



SIU SA
STRIKING AGAINST CORRUPTION

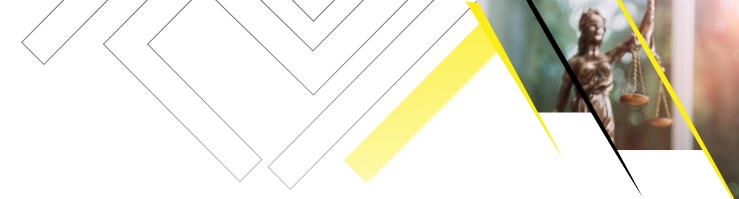


OF STRIKING
AGAINST
CORRUPTION

STRATEGIC PLAN 2025/30



**OF STRIKING
AGAINST
CORRUPTION**



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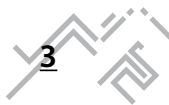
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EXECUTIVE AUTHORITY STATEMENT



MMAMOLOKO T KUBAYI (MP)

*MINISTER OF JUSTICE & CONSTITUTIONAL
DEVELOPMENT*

It is with immense pride and a renewed sense of purpose that I welcome the Special Investigating Unit's Five-Year Strategic Plan, a bold and visionary roadmap to strengthen our nation's fight against corruption and maladministration. This strategy is more than a blueprint for the next five years - it is a testament to the solid foundation from the previous strategy period and upholds the principles of justice and accountability that are the foundation of our democracy.

Reflecting on the SIU's Impact

The last five years have been challenging for South Africa and the world. The COVID-19 pandemic not only resulted in the loss of lives but also exposed the extent of corruption in our beloved country. During a time of global vulnerability, some individuals took the opportunity to exploit government funds and state resources. However, most South Africans are people of integrity, and many courageously reported these wrongdoings. This led to one of the most significant and impactful investigations undertaken by the SIU. Despite the scale of the investigation, the SIU responded swiftly and demonstrated its effectiveness as a high-performing law enforcement agency.

The SIU has been a pillar of strength in the national effort to combat corruption during this period. Through its forensic investigations and innovative data analytics, the SIU has demonstrated that modern technology can be a powerful ally to identify and address corruption networks. The establishment of the SIU's Special Tribunal has been transformative, enabling faster recovery of misappropriated funds and signalling the government's unwavering commitment to ensuring crime does not pay.

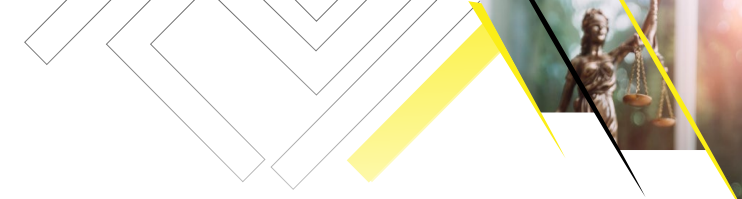
The SIU's achievements speak volumes. From uncovering illicit activities in procurement processes to holding individuals and institutions accountable, the Unit has reclaimed billions of rands lost to corruption. These efforts

have recovered resources for public services and sent a powerful message: South Africa will not tolerate the misuse of public funds.

The SIU role is crucial to South Africa's financial outlook. In February 2023, the Financial Action Task Force (FATF) placed South Africa on its "grey list" due to its inadequate compliance with international standards for the prevention of money laundering, terrorist financing, and proliferation financing. Notably, as of February 2025, South Africa has made significant progress, addressing 20 out of 22 action items outlined by the FATF. The remaining items are expected to be resolved by June 2025, positioning the country for potential delisting from the FATF grey list by October 2025. As a ministry, we believe that the SIU is part of the solution to help South Africa remove itself from the grey list and to strengthen systems that prevent us from systemic failures.

Alignment with the National Anti-Corruption Strategy

The SIU's strategy perfectly aligns with the vision and objectives of the National Anti-Corruption Strategy (2020–2030)(NACS), which aspire to create a society free of corruption, rooted in integrity, transparency, and accountability. The six pillars of the NACS - active citizenry, professionalisation, governance and oversight, credible procurement, strengthened anti-corruption agencies, and protection of vulnerable sectors - find resonance in the SIU's focus areas.



The SIU's commitment to professionalise its operations, enhance its investigative capabilities, and foster a culture of consequence management directly supports the NACS goal of building resilient institutions. By collaborating with other law enforcement agencies, civil society, and the private sector, the SIU embodies the "whole-of-society" approach envisioned by the NACS.

Moreover, the SIU's efforts to protect whistleblowers and encourage active citizen participation are vital to create an empowered public that can hold power to account. The Unit's work exemplifies the principle that the fight against corruption is not the government's responsibility alone but requires collective action across all sectors of society.

Meeting the Goals of the National Development Plan

In our pursuit of Vision 2030, as outlined in the National Development Plan (NDP), corruption remains one of the greatest obstacles to achieve a capable, ethical, and developmental state. The SIU's strategy is a critical instrument in addressing this challenge. It seeks to deter and punish corrupt acts and prevent them by enhancing governance systems and promoting a culture of integrity.

As we embark on this new phase, the SIU stands as a beacon of hope and a reminder that, though sometimes delayed, justice is never denied. The next five years will demand even greater innovation, resilience, and collaboration. I am confident that the SIU will rise to the occasion, guided by its commitment to excellence and supported by the collective resolve of our nation.

As the SIU continues to grow, I extend my heartfelt gratitude to the SIU's leadership and staff for their unwavering dedication to this vital work. Together, let us build a South Africa where corruption has no place, justice prevails, and the promise of our democracy is realised for all.

MMAMOLOKO T KUBAYI (MP)
MINISTER OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT



HEAD OF THE UNIT STATEMENT



ADV. J L MOTHIBI
HEAD OF THE UNIT

I am pleased to present the SIU's 2025 to 2030 strategy. As we enter a new strategic period, I am proud to reflect on our journey over the past five years and set a roadmap for the years ahead. The period 2020–2025 has been transformative for the SIU. With a clear focus on innovation, accountability, and impact, we have solidified our role as a critical pillar in South Africa's fight against corruption.

