

VOTE 23

*Independent Police
Investigative Directorate*



National Treasury

BUDGET 2012

ESTIMATES OF NATIONAL EXPENDITURE



national treasury

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2012

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The Estimates of National Expenditure 2012 e-publications are compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

The Estimates of National Expenditure e-publications for individual votes are available on www.treasury.gov.za.

Compared to the abridged version of the Estimates of National Expenditure, these publications contain more comprehensive coverage of goods and services, transfers and subsidies, and public entities. Additional tables are included containing information on the main and adjusted appropriation, with revised spending estimates for the current financial year, on skills training, conditional grants to provinces and municipalities, public private partnerships and information on donor funding. Expenditure information at the level of service delivery is also included, where appropriate.

Foreword

The current global economic context is characterised by high levels of uncertainty. Against this backdrop, South Africa's development depends largely on government improving its level and quality of service delivery in support of the inclusive and equitable economic roadmap, as contained in the new growth path. The 2012 Budget is an important tool of government for giving effect to these objectives, and this Budget allocates resources to specific interventions that will be actioned over the period of the medium term expenditure framework (MTEF). Growth in spending focuses particularly on infrastructure development, job creation, enterprise support and the enhancement of local government delivery.

South Africa's fiscal stance and public spending programmes are focused on long term structural transformation. Over the next three years of the MTEF period, government priorities will continue to be realised within a sustainable fiscal trajectory, which balances current needs with intergenerational equity. In line with this, spending baselines have undergone rigorous review, areas of inefficiency and lower priority have been identified, and funds have been redirected towards government's key priorities, both new and existing. This has been done in recognition of the relationship between the composition of spending and fiscal sustainability over the long term. Here, the balance between consumption and investment is extremely important. Even the distribution of consumption spending between wages, goods and services and transfers is significant, as is the balance between the functional categories expenditure (such as education, health and economic services). Underspending on key priorities undermines the aims of the spending proposed within MTEF Budgets.

Since introducing the functional approach to budget decision-making in 2009, transparency and coordination in budgeting has been enhanced, largely due to the participation by the stakeholders responsible for delivery across all spheres of government. South African budget reforms, especially the intensified focus on budget trade-offs and the composition of expenditure, will lead to greater accountability and improved control.

It is not enough to demonstrate a change in the composition of budgeted expenditure; nor is it enough to pinpoint the specific actions required and proposed within the Budget. Success will only be achieved when we can demonstrate that a shift in the composition of actual expenditure has taken place, together with the achievement of improved delivery targets.

This year, the layout of this publication has been altered substantially. The focus is on linking more closely expenditure planned with targeted performance. Specific focus is on the outcomes to which institutions contribute and the output and other performance measures supporting them. The sections covering employee numbers, personnel budgets and the purpose and key activities of each subprogramme within a vote are now more prominent, giving expression to the budget and service delivery. This publication still indicates details per vote of the allocation of new monies, monies reprioritised between or within budget programmes, and Cabinet approved budget reductions over the period ahead. Compared to the abridged version of the Estimates of National Expenditure, the e-publications for each vote contain more comprehensive coverage of goods and services, transfers and subsidies, and public entities. Additional tables are included, containing information on: the main and adjusted appropriation, with revised spending estimates for the current financial year; skills training; conditional grants to provinces and municipalities; public private partnerships; and donor funding. Expenditure information at the level of service delivery is also included, where appropriate.

The expenditure estimates of departments are the outcome of a rigorous administrative and executive process. Treasury budget analysts, under the guidance of the Ministers' Committee on the Budget, follow a wide-ranging intergovernmental consultative process, working closely with the policy and budget teams of departments and entities to ensure that government priorities are appropriately funded within the available resource envelope. The Treasury is grateful for the contribution of these teams. Appreciation is also due to the people in the Treasury team, who worked with great diligence to produce a high quality document that provides a comprehensive account of government's spending and performance plans.



Lungisa Fuzile
Director General: National Treasury

Introduction

The Estimates of National Expenditure publications

The Estimates of National Expenditure publications are important accountability documents, which set out the details in relation to planned expenditure and planned performance at the time of the tabling of the Budget. Estimates of National Expenditure publications continue to make a significant contribution to the changes relating to budgeting by programme. As part of these ongoing efforts, several changes have been made to the 2012 Estimates of National Expenditure publications. Departments still provide information on the key objectives of each subprogramme within a programme, and note the activities carried out, the number of personnel responsible for undertaking these activities and the funding allocations supporting this. This year in the 2012 publications, information on expenditure and performance is more closely linked under the 'expenditure trends' section, with a brief discussion on the impact of budget allocations on the achievement of outputs over the seven-year period. In addition, an explanation of the personnel trends, per programme by salary level, over the seven years in relation to compensation of employees has also been included. Finally, information on Cabinet approved cost reduction measures and other budget reprioritisation has been included per programme.

