

ANNUAL PERFORMANCE PLAN 2019/2020

Integrity Co-operation Teamwork Professionalism Efficiency Independence Drive and Passion

ANNUAL PERFORMANCE PLAN 2019/2020

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RP20/2019 • ISBN: 978-0-621-47030-7

Title of Publication: Special Investigating Unit: Annual Performance Plan 2019/2020

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ACRONYMS/ABBREVIATIONS

Acronym/ Abbreviation	Description
ACTT	Anti-Corruption Task Team
AFU	Asset Forfeiture Unit
AGSA	Auditor-General of South Africa
AoD	Acknowledgment of Debt
APP	Annual Performance Plan
AUCC	African Union Convention on Preventing and Combatting Corruption
BRICS	Brazil, Russia, India, China and South Africa
CARA	Criminal Asset Recovery Account
CAACC	Commonwealth Africa Anti-Corruption Centre
CPI	Corruption Perception Index
CPIB	Corrupt Practices' Investigation Bureau
CRA	Corruption Risk Assessment
CSD	Central Supplier Database
CSIS	Center for Strategic and International Studies
DoJ & CD	Department of Justice & Constitutional Development
DPCI	Directorate for Priority Crime Investigation
DPF	Data Policy Framework
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
EISA	Ethics Institute of South Africa
ENE	Estimates of National Expenditure
ERM	Enterprise Risk Management
EXCO	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GEPR	Global Economic Prospects' Report
HoU	Head of the Unit
ICAC	Independent Commission Against Corruption
ICT	Information and Communications Technology
IMF	International Monetary Fund
IPID	Independent Police Investigative Directorate
ISS	Integrated Security System
JCPS	Justice Crime Prevention and Security Cluster
MAWG	Multi Agency Working Group
MFMA	Municipal Finance Management Act

Acronym/ Abbreviation	Description
MOU	Memorandum of Understanding
MPs	Members of Parliament
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NACF	National Anti-Corruption Forum
NDP	National Development Plan
NGO	Non-Governmental Organisation
NICOC	National Intelligence Coordinating Committee
NPA	National Prosecuting Authority
NPS	National Prosecuting Service
NT	National Treasury
OCJ	Office of the Chief Justice
PERC	Political and Economic Risk Consultancy
PFMA	Public Finance Management Act
PMDs	Performance Management and Development System
PSC	Public Service Commission
PwC	Price Waterhouse Coopers
RiskCo	Risk Committee
SARS	South African Revenue Service
SAPS	South African Police Service
SCM	Supply Chain Management
SDG	Sustainability Development Goals
SIU	Special Investigating Unit
SIU Act	Special Investigating Units and Special Tribunals Act
SSA	State Security Agency
STATS SA	Statistics South Africa
THE ACT	The Special Investigating Units and Special Tribunals Act, No. 74 of 1996
TI	Transparency International
ToR	Terms of Reference
UK	United Kingdom
UNCAC	United Nations Convention Against Corruption
USA	United States of America
WEF GCR	World Economic Forum Global Competitiveness Report
WESO	World Employment and Social Outlook

FOREWORD

BY THE MINISTER OF JUSTICE
AND CORRECTIONAL SERVICES



“The SIU plays a prominent role in achieving global anti-corruption standards and in regional and international anti-corruption processes, for South Africa.”

The Special Investigating Unit (SIU) was established in 1996 and has been pivotal in investigating and combatting corruption, malpractice and maladministration within state institutions. The SIU continues to ensure that Chapters 12 and 14 of the National Development Plan (NDP) find expression and that “All people in South Africa feel safe.” Critical facets of citizen safety include reducing the levels of corruption in the country and building a capable state, as noted in Chapter 11.

To date, corruption in South Africa remains high despite anti-corruption efforts. The maladministration or misuse of State funds hinders the Government’s ability to improve service delivery and meet the goals of the National Development Plan. The Department of Justice and Constitutional Development (DoJ & CD) supports the SIU in rebuilding South Africans’ confidence in transparency, accountability and fairness of state institutions, especially in light of cases of state capture which were investigated during the 2018/19 financial year. We will provide support to the SIU to:

- Strengthen the multi-agency anti-corruption system;
- Take a societal approach to combating corruption;
- Strengthen the protection of whistle-blowers;

- Improve oversight over procurement procedures for increased accountability;
- Empower the tender compliance monitoring office;
- Strengthen the accountability and responsibility of public servants;
- Create an open, responsive and accountable public service;
- Strengthen judicial governance and the rule of law.

This 2019/20 APP indicates the SIU’s alignment to the Medium Term Strategic Framework (MTSF) as well as alignment with the Sustainability Development Goals (SDGs). In addition, SDG 16.3 further encourages countries to promote the rule of law at national and international levels and ensure access to justice for all. The SIU plays a prominent role in achieving global anti-corruption standards and in regional and international anti-corruption processes, for South Africa. This includes complying with the requirements of United Nations Convention on Anti-Corruption (UNCAC); African Union Convention on Preventing and Combating Corruption (AUCC); SADC Protocol against Corruption; and the Commonwealth Africa Anti-Corruption Centre (CAACC), participation at BRICS and in G20 Anti-Corruption Working Groups.



**“ I wish Advocate Mothibi and his management team,
and all SIU members, the best in executing on this APP and ensuring
that all South Africans feel the impact of the work of the SIU.”**


During this financial year, the DoJ & CD, in consultation with the Office of the Chief Justice, the Presidency and other stakeholders, aims to re-establish Special Tribunal Courts to accelerate civil litigation processes and remedial actions taken against perpetrators of maladministration, malpractice and corruption.

In order for the SIU to uphold its mandate and advance its initiatives successfully, the SIU recognises the organization's need for greater financial stability and the effective use of resources that suggests monitoring of the unit's work in a way that is measurable, meaningful and demonstrates actual value and relevance to all South African citizens.

The DoJ & CD support the SIU's embarking on the assessment and implementation of proactive measures and advisory services to state institutions, in the prevention of maladministration, malpractice and corruption. State institutions and their accounting officers and accounting authorities must take accountability to monitor and avert similar and persistent cases in their departments and supporting institutions. Accounting authorities and accounting officers are called upon to take steps in order to implement SIU referrals and to take the appropriate consequence management.

As the SIU strengthens its internal operations, it will also add value to the anti-corruption system through the data that it gathers and analyses. The SIU is acutely aware that corruption may become increasingly transnational in nature, which underscores the need for all law enforcement agencies across different jurisdictions to work more closely together in the fight against corruption and maladministration.

I wish Advocate Mothibi and his management team, and all SIU members, the best in executing this APP and ensuring that all South Africans feel the impact of the work of the SIU. All achievements, through this plan, for this financial year, will be due to an ongoing commitment to go beyond the work that the SIU Team needs to do.



Mr RO Lamola, MP

Minister of Justice and Correctional Services

27 June 2019

FOREWORD

BY THE HEAD OF THE UNIT



“This APP highlights the various aspects of the SIU’s work in its continuing efforts to provide greater transparency and accountability to the public at large.”

As Head of the Unit, I am honoured and proud to present the 2019/20 Annual Performance Plan (APP) on behalf of the Special Investigating Unit (the SIU) management reflecting the final year of the five-year strategic planning cycle of the current Administration. This APP highlights the various aspects of the SIU’s work in its continuing efforts to provide greater transparency and accountability to the public at large.

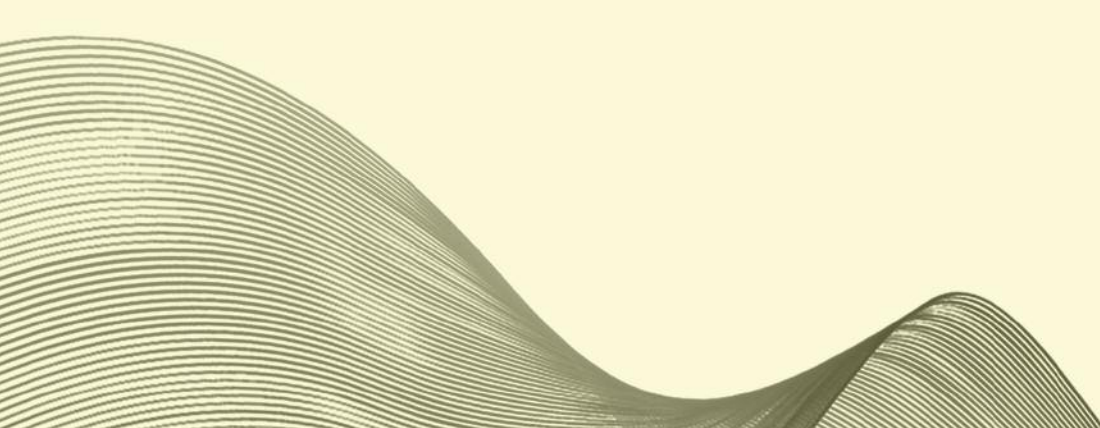
Despite [the] multi-agency efforts, it is evident that maladministration, malpractice fraud and corruption permeate state institutions. The SIU continues to be part of the State’s machinery to fight corruption, maladministration and malpractice. This APP contains the strategic initiatives and deliverables to contribute in the fight against corruption, as was emphasised by the President during his 2018 State of the Nation address, when he said: “This is the year in which we will turn the tide of corruption in our public institutions.”

The Special Investigating Units and Special Tribunals Act, 1996 (Act 74 of 1996), the National Development Plan (the NDP), Corruption Risk Assessments (CRA’s), International Anti-Corruption Instruments and Initiatives as well as various other relevant legislation and other relevant prescripts,

guided the development of the 2019/20 APP. The current plan puts forth critical focus areas that will enable the SIU to deliver on its mandate, as well as to contribute to optimizing the functions of South Africa’s multi-agency anti-corruption system.

Undoubtedly, issues such as technological advancements, increasing cybercrime and strained economic resources, attributable, inter alia, to the endemic maladministration and malfeasance which has permeated the moral fabric of our state institutions, have influenced operating environments in the public and private sectors. The current situational analysis highlights the SIU’s need to maintain relevance in a rapidly-changing environment. The findings of the situational analysis also reflect the SIU’s need to increase and improve capacity in order to address corruption in the national and, increasingly, global context.

The future of government and businesses requires more proactive and preventative solutions that aim to change the cultures and attitudes of citizens and employees in combatting fraud and corruption. In response to these rapid changes, the SIU’s vision was amended to include “anti-corruption” activities and to depict our efforts in the proactive prevention



“To the SIU’s management and staff, I wish to state that the sterling work and commitment in ensuring that our mandate translates into reality, is greatly appreciated.”

of corrupt practices, through awareness and advisory services, as well as in the collection, collation and dissemination of market-related data. The SIU recognizes the importance of educating the public through community outreach efforts to heighten awareness on corruption matters and uphold zero tolerance towards corruption. Information on the various anti-corruption platforms in which the SIU is involved in, is further detailed in this Plan.

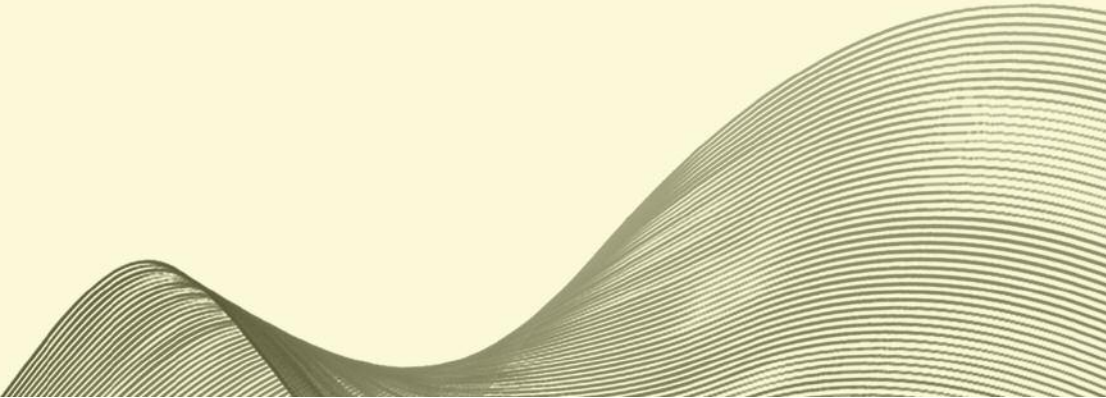
Part of the primary mandate of the SIU is to recover financial losses to the State and prevent future losses. In the 2017-18 financial year, the SIU recovered the money and/or assets to the actual value of R 33.5million for the State, and this year’s APP sees the potential for an amount of R120 million that may be recovered.

The value of contract(s) and/or administrative decision(s), either set aside by the High Court pursuant to the institution of civil legal proceedings by the SIU, or deemed invalid, during the previous year, amounted to approximately R797 million. In the current APP, the SIU has identified activities that may harm the interests of the public and has, in this regard, implemented

the necessary preventative measures. Furthermore, the SIU continues to work proactively with the DoJ, the Presidency and the Office of the Chief Justice to enhance its civil litigation powers and process insofar as the institution of civil proceedings is concerned. To this end, plans are at an advanced stage to re-establish the Special Tribunal which, once established, will serve as a dedicated forum for the institution of civil proceedings by the SIU. It is envisaged that the Special Tribunal will be functional in the 2019/2020 financial year.

The SIU is reliant on external stakeholders where remedial action requires criminal or disciplinary action. In the event where criminal conduct is uncovered, a referral is made to the National Prosecuting Authority (NPA) to prosecute alleged offenders.

The SIU will continue to participate in a number of platforms that seek to bring together relevant stakeholders in the law enforcement fraternity, to facilitate collaboration towards a more effective fight in tackling the scourge of corruption in our country.



Through the Anti-Corruption Task Team (ACTT), SIU has, as the leader of ACTT Program 4, conducted a Corruption Risk Assessment (CRA) to identify corruption-vulnerable sectors. The CRA has revealed various corruption-vulnerable sectors, including Health, State-Owned Entities and Construction Sectors.

A Health Sector Anti-Corruption Forum was established which included non-governmental organizations as members.

SIU will pursue corruption in the Private Sector with the same rigor.

OPERATING ENVIRONMENT

As the leadership of the SIU, our focus in 2019/20 is on the continuous implementation of improvement efforts within a stabilized operating environment that is characterized by increased productivity. We have, therefore, provided a detailed discussion in our APP on management's strategic focus for its core operations. During 2019/20, the SIU will strive to achieve the following outcomes:

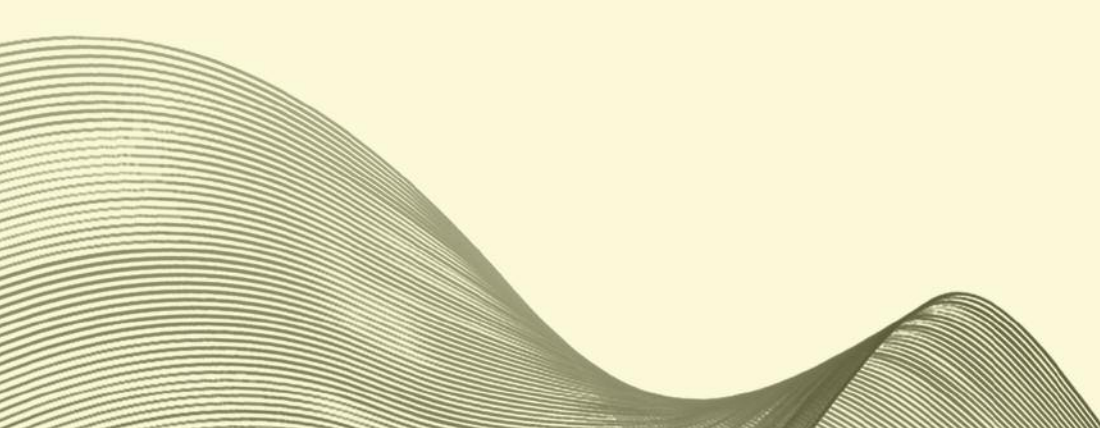
- To achieve the appropriate legal outcomes against perpetrators of maladministration, malpractice and corruption
- To influence the systemic and behavioural root causes of maladministration and corruption, proactively; and
- To enable core services to perform optimally

In order to achieve these outcomes, the following strategic interventions are to be implemented:

- Standardization of service delivery;
- With the assistance of the Presidency, collaboration with state institutions in order to implement our recommendations;
- Expediting the conversion of allegations received into applications for proclamations and, thereafter, into the issuing of proclamations;
- Increasing the turnaround time of investigations;
- Expanding and improving investigation and civil litigation services at SIU Regional Offices;
- Centralizing the reporting, tracking and assessment of all allegations.

The strategic focus will be supported by a culture of integrity and accountability, consistent performance management, financial sustainability, and an overhauled ICT environment, as well as stakeholder support.

Whilst the re-designed organizational structure which was completed in 2018/19, cannot be fully implemented due to financial constraints, management has prioritized certain key positions that will be filled once funding becomes available. There is a material growth in headcount over the MTEF period in order to operationalize the newly designed value chain that has been submitted in the ENE numbers. The SIU receives about 55% of its revenue from a Government grant and 45% from services rendered.



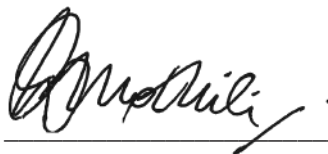
Global benchmarks on entities with similar mandates show that these entities are typically fully (100%) funded by government. However, regardless of the SIU's spending pressures, there is no intention of requiring additional funding from the Fiscus. We do however make a case for the funding model to be reviewed with a view to unblocking and improving debt collection. Our aim is to find a cost-effective and sustainable solution to the current funding model, in consultation with National Treasury and other relevant stakeholders.

The SIU is committed to overhauling its ICT environment over the next three years to adequately support operating activities, although this will require significant financial and human resource interventions. Generally, at the organizational level, it is accepted that the integration of ICT in organizational functions is necessary for increased efficiency, cost-effectiveness, and competitiveness and this will require our ongoing commitment over the next few years.

SIU will continue to ensure that the focus is on Human Capital. This includes ensuring that SIU staff is well trained and have the necessary capacity to execute on the SIU mandate.

I am confident that success in combating maladministration, malpractice, fraud and corruption can be realized through the continued work and dedication of SIU officials, public and private sector leadership and the support of all South African citizens. To the SIU's management and staff, I wish to state that the sterling work and commitment in ensuring that our mandate translates into reality, is greatly appreciated.

We are appreciative of the continued support of the Ministry of Justice, Presidency, Parliament and all other stakeholders.



Advocate JL Mothibi

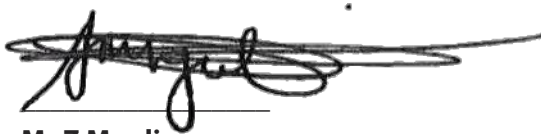
Head of the Special Investigating Unit

27 June 2019

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan for 2019/2020:

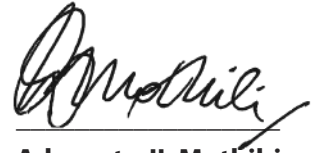
- was developed by the management of the SIU under the guidance of the Head of the Unit, Advocate Andy Mothibi;
- was prepared in line with the current Strategic Plan 2015–2020 of the SIU; and
- accurately reflects the performance targets which the SIU will endeavour to achieve given the resources made available in the budget for the period 2019/20.