The Turnaround Strategy: Building a High-Performing Organisation

In 2020, we initiated a comprehensive Turnaround Strategy to enhance the SIU's operational effectiveness. Our goal was

to transform the SIU into a high-performing, results-oriented organisation capable of effectively addressing the complex challenges of combating corruption.

Key components of this strategy included the restructuring of investigation teams, streamlining internal processes, and improving governance frameworks. These initiatives enabled us to achieve faster and more impactful outcomes while promoting a culture of accountability and excellence within the organisation.

The Establishment of the Special Tribunal

A significant achievement during this period was the establishment of the Special Tribunal. This dedicated judicial body has notably reduced the time needed to resolve corruption-related cases, ensuring that justice is administered swiftly.

The Tribunal has been instrumental in expediting legal processes, recovering funds lost to corruption, and holding wrongdoers accountable. Its establishment showcases the effectiveness of focused, collaborative approaches in tackling corruption and mismanagement.

COVID-19 Investigations: Rising to an Unprecedented Challenge

The COVID-19 pandemic presented unique challenges for the nation and the SIU. Amid the public health crisis, we were called upon to investigate allegations of corruption in pandemic-related procurement processes.

Our investigations uncovered widespread irregularities, including inflated pricing, fraudulent contracts, and non-delivery of critical goods and services. These findings underscored the importance of robust oversight mechanisms and the SIU's crucial role in safeguarding public resources during crises.

A Shift in Identity: From “Poised to Strike” to “Striking Against Corruption”

In 2022, the SIU rebranded, encapsulating our renewed focus and proactive approach. Our transition from “poised to strike” to “striking against corruption” signified a shift from readiness to action.

This rebranding was more than a slogan; it reflected a more profound organisational transformation and the impact of our work. By taking decisive, visible actions against corruption, we have reinforced public trust and demonstrated our unwavering commitment to integrity and justice.

The Introduction of Data Analytics

Recognising the growing complexity of corruption, we integrated data analytics into our investigative processes. This innovation has enhanced our ability to identify patterns of corruption, predict risks, and develop evidence-based interventions.



Through tools such as predictive modelling and lifestyle audits, we gained new insights into systemic corruption and maladministration. Data analytics has increased our efficiency and positioned the SIU as a leader in modern investigative techniques.

Building and Strengthening Collaborations

We signed Memorandums of Understanding with local and international organisations as part of the SIU's efforts to expand its reach and enhance its resources. Through bilateral agreements, we also established relationships with various sectors, including law enforcement agencies, universities, and our government. As we move forward, these agreements will help propel the SIU to greater heights.

The Path Ahead: Vision 2025–2030

As we look to the future, we are guided by a bold vision for the SIU and South Africa as a whole. The next five years will focus on consolidation, innovation, and collaboration to strengthen the fight against corruption.

The National Anti-Corruption Advisory Council Recommendations

In December 2024, the National Anti-Corruption Advisory Council (NACAC) put forward essential recommendations to enhance the country's anti-corruption framework. A key proposal was the establishment of an Office of Public Integrity and Anti-Corruption (OPI) as a permanent Chapter 9 institution.

The NACAC recommended that the OPI assume the SIU's mandate, resources, and expertise to ensure a smooth transition and continuity of operations. This proposal is a testament to the SIU's credibility and effectiveness in combating corruption.

We welcome this recommendation and are committed to collaborate with all stakeholders to support its implementation. The OPI presents a historic opportunity to institutionalise integrity, foster public trust, and establish a more transparent and accountable South Africa.

Leading the National Corruption Prevention and Risk Management Framework

As part of the National Anti-Corruption Strategy (NACS), the SIU has been tasked with developing the National Corruption Prevention and Risk Management Framework (NCPRMF). This comprehensive framework is a cornerstone of our proactive approach to combating corruption.

The NCPRMF includes several key components:

- **Data Analytics and Predictive Modelling:** Utilising technology to identify corruption risks before they occur.
- **Ethics Management:** Promoting ethical behaviour across all sectors of society.
- **Lifestyle Analysis:** Detecting unexplained wealth and illicit financial activities.
- **Awareness and Education:** Empowering citizens and public officials to act against corruption.

The framework reflects a whole-of-society and whole-of-government approach, recognising that corruption prevention requires collective action and shared responsibility.

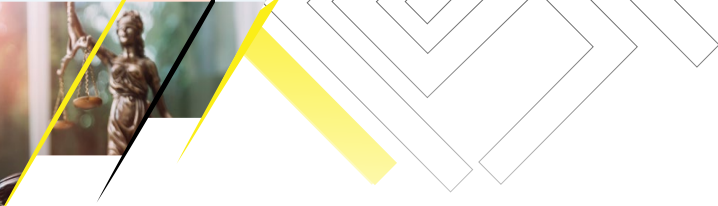
South Africa Assumes the 2025 G20 Presidency and SIU to Co-Chair the G20 Anti-Corruption Working Group

On December 1, 2024, South Africa proudly steps into the presidency of the G20, a vibrant group of twenty nations representing diverse global perspectives. As the only African country in this influential forum, South Africa passionately advocates for more excellent African representation. This commitment has played a key role in the African Union's recent acceptance as a G20 member. We look forward to seeing how South Africa will lead, following Brazil's presidency, in fostering collaboration and growth among nations for a brighter future!

We are pleased that the SIU has been invited to serve as Co-Chair of the G20 Anti-Corruption Working Group (G20 ACWG), alongside Brazil, during South Africa's presidency. This recognition highlights the SIU's significant contributions to the global fight against corruption, while also requiring a considerable additional commitment from the organisation.

The SIU will work closely with the Department of International Relations and Cooperation (DIRCO) and the Department of Public Service and Administration (DPSA) in fulfilling its co-chairing responsibilities. The objectives of the G20 ACWG will therefore be incorporated into the first year of this five-year





Strategic Plan and reflected in the Annual Performance Plan (APP) for the 2025/2026 financial year.