The 2012 abridged Estimates of National Expenditure publication, and the separate Estimates of National Expenditure e-publications for each vote are the product of an extensive consultative review process of budgets and policy, and policy implementation by programme, and include the latest improvements in non-financial performance information. These publications provide the details of the spending estimates for the next three financial years (2012/13 to 2014/15), expenditure outcomes for the past three years (2008/09 to 2010/11) and revised estimates for the current financial year (2011/12). Information is provided on performance targets over the seven year period as well as changes in these, as they relate to trends in planned expenditure.

The e-publications for individual votes contain more comprehensive coverage of goods and services, transfers and subsidies, and public entities. Additional tables are included containing information on: the main and adjusted appropriation, with revised spending estimates for the current financial year; skills training; conditional grants to provinces and municipalities; public private partnerships; and donor funding. Expenditure information at the level of service delivery is also included, where appropriate.

A consolidated account, summarising the Estimates of National Expenditure publication information across votes, is provided in the form of a narrative and summary tables in the Introduction chapter, which is included in the front pages of the abridged version of the Estimates of National Expenditure. A write-up containing the explanation of the information that is contained in each section of the publications has also been included in the abridged version of the Estimates of National Expenditure. Like the separate Estimates of National Expenditure e-publications for each vote, the abridged Estimates of National Expenditure publication is also available on www.treasury.gov.za.

Independent Police Investigative Directorate

**National Treasury
Republic of South Africa**



Contents

Budget summary	1
Aim	1
Programme purposes	1
Strategic overview: 2008/09 – 2014/15	1
Selected performance indicators	2
Expenditure estimates	2
Expenditure trends	3
Personnel information	4
Departmental receipts	5
Programme 1: Administration	5
Programme 2: Investigation and Information Management	7
Programme 3: Legal Services	8
Additional tables	11

Vote 23

Independent Police Investigative Directorate

Budget summary

R thousand	2012/13				2013/14	2014/15
	Total to be appropriated	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	92 850	91 615	95	1 140	100 300	108 936
Investigation and Information Management	98 755	94 147	–	4 608	109 418	117 790
Legal Services	5 356	5 328	–	28	5 624	5 904
Total expenditure estimates	196 961	191 090	95	5 776	215 342	232 630
Executive authority	Minister of Police					
Accounting officer	Executive Director of the Independent Complaints Directorate					
Website address	www.ipid.gov.za					

Aim

Ensure independent oversight of the South African Police Service and the Municipal Police Services, and conduct independent and impartial investigations of identified criminal offences allegedly committed by members of the South African Police Service and the Municipal Police Services, and make appropriate recommendations.

Programme purposes

Programme 1: Administration

Purpose: Provide leadership, management and support services to the Independent Police Investigative Directorate.

Programme 2: Investigation and Information Management

Purpose: Coordinate and facilitate the Independent Police Investigative Directorate's processes, and develop policy and strategic frameworks that guide investigations.

Programme 3: Legal Services

Purpose: Provide investigation advisory services and legal and litigation support.

Strategic overview: 2008/09 – 2014/15

The Independent Police Investigative Directorate exercises its functions in accordance with the Independent Police Investigative Directorate Act (2011), independently from the South African Police Service. The act gives effect to the provisions of section 206(6) of the Constitution, ensuring independent oversight of the South African Police Service and Municipal Police Services. The thrust of the directorate's work is to address problems that are systemic within the police service and recommend appropriate interventions.

The strategic outcome oriented goals of the directorate are to contribute to ensuring that all people in South Africa are and feel safe (outcome 3) and realising an efficient, effective and development centred public service and an empowered, fair and inclusive citizenship (outcome 12). The directorate's overarching goal is to contribute towards ensuring a police service that is trusted by the community and operates in line with the spirit of the Constitution. Since its establishment, the directorate has exceeded its targets with regard to the

completion of cases investigated.