Mr Z Mguli

Head: Strategy, Monitoring and Reporting

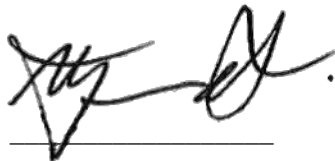
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Advocate JL Mothibi

Head of the Unit

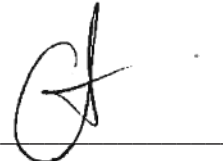
27 June 2019



Mr A Gernandt

Chief Financial Officer

27 June 2019



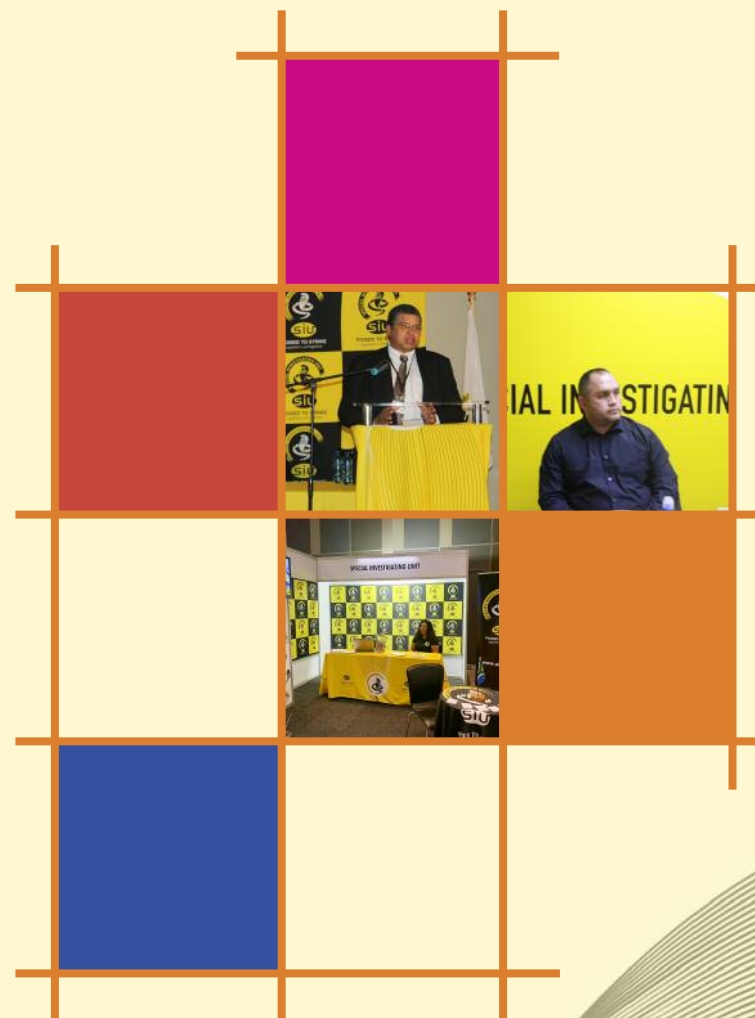
Mr RO Lamola, MP

Minister of Justice and Correctional Services

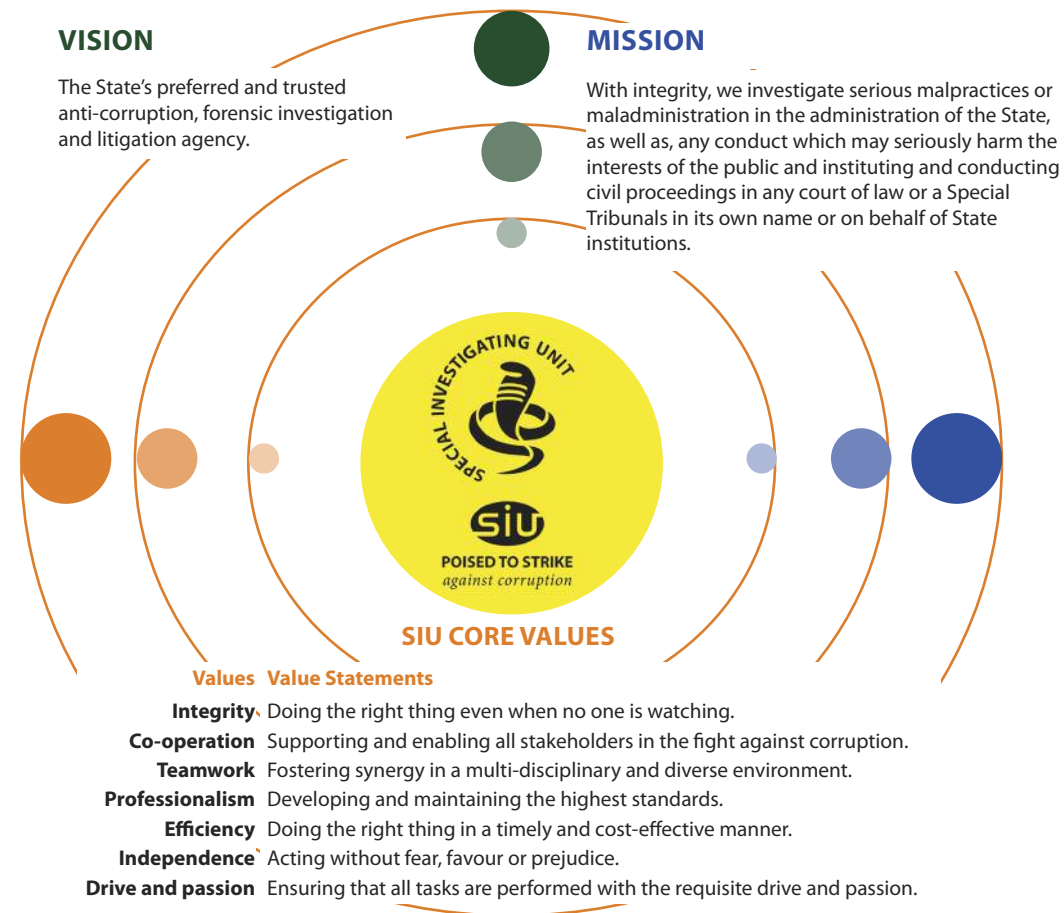
27 June 2019

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1. STRATEGIC FRAMEWORK



2. STRATEGIC GOALS



2

To achieve appropriate legal outcomes against perpetrators of maladministration and corruption



Goal Statement

Ensure timeous prosecution of all reported perpetrators of maladministration and corruption within State institutions through civil proceedings or disciplinary and criminal referrals.



Link to Strategic Objectives

- To ensure that each case is centrally reported and monitored
- To ensure that each allegation is assessed in accordance with standardised criteria
- To conduct forensic investigations according to predetermined standards
- To initiate the implementation of legal recommendations
- To increase legal outcomes based on civil and other proceedings



Link to NDP 2030 Vision

Strengthen accountability and responsibility of public servants: ensure South African public servants are legally accountable as individuals for their actions, particularly in matters involving public resources.

3

To influence proactively the systemic and behavioural root causes of maladministration and corruption



Goal Statement

Take a leading role in South Africa to prevent fraud and corruption by focusing on societal values and systems that make it difficult to engage in acts of corruption.



Link to Strategic Objectives

- To direct internal and influence external strategic decision-making processes through data analysis
- To assist State institutions with the prevention of the reoccurrence of reported cases
- To increase public awareness about targeted anti-corruption behaviour



Link to NDP 2030 Vision

Build a resilient anti-corruption system: Anti-corruption efforts should create a system that public officials and citizens support. This system should operate freely from political interference.

3. UPDATED SITUATIONAL ANALYSIS

“The situational analysis continues to inform our case for change to improve the SIU and its ability to deliver impact in a changing environment.”


In 1996, the President of the Republic of South Africa established the Special Investigating Unit (SIU) in terms of the Special Investigating Units and Special Tribunals Act, Act No 74 of 1996. The organization's principal mandate is to investigate "serious malpractices or maladministration in connection with the administration of State institutions, State assets and public money as well as any conduct which may seriously harm the interests of the public." Alongside other State institutions, the SIU works within an intricate system designed to uphold the Constitution and be of service to South African citizens.

The SIU holds the responsibility of assessing the merit of allegations, forwarding assessed allegations to the President and proceeding with investigations after the President issues a proclamation. The gazetted proclamation serves as the "green light" for the SIU to commence formal investigation and perform duties such as subpoena, search, seize and the interrogation of witnesses under oath. The SIU may take civil action and the necessary recourse concerning any wrong-doing uncovered in the course of its investigations. For example, the SIU may obtain court orders to recover any wrongful benefits or monies which were intended for the

State. The SIU may also work with State Institutions to cancel contracts and/or to stop transactions or other actions that were not properly authorized.

In the event where criminal conduct is uncovered, a referral is made to the National Prosecuting Authority (NPA) to prosecute offenders. Other State institutions responsible for specific directives outside the ambit of SIU mandates include the Directorate for Priority Crime Investigation (DPCI) (the Hawks) and the South African Police Service (SAPS), as well as the Asset Forfeiture Unit (AFU).

The situational analysis seeks to provide an accurate reflection of the current global and national context. It is within this contextual understanding that the SIU's performance indicators and targets are set. The plans noted in this APP are focused on the implementation of the re-engineered business processes and operating model finalized in the preceding year. The situational analysis continues to inform our case for change to improve the SIU and its ability to deliver impact in a changing environment.



It is important to note that any signed proclamation that emerges subsequent to the approval of this APP may impact on organizational performance and will be reported in the Annual Report.

3.1 Performance Delivery Environment

Corruption is both a symptom and a consequence of today's fractured world. Widely recognized as an obstacle to stability, growth, equity and the competitiveness of economies, corruption is a strategic risk for every business leader and an inescapable concern for state institutions.

In the current global and local economic context, issues such as technological advancement, a weak economy, public and private sector corruption challenge the intricate systems of anti-corruption. Given these challenges, it is critical for all organizations within the public sector, to reassess their impact, relevance and the ability to uphold their mandate.

3.1.1 Economic Outlook

Corruption distorts economic incentives and, in turn, weighs on potential output or productivity growth. Fundamentally, these negative effects of corruption on productivity operate through corrupt and biased decisions, in both the public and private sectors over the use of resources. In the public sector, corruption impacts the level and composition of government expenditure as it increases the cost of goods and services purchased reducing the funds available for productive government use. Investing in the mitigation of corruption risks through reforms of the public integrity system contributes to offset the negative effects of corruption and contributes to South Africa's path towards a sustainable and inclusive development.

Global Outlook

According to World Economic Forum's Global Economic Prospects Report (June 2018), the global economy is leaving behind the legacy of the global financial crisis of the past decade. Global growth has eased, but remains robust, and is projected to reach 3.1 percent in 2018. It is expected to edge

down in the next two years to 2.9 percent by 2020 as global slack dissipates; trade and investment moderate and financing conditions tighten. The Gross Domestic Product (GDP), in advanced economies for 2018, is 2.3%, with emerging markets and developing economies reaching 4.3%. The possibility of financial market stress, escalating trade protectionism and heightened geopolitical tensions continues to cloud the outlook.

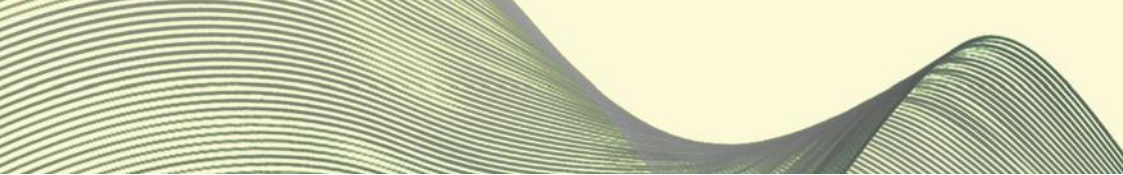
The World Employment Social Outlook Report (Trends 2018) highlights the influence that rising life expectancy and declining birth rates will have on the slow-down of the global work force over the next few decades. One immediate implication of this slowdown is that growth will not be sufficient to compensate for the rapidly expanding pool of retirees, putting pressure on both the pension system and the labour market as a whole.

Globally, there is an urgent need to reform policy and introduce institutional reforms that can build human capital (in order to make labour more productive) and improve the climate for doing business (in order to increase investment).

South African Outlook

Since 2012, economic growth has declined and is lagging behind the population growth. South Africa faces tough choices over the next three years if we are going to improve its flagging economy. Our economic inequality is one of the highest in the world; GDP per capita has fallen, whilst youth unemployment is on the rise. The current economic situation - consisting of a current account deficit higher than most other emerging market countries, combined with rapidly increasing government indebtedness - is unsustainable.

As per data released by Trading Economics in 2018, the South African economy grew 0.8 percent year-on-year during the first quarter of 2018, easing from a 1.5 percent expansion in the previous period and below market expectations of 1.9 percent. It was the weakest growth rate since the second quarter of 2016, mainly due to a contraction in agriculture, mining, forestry and fishing activities. GDP Annual Growth Rate in South Africa averaged 2.82 percent from 1994 to 2018.



Foreign direct investment has declined over the last five years. At the start of 2017, economic growth was negative taking the South African economy into recession. These factors led to the high dependence on external financing which remains the main source of financial vulnerability. National Treasury published the net country debt at 55.5 percent of GDP in 2018/19, decreasing to 52.2 percent of GDP in 2020/21 and stabilising at 53.2 per cent in 2023/24.

Improving the efficiency of public spending is necessary in order to improve fiscal credibility and create room for public investment to foster growth.

South Africans' confidence in transparency, accountability and fairness has plummeted, in large part because of ongoing and widespread 'state capture'. In the World Economic Forum's Global Competitiveness Report 2017-18, South Africa dropped 14 places to 61st, with company executives ranking corruption as the most problematic factor for doing business. Trust in both public institutions and the ethical conduct of business has eroded.

Strengthening public sector institutions and dismantling networks of patronage, cronyism and corrupt systems are critical tasks for reinforcing an economy which caters to the needs of society on an inclusive basis. Similarly, increasing levels of trust is a fundamental requirement. Re-establishing South Africa's position and profile, both internally and externally requires leadership from every stakeholder, candour from individuals and a collective commitment to secure human dignity for all, together with economic inclusion on a sustainable basis.

The SIU acknowledges that within a context of austerity, the South African government has an interest in fostering these integrity systems and controlling corruption, not from an ethical standpoint alone, but from an economic point of view as well.

3.1.2 The Landscape of Corruption

Global corruption

The cost of corruption in both developing countries and advanced economies, alike, is difficult to measure. However, the amount of bribes paid each year provides an indication of the magnitude of this phenomenon. In 2016, the International Monetary Fund estimated that the annual cost of bribery is equivalent to approximately 2 percent of global GDP (1.5 to 2 trillion US dollars)¹. The overall economic and social costs of corruption are likely to be even larger, since bribes constitute only one aspect of all possible forms of corruption. The World Economic Forum estimates that corruption equates to roughly 5% of global GDP.²

Transparency International, a global non-governmental organisation aimed at combating corruption, publishes an annual Corruption Perceptions Index (CPI). The CPI ranks countries and regions based on the score of public sector corruption perception. For example, a corruption free country would obtain the highest CPI score of 100. The CPI draws upon eight data sources in South Africa to capture the assessment of experts and business executives on a number of corrupt behaviours including bribery, diversion of public funds, use of public office for private gain, nepotism in the civil service and state capture.

¹ International Monetary Fund, Corruption: Cost and Mitigating Strategies, May 2016, SDN/16/05

² <http://www.oecd.org/cleangovbiz/49693613.pdf>

In 2017, 180 countries were surveyed to obtain both their CPI score and their ranking³. Globally, the EU and Western Europe regions have the highest CPI scores, followed by the America's and Asian Pacific countries. Strong economic conditions, stable socio-political environments and

effective accountability characterize these leading countries. Sub-Saharan Africa's low index score of 32 suggests the highest levels of corruption of all the regions assessed. Figure 1 indicates CPI scores per region in 2016 and 2017:

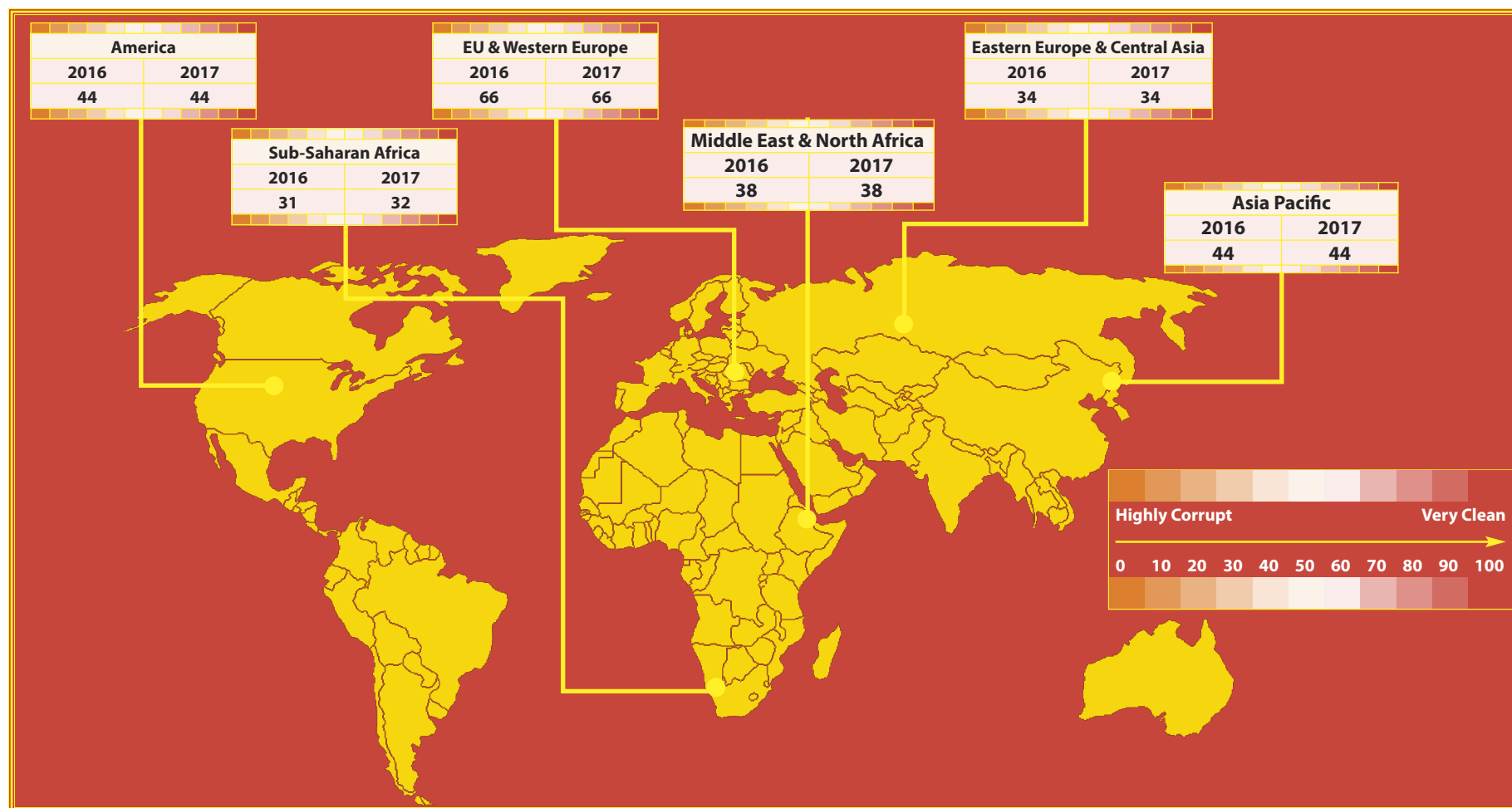


Figure 1: Corruption Perception Index Score 2016 and 2017

³ Transparency International, https://www.transparency.org/news/feature/corruption_perceptions_index_2017, Data set Full Results.xlsx 2017.

National corruption

Corruption in South Africa remains relatively high, despite anti-corruption efforts. The maladministration or misuse of State funds hinders the government's ability to improve service delivery and meet the goals of the National Development Plan. While the government has established means for fighting corruption and fraud, other organizations such as Corruption Watch and the Public Service Commission have come to the fore to relate the types of corruption cases which are reported in the country.

In the following sub-sections, the SIU used statistics from independent organizations. As a public sector entity responsible for national anti-corruption efforts, we need to improve our awareness of the industry landscape, as well as to leverage and work with civil society groups. This will enable the SIU to become more proactive with regard to the issues at hand and enable the unit to advise and provide effective recommendations to improve state institutions.

South Africa's 2017 CPI score of 43 dropped by two points from the previous year, but it is still above the average for Sub-Saharan Africa. The report attributes South Africa's low score to considerably high levels of corruption. Out of the participating 180 countries, South Africa ranks 71, dropping seven places since 2016⁴. The SIU plays a critical role in changing the landscape of global and national confidence and transparency.

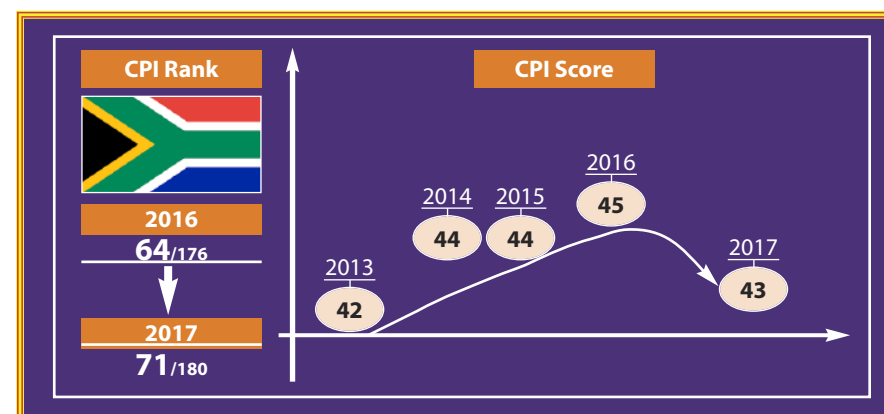


Figure 2: South Africa's CPI ranking and scores (2013-2017)

The capturing of additional components of corrupt activities in the country may be found in the Auditor General's annual financial audits. These audits compare the financial management objectives of state institutions with actual expenditure outcomes, and focus on three types of financial misconduct: fruitless and wasteful expenditure, irregular expenditure and unauthorized expenditure. These expenditures are defined in the Public Finance Management Act 1 of 2004.