Our focus as Co-Chair of the G20 ACWG will include the following priorities:

- Strengthening the public sector by promoting transparency and accountability.
- Increasing the efficiency of asset recovery measures.
- Enhancing and mobilising inclusive participation from the public, private sector, civil society, and academia to prevent and combat corruption.
- Improving whistleblower protection mechanisms.

Strengthening Accountability through Strategy and Innovation

In a world where corruption and maladministration continue to threaten economic stability, public trust, and service delivery, the Special Investigating Unit (SIU) of South Africa remains committed to promoting transparency, accountability, and ethical governance. As we enter a new strategic era, we recognise that the fight against corruption requires more than enforcement—it demands innovation, collaboration, and a proactive approach to dismantling fraudulent networks and safeguarding public resources.

Our 2025–2030 Strategic Plan is anchored in modernising investigative methods, leveraging advanced technology, and cultivating a culture of integrity across public and private institutions. The SIU's mission is not only about reactive investigations, but also about preventative interventions that strengthen governance structures and deter corruption before it occurs.

Embracing Innovation for a More Effective SIU

To enhance our investigative efficiency and maximise impact, the SIU is adopting a multifaceted innovation strategy built on the following key pillars:

- 1. Technology-driven investigations:** Implementing forensic data analytics, artificial intelligence (AI), and blockchain technology to trace financial fraud, monitor procurement integrity, and detect patterns of corruption in real time.
- 2. Strengthened legislative and policy frameworks:** Advocating for key legislative reforms to expand the SIU's powers, improve witness protection, and close legal loopholes that enable financial crimes and irregular contracts.
- 3. Public sector integrity and governance reforms:** Enhancing oversight of state-owned enterprises (SOEs), introducing risk-based audit mechanisms, and promoting whistleblower protection programmes to embed a culture of transparency and accountability.
- 4. Proactive anti-corruption measures:** Shifting from reactive investigations to early warning systems, intelligence-sharing platforms, and predictive analytics that identify corruption risks before they escalate into large-scale fraud.
- 5. Multi-sector collaboration and stakeholder engagement:** Partnering with law enforcement agencies, the judiciary, civil society, the private sector, and international anti-corruption bodies to drive collective action against corruption at all levels.

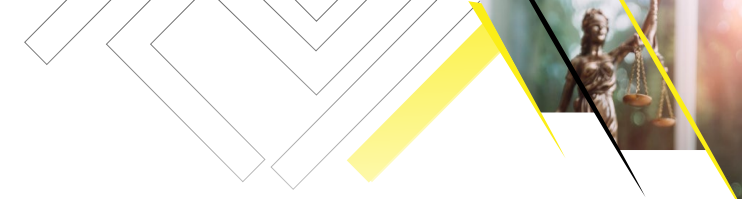
KEY STRATEGIC PRIORITIES FOR 2025–2030

Enhancing Investigative Capacity

We are committed to enhance the resources allocated to our investigation teams in response to the growing need for thorough, high-quality investigations. To achieve this, we will develop a comprehensive Resourcing Plan crafted in partnership with provincial leaders and key divisions within our organisation. This strategic plan will ensure that our teams have the necessary tools, personnel, and training to excel in their work, ultimately enabling them to produce exceptional outcomes and maintain the highest standards of investigative excellence.

Delivering Quality Results and Consequence Management

The SIU's success relies heavily on our commitment to produce timely and impactful outcomes. We are dedicated to perform thorough and high-quality investigations, ensuring the effective recovery of stolen funds. In addition, we are focused on the implementation of robust consequence management measures. This includes enhancing our recovery efforts through the Special Tribunal, allowing us to reclaim more misappropriated resources and hold those responsible for these actions accountable.



Optimising Business Processes Through Automation

We are committed to harness the power of technology to improve our operational processes. By implementing a comprehensive case management system, we will enable real-time tracking of investigations, which will significantly enhance both transparency and efficiency within the SIU's value chain. This system will facilitate better communication among team members, streamline workflows, and provide instant access to crucial data, ensuring that every case is handled with the utmost attention and effectiveness.

Strengthening Whistle-Blower Protection

Safeguarding whistleblowers and investigators is of utmost importance to us. We are committed to strengthen our reporting platforms, making them more accessible and user-friendly for those who wish to come forward. Additionally, we will introduce new strategies and safeguards to ensure the protection and well-being of individuals who bravely expose corruption. This will ensure that they feel secure and supported in their efforts to promote transparency and accountability.

Improving Client Experience

Transparency and accountability lie at the heart of our client engagement strategy. We are committed to ensure that state institutions have real-time access to the status of ongoing investigations. This initiative not only aims to build a foundation of trust but also enhances communication between our teams and clients. By keeping our clients informed, we seek to elevate their overall satisfaction and confidence in our services, ultimately creating a more collaborative and effective partnership.

Building Organisational Resilience

The SIU's accomplishments highlight our dedicated team's unwavering commitment and skill. As we move forward, we will emphasise the importance of fostering positive employee relations, implementing robust governance practices, and promoting ongoing professional development. These priorities are essential to ensure that our organisation not only withstands challenges but also thrives in a constantly changing landscape.

A Message of Gratitude and Commitment

None of our remarkable achievements would have been attainable without the entire SIU team's tireless hard work, unwavering dedication, and steadfast commitment. I want to express my deepest gratitude to every member of our organisation and our valued partners in government, civil society, and the wider public.

As we look towards the future, we recognise that the future will undoubtedly present various challenges. However, I am genuinely optimistic that, united in our efforts, we can continue to excel and uphold our core values of integrity, accountability, and justice.

The 2025–2030 strategy represents much more than a simple plan. It is a powerful call to action. Let us embrace this opportunity to enhance our impact, build on our previous successes, and further fortify South Africa's ongoing struggle against corruption. Together, we have the potential to create meaningful change and foster a brighter future for all.

ADVOCATE ANDY MOTHIBI
HEAD OF THE UNIT





OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management under the guidance and support of the SIU Head of the Unit (HoU).
- Takes into account all the relevant policies, legislation and other mandates for which the SIU is responsible.
- Accurately reflects the impact and outcomes which the SIU will endeavour to achieve over the period 2025 – 2030.