Legislative changes

The new Act, which comes into effect on 1 April 2012, grants the directorate an extended mandate, which will change the directorate from a complaints driven organisation to one that prioritises the investigative function. The directorate will focus on more serious and priority crimes committed by members of the South African Police Service and the Municipal Police Services. It places stringent obligations on the South African Police Service and the Municipal Police Services for reporting on matters that must be investigated by the directorate and the implementation of disciplinary recommendations. In terms of section 28 of the act, the directorate is obliged to investigate: any death in police custody; death as result of police action; complaints 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 in police custody; any complaint of torture or assault against a police officer in the execution of his or her duties; corruption matters within the police initiated by the executive director, or after the receipt of a complaint from a member of the public or referred to the directorate by the minister, a member of the executive council in the provinces, or the secretary for the police service; and any other matter referred to it as a result of a decision by the executive director, the minister, a member of the executive council in the provinces, or the secretary for the police service.

Priorities over the medium term

Over the medium term, the directorate will focus on: conducting public awareness of its mandate and functions through community awareness programmes, media campaigns and the establishment of satellite offices to increase public accessibility; ensuring an effective performance management system, including internal controls and external performance reporting procedures, to promote accountability; establishing an efficient case management system that ensures the effective completion of cases and the generation of recommendation and feedback reports within appropriate timeframes.

Selected performance indicators

Table 23.1 Independent Police Investigative Directorate

Indicator	Programme	Past ¹			Current ¹ 2011/12	Projections		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Number of community outreach events conducted per year	Administration	307	386	307	307	306	306	306
Percentage of cases registered and allocated within 48 hours of receipt per year	Investigation and Information Management	100% (5 800)	100% (5 450)	96% (5 644)	98% (5 750)	95% (5 995)	98% (6 500)	100% (6 750)
Number of investigations older than 12 months from date of registration (excluding cases of systemic corruption) per year	Investigation and Information Management	–	–	–	875	656	492	369

1. The directorate's mandate changed and was extended as a result of the new act. New indicators have been introduced and previous indicators revised from 2011/12 onward. Dashes indicate that no past performance data is available for new indicators.

Expenditure estimates

Table 23.2 Independent Police Investigative Directorate

Programme	Audited outcome			Adjusted appropriation 2011/12	Revised estimate	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11			2012/13	2013/14	2014/15
R thousand								
Administration	47 731	46 586	61 548	73 431	73 431	92 850	100 300	108 936
Investigation and Information Management	50 711	58 169	65 299	78 413	78 413	98 755	109 418	117 790
Legal Services	855	1 491	1 597	1 690	1 690	5 356	5 624	5 904
Total	99 297	106 246	128 444	153 534	153 534	196 961	215 342	232 630
Change to 2011 Budget estimate				1 934	1 934	35 982	44 987	52 054

Table 23.2 Independent Police Investigative Directorate (continued)

R thousand	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
Economic classification								
Current payments	94 998	101 965	125 676	149 699	149 699	191 090	211 209	229 552
Compensation of employees	58 017	65 061	71 752	81 447	81 447	95 165	105 750	114 051
Goods and services	36 981	36 904	53 924	68 252	68 252	95 925	105 459	115 501
<i>of which:</i>								
Administrative fees	538	555	1 249	1 577	1 577	2 094	2 200	2 315
Advertising	796	654	1 205	1 228	1 228	1 368	1 437	1 511
Assets less than the capitalisation threshold	440	546	1 083	1 172	1 172	2 002	2 102	2 207
Audit cost: External	1 614	2 114	2 087	2 221	2 221	2 356	2 489	2 613
Bursaries: Employees	59	186	354	376	376	627	658	693
Catering: Departmental activities	295	293	432	458	458	652	686	722
Communication	2 610	2 719	3 443	3 563	3 563	5 916	6 212	6 524
Computer services	2 934	2 862	4 510	6 234	6 234	7 112	7 468	7 843
Consultants and professional services: Business and advisory services	86	173	450	388	388	534	562	591
Consultants and professional services: Legal costs	40	254	471	559	559	894	939	986
Contractors	377	717	1 023	1 085	1 085	1 357	1 425	1 497
Agency and support / outsourced services	54	19	177	187	187	277	290	307
Fleet services (including government motor transport)	1 673	1 573	2 451	2 572	2 572	4 408	4 629	4 862
Inventory: Learner and teacher support material	–	25	32	70	70	109	115	122
Inventory: Materials and supplies	49	24	106	88	88	151	159	167
Inventory: Medical supplies	–	–	11	15	15	30	31	32
Inventory: Other consumables	358	245	539	571	571	732	769	809
Inventory: Stationery and printing	1 172	1 751	2 210	2 849	2 849	3 367	3 536	3 714
Lease payments	13 214	7 470	15 519	16 361	16 361	30 292	34 492	39 713
Property payments	2 526	4 002	5 008	6 226	6 226	8 263	8 688	9 140
Transport provided: Departmental activity	–	–	8	9	9	9	9	10
Travel and subsistence	6 628	8 857	8 800	17 475	17 475	19 267	22 250	24 590
Training and development	409	733	921	973	973	1 411	1 481	1 556
Operating expenditure	844	409	1 159	1 225	1 225	1 876	1 970	2 070
Venues and facilities	265	723	676	770	770	821	862	907
Transfers and subsidies	56	65	74	87	87	95	106	114
Departmental agencies and accounts	56	65	74	87	87	95	106	114
Payments for capital assets	4 236	4 015	2 656	3 748	3 748	5 776	4 027	2 964
Machinery and equipment	4 236	4 015	2 656	3 748	3 748	5 776	4 027	2 964
Payments for financial assets	7	201	38	–	–	–	–	–
Total	99 297	106 246	128 444	153 534	153 534	196 961	215 342	232 630