⁴ https://www.transparency.org/news/feature/corruption_perceptions_index_2017, Data set Full Results.xlsx 2017.

In 2016/2017, the amounts recorded for financial misconduct amounted to approximately R90 billion (Figure 3)⁵. Despite the difficulty to isolate the exact value of corrupt activities in South Africa, if wasted expenditure from corruption is even a fraction of these amounts, then there are significant costs to the South African economy.

PFMA	MFMA
Irregular Expenditure	Irregular Expenditure
R 45.57bn	R 28.38bn
Unauthorised Expenditure	Unauthorised Expenditure
R 1.47bn	R 12.6bn
Fruitless & Wasteful Expenditure	Fruitless & Wasteful Expenditure
R 1.02bn	R 1.53bn

Figure 3: PFMA and MFMA expenditure

Corruption brings about negative economic opportunity costs for various socioeconomic rights. For example, R1 million lost to corruption could have been used to fund any of the following: 4 ambulances, 6 paramedic salaries, 6 teachers' salaries, 63 old age grants, 268 child support grants, 20 toilets or 10 RDP houses⁶. Due to the multiplier effect, every R1 million of government expenditure lost, could also have provided four additional jobs, R1.48 million of additional GDP, and R400 000 of additional taxes⁷.

When combined with the costs to address this issue through investigations or other interventions, South Africa faces the damning realization that the actual cost of these crimes is crippling to the economy.

The 2018 Global Economic Crime and Fraud Survey⁸ reflected results from 282 participants, of which 11% were from the public sector. 41% of participants indicated that they spent an equal or higher amount (compared to the initial loss) on investigations or interventions required to redress the situation, with 10% spending upward of three times the amount and 3% spending as much as ten times the value of the initial loss.

The survey also showed that 77% of South African organizations have experienced economic crime, considerably higher than the global average of 49%. Senior Management, at 20% has taken front stage as the growing threat for committing economic crime.

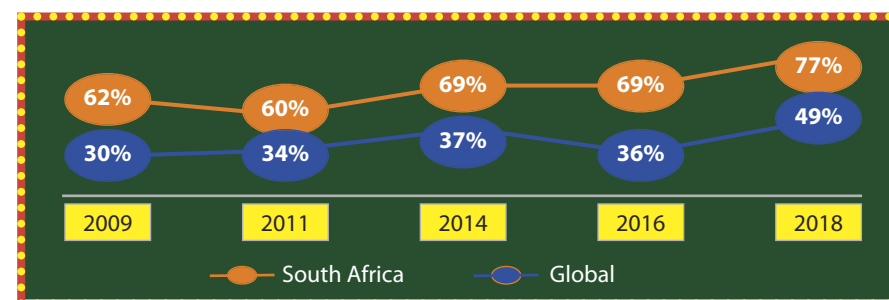


Figure 4: South African and global percentages of economic crime from 2009 to 2018 (Global Economic Crime and Fraud Survey)

According to the Corruption Watch Annual Report for 2017, the NGO experienced a 21.5% increase in the number of corruption reports received between 2016 (4391) and 2017 (5334). Since 2012, the organization received 20 306 reports, 81% of which implicated the public sector.

⁵ Auditor General MFMA Full Report 2016/17, Auditor General PFMA Full Report 2016/17

⁶ KPMG The Impact of Corruption, October 2016

⁷ KPMG The Impact of Corruption, October 2016

⁸ PWC Global Economic Crime and Fraud Survey, The Dawn of Proactivity: Countering threats from inside out, 2018

With 73 550 reported cases during 2016/17, the South African Police Service (SAPS) experienced a 5.2% increase in the number of economic

crime cases reported compared to the previous yearly period (69 917 in 2015/16)⁹.

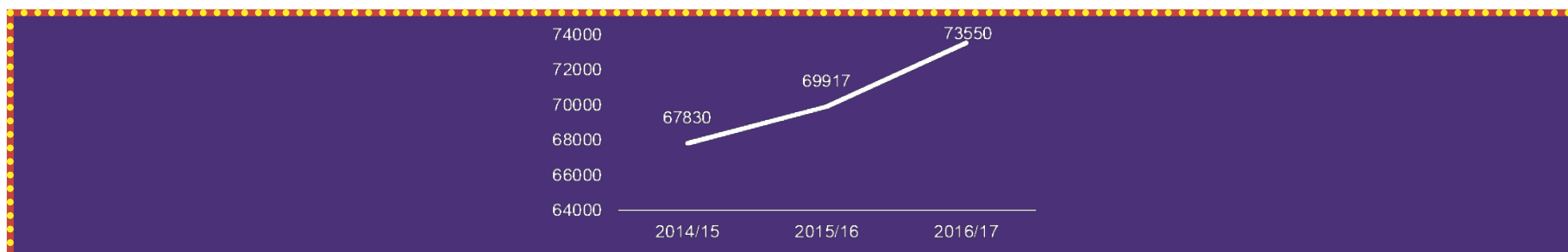


Figure 5: Number of economic crime cases reported to SAPS

Types of corruption cases reported in the country

Since 2013, “abuse of power” has consistently been the highest type of corruption case reported to Corruption Watch. Over the past three years, reports of bribery, employment corruption and procurement corruption

have been on the rise. Figure 6 indicates the types of corruption crimes reported, by percentage:

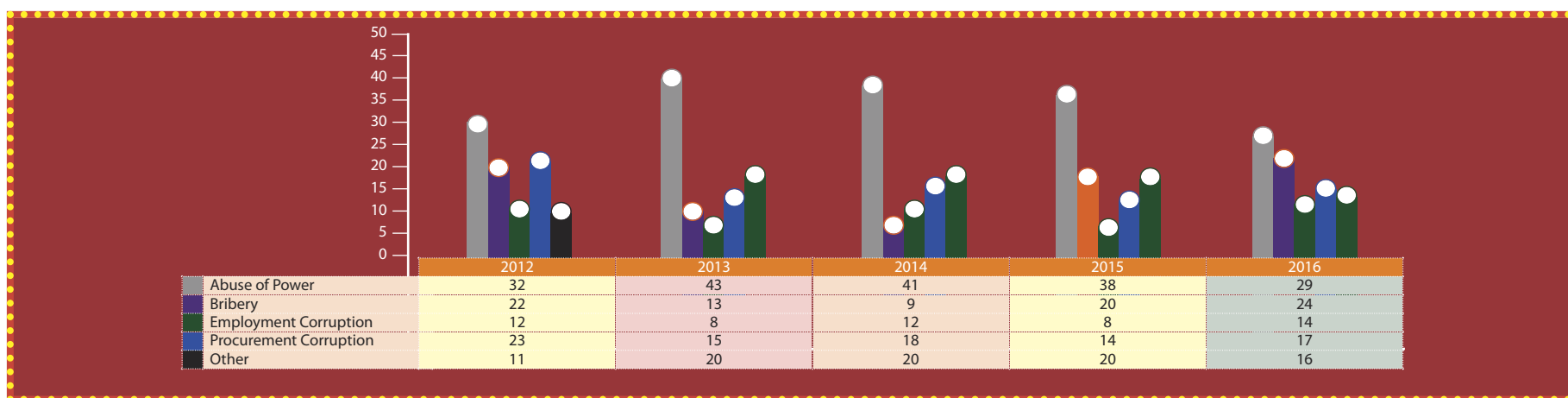


Figure 6: Percentages of corruption cases reported from 2012 to 2016 (Corruption Watch Annual Report, 2016)

⁹ SAPS Annual Crime Stats 2016/17. <https://www.saps.gov.za/services/crimestats.php>; Annual Stats 2016/17

In February 2015, the Public Service Commission's (PSC) Fact Sheet for 2013/14, presented information on 1419 finalized cases concerning the financial misconduct and the recovery of money lost through financial misconduct. According to their figures, fraud represents 22.3% and "misappropriation and abuse" 21.9%, of financial misconduct cases¹⁰.

In 2017, The Ethics Institute of South Africa revealed that 37% of South Africans know of someone who was solicited for a bribe and 24% know someone who has paid a bribe in the last year. These figures have increased by 4% from 2016.¹¹

According to the report, the average bribe amount paid for a tender is R 82, 282,00.

Institutional location of reported cases

In 2017, 30% of cases reported to Corruption Watch that were public sector-related were associated with provincial institutions and 29% with national institutions. Figure 7 represents the trend of cases reported to Corruption Watch at national and provincial levels, as well as local, private and "other".

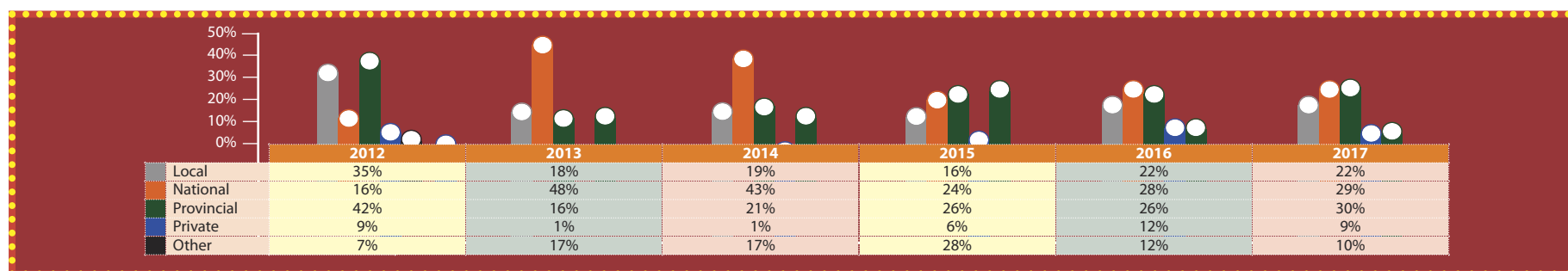


Figure 7: Institutional location of reported cases

According to the PSC's finalized financial misconduct cases, FY2013/14 reflected an institutional location spread of 464 (61.5%) at a national level and 290 (38.5%) at provincial level. Figure 8 depicts the SIU proclamation profile. The institutional location of cases reported to the SIU differs from

that reported to the PSC and reflects, similar to Corruption Watch, a more equal spread between the three spheres of government. 27.5% of proclamations relate to national government and 37% to provincial government.

¹⁰ PSC Factsheet on Financial Misconduct for the 2013/14 Financial Year

¹¹ The Ethics Institute of South Africa, South African Citizens' Bribery Survey 2017

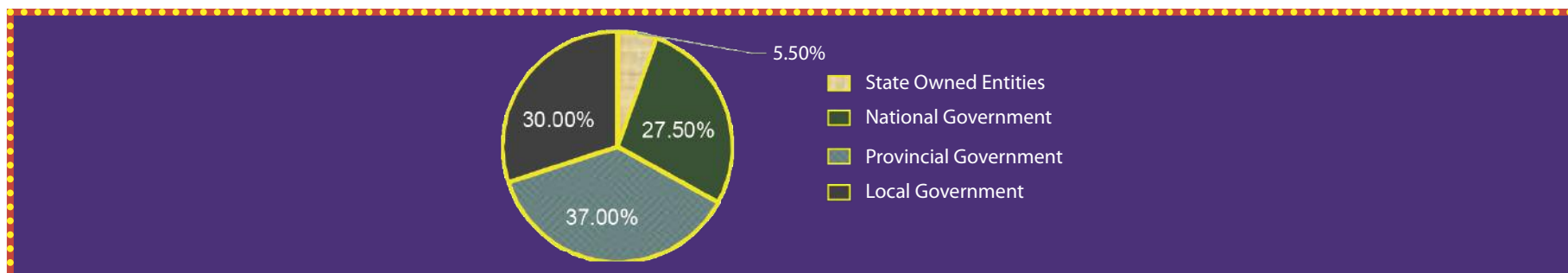


Figure 8: Institutional location of SIU cases

According to the PSC, SAPS and Corruption Watch, Gauteng has the highest number of reported cases followed by the Western Cape and Kwa-Zulu Natal. Corruption Watch reports that 46% of reports received

relate to the Gauteng Province. SAPS cases relating to economic crime cases in Gauteng stand at 33%¹². Figure 9 depicts economic crime cases reported to SAPS per province:

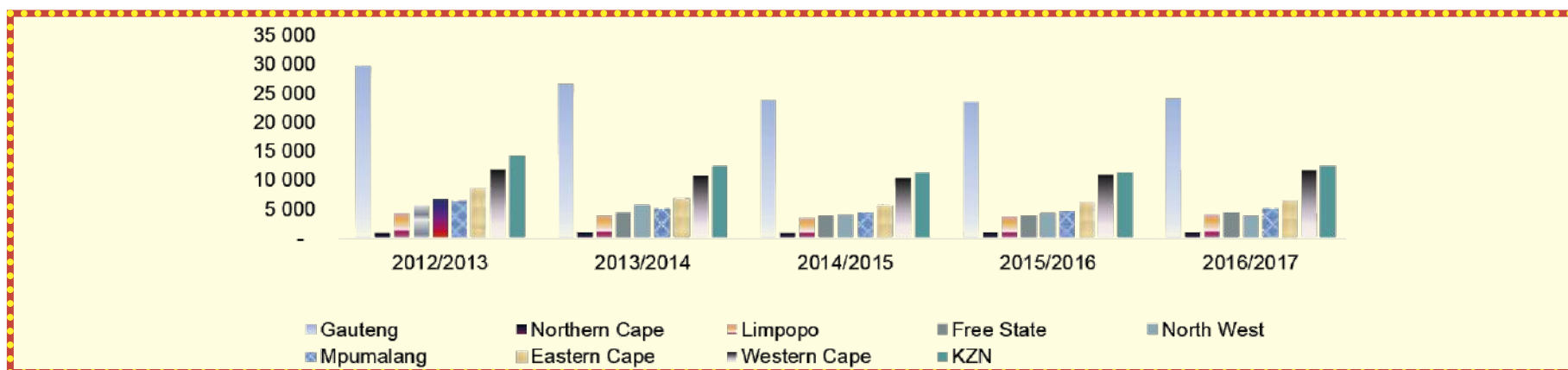


Figure 9: Economic crime cases reported to SAPS per province

The National Anti-Corruption Strategy Diagnostic Report identified that the number of arrests and convictions for economic crimes has experienced a decline in recent years, with arrests down by approximately 93% since 2010. Furthermore, the report and SAPS information suggest a decline both in the number of arrests and of prosecutions,

relating to commercial crimes between 2010 and 2016.

The disparity between arrests and prosecutions relating to economic crimes declined between FY2012/13 and FY2013/14, and increased the following year, as depicted in Figure 10.

¹² This does not indicate that Gauteng is the most corrupt province, but rather that it is the province with the most activity from whistle-blowers, partly because of Corruption Watch's higher profile in Gauteng.

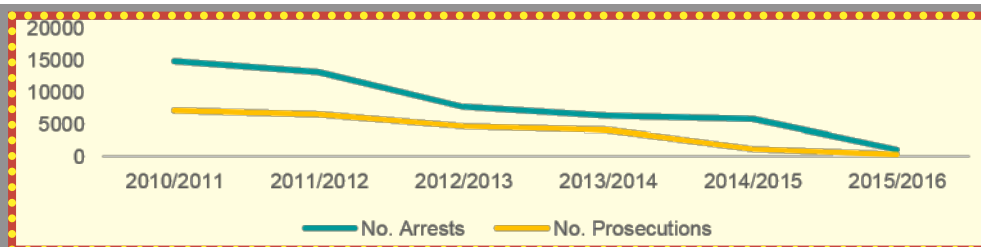


Figure 10: The number of arrests and convictions relating to economic crimes by the DPCI

Lost and recovered funds

According to the PSC Financial Misconduct Fact Sheet¹³, there has been a corresponding decline in funds recovered in financial misconduct cases and the number of cases reported. The PSC also noted a slow rate of feedback on cases referred to Departments for investigation. In 2013/14, the unrecovered monies amounted to R159 236 764 (76.5%). In previous years, the percentages recovered were 42.9% (FY2012/13) and 34% (FY2011/12). Figure 11 depicts the percentage of funds lost due to financial misconduct and recovered, over a period of four financial years.

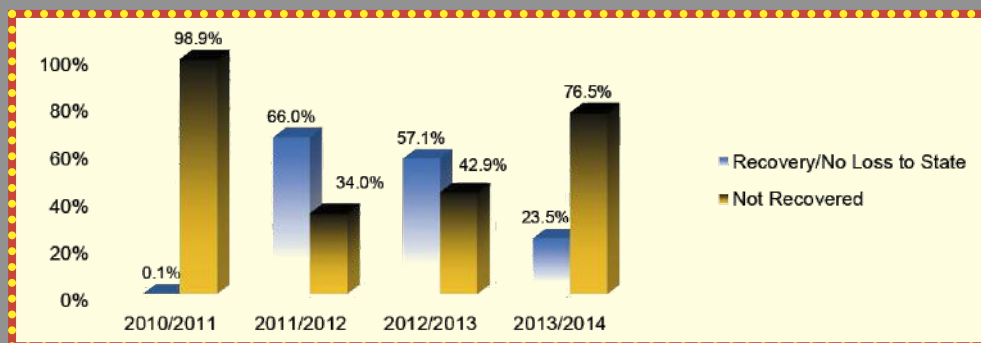


Figure 11: Percentage of funds lost due to financial misconduct and recovered over a period of four financial years (2010-2014)

Given the large percentage of Gauteng's reported cases, the PSC assessed the state of public service in 2016¹⁴. The highest number of cases received by the PSC, through the National Anti-Corruption Hotline manned by the PSC, during the past 3 financial years (2014/2015 to 2016/2017) was in 2015/16, and amounted to 165 cases.

Of the 165 cases received in 2015/16 financial year, Departments managed to conclude and provide 53% (88) of feedback to the PSC. Forty-seven percent (47%) of cases are still outstanding.

During the 2016/2017 financial year, of the 159 cases referred, 47% (74) are still outstanding. On average since the 2014/15 financial period, 60% of reported cases have been resolved.

Table 1 depicts the amounts involved in financial misconduct cases reported to the PSC for Gauteng.

Table 1: Figures for Gauteng's PSC financial misconduct cases from 2013 to 2017

Description	2013/14	2014/15	2015/16	2016/17
	R	R	R	R
Amount Involved	8,610,086	1,026,797,889	2,309,184	198,312,822
Amount Recovered	195,524	6,506	40,334	282,429
No Loss To State	3,349,866	520,292,192	1,438,679	68,138
Amount Not Recovered	5,064,697	67,236,130	830,170	197,962,255
% Not Recovered	58.8%	6.5%	36.0%	99.8%
% Recovered	41.2%	93.5%	64.0%	0.2%

¹³ In February 2015, the Public Service Commission (PSC) presented information for 1419 cases which were finalized concerning financial misconduct and the recovery of money lost through financial misconduct as part of the Fact Sheet for 2013/14.

¹⁴ The State of Public Service in Gauteng, PSC Report, 2017

The SIU is authorized to refer investigated cases for a number of actions. During the period 2014/15 - 2017/18 the SIU identified potential recoveries to the value of R1.3 billion and assisted with the recovery of money and/or assets to the value of R274 million. The SIU also prevented payments to the value of R513 million and had contracts to the value of R4.8 billion set aside. Over the past two years, the value of matters in respect of which evidence was referred to the institution of civil litigation, was R6.4 billion. The breakdown is presented in Table 2:

Table 2: Measurable results (R '1000) of SIU investigation outcomes

Performance Measure	2014/15	2015/16	2016/17	2017/18
	R	R	R	R
Value of potential cash recoverable	844,081,842	73,026,879	126,920,485	298,680,864
Value of cash recoveries	145,119,215	52,016,396	43,500,706	33,517,475
Prevention of Future Losses	-	-	106,527,223	406,698,804
Value of contracts set aside	-	-	4,014,630,241	797,134,053
The value of matters in respect of which evidence was referred to the institution or defense of civil litigation	-	-	3,816,540,390	2,677,088,547
Annual Total	989,201,057	125,043,275	8,108,119,045	4,213,119,742

Access to data concerning corruption

In 2015, the Group of 20 (G20)¹⁵ Governments agreed on a set of Anti-corruption Open Data Principles. These principles aim to make crucial data public, specifically to avert corrupt activities. During 2017, Transparency International surveyed five of the G20 countries to report whether they sustained their commitments by applying and implementing these principles and actions. South Africa was one of five countries surveyed in the research. The report indicated that the use of open data in South Africa

to make state institutions transparent in efforts to combat corruption is not implemented evenly across state institutions, with National Treasury taking the lead and other institutions lagging behind. Leading state institutions need to step up and open key datasets for anti-corruption activities following the standards set by the G20 Principles.¹⁶

A combination of strategies integrated into a package of institutional reforms and accompanied by strong leadership is most likely to be the most effective approach for combating corruption. On this basis, the following recommendations are made by Transparency International for South Africa:

- To publish the National Anti-Corruption Strategy so as to make clear the government's strategy to reduce corruption;
- To publish an Open Data Policy as per the new ICT White Paper;
- In order to combat corruption high-status authoritative departments, need to take the lead in Open Data for corruption;
- To protect those independent public institutions with a mandate for the combat of corruption.