MS THENJIWE DLAMINI
CHIEF STRATEGY & INNOVATION OFFICER

31 March 2025

DATE



MR ANDRE GERANDT
CHIEF FINANCIAL OFFICER

31 March 2025

DATE



ADV J L MOTHIBI
HEAD OF THE UNIT

31 March 2025

DATE

APPROVED BY:



MS MMAMOLOKO T KUBAYI (MP)
MINISTER OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

02 April 2025

DATE

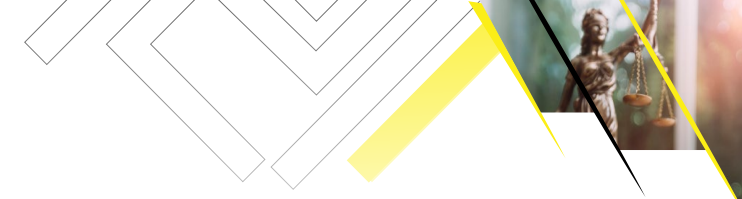


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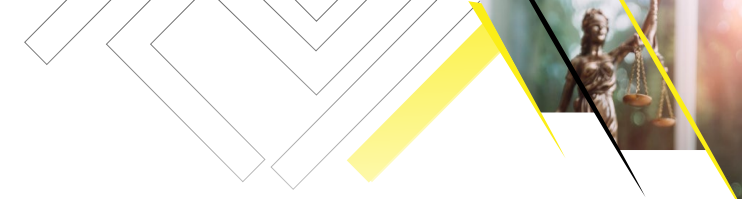
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ACRONYMS

ACRONYM	DESCRIPTION
ACWG	Anti-Corruption Working Group
AFU	Asset Forfeiture Unit
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
AU	African Union
BRICS	Brazil, Russia, India, China, and South Africa
CMS	Case Management System
CPI	Corruption Perceptions Index
CRMS	Case Registration Management System
DDM	District Development Model
DPCI	Directorate for Priority Crime Investigation
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
EE	Employment Equity
EPMO	Enterprise Project Management Office
EVP	Employee Value Proposition
FSAPP	Framework for Strategic and Annual Performance Plans
G20	Group of Twenty
GDP	Gross Domestic Product
GNU	Government of National Unity
GRC	Governance, Risk Management, Compliance
HOU	Head of the Unit
ICT	Information and Communications Technology
IDAC	Investigating Directorate Against Corruption
IMF	International Monetary Fund
MOU	Memorandum of Understanding
MTDP	Medium-Term Development Plan

ACRONYM	DESCRIPTION
MTSF	Medium-Term Strategic Framework
NACAC	National Anti-Corruption Advisory Council
NACS	National Anti-Corruption Strategy
NATO	North Atlantic Treaty Organization
NCRPF	National Corruption Risk and Prevention Framework
NDP	National Development Plan
NPA	National Prosecuting Authority
OPI	Office of Public Integrity and Anti-Corruption
PAA	Public Awareness and Advocacy
PAJA	Promotion of Administrative Justice Act
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PWC	PricewaterhouseCoopers
RM	Risk Management
SAPS	South African Police Service
SARS	South African Revenue Services
SASQAF	South African Statistical Quality Assessment Framework
SDGs	Sustainable Development Goals
SIU	Special Investigating Unit
SIU Act	Special Investigating Units and Special Tribunals Act 74 of 1996 (Amended)
StatsSA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TIDs	Technical Indicator Descriptions
TRAs	Threat Risk Assessments
UNCAC	United Nations Convention against Corruption
UNTD	United Nations Trade and Development
US	United States



GLOSSARY OF KEY TERMS AND CONCEPTS

KEY TERM / CONCEPT	BRIEF DEFINITION OR DESCRIPTION
Civil Litigation	Civil litigation is a term used to describe the legal process applied to non-criminal matters. Civil litigation is, thus, the referral of a civil matter to a court of law or special tribunal to resolve a legal dispute between two or more parties who seek compensation for damages incurred, specific performances that were not delivered or the remedies listed in the Special Investigating Units and Special Tribunals Act 74 of 1996 (SIU Act).
Corruption	South Africa's Prevention and Combating of Corrupt Activities Act 12 of 2004 defines corruption as any direct or indirect acceptance or offer of gratification, monetary or otherwise, that benefits oneself or another party. Essentially, it involves an improper exchange between two or more parties.
Fraud	Deception that involves intentionally or recklessly making a false material misrepresentation of fact to a victim, which the victim believes and that then induces the victim to act to their own detriment.
Maladministration	Maladministration involves the improper or negligent handling of public duties by government officials or entities, characterised by actions or omissions that violate established rules and ethical standards. This can result in inefficiencies and unfairness in public service delivery and resource allocation, manifesting as abuses of power, biased decision-making, favouritism, bribery, and fraud, all of which undermine government integrity and transparency.

KEY TERM / CONCEPT	BRIEF DEFINITION OR DESCRIPTION
Memorandum of Understanding (MOU)	Means an agreement between two or more parties outlined in a formal document. It is not legally binding but signals the willingness of the parties to move forward with a contract.
Risk	The effect of uncertainty on objectives, where such effect be positive, negative or both. It can address, create or result in threats or opportunities (SANS 31000: 2019).
Special Tribunal	Means a special court or committee that is appointed to deal with particular problems that substitutes the role of a conventional court.
State Institutions	Any national or provincial department, any local government, any institution in which the State is the majority or controlling shareholder or in which the State has a material financial interest, or any public entity as defined in the Public Finance Management Act, 1999.
Vulnerable Sector	Refers to an area, organisational system or process, sector and/or institution with a high risk or specific vulnerability to corrupt practices or activities. This includes business/private industries or sectors, organs of state (e.g. government departments, state-owned entities or municipalities) and large-scale projects (e.g. those related to infrastructure development) at risk of being targeted by actors or facilitators of corrupt practices.