Expenditure trends

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 Independent Police Investigative Directorate Act (2011). The 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. This is expected to increase travel costs associated with the investigation of the identified criminal offences.

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 the drafting of the

Independent Police Investigative Directorate 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 the enhancing of capacity in support services and the enhanced investigative capacity and access to the directorate's services.

R921 000 was spent on consultants in 2010/11. This consisted of R34 000 for audit committee members, R358 000 for competency assessments and reports for senior managers evaluated for director positions, editing the Domestic Violence Act (1999) and annual reports, drafting a monthly report template, realigning performance agreements of senior management staff members, and advising on the policy on incapacity leave and ill health retirement capacitation fee. R40 000 was also used for consultants to draft the regulations of the Independent Police Investigative Directorate Act (2011) and R18 000 to translate and transcribe documents. In addition, R471 million was spent on consultants in 2010/11 for legal services provided in labour related matters.

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).

Personnel information

Table 23.3 Details of approved establishment and personnel numbers according to salary level¹

	Personnel post status as at 30 September 2011			Number of personnel posts filled / planned for on funded establishment						
	Number of posts on approved establishment	Number of funded posts	Number of posts additional to the establishment	Actual			Mid-year ²	Medium-term estimate		
				2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Department	292	292	–	253	287	289	272	349	424	515
Salary level 1 – 6	100	100	–	87	98	98	93	119	129	133
Salary level 7 – 10	150	150	–	130	148	149	140	165	217	293
Salary level 11 – 12	25	25	–	21	24	25	23	30	43	54
Salary level 13 – 16	17	17	–	15	17	17	16	35	35	35
Administration	113	113	–	98	110	111	105	131	151	171
Salary level 1 – 6	57	57	–	50	56	55	53	58	68	72
Salary level 7 – 10	43	43	–	37	42	43	40	47	54	69
Salary level 11 – 12	10	10	–	8	9	10	9	15	18	19
Salary level 13 – 16	3	3	–	3	3	3	3	11	11	11
Investigation and Information Management	173	173	–	149	171	172	161	192	246	317
Salary level 1 – 6	43	43	–	37	42	43	40	41	41	41
Salary level 7 – 10	107	107	–	93	106	106	100	117	162	223
Salary level 11 – 12	11	11	–	9	11	11	10	13	22	32
Salary level 13 – 16	12	12	–	10	12	12	11	21	21	21
Legal Services	6	6	–	6	6	6	6	26	27	27
Salary level 1 – 6	–	–	–	–	–	–	–	20	20	20
Salary level 7 – 10	–	–	–	–	–	–	–	1	1	1
Salary level 11 – 12	4	4	–	4	4	4	4	2	3	3
Salary level 13 – 16	2	2	–	2	2	2	2	3	3	3

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. As at 30 September 2011.

As at 30 September 2011, the directorate had an establishment of 292 posts. The number of filled posts grew from 253 in 2008/09 to 272 in 2011/12, due to the establishment of additional satellite offices and the strengthening of the finance and internal audit components. Over the MTEF period, posts are expected to increase to 515 after the implementation of the new organisational structure required to give effect to the act governing the directorate's work.