The SIU agrees with these recommendations and aims to work with relevant entities to ensure a more transparent government and the creation of an effective, national anti-corruption and integrity system supported by leadership.

The changing landscape of corruption

Government operations are expected to be transformed by the fourth industrial revolution which is characterized by the fusion of the digital and physical worlds. Many governments, including the South African government, are also experiencing these

¹⁵ The 20 countries include: Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Republic of Korea, Mexico, Russia, Saudi Arabia, South Africa, Turkey, the United Kingdom, the United States and the European Union.

¹⁶ Open Data and the Fight Against Corruption in South Africa Report, Transparency International, 23 February 2017



digital transformations which are influencing public sector and public service delivery through online platforms, enhanced citizen engagement and greater collaboration with businesses. Key drivers of digital change, such as growing urbanization, alternatives to cash and traditional currency, hyper connectivity, global networking, exponential growth of digital technologies, and synthesis of the digital, physical and biological worlds, continue to result in seismic shifts in all sectors and industries.

The advancement of technology and the growth of the internet have altered criminal and law enforcement operations. Technological advancements connect various networks across geographical space and helps perpetrators to construct and conduct criminal activities locally and across borders.

The growth of information and information systems continues to increase opportunities for network attacks and intrusions, social engineering, exploitation of software vulnerabilities and the usage of various cyber weapons. The results of crime in a digital world can include stolen or leaked data, hijacked accounts or devices, the infection or exploitation of assets, the destruction or alteration of data and service interruptions.

At its core, the problem that block chain technology seeks to address is the security and integrity of data, in a world with ever-increasing concerns about data privacy and a declining trust in governments. It is a technology that allows us to record assets, transfer value and track transactions in a decentralized manner, ensuring the transparency, integrity and traceability of data without a central authority to authenticate the information.

Given the digital transformation and key drivers of change, the future of government and businesses requires more proactive and preventative solutions that aim to change the culture and attitude of our citizens and employees in the fight against fraud and corruption.

Maintaining relevance in a rapidly changing environment requires the SIU to invest in the organization's capabilities in order to operate in a globally connected world.

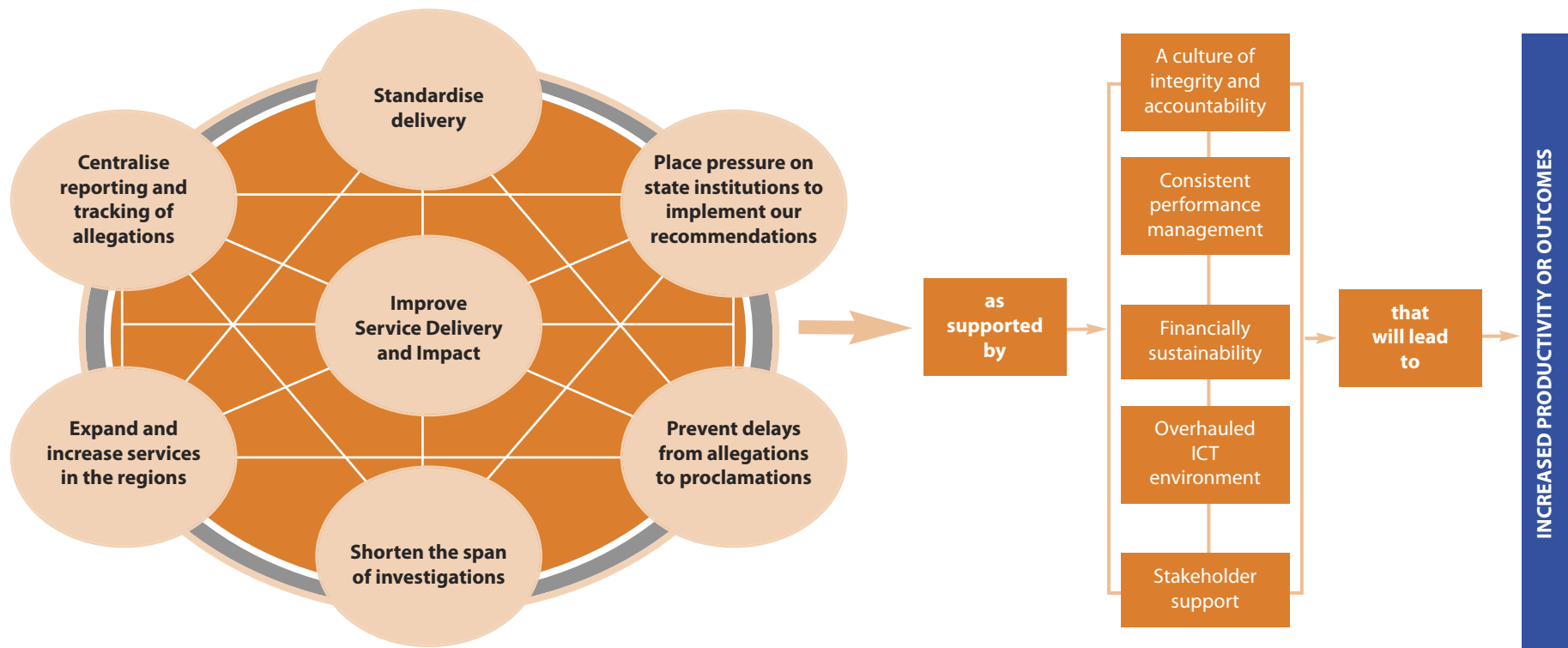
3.2 Organizational Environment

3.2.1 Strategic Focus of Management in 2019/20

As outlined in the Performance Environment within the current global and local context, the manner in which the SIU operates is being challenged by issues such as technological advancements, a weak global and local economy and relatively high levels of corruption, underpinned by an increasing demand for SIU services. It was acknowledged that operational challenges exacerbate inefficiencies and, coupled with future challenges, management concluded an organizational reform process during the 2018/19 financial year. The reform included a revised business strategy, and

culminated in an amended value chain and operating model. A new organizational design enabled new human resource structures at Head Office and provincial levels. As management, our focus in 2019/20 is on the continuous implementation of reform efforts within a stabilized operating environment that is characterised by robust accountability and governance. Figure 12 shows management's strategic focus for its core operations during 2019/20:

Our strategic focus in 2019/2020



3.2.2 Human Resource capacity

The SIU aligned its organizational structure to the new organizational design completed during the 2018/19 financial year. The top level management structure is depicted in Figure 13.

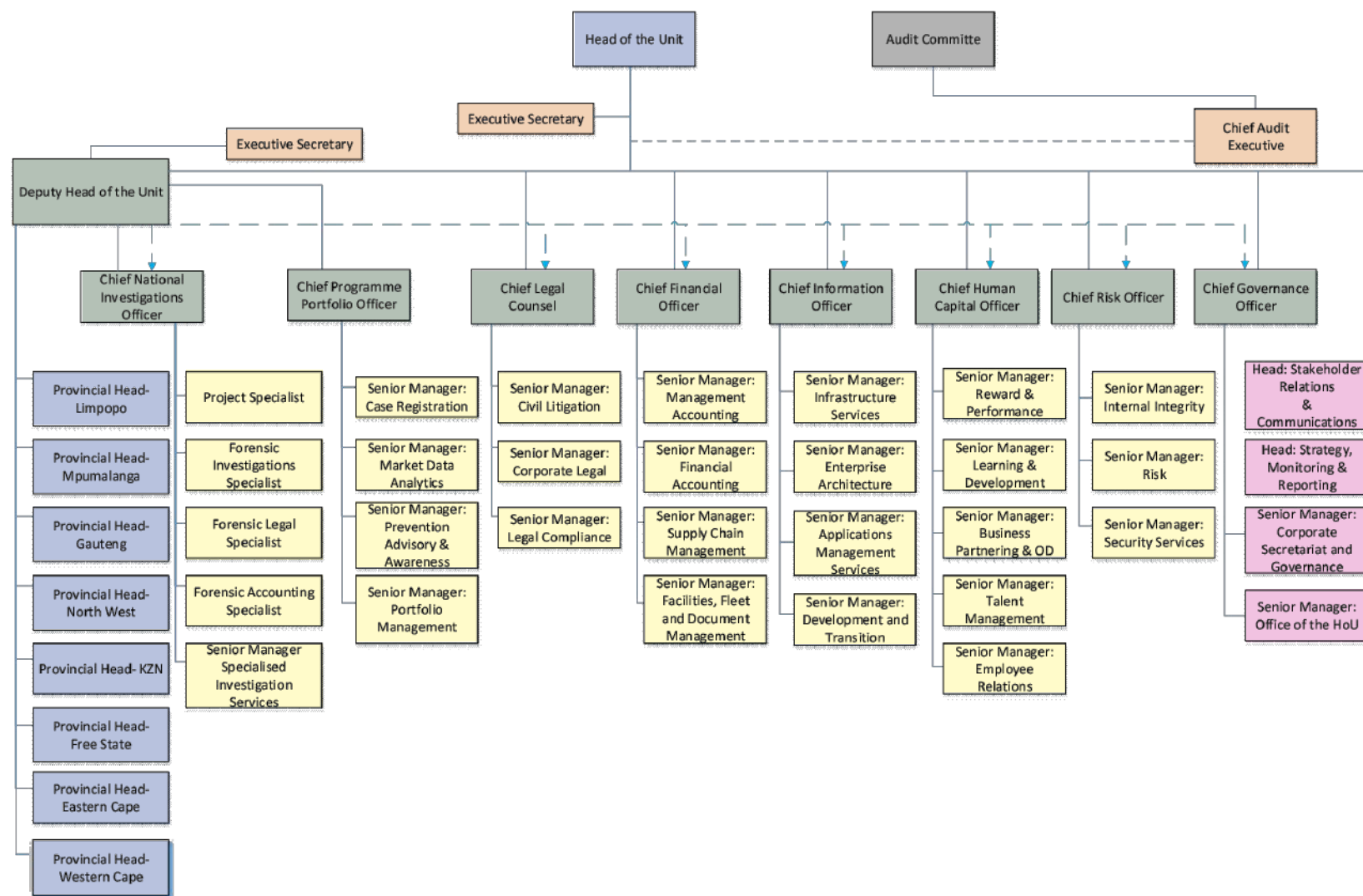
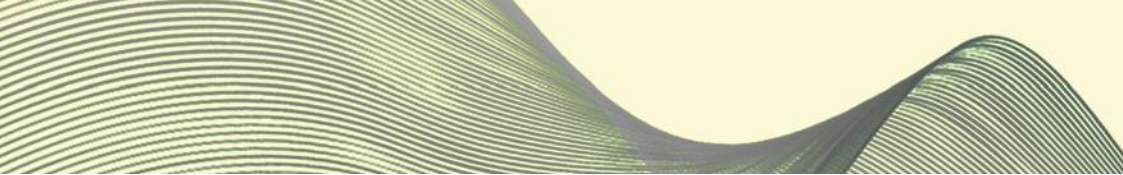


Figure 13: Executive and Senior Management Structure



Full implementation of the structure will not be finalized during the 2019/20 financial year due to financial constraints. Management has prioritized the following key areas which will be filled once funding becomes available:

- The ring-fencing and capacitation of a Case Assessment section;
- The ring-fencing and capacitation of a section to deal with National Investigations;
- The establishment of a Central Case Registration and Monitoring section; and
- Capacitation of the ICT and SCM section.

In 2019/20, the SIU will only establish skeleton structures in the Prevention, Advisory and Awareness and Market Data Analytics sections which address the pertinent findings of the situational analysis, and support the strategic direction of the organization.

3.2.3 Funding constraints

The SIU receives 55% of its revenue from a Government Grant, and 45% from invoiced services. Global benchmarks of entities with similar mandates to the SIU show that these entities are typically fully funded by government. Regardless of the SIU's spending pressures, there is no intention to request additional funding from the Fiscus. The funding model does, however, need to be reviewed in order to unblock debt collection and recover outstanding debts.

The key challenges of the current funding model include:

- The SIU presents an invoice to senior officials of State Institutions that may be the subject of the investigation. This could represent a conflict of interest.
- In most instances, the costs of SIU investigations were not budgeted for, or at least, not to the full extent of final costs incurred. State Institutions do not foresee and plan for the investigation of corrupt activities and the cost related to these. As such, they have difficulty in settling the invoices for investigation services which are presented to them by the SIU.

The growth in provision for bad debt over the last three financial years ending 31 March 2018, is inhibiting the filling of critical investigative vacancies: On average, the growth in provision for bad debt over the last three financial years, is R56 million per annum, which translates into 105 estimated posts for core personnel that cannot be funded as a result of the debt not being settled. The SIU commenced with a process of engagement with National Treasury during the 2018/19 financial year in order to try and find a cost effective solution to the current funding model challenges. This may require an amendment to the SIU act regarding its funding mechanisms.

3.2.4 ICT Environment

The information and communications technology platform (hardware and software) within the SIU is not scaled and the technology has not been aligned to a rapidly-changing environment. Technology and software in the Unit does not functionally enable the SIU Value Chain and creates inefficiencies across a number of business units. The current ICT environment cannot support implementation of the Unit's strategic objectives and requires drastic financial and human resource interventions. Organisations see ICT as a means to contribute to organizational efficiency and effectiveness. There are significant advantages for organizations to adapt their business and culture to embrace the benefits of ICTs. It has the potential to enhance both their internal and external operations. Thus, the SIU is committed to overhauling its ICT environment over the next three years in order to support its operating model and new value chain adequately.

3.2.5 Stakeholder Management

The importance of stakeholder relationships has been, and continues to be, of importance to the SIU. This creates added value for the SIU. The SIU is reliant on stakeholders to achieve impact. Our focus during the 2019/20 financial year is to accelerate the mobilization of strategic stakeholders to assist with the integration of inter-governmental business processes in order to proactively combat and prevent corruption. This integration includes the continuous monitoring of the remedial actions recommended by the SIU in order to ensure that impact is achieved through structured partnerships. The focus in 2019/20 is to ensure that adequate governance structures are created so as to enable full implementation of the strategy by 2020/21.

3.2.6 Global Benchmarking: The road to excellence

With the growing complexity of corruption and other forms of maladministration, it is vital that we benchmark in order to share experiences and to learn from international agencies tasked with the mandate of fighting corruption.

As part of our journey to improve our business model, processes, systems, people practices and investigative methodology and procedures, we conducted research during the 2018/19 financial year to identify leaders in the global fight against corruption. Our research included a specific focus on citizen transformation and cyber-crime. Transforming society through ethical reinforcement and corruption awareness plays a key role in our vision to become a proactive organization with a focus on the prevention of corruption.

Cyber-criminal activities worldwide continue to increase. In many cases organized crime rings operate worldwide with extraordinary profits. According to a report recently published by McAfee, in collaboration with the Center for Strategic and International Studies (CSIS), the global cost

is estimated at \$600 billion annually.¹⁷ Estimated daily cybercrime activity¹⁸ includes; 300,000 to one million new samples of malware; 4,000 ransomware attacks every day; 33,000 phishing messages and 780,000 records lost due to security breaches. It is essential that we be able to support state institutions in the fight against cyber-crime.

This journey of operational improvement included benchmarking study visits to the Hong Kong Independent Commission Against Corruption (ICAC) and Singapore Corrupt Practices Investigation Bureau (CPIB).

	
Hong Kong	Singapore
<p>Since its inception in 1974, the Independent Commission Against Corruption has embraced a three-pronged approach of law enforcement, prevention and community education to fight corruption. This approach is at the forefront of global corruption benchmarking.</p> <p>With the support of the Government and the community, Hong Kong has transformed from being one of the most corrupt cities in the world to becoming one of the cleanest. The city is ranked 13th least corrupt place amongst 180 countries/territories, in the Transparency International CPI 2017.</p>	<p>Singapore is well known for its clean and corruption free system. The Transparency International CPI 2017 has ranked Singapore as the 6th least corrupt country in the world. Singapore has also maintained its 1st place in the 2017 Political and Economic Risk Consultancy (PERC) annual survey on corruption. Investigations carried out by the CPIB are habitually completed efficiently and with limited public exposure. Among the investigations involving public officers, two-thirds led to prosecution or disciplinary action. The strong commitment by the CPIB and the Attorney-General's Chambers to bring corrupt offenders to task has contributed to a conviction rate of 99% in 2017.</p>

¹⁷ <https://resources.infosecinstitute.com/global-cost-cybercrime-rise/#gref>

¹⁸ <https://resources.infosecinstitute.com/global-cost-cybercrime-rise/#gref>

During the study visits our teams assessed the following areas:

- Data modelling and analytic approaches;
- Society transformation including awareness and education programmes;
- Best practice investigation methodologies and approaches, including investigation software tools;
- Central case management systems;
- Investigation outcomes and remedial action processes such as referrals to prosecuting authorities.

Singapore and Hong Kong show how the key features of an effective and radical anti-corruption campaign should be: i) simplification, ii) transparency, and iii) clear accountability. The results of the study visits were considered in our strategic planning process.

3.3 Political Environment

3.3.1 The National Development Plan

The sector's vision for 2030 as per Chapter 14 of the NDP:

"Our vision for 2030 is a South Africa that has zero tolerance for corruption. In 2030, South Africa will be a society in which citizens do not offer bribes and have the confidence and knowledge to hold public and private officials to account, and in which leaders have integrity and high ethical standards. Anti-corruption agencies should have the resources, independence from political influence, and powers to investigate corruption, and their investigations should be acted upon."

The NDP puts forward the following pillars underpinning anti-corruption strategies:

Build a resilient anti-corruption system	Anti-corruption efforts that create a system to operate freely from political interference and is supported by both public officials and citizens.
Strengthen accountability and responsibility of public servants	South African public servants made legally accountable as individuals for their actions, particularly in matters involving public resources.
Create a transparent, responsive and accountable public service	State information made openly available to citizens and establish an information regulator to adjudicate appeals when access to information is denied.
Strengthen judicial governance and the rule of law	Ensure the independence and accountability of the Judiciary. Establish clear criteria for the appointment of judges and scale up judicial training to improve the quality of judges.

The SIU plays a significant role in advancing the NDP's steps towards anti-corruption including:

- strengthen the multi-agency anti-corruption system;
- take a societal approach to combating corruption;
- strengthen the protection of whistle-blowers;
- improve oversight over procurement procedures for increased accountability;
- empower the tender compliance monitoring office to investigate corruption and the value for money of tenders;
- strengthen accountability and responsibility of public servants;
- create an open, responsive and accountable public service;
- strengthen judicial governance and the rule of law.

3.3.2 National Anti-Corruption Sector Strategy

South Africa's multi-agency anti-corruption system experiences poor coordination and apparent duplication of efforts. These challenges signalled a need for distinct functional demarcation and alignment. In 2015, government formally developed the National Anti-Corruption Strategy to coordinate a multi-agency approach. The Anti-Corruption Inter-Ministerial Committee endorsed the strategy framework and an inter-departmental National Anti-Corruption Strategy Steering Committee was established.

3.3.3 Alignment to the Medium Term Strategic Framework

MTSF Outcome 3		SIU Alignment
Outcome 3: All people in South Africa are and feel safe		
Output 3	Corruption within the Justice Crime Prevention and Security Cluster (JCPS) combated to ensure its effectiveness and its ability to serve as a deterrent against crime.	To investigate corruption, malpractice and maladministration in state institutions and facilitate or initiate appropriate remedial action.
Output 5	Level of corruption reduced thus improving investor perception, trust and willingness to invest in South Africa.	Improve the credibility and stability of state institutions through remedial action to reflect zero tolerance against corruption.
Sub Outcome 4	Workers' education and skills increasingly meet economic needs.	Training and development of SIU staff to obtain key skills necessary in the sector.
Sub Outcome 7	Reduced workplace conflict and improved collaboration between government, organised business and organised labour.	Participation in the collective and/or consultative bargaining forum and continuous staff engagement and culture surveys.
Sub Outcome 8	Expanded economic opportunities for historically excluded and vulnerable groups.	Employment opportunities for woman and historically disadvantaged individuals and equity targets set at minimum target of 52% female.

3.3.4 SIU alignment to the Sustainability Development Goals (SDGs)

The United Nations General Assembly (UNGA) adopted the 2030 Agenda for Sustainable Development which includes a set of 17 Sustainable Development Goals (SDGs) to end extreme poverty and fight injustice and inequality over the next 15 years. In particular, SDG 16 and SDG 16.3 have specific reference for the DoJ & CD and the respective entities reporting to the department. Goal 16 calls upon countries to promote peaceful and inclusive societies for sustainable development and to provide access to justice for all and build effective, accountable and inclusive institutions at all levels. In addition, SDG 16.3 further encourages countries to promote the rule of law at national and international levels and ensure access to justice for all.