PART

A

OUR MANDATE

1. CONSTITUTIONAL MANDATE

The mandate of the SIU is firmly established by the Constitution of the Republic of South Africa. **Section 32** of the Constitution articulates a fundamental right for all individuals, stating that every person is entitled to access:

- Any information held by the state: this provision underscores the principle of transparency and accountability within government institutions, enabling citizens to be informed about governmental actions, decisions, and the rationale behind them.
- Any information held by another party that is necessary for the exercise or protection of any rights: this clause ensures that individuals can obtain information crucial for safeguarding their legal rights and interests, thereby promoting justice and equity within society.

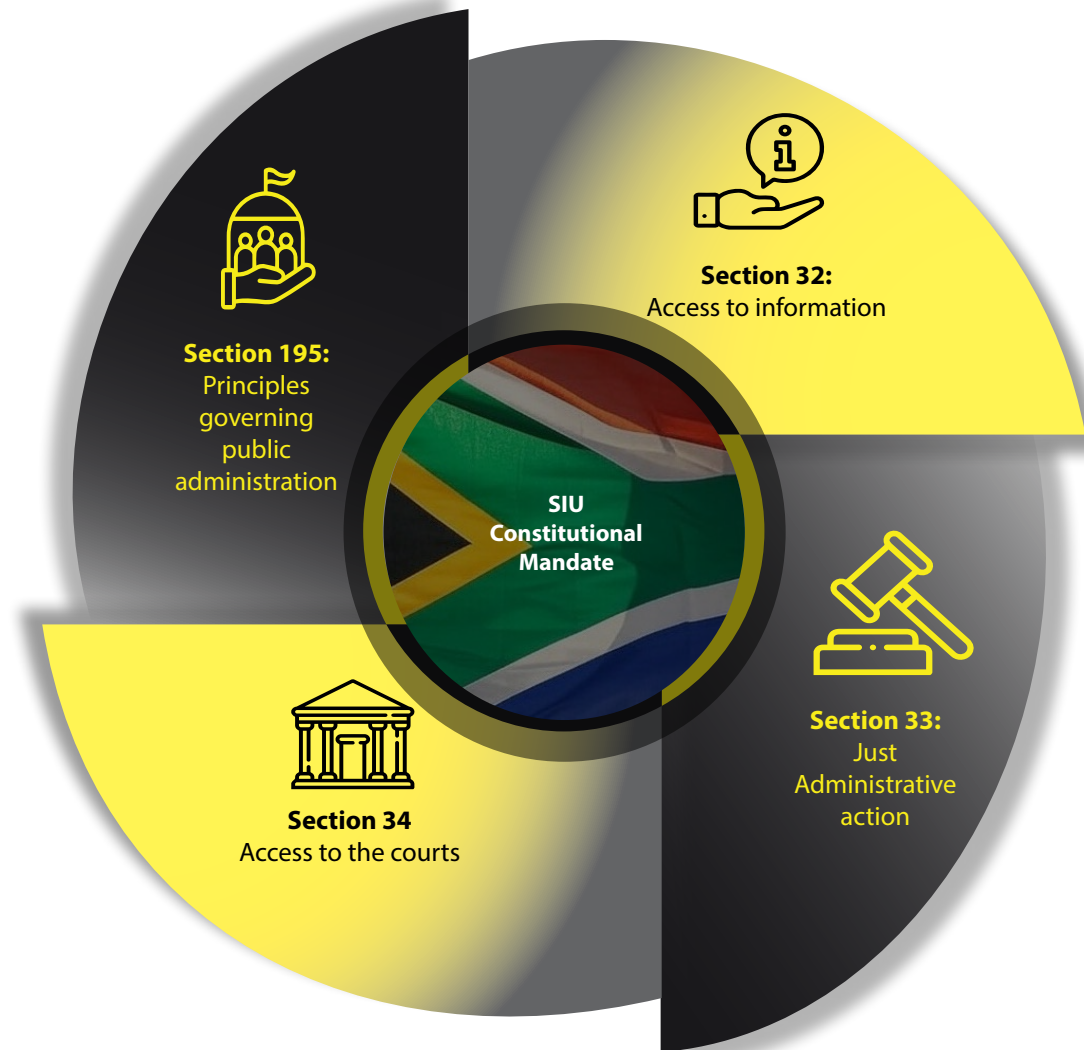


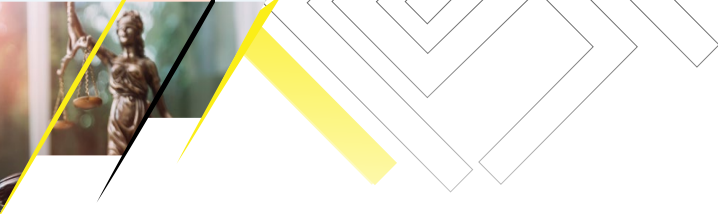
Figure 1: SIU Constitutional Mandate

PART A
OUR MANDATE

PART B
OUR STRATEGIC FOCUS

PART C
MEASURING OUR
PERFORMANCE

PART D
TECHNICAL INDICATOR
DESCRIPTIONS



To operationalise this constitutional right, national legislation must be enacted. Such legislation is essential not only for the enforcement of these rights but also for outlining the specific procedures and frameworks through which access to information can be facilitated.

The right to administrative justice, as outlined in **Section 33** of the Constitution and the Promotion of Administrative Justice Act (PAJA), plays a crucial role in the establishment of a democratic state. Democracy has often been characterised as “*government by explanation*,” emphasising that government decisions should be communicated and justified to those they impact.

The Constitution’s provision for just administrative action highlights the importance of justification in several ways:

- **Section 33(1)** guarantees the right to “*reasonable*” administrative action that is “*procedurally fair*.” This means that decisions affecting individuals should not be made without allowing those individuals an opportunity to express their views.
- **Section 33(2)** grants individuals the right to receive reasons for administrative actions that impact their rights.

Section 34 of the Constitution establishes that every individual has the right to have any dispute that can be addressed through legal principles resolved in a fair public hearing. This hearing must take place before a court or, when suitable, before another independent and impartial

tribunal or forum, ensuring that justice is accessible and fairly administered for all parties involved.