There were 20 vacancies within the directorate as at 30 September 2011. Most of these were in the *Administration* programme in the national office at the chief director, director and deputy director level. The vacancies are due to high staff turnover and a delay in the recruitment process, which could only begin after job evaluations were completed and approved by the executive authority.

Departmental receipts

Table 23.4 Receipts

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Medium-term receipts estimate		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
Departmental receipts	69	154	168	123	106	132	139	145
Sales of goods and services produced by department	2	69	89	110	103	66	70	74
Sales by market establishments	–	25	37	58	59	11	12	13
<i>of which:</i>								
Market Establishments: Rental parking - Covered and open	–	25	37	58	59	11	12	13
Other sales	2	44	52	52	44	55	58	61
<i>of which:</i>								
Service rendered: Commission on insurance and garnishee orders	2	44	52	52	44	55	58	61
Interest, dividends and rent on land	3	24	5	4	2	2	2	2
Interest	3	24	5	4	2	2	2	2
Transactions in financial assets and liabilities	64	61	74	9	1	64	67	69
Total	69	154	168	123	106	132	139	145

Revenue is mainly generated from sales of goods and services other than capital assets, interest and financial transactions in assets and liabilities. Between 2008/09 and 2011/12, departmental receipts grew from R69 000 to R123 000, at an average annual rate of 21.3 per cent, mainly due to an increase in commissions on insurance deductions and the recovery of bursary debt. Over the medium term, departmental receipts are expected to increase to R145 000, at an average annual rate of 5.6 per cent. This increase can be attributed to an anticipated increase in financial transactions in assets and liabilities in terms of the recovery of previous years' debt.

Programme 1: Administration

Expenditure estimates

Table 23.5 Administration

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
R thousand							
Department Management	1 399	1 894	2 272	2 689	5 353	5 621	5 902
Corporate Services	30 018	29 118	37 026	46 086	57 852	63 506	70 206
Office Accommodation	6 678	4 140	8 125	8 633	9 092	9 592	10 168
Internal Audit	2 125	2 781	3 262	4 038	4 214	4 425	4 646
Finance Administration	7 511	8 653	10 863	11 985	16 339	17 156	18 014
Total	47 731	46 586	61 548	73 431	92 850	100 300	108 936
Change to 2011 Budget estimate				13 662	27 260	31 068	36 242

Economic classification

	46 412	44 958	60 259	71 671	91 615	99 223	107 721
Current payments							
Compensation of employees	22 959	22 340	25 776	29 579	36 594	38 526	40 464
Goods and services	23 453	22 618	34 483	42 092	55 021	60 697	67 257
<i>of which:</i>							
Administrative fees	195	286	784	1 087	1 168	1 228	1 293
Advertising	205	273	419	397	417	438	461
Assets less than the capitalisation threshold	159	242	281	328	345	362	380
Audit cost: External	1 614	2 114	2 087	2 221	2 356	2 489	2 613
Bursaries: Employees	23	84	135	146	153	161	170
Catering: Departmental activities	176	178	223	237	249	262	276
Communication	726	876	1 033	1 027	1 079	1 133	1 190
Computer services	1 483	1 291	1 699	3 268	1 937	2 034	2 136
Consultants and professional services: Business and advisory services	42	160	323	255	269	283	296

Table 23.5 Administration (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Economic classification							
Current payments							
Consultants and professional services:	–	18	33	48	51	54	57
Legal costs							
Contractors	277	604	747	795	835	877	921
Agency and support / outsourced services	53	–	97	103	108	113	120
Fleet services (including government motor transport)	292	113	771	806	846	888	933
Inventory: Learner and teacher support material	–	2	–	36	37	39	42
Inventory: Materials and supplies	30	11	40	18	19	20	21
Inventory: Medical supplies	–	–	1	1	1	1	1
Inventory: Other consumables	213	222	389	414	434	455	479
Inventory: Stationery and printing	487	888	1 074	1 258	1 321	1 387	1 457
Lease payments	12 416	6 671	14 372	15 139	28 164	32 257	37 366
Property payments	1 777	2 797	3 227	4 351	4 567	4 806	5 064
Transport provided: Departmental activity	–	–	8	9	9	9	10
Travel and subsistence	2 808	4 632	5 425	8 749	9 187	9 859	10 351
Training and development	148	306	381	407	427	448	471
Operating expenditure	207	225	460	487	512	538	565
Venues and facilities	122	625	474	505	530	556	584
Transfers and subsidies	56	65	74	87	95	106	114
Departmental agencies and accounts	56	65	74	87	95	106	114
Payments for capital assets	1 260	1 554	1 215	1 673	1 140	971	1 101
Machinery and equipment	1 260	1 554	1 215	1 673	1 140	971	1 101
Payments for financial assets	3	9	–	–	–	–	–
Total	47 731	46 586	61 548	73 431	92 850	100 300	108 936