3.3.5 SIU role in assisting government to meet its regional and international obligations

The SIU plays a prominent role in assisting the country on its journey to complying with global anti-corruption standards and in the regional and international anti-corruption processes. This includes complying with the requirements of the following:

- United Nations Convention on Anti-Corruption
- African Union Convention on Preventing and Combating Corruption
- SADC Protocol against Corruption
- Commonwealth Africa Anti-Corruption Centre

4. DESCRIPTION OF THE ANNUAL PLANNING PROCESS

The development of the 2019/20 Annual Performance Plan was guided by the HOU, Advocate Andy Mothibi. Two strategic planning sessions that were attended by Executive and Senior Management members from the Head Office and provincial offices were held on 20-23 August 2018 and 23 November 2018 respectively. The purpose of the first session was mainly to:

- Appreciate the strategic context of the role and work of the SIU in order to increase the relevance of the SIU within the multi-sector system;
- Assess and respond to shifts in the environment and in particular, to consider and mainstream key policy frameworks pertaining to the priorities and focus for the period;
- Assess and respond to shifts in the sectoral delivery environment, towards the development of a sector-wide, rather than an SIU Annual Performance Plan for the planning period;
- Focus on the development of an implementation framework to ensure that the strategy is not only discussed, but also implemented over the MTEF period.

The first and second drafts of the 2019/20 APP, as per National Treasury requirements and associated timelines, were finalized for submission to the Department of Justice and Constitutional Development on 31 August 2018 and 30 November 2018 respectively. The purpose of these submissions was to reflect and review on the mid-year performance for the 2018/19 financial year, highlighting the achievements and challenges thereof. This process culminated in the finalization of key performance indicators, targets and quarterly milestones for the 2019/20 final APP.

The draft 2019/20 APP was also submitted to the office of the Auditor-General on 15 January 2019 for review and interim auditing. The outcome/ findings of the AGSA review together with the Department of Justice and Constitutional Development's analysis feedback on the draft APP were considered and incorporated into the final draft 2019/20 APP.

This APP includes management's inputs and priorities over the next MTEF period. This plan comprises key strategic areas that have been interpreted into MTEF performance for all our budget programmes.

5. LEGISLATIVE AND OTHER MANDATES

No revisions are noted in this section and the legislative and other mandates are summarized as follows:

5.1 Constitutional Mandate

The Constitution of the Republic of South Africa applies to the SIU with specific reference to the following sections:

Section 32: Access to Information	<p>Everyone has the right of access to:</p> <ul style="list-style-type: none"> any information that is held by the State; and any information that is held by another person and is required for the exercise or protection of any rights. National legislation must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the State.
Section 33: Just administrative action	<ul style="list-style-type: none"> Everyone has the right to administrative action that is lawful, reasonable and procedurally fair. Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons. National legislation must be enacted to give effect to these rights, and must <ol style="list-style-type: none"> Provide for the review of administrative action by a court, or, where appropriate, an independent and impartial tribunal; Impose a duty on the State to give effect to the rights in subsections (1) and (2); Promote an efficient administration.
Section 34: Access to the Courts	<p>Everyone has the right to have any dispute that can be managed and adjudicated by the application of law decided in a fair public hearing before a court; or where appropriate, another independent and impartial tribunal or forum.</p>

5.2 Legislative Mandate

The work of the SIU is governed by a legislative framework including the legislation set out below:

Name of Act	Purpose
Special Investigating Units and Special Tribunals Act, 1996 (Act 74 of 1996)	To provide for the establishment of Special Investigating Units for the purpose of investigating serious malpractices or maladministration in connection with the administration of State institutions, State assets and public money as well as any conduct which may seriously harm the interests of the public and of instituting and conducting civil proceedings in any court of law or a Special Tribunal in its own name or on behalf of State institutions; to provide for the revenue and expenditure of Special Investigating Units; to provide for the establishment of Special Tribunals so as to adjudicate upon civil matters emanating from investigations by Special Investigating Units; and to provide for matters incidental thereto.
Criminal Procedure Act, 1995 (Act 56 of 1995)	To make provision for procedures and related matters in criminal proceedings.
Prevention and Combating of Corrupt Activities Act 12 of 2004	To provide for the strengthening of measures to prevent and combat corruption and corrupt activities; to provide for investigative measures in respect of corruption and related corrupt activities.

The SIU derives its mandate from Section 4 of the Special Investigating Units and Special Tribunals Act. The functions of the SIU are, within the framework of its terms of reference as set out in the proclamation referred to in section 2(1):

- to investigate all allegations regarding the matter concerned;
- to collect evidence regarding acts or omissions which are relevant to its investigation;



“ Plans are at an advanced stage to re-establish the Special Tribunal which, once established, will serve as a dedicated forum for the institution of civil proceedings by the SIU. A plan of action has been formulated and is intended to be presented to the relevant external stakeholders during the 2019/20 financial year.”

- c) to institute and conduct civil proceedings in a Special Tribunal or any court of law for
 - i) any relief to which the state institution concerned is entitled, including the recovery of any damages or losses and the prevention of potential damages or losses which may be suffered by such a State institution;
 - ii) any relief relevant to any investigation; or
 - iii) any relief relevant to the interests of a Special Investigating Unit;
- d) to refer evidence regarding or which points to the commission of an offence to the relevant prosecuting authority;
- e) to perform such functions which are not in conflict with the provisions of this Act, as the President may from time to time request;
- f) from time to time as directed by the President to report on the progress made in the investigation and matters brought before the Special Tribunal concerned or any court of law;
- g) upon the conclusion of the investigation, to submit a final report to the President; and
- h) to at least twice a year to submit a report to Parliament on the investigations by, and the activities, composition and expenditure of such Unit.

A Special Investigating Unit must, as soon as practicable after it has obtained evidence referred to in sub-section (1)(d), inform the relevant prosecuting authority thereof, whereupon such evidence must be dealt with in the manner which best serves the interests of the public.

5.3 Relevant court rulings

No court rulings were reported which affect the mandate of the SIU.



5.4 Limitations created by current legislation

The Special Investigating Units and Special Tribunals Act, No. 74 of 1996 (“the Act”) limits certain functions of the SIU. While the SIU may receive a number of allegations per year, the Act restricts any investigative activities of the Unit until the receipt of the presidential proclamation. Furthermore, the allegations to be investigated must be supported by voluntary corroboratory information which establishes a degree of credibility to the allegation, provided by the applicable institution or the individual/ department that reported the allegation. Over and above this challenge the following limitations are also experienced:

- inability to undertake preliminary assessments of allegations received prior to application to the President for a Proclamation;
- lack of a clear mandate to monitor and enforce remedial measures;
- restrictions on reporting about investigations to specified persons, entities or State institutions;

In order to address persistent challenges and limitations, the SIU is in the process of proposing amendments to the current Act and a plan detailing the proposed amendments has been developed and submitted to the Department of Justice and Constitutional Development.

5.5 Special Tribunals

The SIU Act already creates a statutory mandate (in section 2(1)(b) thereof) for the President to establish Special Tribunals, and the composition, functions and powers of such Special Tribunals are set out in sections 7 and 8 of the SIU Act.

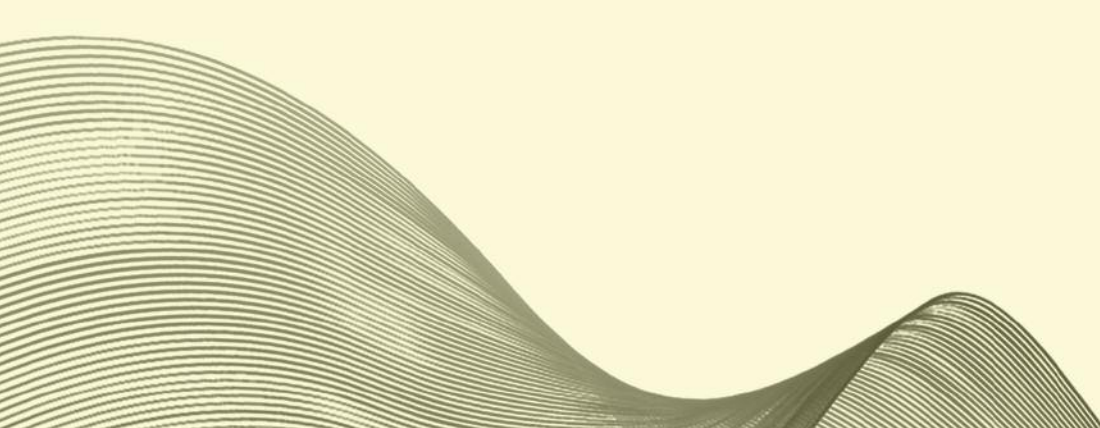
The Special Tribunal is established by a proclamation. Practically, the establishment of the Special Tribunals will only occur upon a recommendation by the Department of Justice and in consultation with the Office of the Chief Justice to the President. Such a recommendation will only be possible if administrative arrangements for the functioning of the Special Tribunal and the appointment of a Tribunal President are in place.

Plans are at an advanced stage to re-establish the Special Tribunal which, once established, will serve as a dedicated forum for the institution of civil proceedings by the SIU. A plan of action has been formulated and is intended to be presented to the relevant external stakeholders during the 2019/2020 financial year.

6. OVERVIEW OF THE 2019/2020 BUDGET AND MTEF ESTIMATES

6.1 Expenditure estimates

Description	Audited Outcome R'000			Revised Estimate R'000	Medium Term Estimates R' 000		
Total Expenditure	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Programme 1	187 795	204 784	232 394	205 795	222 615	212 802	219 071
Programme 2	257 003	274 349	304 516	433 055	464 818	548 577	617 834
Programme 3	0	0	0	22 889	30 666	33 488	36 492
Total for all Programmes	444 798	479 133	536 910	661 739	718 099	794 867	873 397
Revenue							
Sale of Goods and Services other than capital assets	174 044	181 675	285 815	271 309	319 979	374 975	430 411
Other Non-tax revenue	16 214	19 952	22 531	33 331	35 097	37 027	39 064
Transfers Received- (including CARA)	304 458	320 035	349 500	357 099	363 023	382 865	403 922
Total Revenue	494 716	521 662	657 846	661 739	718 099	794 867	873 397
Expenses							
Compensation of Employees	300 570	322 638	362 085	451 130	565 909	688 002	774 181
Goods and Services	138 076	150 566	167 862	201 734	135 190	84 239	70 966
Depreciation	6 152	5 929	6 964	8 875	17 000	22 625	28 250
Total Expenses	444 798	479 133	536 910	661 739	718 099	794 867	873 397
Surplus/Deficit	49 918	42 529	120 936	0	0	0	0
Capital Expenditure	11 914	14 194	4 389	15 000	65 000	45 000	45 000
Head Count of Employees	534	523	516	532	673	722	722



The SIU presents expenditure estimates for Programme 1, Programme 2 and Programme 3. The total average expenditure split between the three programmes over the MTEF, is 28.5% for Programme 1, 67.5% for Programme 2 and 4% for Programme 3.

Grant Revenue

Grant Revenue is projected to increase at an average annual rate of 4.2% over the MTEF period, from R 357.0 million (2018/19) to R403.9 million (2021/22) although the allocation is at the sole discretion of the National Treasury. Project Income is planned to increase from R271.3 million (2018/19) to R430.4 million (2021/22), at an average growth rate of 16.6 % over the period, although this depends on the number of active Proclamations in a particular year. The number and timing of Proclamation approvals is not within our control and poses a challenge for the accurate prediction of this amount.

Expenditure

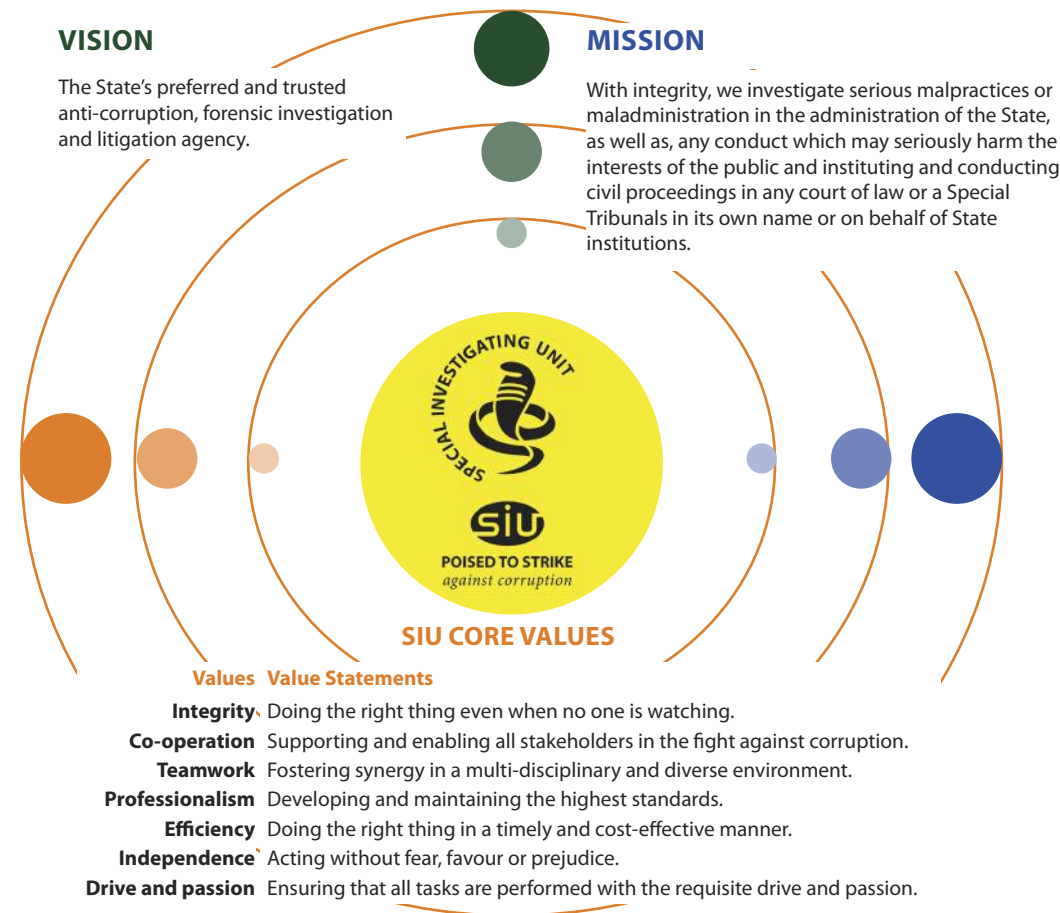
Over the MTEF period it is envisaged that total expenditure will increase from R 661.7 million (2018/19) to R 873.4 million (2021/22). As the SIU is providing the services, 80.5 % of total expenditure is allocated for the compensation of employees and 19.5 % is allocated to support or administrative activities. Based on affordability, the total Human Resource expenditure is projected to increase from R 451.1 million in 2018/19 to R 774.2 million in 2021/22, representing an average of 19.7% increase over the period. The staff count is projected to increase, from 603 in 2018/19 to 722 in 2021/22, in order to meet the growing demand for SIU services and the capacity envisioned to deal with market data analytics and proactive prevention of corruption activities.

An average of 67.5 % of the budget is allocated to conducting results-driven and case specific forensic investigations and civil proceedings, in line with the provisions of the SIU Act. An average of 4% is allocated to the market data analytics and prevention programme, which is responsible for central case registration and monitoring, case assessment, case management and investigation, and forensic legal and civil litigation. The SIU cannot afford the establishment of fully functional market data analytics, prevention, advisory and awareness functions in 2018/19, but the aim is to phase-in these functions over the MTEF period when the continuing challenge with debt recovery has been alleviated through targeted efforts in 2019/20.

Capital Expenditure

The increase in capital expenditure over the MTEF is mainly due to the planned acquisition of Information Communications and Technology systems as well as the renewal of the ICT platform, in line with the SIU's business strategy. This investment is made with the aim of achieving organizational efficiency following the roll-out of ICT enterprise architecture and supporting ICT systems, including an automated case management solution that will allow for central registration and monitoring of all matters under investigation. The ICT investment will be made with deliberate savings that have resulted in roll-over funds.

The SIU is planning to procure new office space in Gauteng over the MTEF period, by way of procuring/rent-to-lease a new Head Office and Pretoria regional office, although the aim is to fund capital costs with funds recovered from current debtors.



Part B PERFORMANCE PLANS

7.	PROGRAMME 1: ADMINISTRATION	41
8.	PRAGRAMME 2: INVESTIGATIONS AND LEGAL COUNSEL	50
9.	PROGRAMME 3: MARKET DATA ANALYTICS AND PREVENTION	55



7. PROGRAMME 1: ADMINISTRATION

7.1 Programme Purpose

Provide business oversight and enablement services to the core functions of the SIU.

Sub-Programme	Services performed
	All sub-programmes will manage and facilitate:
Financial Management	Financial management, asset management, facilities and supply chain management services
Human Resources	Human resource planning and provisioning services
Information and Communication Technology	Provision of information communication and technology management services
Enablement Services	Stakeholder Management, Strategic Planning, Monitoring and Evaluation, Corporate Governance, Corporate Legal and the Office of the HOU services
Assurance	Internal Audit, Risk Management and Internal Integrity Services

7.2 Programme performance indicators and annual targets for 2019/20

No.	Strategic Objective	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To provide compliant and sustainable financial services in accordance with service delivery standards	1.1. Percentage of valid invoices paid within 30 days	-	-	-	95%	95%	95%	95%
2.	To attract a skilled workforce that is managed within a performance driven environment.	2.1. Percentage of vacancy rate maintained.	-	-	-	15%	12%	12%	12%
		2.2. Percentage of signed performance agreements.	-	-	-	-	80%	85%	95%
3.	To provide appropriate ICT services in accordance with set standards	3.1. Percentage Implementation of the 3-year ICT plan	-	-	-	50%	75%	90%	100%
4.	To collaborate with stakeholders in support of enhanced service delivery and core business objectives	4.1. Number of stakeholder surveys conducted	-	-	-	1	1	1	1
		4.2. Implementation of the SIU governance framework.	-	-	-	-	Approved SIU Governance Framework	Implementation of SIU Governance framework monitored	Implementation of SIU Governance framework monitored
5.	To provide support for strategic and organizational performance management	5.1. Number of quarterly performance reports produced per year.	-	-	-	-	4	4	4
		5.2. Submission of 2020/24 Strategic Plan and 2020/21 Annual Performance Plan to the Minister of Justice and Constitutional Development as per prescribed timeframe	-	-	-	1	2020/24 Strategic Plan and 2020/21 APP submitted to Minister of Justice and Constitutional Development by 31 st January 2020	2021/22 APP submitted to Minister of Justice and Constitutional Development by 31 st January 2021	2022/23 APP submitted to Minister of Justice and Constitutional Development by 31 st January 2022
6.	To protect the SIU from potential legal risks	6.1. Percentage implementation of legal compliance framework	-	-	-	-	100%	100%	100%

No.	Strategic Objective	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
7.	To protect the SIU integrity from internal and external threats	7.1. Percentage of submission of declaration of interest forms controlled for all SIU employees	-	-	-	90%	100%	100%	100%
		7.2. Fraud Prevention Plan Revised	-	-	-	-	Revised Fraud Prevention Plan approved by 30 Dec 2019	Implementation of revised Fraud Prevention Plan	Implementation of revised Fraud Prevention Plan
		7.3. Percentage of implementation of Integrated Security System Business Case	-	-	-	-	40% implementation of the Integrated Security System Business Case	100% implementation of the Integrated Security System Business Case	Monitoring of the Integrated Security System
8.	To assess internal controls through internal audits	8.1. Percentage of approved internal audits conducted in accordance with internal audit plan	-	-	-	100%	100%	100%	100%
9.	To enable the unit to become risk intelligent	9.1. Improvement of the SIU risk maturity level in accordance with the National Treasury ERM Maturity Rating System <u>National Treasury ERM Maturity Rating System:</u> Level 1 – Start up Level 2 – Development Level 3 – Control Level 4 – Information Level 5 – Managed Level 6 – Optimizing	-	-	-	Level 4	Level 5	Level 5	Level 6

7.3 Quarterly targets for 2019/20

No.	Strategic Objective	Performance Indicator	2019/20 Annual Targets	Quarterly Targets 2019/20			
				1	2	3	4
1.	To provide compliant and sustainable financial services in accordance with service delivery standards	1.1. Percentage of valid invoices paid within 30 days	95%	95%	95%	95%	95%
2.	To attract a skilled workforce that is managed within a performance driven environment.	2.1. Percentage of vacancy rate maintained.	12%	-	-	-	12%
		2.2. Percentage of signed performance agreements	80%	-	10%	40%	80%
3.	To provide appropriate ICT services in accordance with set standards	3.1. Percentage implementation of the 3-year ICT plan	75%	-	-	-	75%
4.	To collaborate with stakeholders in support of enhanced service delivery and core business objectives	4.1. Number of stakeholder surveys conducted	1	-	-	-	1
		4.2. Implementation of the SIU governance framework	Approved SIU Governance Framework	-	ToR for the Governance framework finalised	Approved SIU Governance Framework	-
5.	To provide support for strategic and organizational performance management	5.1. Number of quarterly performance reports produced per year	4	1	1	1	1
		5.2. Submission of 2020/24 Strategic Plan and 2020/21 Annual Performance Plan to the Minister of Justice and Constitutional Development as per prescribed timeframe	2020/24 Strategic Plan and 2020/21 APP submitted to the Justice Ministry by 31 January 2020	-	First draft of 2020/24 Strategic Plan and 2020/21 APP submitted to the Justice Ministry by 31 st August 2019	Second draft of 2020/24 Strategic Plan and 2020/21 APP submitted to the Justice Ministry by 30 th November 2019	2020/24 Strategic Plan and 2020/21 APP submitted to the Justice Ministry by 31 st January 2020
6.	To protect the SIU from potential legal risks	6.1. Percentage implementation of legal compliance framework	100%	20%	40%	30%	10%