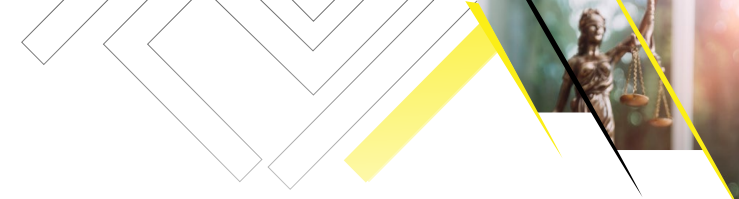
2. LEGISLATIVE AND POLICY MANDATES

The SIU is an independent statutory entity established under SIU Act (No.74 of 1996). Its primary mandate, as outlined in the legislation, is to conduct forensic investigations and legal actions focused on combating corruption, serious misconduct, and maladministration within state institutions.

The key legislative mandates that define the operations and functions of the include the following:

Special Investigation Units and Special Tribunals Act (No.74 of 1996) (SIU Act)	The SIU Act establishes special investigating units to examine serious malpractices and maladministration related to state institutions, assets, and public funds, allowing them to initiate civil proceedings in court or before special tribunals. It also outlines the revenue and expenditure for these units and provides for the creation of special tribunals to adjudicate civil matters arising from their investigations, along with related procedural matters.
Criminal Procedure Act (No. 51 of 1977)	The aim of the Criminal Procedure Act in South Africa is to regulate the procedures and processes followed in the criminal justice system, ensuring fairness and efficiency in the prosecution of criminal offenses.
Prevention and Combatting of Corrupt Activities Act (No. 12 of 2004)	Provides for the strengthening of measures to prevent and combat corruption and corrupt activities as well as investigative measures relating to corruption and related corrupt activities.

Table 1: SIU Legislative Mandate



The SIU's primary mandate is to investigate serious allegations of corruption, malpractice, and maladministration within state institutions, state assets, and public funds, as well as any actions that could compromise public interests. The Unit is assigned to recover financial losses incurred by state institutions through civil litigation in accordance with the legislative mandate detailed below:

- To provide for the establishment of special investigating units for the purpose of investigating serious malpractices or maladministration involving state institutions, state assets, and public money, as well as any conduct which may seriously harm the interests of the public.
- To provide for the establishment of special tribunals dedicated for civil matters emanating from investigations by special investigating units.
- 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; and to provide for matters incidental thereto.

The SIU derives its mandate from Section 4 of the SIU Act (No.74 of 1996). The functions of the Unit are within the framework of its terms of reference, as set out in the proclamation referred to in section 2(1):

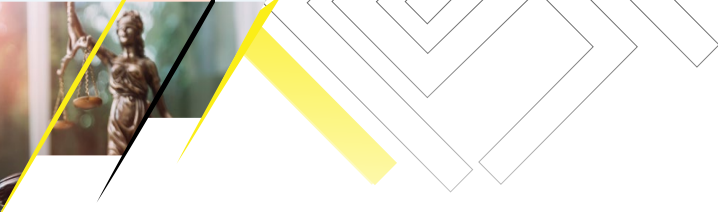
- a) To investigate all allegations regarding the matter concerned;
- b) To collect evidence regarding acts or omissions which are relevant to its investigation.
- c) To institute and conduct civil proceedings in a special Tribunal or any court of law for:
 - i) any relief to which the state institution 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.

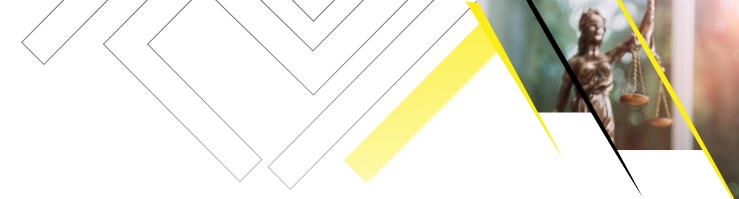
The Special Tribunal serves as the dedicated channel for the SIU to initiate and expedite civil proceedings, reducing the time required to finalise cases and enhancing perceptions of the judiciary's efficiency in resolving civil disputes.





In fulfilling its mandate, the following national and international policy mandates, strategies and frameworks are pertinent to the Unit:

United Nations Convention against Corruption (UNCAC)	A legally binding universal anti-corruption instrument, adopted by the UN General Assembly in 2003. The UNCAC addresses corruption through five focus areas, aiming to prevent and criminalise corrupt practices, define specific acts of corruption, and promote international cooperation, the recovery and return of stolen assets, as well as technical assistance and information exchange
Sustainable Development Goals (SDGs)	Emphasise the need for global cooperation to eradicate poverty, improve well-being, and tackle inequality, crime, and corruption, all of which are vital for fostering peaceful, just, and inclusive societies. SDG 16 focuses on fostering peaceful and inclusive societies, ensuring access to justice for all, and developing effective, accountable, and inclusive institutions at all levels.
National Development Plan (NDP), Vision 2030	<p>The NDP is South Africa's long-term strategy toward 2030, and it emphasises that combating corruption requires a multifaceted approach, focusing on three key areas: Deterrence, Prevention, and Education.</p> <p>The work of the SIU aligns with Outcome 3 of the NDP which states the need to ensure <i>"All people in South Africa are and feel safe and secure"</i>. Output 3 of this outcome specifically focuses on addressing corruption and maladministration, as detailed in Chapter 14.</p>
Medium-Term Development Plan (MTDP) 2024 - 2029	The Medium Term Strategic Framework (MTSF) has been renamed as the MTDP, and it outlines the five-year strategy for the 7 th Administration of the government and serves as the implementation framework for the NDP. The SIU remains critical to the fight against fraud and corruption in accordance with the MTDP's Strategic Priority 3: "A capable, ethical and developmental state", with a direct contribution to the outcome on "Safer communities and increased business confidence".
Revised Framework for Strategic Plans and Annual Performance Plans (DPME, 2019)	<p>This Department of Planning, Monitoring and Evaluation (DPME) framework promotes accountability for government performance and alignment between planning, budgeting, and reporting processes.</p> <p>This Strategic Plan outlines the key activities of the SIU in accordance with its legislative mandates and details the strategic outcomes to be achieved by 2030. The alignment with broader government objectives promotes accountability to key stakeholders, including Parliament and the public.</p>
The National Anti-Corruption Strategy (NACS) 2020–2030	<p>The NACS is premised on a principle of placing more emphasis on preventing corruption through <i>"good governance, transparency, integrity management and accountability in society, and early detection of potential corrupt practices to supplement the reactive measures executed by law enforcement agencies and other anti-corruption bodies in society"</i>.</p> <p>Key interventions relevant to the SIU include convening Anti-Corruption forum meetings for vulnerable sectors and implementing the National Corruption Risk and Prevention Framework (NCRPF).</p>