Details of transfers and subsidies

Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	56	65	74	87	95	106	114
Safety and Security Sector Education and Training Authority	56	65	74	87	95	106	114

Expenditure trends

Between 2008/09 and 2011/12, expenditure increased from R47.7 million to R73.4 million, at an average annual rate of 15.4 per cent, mainly due to the reorganisation of the directorate and to provide for increased capacity in support services. The increased capacity also explains the growth in expenditure in the *Corporate Services* subprogramme, where spending increased from R30 million in 2008/09 to R46.1 million in 2011/12, at an average annual rate of 15.4 per cent.

Over the medium term, expenditure is projected to increase to R108.9 million, at an average annual rate of 14.1 per cent, and will be focused on further increasing capacity in support services, particularly in governance and finance. Expenditure in payments for capital assets is expected to decrease from R1.7 million in 2011/12 to R1.1 million in 2014/15, at an average annual rate of 13 per cent, as the directorate does not anticipate replacing many of its capital assets over the MTEF period.

Expenditure on leases is expected to increase significantly from R15.1 million to R37.4 million between 2011/12 and 2014/15, at an average annual rate of 35.1 per cent, due to adjustments to reflect actual expenditure, the expansion of the directorate's existing offices and the opening of new satellite offices to give effect to the new mandate.

Programme 2: Investigation and Information Management

Objectives and measures

- Strengthen the directorate's oversight role by conducting investigations without fear or favour and making recommendations that are acted upon and have a lasting impact on police conduct.
- Enhance efficiency in case management by registering and allocating cases within 48 hours of receipt, and generating recommendation reports within 30 days of completion and feedback reports within 30 days of closure of investigations.

Subprogrammes

- *Investigation Management* coordinates and facilitates the investigative process through the development of investigative policy and strategic frameworks that guide and report on investigations. This subprogramme had a staff complement of 126 and a total budget of R65.1 million in 2011/12, of which 67.7 per cent was used for compensation of employees. As this is a new mandate in terms of the Independent Police Investigative Directorate Act (2011), there is currently no baseline on the number of investigations to be completed. The baseline in respect of the completion rate of investigations will be determined in 2012/13, whereafter targets will be set to make provision for increased performance at a rate of 5 per cent each year. There have been no savings or reductions identified in this subprogramme.
- *Information Management* manages information and knowledge management services through the development and maintenance of a case flow management system and a database, and the analysis and compilation of statistical information. This includes the registration and allocation of new cases within 48 hours of receipt, the generation of all disciplinary and criminal recommendation reports within 30 days of completion of investigations, and the generation of all feedback reports to complainants, victims and referral authorities within 30 days of closure of cases. This subprogramme had a staff complement of 35 and a total budget of R13.3 million in 2011/12, of which 51.6 per cent was used for compensation of employees. The department aims to register and allocate 5 995 cases for investigation in 2012/13. There have been no savings or reductions identified in this subprogramme.
- *Policy Development and Provincial Coordination* develops investigation policy and coordinates strategic planning. Activities include the coordination and monitoring of provincial performance against strategic targets, the alignment of provincial strategic and business plans, and the development and review of investigation guidelines and policies. This subprogramme will only be established in 2012/13. There have been no savings or reductions identified in this subprogramme.

Expenditure estimates

Table 23.6 Investigation and Information Management

Subprogramme	Audited outcome			Adjusted appropriation 2011/12	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
R thousand							
Investigation Management	41 946	49 948	55 401	65 112	87 596	97 701	105 487
Information Management	8 765	8 221	9 898	13 301	8 516	8 942	9 389
Policy Development and Provincial Coordination	-	-	-	-	2 643	2 775	2 914
Total	50 711	58 169	65 299	78 413	98 755	109 418	117 790
Change to 2011 Budget estimate				4 168	22 946	28 945	31 591