No.	Strategic Objective	Performance Indicator	2019/20 Annual Targets	Quarterly Targets 2019/20			
				1	2	3	4
7.	To protect the SIU integrity from internal and external threats	7.1. Percentage of submission of declaration of interest forms controlled for all SIU employees	100%	10%	75%	90%	100%
		7.2. Fraud Prevention Plan Revised	Revised Fraud Prevention Plan approved by 30 Dec 2019	Draft 1 of the Revised Fraud Prevention Plan developed	Consultation on Draft 1 with management	Revised Fraud Prevention Plan approved by 30 Dec 2019	
		7.3. Percentage of implementation of the Integrated Security System Business Case	40% implementation of the Integrated Security System Business Case	Approved Integrated Security System Business Case	10%	15%	15%
8.	To assess internal controls through internal audits	8.1. Percentage of approved internal audits conducted in accordance with internal audit plan	100%	100%	100%	100%	100%
9.	To enable the unit to become risk intelligent	9.1. Improvement of the SIU risk maturity level in accordance with the National Treasury ERM Maturity Rating System <u>National Treasury ERM Maturity Rating System:</u> Level 1 – Start up Level 2 – Development Level 3 – Control Level 4 – Information Level 5 – Managed Level 6 – Optimizing	Level 5	-	-	-	Level 5

7.4 Reconciling performance targets with the Budget and MTEF

Description	Audited Outcome R'000			Revised Estimate R'000	Medium Term Estimates R'000		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Administration Programme							
Revenue							
Sale of Goods and Services other than capital assets	0	0	0	0	0	0	0
Other Non-tax revenue	16 214	19 952	22 531	33 331	35 097	37 027	39 064
Transfers Received- (including CARA)	304 458	320 035	349 500	357 099	363 023	382 865	403 922
Total Revenue	320 672	339 987	372 031	390 430	398 120	419 892	442 986
Expenses							
Compensation of Employees	57 946	73 429	81 073	105 380	122 367	134 365	147 932
Goods and Services	123 697	125 426	144 358	91 540	83 248	55 811	42 889
Depreciation	6 152	5 929	6 964	8 875	17 000	22 626	28 250
Total Expenses	187 795	204 784	232 395	205 795	222 615	212 802	219 071
Surplus/Deficit	132 877	135 203	139 636	184 635	175 505	207 090	223 915

Expenditure over the MTEF, for the Administration Programme, is expected to increase from R 205.8 million, in 2018/19, to R 219.0 million, in 2021/22 at an average of 2.1 % increase.

7.5 Risk Management and Mitigation Plans

No.	Strategic Objective	Strategic Risk	Contributing Factors	Strategic Intervention/Risk Mitigation Plans
1.	To provide a compliant financial accounting service in accordance with service delivery standards	Failure to comply with financial management service delivery standards and legal prescripts	<ul style="list-style-type: none"> Loss of appropriate financial skills and expertise in the SIU Inability to pay creditors within the prescribed 30 days Lengthy recruitment process Failure to prepare financial statements in accordance with GRAP – PFMA 55 (1) (b) Failure to collect all revenue due to SIU – PFMA 51 (b) (i) 	<ul style="list-style-type: none"> Recruit qualified and skilled personnel Develop and implement succession planning Engage service providers to send invoices directly to the Finance Department Audit Committee to ensure that financial statements are reviewed Develop and implement Debtors Collection Strategy Review SIU Charge Out Rates for investigations Engage National Treasury on debt write-off
		Failure to comply with Supply Chain Management service delivery standards and prescripts	<ul style="list-style-type: none"> Insufficient human resource capacity in the SCM Unit Lack of IT capability to support or automate SCM processes Poor procurement planning Inadequate training for SCM Committee members and officials Poor quality of service providers on the National Treasury's Central Supplier Database (CSD) Bid Committee members and SCM officials are not vetted 	<ul style="list-style-type: none"> Recruit qualified and skilled personnel Procure IT system to automate SCM processes Engage National Treasury (CPO) in order to improve the quality of CSD Develop and implement a customized SCM training for officials and management Develop and implement an Annual Procurement Plan Ensure that Bid Committee members and SCM officials are vetted
2.	To attract a skilled workforce that is managed within a performance-driven environment	Inability to properly manage performance	<ul style="list-style-type: none"> Performance contracts are not in place Inadequate performance management procedures and guidelines Insufficient knowledge of the performance management system Lack of buy-in from Organized Labour 	<ul style="list-style-type: none"> Ensure that all employees sign performance management contracts Align the Individual Development Plan to performance Develop performance management procedures and guidelines Conduct training for Employees and Line Managers on the performance management system Consult Organized Labour on the new performance management system
3.	To provide appropriate ICT services in accordance with set standards	Failure to provide appropriate ICT services across SIU business units	<ul style="list-style-type: none"> Inadequate IT specialists Lack of adequate ICT Architecture Inadequate ICT security governance Inadequate training for IT personnel Ineffective ICT Governance Committee 	<ul style="list-style-type: none"> Recruit qualified and skilled personnel Develop ICT Governance Strategy Develop an ICT Network and Data Security Plan Identify skills shortage and conduct training for ICT personnel Revive the ICT Governance Committee

7.5 Risk Management and Mitigation Plans (continued)

No.	Strategic Objective	Strategic Risk	Contributing Factors	Strategic Intervention/Risk Mitigation Plans
4.	To collaborate with stakeholders in support of enhanced service delivery and core business objectives	Ineffective collaboration with internal and external stakeholders	<ul style="list-style-type: none"> Inadequate stakeholder identification and mapping (not aligned to the new SIU Value Chain) Insufficient human resources capacity (Communication Department) Communication and Stakeholder Management Policy is not in place Failure by Labour to use approved communication structures for organization and mobilization Leaking of information to third parties with the aim of tarnishing the SIU's image and reputation 	<ul style="list-style-type: none"> Develop the Stakeholder Management Strategy in line with the new Value Chain Recruit qualified and skilled personnel Ensure that Communication and Stakeholder Management Policy is approved Conduct investigations to determine breaches of SIU Communication Protocols Institute disciplinary action where SIU Communication Protocols have been breached Implement re-screening policy Block the use of private e-mails and access to the SIU network
5.	To provide support for strategic and organizational performance management	Failure to provide appropriate monitoring and evaluation services on organizational performance	<ul style="list-style-type: none"> Inadequate human resource capacity Lack of effective performance monitoring and evaluation tools Unstructured business planning processes Outdated business planning policies and procedures Inadequate capacity to develop business plans 	<ul style="list-style-type: none"> Recruit qualified and skilled personnel Establish a Strategic Monitoring and Evaluation Committee Develop a performance reporting template Develop strategic and operational plan-reporting dashboards Develop business planning procedures and guidelines Conduct training and awareness on business planning
6.	To protect the SIU from potential legal risks	Failure to ensure compliance with all regulatory requirements applicable to the SIU	<ul style="list-style-type: none"> Inadequate human resource capacity Lack of training and awareness on SIU compliance requirements Compliance Policy and Framework are not in place Compliance Universe is not approved Lack of compliance monitoring 	<ul style="list-style-type: none"> Recruit qualified and skilled personnel Conduct training and awareness on compliance management Develop a Compliance Management Policy Develop a Compliance Management Framework Ensure approval of the SIU Compliance Universe Conduct a gap analysis on POPI Act compliance Develop POPI implementation plan Develop a Compliance Monitoring Plan
7.	To protect the SIU from internal and external threats	Insufficient preparedness to respond to physical threats to investigators and security breaches	<ul style="list-style-type: none"> Lack of a fully resourced Security Department Outdated security systems SIU rented building layout not conducive for implementation of an Integrated Security System SIU does not have an approved Security Policy (personnel and physical security) Sensitive/high profile investigations 	<ul style="list-style-type: none"> Recruit qualified and skilled personnel Develop a SIU Integrated Security Strategy Ensure that Security specifications are included in procurements for all SIU buildings Develop and implement a SIU Security Policy Conduct Threat Risk Assessments (TRAs) on reported threats to investigators

No.	Strategic Objective	Strategic Risk	Contributing Factors	Strategic Intervention/Risk Mitigation Plans
8.	To assess internal controls through internal audits	Failure to identify weaknesses in the control environment to maintain SIU Clean Audit	<ul style="list-style-type: none"> • Inability to conduct a risk-based audit • Non-compliance with the approved Audit Plan • Internal control deficiency • Combined Assurance is not implemented to give assurance of the control environment • Failure to implement audit outcome recommendations 	<ul style="list-style-type: none"> • Develop and implement a risk-based Audit Plan • Present a progress report to the Audit Committee on compliance with the Audit Plan • Conduct an audit to determine business processes that do not have approved SOPs • Develop and implement Combined Assurance reporting • Escalate the non-implementation of audit outcomes to the Audit Committee & Accounting Authority • Implement consequence management for failure to implement audit recommendations
9.	To enable the SIU to become a risk-intelligent entity	Inability to incorporate risk management in all business decision-making and planning processes	<ul style="list-style-type: none"> • Risk management is viewed as a compliance tool • Risk Owners are not held accountable for non-implementation of risk mitigation plans • Risk management is not incorporated into business planning and reporting processes • Lack of ownership of identified risks by Risk Owners • Inadequate understanding of the risk management process • Insufficient oversight of risk management at Business Unit level • Risk management is not part of the performance management contract for Executives 	<ul style="list-style-type: none"> • Conduct training and awareness on risk management • Prepare reports on the non-implementation of risk mitigation plans and submit these to RiskCo & EXCO • Review all business planning and reporting templates to incorporate risk management • Engage the Business Unit in order to have risk management as a standing agenda point at their meetings • Engage the Head of the SIU to ensure that EXCO members are contracted on risk management

8. PROGRAMME 2: INVESTIGATIONS AND LEGAL COUNSEL

8.1 Programme Purpose

To ensure the adequate execution of the mandated service delivery of the SIU.

Sub-Programme	Services performed
Central Case Registration and Monitoring	<ul style="list-style-type: none"> Centrally register all allegations received Management of allegation registration communication channels Update central database to reflect case status Analyse case reports, report blockages and identify performance improvements Centrally ensure relevant external reporting, follow-ups and communication Monitor the prohibition of corrupt individuals and businesses (blacklisting)
Case Assessment	<ul style="list-style-type: none"> Assess the adequacy of evidence pertaining to allegations received and assess whether cases should proceed Scope proclamations and maintain criteria Approve all recommended remedial action and Presidential reports Maintain and monitor investigation standards Provide specialist support to investigation teams as and when required
Case Management and Investigation	<ul style="list-style-type: none"> Allocate, coordinate and manage internal and outsourced teams Develop project strategy, identify and execute immediate actions Conduct investigations per focus and specialist areas Execute project governance and reporting and perform stakeholder management Refer criminal cases to the NPA and hand over and control dockets
Forensic Legal and Civil Litigation	<ul style="list-style-type: none"> Review evidence and recommend remedial action Compile charges and evidence for the docket Conduct pre-litigation procedures Litigate the case and hand over for asset collection Participate in legal proceedings as per agreements with clients

8.2 Programme performance indicators and annual targets for 2019/20

No.	Strategic Objective	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To ensure that each case is centrally reported and monitored	1.1. Percentage of allegations centrally registered for electronic tracking.	-	-	-	100%	100%	100%	100%
2.	To ensure that each allegation is assessed in accordance with standardized criteria	2.1. Percentage of centrally registered allegations that are assessed by the assessment committee.	-	-	-	100%	100%	100%	100%
3.	To conduct forensic investigations according to predetermined standards	3.1. Number of investigations closed under a published proclamation in accordance with predetermined standards	-	1186	1556	1200	1300	1300	1350
		3.2. Number of reports submitted to the Presidency	-	6	15	12	13	14	15
4.	To initiate the implementation of legal recommendations	4.1. Number of referrals made to the Relevant Prosecuting Authority	307	108	148	75	75	150	150
		4.2. Number of referrals made for disciplinary, executive and/or administrative action	68	137	319	100	100	150	150
5.	To increase legal outcomes based on civil and other proceedings	5.1. Value of potential losses prevented	-	R106.5m	R407 m	R24 m	R30 m	R35 m	R40 m
		5.2. Value of cash recoveries ¹⁹	R125m	R170.4m	R333 m	R120 m	R140 m	R160 m	R180 m
		5.3. Value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid	-	R4bn	R797 m	R730 m	R800 m	R900 m	R1bn
		5.4. Value of matters in respect of which evidence was referred for the institution or defence/opposition of civil proceedings (including arbitration or counter civil proceedings)	-	R3.8bn	R2.7bn	R1.4bn	R1.5bn	R1.6bn	R1.7bn

¹⁹ In previous financial years' this indicator was split between the value of potential cash to be recovered and the value of actual cash that is recovered.

8.3 Quarterly targets for 2019/20

No.	Strategic Objective	Performance Indicator	2019/20 Annual Targets	Quarterly Targets 2019/20			
				1	2	3	4
1.	To ensure that each case is centrally reported and monitored.	1.1. Percentage of allegations centrally registered for electronic tracking.	100%	100%	100%	100%	100%
2.	To ensure that each allegation is assessed in accordance with standardized criteria.	2.1. Percentage of centrally registered allegations that are assessed by the assessment committee	100%	100%	100%	100%	100%
3.	To conduct forensic investigations according to predetermined standards.	3.1. Number of investigations closed under a published proclamation in accordance with predetermined standards	1300	300	300	300	400
		3.2. Number of reports submitted to the Presidency	13	3	3	3	4
4.	To initiate the implementation of legal recommendations.	4.1. Number of referrals made to the Relevant Prosecuting Authority	75	15	15	15	30
		4.2. Number of referrals made for disciplinary, executive and/or administrative action	100	25	20	25	30
5.	To increase legal outcomes based on civil and other proceedings.	5.1. Value of potential losses prevented	R30 m	R5 m	R10 m	R5 m	R10 m
		5.2. Value of cash recoveries	R140 m	R20 m	R40 m	R20 m	R60m
		5.3. Value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid	R800 m	R100 m	R300 m	R100 m	R300 m
		5.4. Value of matters in respect of which evidence was referred for the institution or defence/opposition of civil proceedings (including arbitration or counter civil proceedings)	R1 5bn	R250 m	R500 m	R250 m	R500 m

8.4 Reconciling performance targets with the Budget and MTEF

Description	Audited Outcome R'000			Revised Estimate R'000	Medium Term Estimates R' 000		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Investigation and Legal Counsel Programme							
Revenue							
Sale of Goods and Services other than capital assets	174 044	181 676	285 815	271 309	319 979	374 975	430 411
Other Non-tax revenue							
Transfers Received - (including CARA)							
Total Revenue	174 044	181 676	285 815	271 309	319 979	374 975	430 411
Expenses							
Compensation of Employees	242 624	249 209	281 012	337 575	428 370	536 495	606 882
Goods and Services	14 379	25 140	23 504	95 480	36 448	12 082	10 952
Depreciation	0	0	0	0	0	0	0
Total Expenses	257 003	274 349	304 516	433 055	464 818	548 577	617 834
Surplus/Deficit	(82 959)	(92 673)	(18 701)	(161 746)	(147 839)	(173 602)	(187 423)

Expenditure in this programme is expected to increase from R 433.0 million in 2018/19 to R617.8 million in 2021/22 at an average increase of 12.6%. The main cost drivers in this programme are staff costs and travel expenditure as it relates to investigations.

8.5 Risk Management and Mitigation Plans

No.	Strategic Objective	Strategic Risk	Contributing Factors	Strategic Intervention/Risk Mitigation Plans
1.	To ensure that each case is centrally reported and monitored	Failure to properly record and track all allegations reported to the SIU	<ol style="list-style-type: none"> 1. Lack of human resource capacity in the Case Registration and Monitoring Unit 2. Lack of formalized communication channels to report allegations 3. Electronic Case Management System is not in place 4. Inadequate case registration processes and procedures 5. Insufficient monitoring mechanism for all reported allegations 	<ol style="list-style-type: none"> 1. Recruit qualified and skilled personnel (Case Registration and Monitoring Unit) 2. Appoint a Whistleblowing service-provider to manage reported allegations 3. Develop and implement an electronic Case Management System 4. Develop Standard Operating Procedures (SOP) for receiving allegations 5. Develop and implement a monitoring mechanism to track the progress of all reported allegations
2.	To ensure that each allegation is assessed in accordance with standardized criteria	Failure to properly assess reported cases or allegations of corruption and maladministration	<ol style="list-style-type: none"> 1. Lack of human resource capacity in the Case Management section 2. Electronic Case Management System is not in place 3. Inadequate skills and competency to assess reported cases or allegations 4. Non-compliance with approved Case Assessment Guidelines 	<ol style="list-style-type: none"> 1. Recruit qualified and skilled personnel (Case management section) 2. Develop and implement an electronic Case Management System 3. Conduct training and awareness on approved Case Assessment Guidelines 4. Identify and implement remedial actions for non-compliance with Case Assessment Guidelines
3.	To conduct forensic investigations according to pre-determined standards	Inability to conduct forensic investigations according to pre-determined standards	<ol style="list-style-type: none"> 1. Standard project monitoring mechanisms are not in place 2. Lack of clearly defined quality standards for investigations 3. Insufficient training on investigation standards and processes 4. Inadequate investigation analytical tools 5. Delays in procurement processes 6. Inadequate forensic investigation skills 	<ol style="list-style-type: none"> 1. Develop quality assurance/monitoring mechanism for all projects 2. Develop investigation Standard Operating Procedures with clearly defined standards 3. Conduct training and awareness on investigation Standard Operating Procedures 4. Implement adequate investigation tools for data, digital and accounting analysis 5. Streamline SCM processes for outsourcing requirements 6. Conduct a Skills Audit on forensic investigators/lawyers to determine skills shortage
4.	To initiate the implementation of legal recommendations	Failure by State Institutions to implement SIU legal recommendations	<ol style="list-style-type: none"> 1. SIU has no powers to enforce the implementation of legal recommendations 2. Inadequate follow up of implementation of legal recommendations 3. Lack of clearly defined monitoring mechanism for implementation of legal recommendations 4. Lack of human resource capacity in the Monitoring and Evaluation Section 	<ol style="list-style-type: none"> 1. Amend the SIU Act to permit a mandate for intervention if legal recommendations are not implemented 2. Develop a Memorandum of Understanding with institutions that can assist with monitoring the implementation of legal recommendations 3. Develop a monitoring mechanism for the implementation of MoUs 4. Develop an internal monitoring mechanism for processes of referral 5. Develop an external monitoring mechanism for the implementation of disciplinary referrals 6. Recruit qualified and skilled personnel (Case management Section)
5.	To increase legal outcomes based on civil and other proceedings	Inability to achieve forensic investigations' legal outcomes	<ol style="list-style-type: none"> 1. Complexity of investigations or proclamations 2. Lengthy court processes 3. Inadequate debt collection capacity and oversight 4. SIU has no powers to enforce implementation of legal recommendations 5. Failure to pursue all civil matters arising from investigations 	<ol style="list-style-type: none"> 1. Establish clear guidelines for the scoping of investigations 2. Establish Special Tribunals, as provided for in the SIU Act 3. Develop and implement a monitoring mechanism for Asset Recovery 4. Amend the SIU Act to permit a mandate for intervention if legal recommendations are not implemented 5. Develop a Memorandum of Understanding with institutions that can assist with monitoring the implementation of legal recommendations 6. Develop and implement a Litigation Strategy

9. PROGRAMME 3: MARKET DATA ANALYTICS AND PREVENTION

9.1 Programme Purpose

The implementation of relevant and proactive initiatives to prevent the reoccurrence of fraud and corruption cases as a result of systemic weaknesses in the public sector and to positively influence the behaviour of South African citizens.