National Corruption Risk and Prevention Framework (NCRPF)	<p>The development of the NCRPF is premised on the 2020 – 2030 NACS which seeks to protect vulnerable sectors that are susceptible to corruption and unethical behaviour by implementing robust risk management strategies.</p> <p>This involves identifying and assessing potential risks, developing comprehensive policies, and promoting a culture of transparency and accountability.</p> <p>By prioritising these efforts, SIU can mitigate the likelihood of unethical practices and enhance the integrity and trustworthiness of these sectors, ultimately promoting a more inclusive and equitable environment for all.</p>
National Anti-Corruption Advisory Council (NACAC)	<p>In August 2022, President Cyril Ramaphosa appointed the National Anti-Corruption Advisory Council (NACAC) to advise on the implementation of the National Anti-Corruption Strategy (NACS), oversee measures to prevent fraud and corruption, and strengthen South Africa's anti-corruption architecture.</p> <p>NACAC's proposed objectives:</p> <ul style="list-style-type: none"> ➤ Investigations: Conduct investigations into systemic corruption, either through presidential proclamation or in line with the mandate given to it by drafting new enabling legislation. ➤ Expanded mandate and powers: NACAC envisions the establishment of the Office of Public Integrity (OPI) as a Chapter 9 institution with enhanced powers, including audits, search and seizure, and public inquiries, broadening the current SIU's scope. ➤ Focus on prevention and systemic corruption: The OPI would target systemic corruption prevention, complementing the SIU's investigative functions. ➤ Integration of the SIU: The proposal suggests incorporating the SIU into the OPI, maintaining its current powers while significantly expanding its mandate to align with the "all government, all society" anti-corruption approach. ➤ Collaboration and national footprint: The OPI would adopt the SIU's technological advances, data analytics, and national reach to strengthen its operations. ➤ Policy, education, and monitoring roles: It would introduce new responsibilities, including policy-making, public education, and oversight, to advance anti-corruption strategies.

Table 1: SIU Alignment to Key Policies, Strategies and Frameworks

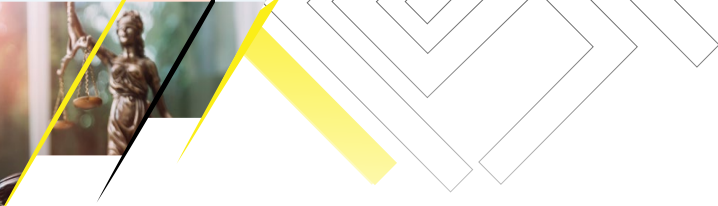
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Government of National Unity and National Strategic Priorities for 2024 - 2029

After the national and provincial elections of May-June 2024, the newly established Government of National Unity (GNU) released a Statement of Intent that outlines the foundational principles and priorities for the 7th administration.

These priorities encompass rapid and inclusive economic growth, social justice, investment in people, stabilisation of local government, strengthening state capacity, enhancing law enforcement and national security, fostering social cohesion, and promoting a foreign policy anchored in human rights, international cooperation, and South Africa's interests. The Medium-Term Development Framework (MTDP 2024 – 2029) aligns with these priorities and integrates them into the government's planning framework to achieve the NDP's 2030 objectives.

As articulated by the President in the Opening of Parliament Address on July 18, 2024, the 7th administration and the MTDP 2024 - 2029 are committed to three strategic priorities:

- **Priority 1:** Drive inclusive growth and job creation.
- **Priority 2:** Reduce poverty and addressing the high cost of living.
- **Priority 3: Build a capable, ethical, and developmental state.**

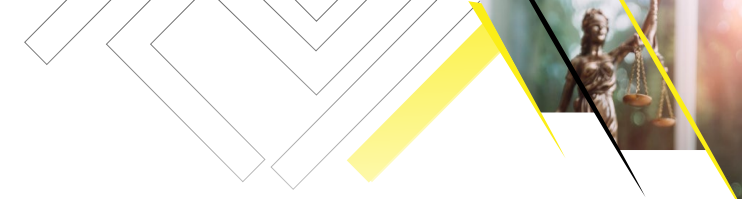
Strategic Priority 3, towards which the work of the SIU contributes the most, aligns with government's statement of intent relating to *"Building state capacity and creating a professional, merit-based, corruption-free and developmental public service"* and Chapter 14 of the NDP outlining the country's envisaged fight against corruption.

Through the Justice Crime Prevention and Security (JCPS) Cluster, the SIU contributes directly to the outcomes and interventions reflected in Strategic Priority 3: Build a Capable, Ethical and Developmental State, as follows:

- **JCPS Outcome – Combat national priority offences (Economic, Organised Crime, and Corruption).** The SIU has a direct contribution to the following interventions:
 - Protect the national financial system from the threat of money laundering, terrorism financing and the financing of proliferation.
 - Increase in freezing and recovery of money and assets that are the proceeds of unlawful conduct and crime.

The JCPS Cluster Implementation Plan, MTDP 2024 - 2029, reflects the following outcomes and interventions for the SIU:

- **Outcome – Fight corruption:**
 - **Decreased level of corruption in the country and improved Transparency International index score for South Africa:**
The key intervention is Cabinet's approval, subsequent implementation, and reporting on the National Anti-Corruption Risk and Prevention Framework (NCRPF).
 - **Strengthen accountability and consequence management in the public service and conduct lifestyle audits for elected officials and senior public servants:**
This includes improving the implementation of referrals for disciplinary action against officials and executives, as well as referrals to the prosecution authority, administrative actions, regulatory actions, and professional bodies. Furthermore, the SIU is tasked with conducting lifestyle audits for at least 28 institutions over the MTDP period.