Economic classification

	47 759	55 576	63 965	76 492	94 147	106 390	115 948
Current payments							
Compensation of employees	34 425	41 550	44 919	50 917	53 679	62 088	68 193
Goods and services	13 334	14 026	19 046	25 575	40 468	44 302	47 755
<i>of which:</i>							
Administrative fees	339	265	448	472	916	962	1 010
Advertising	591	381	786	831	951	999	1 050
Assets less than the capitalisation threshold	281	303	796	838	1 650	1 733	1 819
Bursaries: Employees	36	102	219	230	474	497	523
Catering: Departmental activities	116	111	199	210	399	420	442

Table 23.6 Investigation and Information Management (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Economic classification							
Current payments							
Communication	1 868	1 818	2 377	2 501	4 815	5 055	5 308
Computer services	1 423	1 549	2 772	2 924	5 141	5 398	5 669
Consultants and professional services: Business and advisory services	33	13	115	120	248	261	275
Consultants and professional services: Legal costs	40	202	391	411	824	865	908
Contractors	100	113	268	282	514	540	568
Agency and support / outsourced services	1	19	80	84	168	176	186
Fleet services (including government motor transport)	1 374	1 453	1 675	1 761	3 554	3 733	3 920
Inventory: Learner and teacher support material	–	23	32	34	72	76	80
Inventory: Materials and supplies	19	13	64	68	128	135	142
Inventory: Medical supplies	–	–	10	14	27	28	29
Inventory: Other consumables	145	23	144	151	282	296	311
Inventory: Stationery and printing	680	860	1 122	1 576	2 016	2 117	2 223
Lease payments	798	799	1 147	1 222	2 078	2 182	2 291
Property payments	727	1 205	1 781	1 875	3 646	3 829	4 020
Travel and subsistence	3 727	4 103	3 230	8 506	10 005	12 312	14 156
Training and development	256	389	489	512	944	991	1 041
Operating expenditure	637	184	699	738	1 350	1 417	1 489
Venues and facilities	143	98	202	215	266	280	295
Payments for capital assets	2 948	2 401	1 296	1 921	4 608	3 028	1 842
Machinery and equipment	2 948	2 401	1 296	1 921	4 608	3 028	1 842
Payments for financial assets	4	192	38	–	–	–	–
Total	50 711	58 169	65 299	78 413	98 755	109 418	117 790

Expenditure trends

Expenditure increased from R50.7 million in 2008/09 to R78.4 million in 2011/12, at an average annual rate of 15.6 per cent. This was mainly due to the additional allocations for increased investigative capacity. Over the medium term, expenditure is expected to grow to R117.8 million, at an average annual rate of 14.5 per cent, to provide for capacity building and skills development.

Expenditure on payments for capital assets is expected to decrease from R4.6 million to R1.8 million over the medium term, at an average annual rate of 1.4 per cent, as the directorate does not expect to replace much of its capital assets over the MTEF period.

Between 2008/09 and 2011/12, the directorate increased the percentage of investigations completed from 55 per cent in 2008/09 to 66 per cent in 2011/12. Using funds allocated over the medium term, this programme aims to increase the percentage of investigations completed within a financial year by 5 per cent in each year from 2012/13.

Programme 3: Legal Services

Objectives and measures

- Ensure that investigations are conducted efficiently and within the ambit of the law by providing investigators with adequate legal advice and guidance during and after completion of investigations within 24 hours of request.

Subprogrammes

- *Legal Support* manages the directorate's legal obligations, coordinates civil and labour litigation matters, and grants policing powers to investigators. This subprogramme had a staff complement of 4 and a total budget of R1.7 million in 2011/12, of which 56.3 per cent was used for compensation of employees. As this is a new programme, there is currently no baseline available to predict the amount of work to be generated. There have been no savings or reductions identified in this subprogramme.
- *Investigation Advisory Services* provides support during and after the completion of investigations, 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. This subprogramme is expected to have a staff complement of 2 and a budget of R4.1 million in 2012/13, of which 93.5 per cent is to be used for compensation of employees. As this is a new programme, there is currently no baseline available to predict the amount of work to be generated. The subprogramme aims to provide legal advice and guidance to investigators on an ongoing basis within 48 hours of request. There have been no savings or reductions identified in this subprogramme.