Sub-Programme	Services performed
Market Data Analytics	<ul style="list-style-type: none">• Collect, collate and analyse relevant internal and external data• Conduct research• Conduct trend, scenario and gap analyses• Assess the impact of future disruptors on the SIU
Prevention and Advisory	<ul style="list-style-type: none">• Advise the relevant Minister regarding systemic improvements so as to avoid recurring cases of fraud and corruption• Determine sector risk factors based on market data analytics reports• Examine the practices and procedures of state institutions and public bodies and secure a revision of any that may be conducive to corruption• Advise upon the request of private organizations or individuals concerning how to prevent corruption
Awareness	<ul style="list-style-type: none">• Foster public support in combating corruption and promote education• Improve the rate at which allegations are centrally reported• Publicly share data analytics information

9.2 Programme performance indicators and annual targets for 2019/20

No.	Strategic Objective	Performance Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To direct internal and influence external strategic decision-making processes through data analysis	1.1. Number of internal trend analysis reports issued.				4	2	2	3
		1.2. Number of external risk assessment and trend analysis reports issued.				4	2	2	3
2.	To assist State institutions with the prevention of the reoccurrence of reported cases	2.1. Number of systemic improvement plans developed in conjunction with targeted State institutions.	-	-	-	1	1	1	2
3.	To increase public awareness about targeted anti-corruption behaviour	3.1. Number of targeted awareness campaigns conducted.	-	-	-	1	1	1	2
		3.2. Number of public perception surveys conducted.	-	-	-	1	1	1	2

9.3 Quarterly targets for 2019/20

No.	Strategic Objective	Performance Indicator	2019/20 Annual Targets	Quarterly Targets 2019/20			
				1	2	3	4
1.	To direct internal and influence external strategic decision-making processes through data analysis.	1.1. Number of internal trend analysis reports issued.	2	-	1	-	1
		1.2. Number of external risk assessment and trend analysis reports issued.	2	-	1	-	1
2.	To assist State institutions with the prevention of the reoccurrence of reported cases.	2.1. Number of systemic improvement plans developed in conjunction with targeted State institutions.	1	-	-	-	1
3.	To increase public awareness about targeted anti-corruption behaviour.	3.1. Number of targeted awareness campaigns conducted.	1	-	-	-	1
		3.2. Number of public perception surveys conducted.	1	-	-	-	1

9.4 Reconciling performance targets with the Budget and MTEF

Description	Audited Outcome R'000			Revised Estimate R'000	Medium Term Estimates R' 000		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Market Data Analytics and Prevention Programme							
Revenue							
Sale of Goods and Services other than capital assets	0	0	0	0	0	0	0
Total Revenue							
Expenses							
Compensation of Employees	0	0	0	8 175	15 172	17 142	19 367
Goods and Services	0	0	0	14 714	15 494	16 346	17 125
Depreciation	0	0	0	0	0	0	0
Total Expenses	0	0	0	22 889	30 666	33 488	36 492
Surplus/Deficit	0	0	0	(22 889)	(30 666)	(33 488)	(36 492)

Expenditure in this programme is expected to increase from R 22.9 million, in 2018/19, to R 36.5 million, in 2021/22, which is an average increase of 16.8%. This area comprises new business activities that resulted from an organizational review project that commenced in 2016/17 and has now been finalized.

9.5 Risk Management and Mitigation Plans

No.	Strategic Objective	Strategic Risk	Contributing Factors	Strategic Intervention/Risk Mitigation Plans
1.	To direct strategic decision-making process through data analysis.	Inability to assist public institutions to prevent corruption and maladministration, proactively	<ul style="list-style-type: none"> The SIU has no mandate to instruct public institutions to provide data for analysis purposes Inadequate data analytical software tools Lack of human resource capacity to drive prevention and awareness programmes Corruption awareness and prevention strategies are not in place 	<ul style="list-style-type: none"> Amend legislation to allow the SIU to perform prevention programs and data collection Develop and implement MoUs with public institutions for data collection Recruit qualified and skilled personnel Develop a Data Policy Framework to ensure adherence to public data protocols that will apply when public data is stored in the SIU warehouse Develop and implement the corruption awareness and prevention strategy
2.	To assist State Institutions with prevention of a re-occurrence of reported cases.			
3.	To increase public awareness about targeted anti-corruption behaviour.			

Part C LINKS TO OTHER PLANS

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10. LINKS TO THE LONG-TERM INFRA-STRUCTURE AND OTHER CAPITAL PLANS

There are no reported links to long-term infrastructure and other capital plans.

10.1 Conditional grants

The SIU was allocated R 42 million from the Criminal Asset Recovery Account (CARA) in 2017/18 and portions of the funds were received in 2018/19. The funds are intended to support the Anti-Corruption Task Team (ACTT) through the following initiatives:

- Development and implementation of an Anti-Corruption Communication strategy. The Government Communication and Information System (GCIS) will raise awareness and educate society about corruption, encourage South Africans to play a role in preventing and countering corruption and promote good conduct and ethical conduct within the Public Service.
- The development of the National Anti-Corruption Strategy for South Africa. The Department of Planning, Monitoring and Evaluation (DPME) and the SIU, on behalf of ACTT, lead the development of the strategy. The development of the strategy is a pertinent deliverable of Government, which seeks to advance the building of a resilient anti-corruption system. The Public Service Commission (PSC) will be responsible for the implementation of the activities of the National Anti-Corruption Forum. This programme will lead towards the strengthening of anti-corruption initiatives in South Africa.

- Training of government officials through DPSA and the National School of Government. The training will be used to promote ethical behaviour within the Public Service and strengthen institutional capacity to prevent, combat and investigate corruption.
- Facilitation of the establishment of the Special Tribunal under the SIU Act.

Although the majority of the funding will have been received in the 2018/19 financial year, portions of the R42 million may only be received in the 2019/20 financial year due to some of the activities spilling over into the 2019/20 financial year.

11. ANNEXURE A: ADDENDUM TO THE STRATEGIC PLAN 2015–2020

The following components of Part A: Strategic Framework as per the 2015-2020 Strategic Plan has been amended:

PART A:

1. Vision

Current	The State's preferred and trusted forensic investigation and litigation agency.
Amended	The State's preferred and trusted anti-corruption, forensic investigation and litigation agency.
Rationale for change	The word "anti-corruption" was added to depict the agency's role to proactively prevent corruption practices through prevention, awareness and advisory services as well as the collection, collation and dissemination of market related data.

12. ANNEXURE B: TECHNICAL INDICATOR DESCRIPTIONS

Programme 1

Strategic Goal	To enable core services to perform optimally
Strategic Objective 1	To provide compliant and sustainable financial services in accordance with service delivery standards
Indicator	1.1 Percentage of valid invoices paid within 30 days
Short definition	The number of valid invoices paid within 30 days or as per agreed payment terms of receipt by the SIU against the total number of invoices received by the SIU (not measured against the invoice date, but date received). Valid invoice refers to an invoice submitted by a supplier that meet the requirements or are compliant with the Finance checklist for payment of services/goods rendered by a service provider.
Purpose/Importance	To enable suppliers to have sufficient funding to operate their business and to comply with the Treasury Regulations 8.3.1
Method of calculation	The number of valid invoices paid within 30 days of receipt by the institution over the total number of invoices received by the institution*100
Data limitations	None
Indicator type	Output
Source/collection of data	Financial system report showing valid invoices, payment dates and invoice dates. Invoices
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% Compliance with PFMA
Indicator responsibility	Chief Financial Officer

Programme 1

Strategic Goal	To enable core services to perform optimally
Strategic Objective 2	To attract a skilled workforce that is managed within a performance driven environment.
Indicator	2.1 Percentage of vacancy rate maintained
Short definition	This indicator measures the changes in level of the vacancy rate
Purpose/Importance	Intended to facilitate the capacitation of the Unit through the filling of critical funded vacancies and thereby reducing the vacancy rate.
Method of calculation	Number of approved vacancies divided by the approved staff complement for the year 2019/20 * 100
Data limitations	No limitations
Indicator type	Output
Source/collection of data	Approved and budgeted staff compliment as per ENE targets. Staff head count from HR system
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Reduced Vacancy Rate
Indicator responsibility	Chief Human Capital Officer

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 2	To attract a skilled workforce that is managed within a performance driven environment.
Indicator	2.2 Percentage of signed performance agreements
Short definition	This indicator measures the percentage of signed performance agreements between the employee and the respective supervisor/manager.
Purpose/Importance	Ensuring that performance agreements are in place to enable employees and managers to plan and agree on key objectives and activities that are aligned to organizational goals, improve trust and understanding, encourage communication and feedback, assist in career planning and development, provide an objective and fair way to evaluate performance and hold staff members accountable for their performance.
Method of calculation	Number of employees with signed performance agreements divided by the total number of employees*100
Data limitations	None.
Indicator type	Output
Source/collection of data	Signed performance agreements. List of all employees from payroll
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All employees have signed performance agreements.
Indicator responsibility	Chief Human Capital Officer

Programme 1

Strategic Goal	To enable core services to perform optimally
Strategic Objective 3	To provide appropriate ICT services in accordance with set standards
Indicator	3.1 Percentage of Implementation of the 3-year ICT Plan
Short definition	Measurement of actual milestones achieved against planned milestones.
Purpose/Importance	To measure the progress in achieving implementation of the approved ICT Plan which contributes to the SIU value chain goals in order to create efficiencies across business units in the organization
Method of calculation	The number of planned milestones achieved for a particular financial year/ The total number of milestones as outlined in the ICT 3-Year plan
Data limitations	<ul style="list-style-type: none"> • Delay in document signoff. • Unclear or poorly constructed use-cases for testing and verification purposes. • Rework after User Acceptance Testing, Functional Testing and Performance Testing. • Changes to operating model.
Indicator type	Output
Source/collection of data	Approved 3-year ICT plan. Project milestones achieved/signed-off. User acceptance signoff.
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Desired performance is as targeted
Indicator responsibility	Chief Information Officer

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 4	To collaborate with stakeholders in support of enhanced service delivery and core business objectives.
Indicator	4.1 Number of stakeholder surveys conducted.
Short definition	Surveys to be developed and distributed to the stakeholders/ state institutions being investigated.
Purpose/Importance	Identify stakeholder expectations according to set standards in order to ensure that the SIU responds to the needs of stakeholders.
Method of calculation	Simple count
Data limitations	None
Indicator type	Output
Source/collection of data	Stakeholder Surveys. Stakeholder survey report. Stakeholder survey plan.
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	A high number of completion of surveys.
Indicator responsibility	Head: Stakeholder Relations & Communications

Programme 1

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 4	To collaborate with stakeholders in support of enhanced service delivery and core business objectives.
Indicator	4.2 Implementation of an SIU governance framework.
Short definition	This indicator measures the institutionalization of governance mechanism within the SIU. The implementation of the governance framework will commence with the development of a governance framework. Implementation of the governance framework will be monitored to ensure adherence and full implementation of the governance function within the SIU.
Purpose/Importance	The development of a governance frameworks enhance management's ability to implement, fulfill its governance roles and to exercise proper oversight. This can be done through organizing governance structures and other mechanisms by which governance is implemented. By the same token, lack of a governance framework may lead to an incomplete or faulty governance structure, or to inconsistencies, overlaps, and gaps within the governance environment.
Method of calculation	None
Data limitations	None
Indicator type	Output
Source/collection of data	Governance Framework Terms of Reference. Approved Governance Framework
Calculation type	Non-cumulative
Reporting cycle	Bi-Annual
New indicator	Yes
Desired performance	An approved Governance Framework.
Indicator responsibility	Chief Governance Officer

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 5	To provide support for strategic and organizational performance management
Indicator	5.1 Number of quarterly performance reports produced
Short definition	This indicator measures the number of performance reports produced quarterly. These reports are produced at the end of the month following the end of a quarter
Purpose/Importance	The quarterly performance report assists management in tracking performance of planned deliverables in the APP in order to be able to determine whether targets will be achieved and where corrective action is required. It also assist management in making informed decisions in relation to issues of but not limited to resource distribution, interventions to be embarked on to improve service delivery which are affected by the performance of the organisation.
Method of calculation	Simple count of the number of performance reports produced
Data limitations	None
Indicator type	Output
Source/collection of data	Performance quarterly report submitted to the Head of Unit
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Desired performance is as targeted
Indicator responsibility	Head: Strategic Planning, Monitoring and Reporting

Programme 1

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 5	To provide support for strategic and organisational performance management
Indicator	5.2 Submission of 2020/24 Strategic Plan and 2020/21 Annual Performance Plan to the Minister of Justice and Constitutional Development as per prescribed timeframe
Short definition	This indicator measures the process for developing the 5-year strategic plan for the next planning cycle and the annual performance plan that is aligned to the 5-year Strategic Plan.
Purpose/Importance	The PFMA section 27 requires the Minister to table the annual budget for the financial year in the National Assembly before the start of a financial year. Section 27 (4) requires that when the annual budget is introduced in the National Assembly the accounting officer also submits measurable objectives for each main division within the Department's vote. In addition, the Money Bills section 10 (1)(c) requires that after the adoption of the fiscal framework the Minister of the department must table updated strategic plans for the department, public entity or institution which must be referred to the relevant committee for consideration and report. Each Strategic Plan is supported by an Annual Performance Plan to ensure implementation of the measurable objectives.
Method of calculation	None
Data limitations	Lack of and/or poor data quality to support the non-financial plans
Indicator type	Output
Source/collection of data	Approved Strategic and Annual Performance Plan. Proof of submission to DOJ for draft and final
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Desired performance is as targeted
Indicator responsibility	Head: Strategic Planning, Monitoring and Reporting

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 6	To protect the SIU from potential legal risks
Indicator	6.1 Percentage implementation of legal compliance framework.
Short definition	The indicator measures the implementation of the legal compliance framework. Implementation of the will be monitored through the implementation plan which forms part of the approved legal compliance framework.
Purpose/Importance	The legal compliance framework assists with ensuring that the SIU adheres and complies to applicable legislative or regulatory provisions.
Method of calculation	Percentage of implementation as per the legal compliance framework that is specified to be completed within set timeframes. The compliance framework contains an implementation plan with milestones for each financial year against which the percentage of implementation is measured. (number of milestones achieved against the implementation plan / total number of planned milestones to be achieved for 2019/20 as reflected in the implementation plan
Data limitations	Non-establishment of fully functioning compliance function in the SIU.
Indicator type	Output
Source/collection of data	Approved compliance framework and annual implementation monitoring report.
Calculation type	Cumulative (Year end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Full implementation is desired
Indicator responsibility	Chief Legal Counsel

Programme 1

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 7	To protect the SIU from internal and external threats.
Indicator	7.1 Percentage of submissions of declaration of interest forms controlled for all SIU employees.
Short definition	This indicator measures the percentage of submissions of the declaration of interest forms, which are controlled for all SIU employees.
Purpose/Importance	To ensure that employees declare any other conflicts of interest as per regulatory requirements. This indicator measures compliance with instructions, but it also ensures that the SIU is protected from possible internal threats arising from conflicts of interest. "Controlled" means that the declaration has been analysed and that recommendations have been made concerning any conflicts identified.
Method of calculation	The number of declaration of interest forms submitted thus far in a financial year, divided by the total number of SIU employees as at the end of each quarter*100 (this refers to existing and new employees as at the end of each quarter). The declaration forms to be used for new employees are the ones which they submitted during the screening procedure of the recruitment process.
Data limitations	Non-submission of declaration of interest forms by all employees.
Indicator type	Output
Source/collection of data	Declaration of interest forms received and declaration report. List of employees for whom declarations are required.
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All SIU employees must submit declarations within the required timeframes.
Indicator responsibility	Chief Risk Officer

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 7	To protect the SIU from internal and external threats.
Indicator	7.2 Fraud Prevention Plan Revised
Short definition	This indicator measures the progress of the revision of the Fraud Prevention Plan.
Purpose/Importance	To reduce the risks and increase the activities that guide behaviour and combat any fraudulent activities/actions.
Method of calculation	None
Data limitations	Non-cooperation of parties external to the revision process (e.g. lack of management inputs).
Indicator type	Output
Source/collection of data	Revised Fraud Prevention Plan. Draft 1 of Revised Fraud Prevention Plan, E-mail sent out for consulting management
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	An approved Fraud Prevention Plan
Indicator responsibility	Chief Risk Officer

Programme 1

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 7	To protect the SIU from internal and external threats.
Indicator	7.3 Percentage implementation of the Integrated Security System Business Case
Short definition	This indicator measures the extent to which the Integrated Security System is implemented in accordance with key deliverables, in the approved Integrated Security System Business Case
Purpose/Importance	Implementation of the Integrated Security System will improve the security and safety of SIU employees and assets.
Method of calculation	Actual number of milestones completed/Total number of milestones with planned completion per quarter*100
Data limitations	None
Indicator type	Output
Source/collection of data	Integrated Security System Business Case
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The Integrated Security System is to be fully implemented as per the Business Case
Indicator responsibility	Chief Risk Officer

Strategic Goal	To enable core services to perform optimally
Strategic Objective 8	To assess internal controls through internal audits
Indicator	8.1 Percentage of approved internal audits conducted in accordance with internal audit plan
Short definition	Conduct internal audits as per the approved internal audit rolling plan of the SIU.
Purpose/Importance	To ensure that SIU internal controls are assessed for adequacy and effectiveness.
Method of calculation	Number of audits completed, divided by total number of audits planned to be conducted (per quarter/per year)* 100
Data limitations	None
Indicator type	Output
Source/collection of data	List of approved internal audits that should be conducted. Audit plan. Internal Audit reports.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Full execution of the internal audit plan.
Indicator responsibility	Chief Audit Executive

Programme 1

Strategic Goal	To enable core services to perform optimally.
Strategic Objective 9	To enable the unit to become risk intelligent.
Indicator	9.1 Improvement of the SIU risk maturity level in accordance with the NT ERM Maturity Rating System. <u>National Treasury ERM Maturity Rating System:</u> Level 1 – Start up Level 2 – Development Level 3 – Control Level 4 – Information Level 5 – Managed Level 6 – Optimizing
Short definition	Execute the approved risk management framework.
Purpose/Importance	The risk and threats that may affect or hinder the SIU in achieving its objectives are assessed and controlled.
Method of calculation	Level of maturity as per approved National Treasury maturity index.
Data limitations	None
Indicator type	Output
Source/collection of data	Risk maturity assessment report.
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Level 6
Indicator responsibility	Chief Risk Officer

Programme 2

Strategic Goal	To achieve appropriate legal outcomes against perpetrators of maladministration and corruption.
Strategic Objective 1	To ensure that each case is centrally reported and monitored.
Indicator	1.1 Percentage of allegations centrally registered for electronic tracking.
Short Definition	This indicator measures the extent of whether or not reported allegations were centrally registered. Allegations are registered on the Central Case Registration System as and when received within 2 working days of receipt. The tracking or monitoring of the allegation throughout its life cycle becomes a by-product or is a built in mechanism after being centrally registered.
Purpose/Importance	The indicator measures whether or not the SIU has a central case registration database and is maintaining this database. By having a central case registration database that is maintained and updated regularly, the SIU is able to know the status of each allegation on a continuous basis. This enables accurate reporting, business decision making and communication with whistle-blowers and state institutions.
Method of calculation	Number of allegations received during the financial year that registered for electronic tracking meets all the tracking requirements as per the predetermined standards against the total number of allegations received during a financial year*100
Data limitations	None
Indicator type	Output
Source/collection of data	Central case registration system report.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All allegations must be registered on the central case registration system for tracking in accordance with the predetermined standards
Indicator responsibility	Chief Programme Portfolio Officer

Programme 2

Strategic Goal	To achieve appropriate legal outcomes against perpetrators of maladministration and corruption.
Strategic Objective 2	To ensure that each allegation is assessed in accordance with standardised criteria.
Indicator	2.1 Percentage of centrally registered allegations that are assessed by the assessment committee
Short definition	The indicator measures whether or not all allegations received by the SIU were assessed.
Purpose/Importance	The indicator ensures that all allegations are assessed on an equal and consistent basis. It eliminates bias and allows for an objective, sound and independent assessment of the evidence and circumstances surrounding each allegations reported to the SIU. By ensuring that the predetermined standards include fixed turnaround times, delays in the assessment process are prevented and allegations can be treated and assessed promptly.
Method of calculation	The number of centrally registered allegations assessed by the Assessment Committee compared to the number of allegations registered by the SIU as per the central case registration database. *100
Data limitations	None
Indicator type	Output
Source/collection of data	Central case registration and assessment database report showing allegations registered and assessed.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All allegations registered must be assessed
Indicator responsibility	Chief Programme Portfolio Officer

Strategic Goal	To achieve appropriate legal outcomes against perpetrators of maladministration and corruption.
Strategic Objective 3	To conduct forensic investigations according to predetermined standards.
Indicator	3.1 Number of investigations closed under a published proclamation in accordance with predetermined standards.
Short definition	This is the number of investigations that are closed out under a published proclamation.
Purpose/Importance	It measures the ability to conduct and close out forensic investigations and whether or not the SIU is progressing in the closure of investigations.
Method of calculation	This is the sum of the number of investigations closed out under a published proclamation. The date of calculation is the date on which the closure memo is signed.
Data limitations	The ability of the team to close out an investigation formally under a published proclamation may depend on specialist skills or external counsel/ parties, and the availability of information, records and/or witnesses.
Indicator type	Output
Source/collection of data	List of investigations conducted during the year. Signed closure memo obtained from the investigation team that is captured on a central system (PIMS). Approved predetermined standards.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	To maximise the number of investigations closed out under published proclamations.
Indicator responsibility	Deputy HoU

