementation of the new organisational structure of the IPID, Programme I will gradually be expanded to include the coordination and provision of effective and efficient strategic support to the directorate.

The programme consists of the following components:

Executive support

This component provides strategic and administrative support to the Executive Director of the IPID. It also coordinates liaison with the minister's office, parliamentary committees and key departmental stakeholders.

Under the new IPID structure, this component has also been expanded to focus on the establishment and maintenance of sectoral and intergovernmental relations and to meet the demands of the additional reporting obligations in terms of the IPID Act.

Corporate governance

This newly established component focuses on the monitoring and evaluating of performance, and reporting on the attainment of strategic objectives. It will also provide risk-management services and ensures compliance with laws, regulations and other prescripts.

Internal audit

This component provides internal audit services by conducting compliance and performance audits and facilitating internal forensic investigations.

Finance

This component provides effective and efficient financial management and supply-chain and asset-management services to the directorate.

Corporate management services

This component offers comprehensive support within the parameters of good governance. It consists of communication, information technology services, security management, auxiliary services, communication services and human resource management and development services.

6.2 Outputs (Strategic objectives) for 2012-2017

Output 3.1.1 PUBLIC AWARENESS CAMPAIGNS

| | |
|------------------|--|
| Output statement | Campaigns that increase public awareness of the provisions of the IPID Act, the directorate's functions and the utilisation of its services. |
| Baseline | Regular public awareness events and media campaigns in all provinces. |

Output 3.1.2 STAKEHOLDER MANAGEMENT

| | |
|------------------|--|
| Output statement | Regular engagements with and reports to key stakeholders, including the SAPS, MPS, Civilian Secretariat for Police Services and other relevant Government and Civil Society Organisations. |
| Baseline | Stakeholder engagements currently in accordance with framework and operational plan. |

Output 3.2.1 POLICIES AND GUIDELINES

| | |
|------------------|---|
| Output statement | Policies and guidelines that – (a) inform the standard operating procedures in support of the IPID mandate; and (b) ensure compliance with regulatory and legislative prescripts. |
| Baseline | Existing Standard Operating Procedures, Executive Director Guidelines and Human Resource and Finance policies. |

Output 3.2.2 PERFORMANCE MANAGEMENT SYSTEM

| | |
|------------------|--|
| Output statement | A performance measurement and reporting system that supports management decision making and that enables the IPID to comply with internal and external accountability reporting in line with legislative requirements. |
| Baseline | Basic performance reporting system in existence and under review. |

7. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

7.1 Purpose

Programme 2 coordinates and facilitates the investigative process through the development of investigative policy and strategic frameworks that guide and report on investigations.

The programme consists of the following components:

Investigations

This component manages and conducts investigations in line with the provisions of the IPID Act, Regulations and Executive Director Guidelines and Standard Operating Procedures.

Information management

This component manages information and knowledge-management services through the development and maintenance of a case flow management system, a database and the analysis and compilation of statistical information.

Policy development and provincial coordination

This component develops investigation policy standards and coordinates planning and provincial performance

7.2 Outputs (strategic objectives) for 2012–2017

Output 3.3.1 CASE MANAGEMENT SYSTEM

| | |
|------------------|---|
| Output statement | A system for the registration, allocation, tracking, management and reporting of investigations, the generation of reliable statistical information and the provision of general business intelligence. |
| Baseline | Flow-centric case management system and IPID database. |

Output 3.3.2 COMPLETED INVESTIGATIONS

| | |
|------------------|--|
| Output statement | Completed investigations of cases in line with the provisions of the IPID Act, Regulations and Executive Director Guidelines and Standard Planning Procedures. |
| Baseline | Baseline to be determined. |

Output 3.3.3 RECOMMENDATION REPORTS

3.1 Disciplinary recommendations

3.2 Criminal recommendations

| | |
|------------------|---|
| Output statement | 3.1 Recommendation reports to the SAPS regarding possible disciplinary steps; and 3.2 Recommendation reports to the Prosecuting Authorities regarding possible criminal prosecution. |
| Baseline | Recommendation reports generated within 30 days of completion of all investigations. |

Output 3.3.4 FEEDBACK REPORTS ON INVESTIGATIONS

| | |
|------------------|---|
| Output statement | Feedback letters to complainants, victims and referral authorities regarding the outcome of investigations. |
| Baseline | Feedback reports generated within 30 days of closure of all investigations. |

8. PROGRAMME 3: LEGAL SERVICES

8.1 Purpose

Legal services manage and facilitate the provision of investigation advisory services and provide legal and litigation advisory services.

The programme consists of the following components:

Legal and litigation advisory services

This component manages the directorate's legal obligations, coordinates civil and labour litigation matters and coordinates the granting of policing powers to investigators.