Expenditure estimates

Table 23.7 Legal Services

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
R thousand							
Legal Support	855	1 491	1 597	1 690	1 292	1 357	1 424
Investigation Advisory Services	–	–	–	–	4 064	4 267	4 480
Total	855	1 491	1 597	1 690	5 356	5 624	5 904
Change to 2011 Budget estimate				(15 896)	(14 224)	(15 026)	(15 779)

Economic classification

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Current payments	827	1 431	1 452	1 536	5 328	5 596	5 883
Compensation of employees	633	1 171	1 057	951	4 892	5 136	5 394
Goods and services	194	260	395	585	436	460	489
<i>of which:</i>							
Administrative fees	4	4	17	18	10	10	12
Assets less than the capitalisation threshold	–	1	6	6	7	7	8
Catering: Departmental activities	3	4	10	11	4	4	4
Communication	16	25	33	35	22	24	26
Computer services	28	22	39	42	34	36	38
Consultants and professional services: Business and advisory services	11	–	12	13	17	18	20
Consultants and professional services: Legal costs	–	34	47	100	19	20	21
Contractors	–	–	8	8	8	8	8
Agency and support / outsourced services	–	–	–	–	1	1	1
Fleet services (including government motor transport)	7	7	5	5	8	8	9
Inventory: Materials and supplies	–	–	2	2	4	4	4
Inventory: Medical supplies	–	–	–	–	2	2	2
Inventory: Other consumables	–	–	6	6	16	18	19
Inventory: Stationery and printing	5	3	14	15	30	32	34
Lease payments	–	–	–	–	50	53	56
Property payments	22	–	–	–	50	53	56
Travel and subsistence	93	122	145	220	75	79	83
Training and development	5	38	51	54	40	42	44
Operating expenditure	–	–	–	–	14	15	16
Venues and facilities	–	–	–	50	25	26	28
Payments for capital assets	28	60	145	154	28	28	21
Machinery and equipment	28	60	145	154	28	28	21
Total	855	1 491	1 597	1 690	5 356	5 624	5 904

Expenditure trends

Expenditure increased from R855 000 in 2008/09 to R1.7 million in 2011/12, at an average annual rate of 25.5 per cent, mainly to provide for general salary increases. Over the medium term, expenditure is expected to grow significantly to R5.9 million, at an average annual rate of 51.7 per cent. The growth over the medium term is due to the planned establishment of the *Investigation Advisory Services* subprogramme in 2012/13. Using funds allocated over the medium term, this programme aims to increase the percentage of legal opinion provided to investigators within 24 hours of request by 5 per cent each year from 2012/13.

R59 000 was spent on consultants in 2010/11. Consultants assisted the directorate in effectively managing leave, and concluding labour and litigation matters expediently.

Additional tables

Table 23.A Summary of expenditure trends and estimates per programme and economic classification

Programme	Appropriation		Audited outcome	Appropriation			Revised estimate
	Main	Adjusted		Main	Additional	Adjusted	
R thousand	2010/11		2010/11	2011/12			2011/12
Administration	50 132	50 837	50 387	71 827	1 604	73 431	73 431
Investigation and Information Management	63 433	64 601	64 997	78 091	322	78 413	78 413
Legal Services	15 770	15 997	13 060	1 682	8	1 690	1 690
Total	129 335	131 435	128 444	151 600	1 934	153 534	153 534
Economic classification							
Current payments	125 984	128 079	125 676	147 765	1 934	149 699	149 699
Compensation of employees	74 079	75 775	71 752	80 937	510	81 447	81 447
Goods and services	51 905	52 304	53 924	66 828	1 424	68 252	68 252
Transfers and subsidies	74	74	74	87	-	87	87
Departmental agencies and accounts	74	74	74	87	-	87	87
Payments for capital assets	3 277	3 282	2 656	3 748	-	3 748	3 748
Machinery and equipment	3 277	3 282	2 656	3 748	-	3 748	3 748
Payments for financial assets	-	-	38	-	-	-	-
Total	129 335	131 435	128 444	151 600	1 934	153 534	153 534

Table 23.B Summary of expenditure on training

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
Compensation of employees (R thousand)	58 017	65 061	71 752	81 447	95 165	105 750	114 051
Training expenditure (R thousand)	378	667	821	1 349	2 038	2 139	2 249
Training as percentage of compensation	0.7%	1.0%	1.1%	1.7%	2.1%	2.0%	2.0%
Total number trained in department (headcount)	180	192	191	201			
<i>of which:</i>							
Employees receiving bursaries (headcount)	19	20	21	24			
Internships (headcount)	90	105	27	15			
Households receiving bursaries (headcount)	19	20	21	25			

National Treasury
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