Programme 2

Strategic Goal	To achieve appropriate legal outcomes against the perpetrators of maladministration and corruption.
Strategic Objective 3	To conduct forensic investigations according to predetermined standards.
Indicator	3.2 Number of Reports Submitted to the Presidency.
Short definition	This is the number of investigation reports, interim and final, that are submitted to the Presidency.
Purpose/Importance	It measures the ability to conduct and complete forensic investigations, while being able to report on the findings thereof to the President.
Method of calculation	This is the sum of all signed interim and final presidential reports that are submitted to the Presidency. The date of calculation is the date that the Presidency acknowledges receipt of these reports.
Data limitations	Outcomes are sometimes delayed by reliance on specialist skills or external counsel/parties, the availability of information, records and/or witnesses and the ability to submit reports is limited to the number of active proclamations.
Indicator type	Output
Source/collection of data	Finalised reports. Proof of submission to the Presidency.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	To maximise the number of reports submitted and to improve the turnaround times of investigations.
Indicator responsibility	Deputy HoU

Strategic Goal	To achieve appropriate legal outcomes against the perpetrators of maladministration and corruption.
Strategic Objective 4	To initiate the implementation of legal recommendations.
Indicator	4.1 Number of referrals made to the Relevant Prosecuting Authority.
Short definition	Referral of evidence pointing to the commission of offences to the relevant Prosecuting Authority (e.g., the NPA or foreign prosecuting authorities etc.). This includes evidence referred to the AFU (which forms part of the NPA).
Purpose/Importance	This indicates the referral of evidence pointing to or regarding the commission of a criminal offence.
Method of calculation	The date of calculation is the date upon which the relevant Prosecuting Authority (e.g., NPA and AFU or foreign prosecuting authority etc.) acknowledges receipt of the referral letter. The sum of referrals to the relevant Prosecuting Authority.
Data limitations	The availability of information, records and/or witnesses and the number of Proclamations received by the SIU.
Indicator type	Output
Source/collection of data	Letters of referral with proof of submission obtained from the investigation team.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	To maximise the number of referrals made to the relevant Prosecuting Authority.
Indicator responsibility	Deputy HoU

Programme 2

Strategic Goal	To achieve appropriate legal outcomes against the perpetrators of maladministration and corruption
Strategic Objective 4	To initiate the implementation of legal recommendations
Indicator	4.2 Number of Referrals made for Disciplinary, Executive and/or Administrative Action
Short definition	Referral of SIU evidence pointing to misconduct or irregular conduct on the part of: <ul style="list-style-type: none"> • Employees of State Institutions; • Board members or directors of State institutions (including State Owned Enterprises); • Councillors of State institutions (e.g., Municipalities); • Vendors, Contractors, Suppliers and/or Service Providers of State institutions (e.g., for black-listing purposes etc.); and/or • Members subject to the Regulatory Authorities (e.g., Estate Agents, Engineers, Security service providers, Counsel, Attorneys or Accountants, etc.).
Purpose/Importance	This indicates the referral of SIU evidence pointing to misconduct or irregular conduct on the part of the above mentioned persons, to State institutions, authorities, entities or persons for purposes of instituting disciplinary, executive, administrative or other forms of civil sanctions.
Method of calculation	The date of calculation is the date upon which the abovementioned State institutions, authorities, persons or entities acknowledge receipt of the referral letter. The sum of referrals made to the abovementioned State institutions, authorities, persons or entities
Data limitations	The availability of information, records and/or witnesses and the number of Proclamations received by the SIU.
Indicator type	Output
Source/collection of data	Letters of referral with proof of submission obtained from the investigation team.
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	To maximise the number of referrals for disciplinary, executive and/or administrative action.
Indicator responsibility	Deputy HoU

Strategic Goal	To achieve appropriate legal outcomes against the perpetrators of maladministration and corruption.
Strategic Objective 5	To increase legal outcomes based on civil and other proceedings.
Indicator	5.1 The Value of Potential Loss Prevented.
Short definition	<p>The prevention of potential loss generated as a result of SIU action or through the use of SIU evidence.</p> <p>Examples:</p> <ul style="list-style-type: none"> the prevention of the taking of an administrative decision/action, the prevention of an award of a tender/grant/license and/or the prevention of the conclusion of a contract (including a renewal or extension of an existing contract); the termination/cancellation of a contract and/or the withdrawal of an administrative decision/grant/license; payment stoppage or the halting of a delivery or a transfer of goods/assets/property; and the removal of a recurrent payment such as a social grant or any other payment due under an existing contract/grant or other administrative decision/action, by the SIU or State institutions relying on SIU evidence.
Purpose/Importance	The prevention of potential loss by State Institutions or third parties.
Method of calculation	<p>The date of calculation is the date upon which:</p> <ul style="list-style-type: none"> a proposed administrative decision/action has not been taken; the award of a tender/grant/license has not been made; a contract has not been concluded, renewed or extended, the contract has been terminated/cancelled; the administrative decision/action or the grant/licence has been withdrawn; a payment was stopped or the delivery/transfer of goods/assets/property was halted; the recurrent payment has been cancelled; and the SIU or the State Institution initiated civil proceedings or counter civil proceedings. <p>The value of the potential loss prevented is the difference between the expenditure that a State Institution would have incurred should there have been no intervention by the SIU, and the actual expenditure incurred subsequent to the intervention by the SIU.</p>
Data limitations	Reliance on external counsel and the availability of information, records and/or witnesses. Over-burdened court rolls and legal/technical points included in motions prepared for civil proceedings can also result in delays. Complexity of matters and significant legal challenges. Considerations of public interest.
Indicator type	Output
Source/collection of data	<ul style="list-style-type: none"> Letter and/or agreement that a proposed administrative decision/action has been terminated/set aside or is void/invalid or deemed as such; Letter and/or agreement that contract and/or administrative decision/action has been terminated/set aside; Letter and/or agreement that a contract has not been concluded, renewed or extended; Letter and/or agreement that a tender/grant/license has not been made or been withdrawn; Letter and/or agreement that a payment was stopped or the delivery/transfer of goods/assets/property has been stopped; Letter and/or agreement that a recurrent payment has been cancelled; and Order of the Special Tribunals or by Order of any Court or Arbitration Award. <p>The source documents are obtained from the investigation team and are captured on a central system (PIMS).</p>
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	To maximise the value of this number as it reflects a saving for the institutions of State.
Indicator responsibility	Deputy HoU

Programme 2

Strategic Goal	To achieve appropriate legal outcomes against the perpetrators of maladministration and corruption.
Strategic Objective 5	To increase legal outcomes based on civil and other proceedings.
Indicator	5.2 The value of cash recoveries.
Short definition	The indicator measures the value of cash recoveries. Cash recoveries include the value of money and/or assets that is potentially recoverable and the actual value of money and/or assets that are recovered.
Purpose/Importance	The indicator measures the value of cash recoveries relating to fraud, corruption and maladministration that the SIU assisted in recovering or that has been deemed potentially recoverable as envisaged in section 2(2)(g) of the SIU Act. This monetary value shows a portion of the “real” impact that the SIU is making. The cash recoveries are returned to the relevant state institutions and can be spent on the intended use.
Method of calculation	<p>The indicator is calculated by adding the values of the following items together:</p> <p><u>Acknowledgement(s) of Debt (“AoD(s)”)/Acknowledgement(s) of Liability (“AoL”)</u> It is the actual amount owing at the time of signing the AoD/AoL plus interest per annum at the legal rate up until the principal amount is fully paid (if applicable). The date of calculation is the date on which the AoD/AoL is signed by the Debtor/Defendant/Respondent.</p> <p><u>Restraining Order(s)</u> It is the value of money and/or assets, as reflected in a Restraining Order issued by the Court. The date of calculation is the date that appears on the Restraining <u>Order issued by the Court</u>. Civil Order(s) (i.e. Court Orders and/or Arbitration Awards.) It is the value of the money and/or assets, as reflected in a Court Order issued by the Court or an Arbitration Award issued by an Arbitrator.</p> <ul style="list-style-type: none"> • The date of calculation is the date that appears on the Court Order or Arbitration Award. <p><u>Settlement Agreement(s)</u></p> <ul style="list-style-type: none"> • It is the value of the money and/or assets, as reflected in a Settlement Agreement signed by the parties. • The date of calculation is the date that appears on the Settlement Agreement. <p><u>Compensation Order(s)</u></p> <p>Compensation orders made in criminal cases, e.g. through section 297 or section 300 of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) or fines issued by any regulatory authority. It is the value of the compensation order, as reflected in a Compensation Order issued by the Court or the value of the fine imposed by the regulatory authority. The date of calculation is the date when the Compensation Order is issued by the Court or the regulatory authority.</p> <p>South African Revenue Service (“SARS”) Referral(s) and confirmations of recoveries It is the value of claims that are referred to SARS by the SIU for potential recovery. The date of calculation is the date that SARS acknowledges receipt of the SIU referral. It is the value of money received by SARS. The date of calculation is the date that SARS documents are obtained that show payments made to SARS.</p> <p><u>SIU Accounts</u></p> <p>The value of money paid by Debtors/AoD Debtors/Defendants/Respondents into the SIU Account. The date of alculcation is when the money appears in the SIU bank account.</p>

Method of calculation (continued)	<p><u>Credit note(s) passed or amount(s) recovered by means of set-off</u></p> <p>The value of credit notes passed and/or the value of money that was recovered by means of a set-off that was made in favour of the State institution or the relevant third party, as a result of SIU action or through the use of SIU evidence. The date of calculation is the date appearing on the credit note or the date that the State or third party acknowledges that a recovery was made by means of a set-off that had been affected against debts owing by the State or the relevant third party to the Debtor/Defendant/Respondent.</p> <p><u>Money and/or Assets recovered by State institutions or relevant third parties</u></p> <p>The sum of the value of money and/or assets recovered by State Institutions or the relevant third parties, as a result of SIU action or through the use of SIU evidence.</p> <p>The date of calculation is the date when the State institution or the relevant third party reports the final recovery of the money or receipt of the asset to the SIU investigation team.</p> <p><u>Money/Assets recovered through execution of Civil Orders or Arbitration Awards</u></p> <p>The sum of the value of money/assets recovered through the execution of Civil Orders as a result of SIU actions or through the use of SIU evidence.</p> <p><u>Asset Forfeiture Unit ("AFU") confiscation or final forfeiture orders</u></p> <p>It is the value of money or assets as reflected in the final Confiscation or Forfeiture Order(s). The date of calculation is the date that appears on the final Confiscation or Forfeiture Order issued by the Court.</p>
Data limitations	Outcomes are sometimes delayed by third party reliance and the availability of information, records and/or witnesses. Individual high value matters may significantly influence this indicator. The over-burdened court-rolls and legal/technical points included in motions prepared for civil proceedings can also result in delays.
Indicator type	Output
Source/collection of data	<p>The AoD, Restraining Order, Civil Order, Settlement Agreement, Compensation Order and SARS Referral Letter are obtained from the investigation team and are captured on a central system (Performance Information Management System ["PIMS"]). A summary of the SIU Accounts indicating the AoD repayments are obtained from the AoD enforcement department.</p> <p>Bank reconciliation report conducted by the SIU Finance department, as read with reports obtained from the investigation team indicating that the payment is in respect of a specific matter. Reports on money recovered by State institutions, Confiscation Orders, Forfeiture Orders, documents received from the Sheriff of the Court, Credit notes, indication of set-off or acknowledgement of recovery by SARS documents are obtained from the SIU investigation team. All data is captured on a central system (PIMS).</p>
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Maximise the amount of money and/or assets that may potentially be recovered or that has been recovered for the State and/or relevant third parties.
Indicator responsibility	Deputy HoU

Programme 2

Strategic Goal	To achieve appropriate legal outcomes against perpetrators of maladministration and corruption.
Strategic Objective 5	To increase legal outcomes based on civil and other proceedings.
Indicator	5.3 The Value of Contract(s) and/or Administrative Decision(s)/Action(s) Set Aside or Deemed Invalid.
Short definition	The value of contract(s) and/or administrative decision(s)/action(s) (e.g. tender awards or appointments etc.) set aside, deemed invalid, terminated or prevented, as a result of SIU action or through the use of SIU evidence.
Purpose/Importance	It gives an indication of the work done by the SIU in instituting, conducting and/or facilitating the appropriate remedial action.
Method of calculation	<p>The date of calculation is the date that:</p> <ul style="list-style-type: none"> the contract and/or administrative decision/action has been terminated/set aside by: <ul style="list-style-type: none"> agreement between the parties; the State Institution concerned having terminated or withdrawn the contract or administrative decision/action; an Order of the Special Tribunals or by Order of any Court or Arbitration Award; or the opposing/other party terminating or relinquishing it; or the relevant State Institution deals with the contract or administrative decision/action in a manner that indicates that the contract or administrative decision/action is void/invalid or deemed as such. <p>It is the face value of contracts/administrative decisions/actions that are set aside or terminated by agreement between the parties, by the State Institution having terminated it or having withdrawn it, by the opposing/other party having terminated or relinquished it, by Order of the Special Tribunals or by Order of any Court or Arbitration Award or by the State institution concerned dealing with it as void/invalid.</p>
Data limitations	Reliance on external counsel and the availability of information, records and/or witnesses. The over-burdened court rolls and legal/technical points included in motions prepared for civil proceedings can also result in delays. Complexity of matters and significant legal challenges. Considerations of public interest.
Indicator type	Output
Source/collection of data	<ul style="list-style-type: none"> Letter from the State Institution confirming that the contract and/or administrative decision/action has been terminated/set aside or is void/invalid or deemed as such. Agreement that contract and/or administrative decision/action has been terminated/set aside. Order of the Special Tribunals or by Order of any Court or Arbitration Award. Letter confirming that opposing/other parties have terminated or relinquished the contract and/or administrative decision/action. The source documents are obtained from the investigation team and are captured on a central system (PIMS).
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Maximise the number of contracts set aside.
Indicator responsibility	Chief Legal Counsel

Strategic Goal	To achieve appropriate legal outcomes against perpetrators of maladministration and corruption.
Strategic Objective 5	To increase legal outcomes based on civil and other proceedings.
Indicator	5.4 The Value of the Matters in respect of which Evidence was Referred for the Institution or Defence/Opposition of Civil Proceedings (including Arbitration or counter civil proceedings).
Short definition	Value of matters in respect of which the SIU instituted or facilitated civil proceedings or where civil proceedings (including Arbitration or counter civil proceedings) were instituted or opposed/defended by means of SIU evidence.
Purpose/Importance	It gives an indication of the work done by the SIU in its core business of collecting evidence and recovering or safeguarding State money or assets through the institution, facilitation, opposition or defence of civil proceedings (including Arbitration proceedings).
Method of calculation	The sum of the value of all matters as defined above. In instances where the SIU is an actual party to the civil proceedings, the date of calculation is the date upon which the SIU institutes civil proceedings or intervenes/joins in civil proceedings. In instances where the SIU does not become an actual party to the civil proceedings, but provides support to a State Institution, for instance by providing the evidential material required for the civil proceedings, the date of calculation is the date upon which the SIU receives written confirmation from the relevant State Institution, the Office of the State Attorney or Attorneys/Counsel acting for such State Institution, that civil proceedings, arbitration proceedings, or counter civil proceedings have been instituted, defended, or opposed following the referral of evidential material by the SIU.
Data limitations	Reliance on external counsel and the availability of information, records and/or witnesses. The over-burdened court rolls and legal/technical points included in motions prepared for civil proceedings can also result in delays. Complexity of matters and significant legal challenges. Considerations of public interest.
Indicator type	Output
Source/collection of data	<ul style="list-style-type: none"> • Court documents for civil proceedings; • Acknowledgement of receipt for evidence referred; and • Arbitration documents or other documents supporting a counter civil proceeding. <p>The source documents are obtained from the investigation team and are captured on a central system (PIMS).</p>
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Maximise the value of matters referred as they reflect the civil liability established through SIU investigations into allegations of corruption, malpractice and maladministration within State Institutions.
Indicator responsibility	Chief Legal Counsel

Programme 3

Strategic Goal	To proactively influence the systemic and behavioural root causes of maladministration and corruption.
Strategic Objective 1	To direct internal and influence external strategic decision making processes through data analysis.
Indicator	1.1 Number of internal trend analysis reports issued.
Short definition	The indicator measures the number of internal trend analysis reports completed by the SIU.
Purpose/Importance	This analysis identifies sector risk factors and allows the SIU to advise and report on possible systemic improvements to avoid recurring cases of fraud and corruption.
Method of calculation	Simple count of the number of internal trend analysis reports completed by the SIU
Data limitations	Availability of current relevant information in order to complete accurate and meaningful internal trend analyses
Indicator type	Output
Source/collection of data	Approved internal trend analysis reports.
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Desired performance is as targeted
Indicator responsibility	Chief Programme Portfolio Officer

Strategic Goal	To proactively influence the systemic and behavioural root causes of maladministration and corruption.
Strategic Objective 1	To direct internal and influence external strategic decision making processes through data analysis.
Indicator	1.2 Number of external risk assessment and trend analysis reports issued.
Short definition	The indicator measures the number of external trend analysis reports completed by the SIU.
Purpose/Importance	This analysis identifies sector risk factors and allows the SIU to advise and report on possible systemic improvements to avoid recurring cases of fraud and corruption. Research to be conducted along with the completion of trend, scenario and gap analyses.
Method of calculation	Simple count of the number of risk assessment and external trend analysis reports completed by the SIU
Data limitations	Availability of research and current relevant information in order to complete accurate and meaningful trend analyses
Indicator type	Output
Source/collection of data	Approved external risk assessment and trend analysis reports.
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Desired performance is as targeted
Indicator responsibility	Chief Programme Portfolio Officer

Programme 3

Strategic Goal	To proactively influence the systemic and behavioural root causes of maladministration and corruption.
Strategic Objective 2	To assist state institutions with the prevention of the reoccurrence of reported cases.
Indicator	2.1 Number of systemic improvement plans developed in conjunction with targeted state institutions.
Short definition	The indicator measures the number of systemic improvement plans developed in conjunction with targeted state institutions. Targeted institutions refers to institutions wherein the SIU has previously conducted an investigation or currently conducting one.
Purpose/Importance	In order to make an impact and so as to prevent the recurrence of similar cases, it is important to implement systemic improvements. By assisting state institutions with plans to implement such recommendations, the SIU is playing a proactive role in the prevention of corruption and maladministration.
Method of calculation	Simple count of the number of systemic improvement plans developed.
Data limitations	Availability and willingness of state institutions to draft systemic improvement plans.
Indicator type	Output
Source/collection of data	Systemic improvement plans developed
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Desired performance is as targeted
Indicator responsibility	Chief Programme Portfolio Officer

Strategic Goal	To proactively influence the systemic and behavioural root causes of maladministration and corruption.
Strategic Objective 3	To increase public awareness about targeted anti-corruption behaviour.
Indicator	3.1 Number of targeted awareness campaigns conducted.
Short definition	The indicator measures the number of targeted awareness campaigns conducted by the SIU. Targeted institutions refers to institutions wherein the SIU has previously conducted an investigation or currently conducting one
Purpose/Importance	Awareness campaigns are conducted to create awareness amongst targeted groups of focus areas identified by the SIU. The aim is to ultimately reduce corruption by changing the behaviour of citizens.
Method of calculation	Simple count of the number of targeted awareness campaigns conducted by the SIU.
Data limitations	Participation by citizens or targeted groups.
Indicator type	Output
Source/collection of data	Awareness campaigns plans and reports. Attendance registers.
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Desired performance is as targeted
Indicator responsibility	Chief Programme Portfolio Officer

Programme 3

Strategic Goal	To proactively influence the systemic and behavioural root causes of maladministration and corruption.
Strategic Objective 3	To increase public awareness about targeted anti-corruption behaviour.
Indicator	3.2 Number of public perception survey conducted.
Short definition	The indicator measures the public perception relating to corruption and maladministration in the country and includes both the public and private sector.
Purpose/Importance	An understanding of the public perception of corruption and maladministration enables the SIU to analyse whether or not the SIU and other role players forming part of the Multi Agency Anti-Corruption approach is making an impact and whether this impact is felt by the public. This can assist in strategic decision making processes.
Method of calculation	Simple count of the number of public perception surveys conducted. The survey is only counted once the report is published.
Data limitations	Public participation. StatsSA is conducting the survey on behalf of the SIU and the unit is thus dependent on the assistance from StatsSA.
Indicator type	Output
Source/collection of data	Published survey report supported by primary fieldwork data collected. This report can be obtained from the M&E unit.
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	One survey must be completed and the SIU would with time aspire to conduct more surveys as the organisation grows.
Indicator responsibility	Chief Programme Portfolio Officer



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