Investigation advisory services

The purpose of this component is to provide support during and after the completion of investigations. It provides legal advice and guidance to investigators, and ensures that all cases that are forwarded for prosecution comply with the requirements of the prosecution process.

8.2 Outputs (Strategic Objectives) for 2012-2017

Section 8 of the IPID Act establishes Legal Services as Programme 3. Although this programme provides a support function to the directorate as a whole and to investigators in particular, there is a necessity to explicitly stipulate the outputs generated by this programme:

Output 1: LEGAL AND LITIGATION ADVISORY SERVICES

| | |
|------------------|--|
| Output statement | Management of the directorate's legal obligations, civil and labour litigation matters and the granting of policing powers to investigators. |
| Baseline | Programme to be established on implementation of the IPID Act. Baseline to be determined. |

Output 2: INVESTIGATION ADVISORY SERVICES

| | |
|------------------|---|
| Output statement | Legal advice and guidance to investigators during and after the completion of investigations. |
| Baseline | Programme to be established on implementation of the IPI DAct. Baseline to be determined. |

9 RESOURCE CONSIDERATIONS

9.1 Staff requirements

There will be a gradual introduction of new posts over the next five-year period. The investigative capacity in the provinces will continually be increased as part of the new strategic drive.

9.2 Skills development

Over the five-year period, there will be an increased focus on improving the skills of investigators to enable them to execute the extended mandate in terms of section 28(1) of the IPID Act.

9.3 Expenditure trends over the MTEF period

The spending focus over the MTEF period will be on increasing the capacity of the directorate in line with its new mandate as informed by provisions of the IPID Act (2011).

Expenditure increased from R99.3 million in 2008/09 to R153.5 million in 2011/12 at an average annual rate of 15.6 per cent. This increase was mainly to provide for the increased activities in relation to drafting the IPID Act (2011), expanding office accommodation, and enhancing capacity in support services to give effect to legislative frameworks, segregation of duties and good governance. Over the medium term, expenditure is expected to grow to R232.6 million at an average annual rate of 14.9 per cent due to enhancing capacity in support services and increasing the investigative capacity and access to the directorate's services.

The 2012 Budget sets out additional allocations of R36 million in 2012/13, R45 million in 2013/14 and R52.1 million in 2014/15 to provide for salary adjustments and the implementation of the Independent Police Investigative Directorate Act (2011).

10 RISK MANAGEMENT

The following seven key risks have been identified which may affect the realisation of the strategic outcomes specified for the directorate's programmes:

| KEY RISKS | DESCRIPTION | MITIGATION STRATEGIES |
|--------------------------------------|--|---|
| Strategic risk 1 (Programme 2) | Training plan for investigators may not be developed, implemented or budgeted for. | <ul style="list-style-type: none"> • Prioritise training of investigators to enable them to effectively investigate cases. • Development of IPID training manual to address all aspects of the investigative mandate. |
| Strategic risk 2 (Finance) | Non-compliance with provisions of the Public Finance Management Act (1999) and Treasury Regulations. | <ul style="list-style-type: none"> • Review of financial delegations. • Establishment of a Corporate Governance Component. • Ongoing monitoring and evaluation of expenditure and compliance with provisions of the Public Finance Management Act (1999) and Treasury regulations and instructions. |
| Strategic risk 3 (Programme 2) | Data integrity: <ul style="list-style-type: none"> • Data integrity may be compromised • Incorrect statistics may be recorded and released | <ul style="list-style-type: none"> • Monthly reviews of the database information. • Weekly quality control of investigation reports. |
| Strategic risk 4 (Programme 2) | Lack of cooperation from key stakeholders resulting in delays in finalising cases. | <ul style="list-style-type: none"> • Communicate the role of the IPID to various stakeholders. • Establish a memorandum of understanding with key stakeholders. |
| Strategic risk 5 (All programmes) | Breach of confidentiality by staff. | <ul style="list-style-type: none"> • Development, negotiation and execution of a Memorandum of Understanding between the IPID and the State Security Agency. • Prepare Security Clearance Certificate to be issued by the Executive Director: <ul style="list-style-type: none"> ◦ Security vetting of all staff. ◦ Signing of Code of Conduct by all staff, annually. |
| Strategic risk 6 (Programme 1) | Non-compliance with the Government Immovable Asset Management Act (2007). | <ul style="list-style-type: none"> • Finalisation of the departmental User Asset Management Plan, as aligned with the budget cycle, and submission thereof to National Treasury. |
| Strategic risk 7 (All programmes) | Loss of key personnel and high staff turnover may result in poor performance in vital areas | <ul style="list-style-type: none"> • Revise the departmental retention strategy and engage with key responsibility managers. |



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