3. INSTITUTIONAL POLICIES AND STRATEGIES

The 7th administration priorities, along with their specific strategies and interventions, are informed by the Indlulamithi Scenarios 2035 as well as processes and evaluations conducted on the NDP, the 30 years of democracy, and the planning period from 2019 to 2024. South Africa aims to transform into a “*Weaver Work*” cooperation nation that is characterised by collaboration between government and the private sector in addressing the country’s developmental challenges.

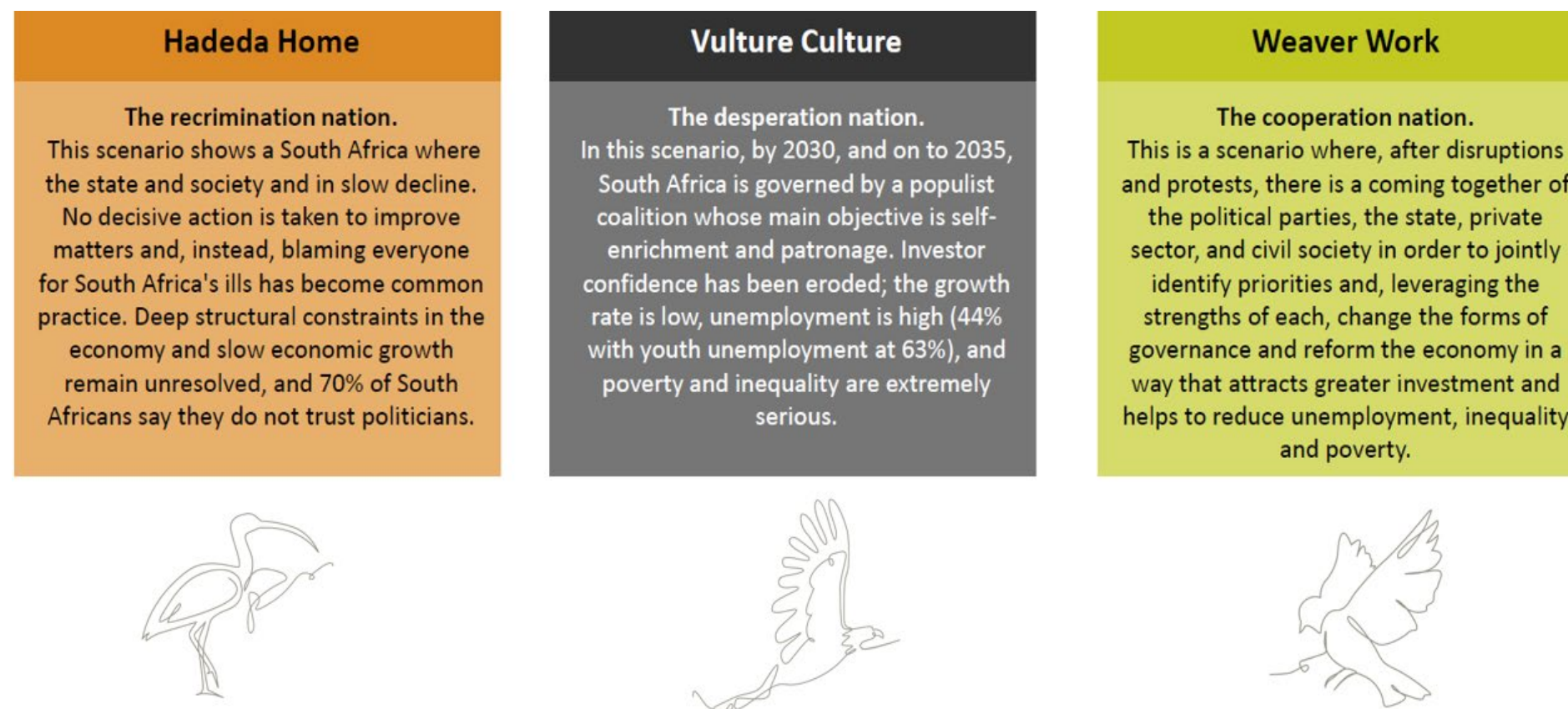


Figure 2: Indlulamithi Scenarios 2035 (Source: DPME)

The SIU plays a pivotal role in steering South Africa towards becoming a cooperative nation, aligning its efforts with the legislative and policy frameworks outlined in the previous section. These frameworks underpin the Unit’s extensive responsibilities and functions.

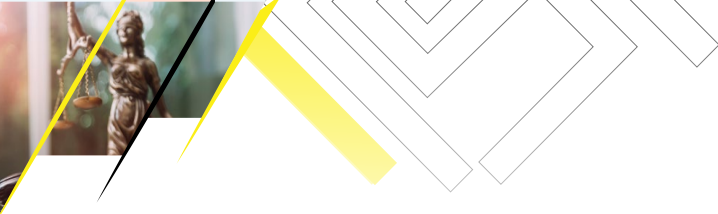
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Preventative Measures

The implementation of preventive measures by fostering public awareness, addressing the root causes of corruption to prevent recurrence, and analysing market data to support proactive anti-corruption initiatives within the SIU and across various sectors remains a key area of focus for the Unit. Priority will be given to broaden data integration efforts to include more datasets from public and private entities for the purposes of analysis in order to draw insights and make the necessary recommendations for proactive preventative measures.

The SIU's Market Data Analytics Unit has made significant progress in accessing large data sources through partnerships with the National Treasury, as well as collaborating with the Gordon Institute of Business Science Anti-Corruption Coalition to enhance its anti-corruption research capabilities. Leveraging this data, the Unit was able to capture and analyse open-source information, investigative data, and intelligence to identify trends and apply predictive modelling. The Unit produces Trends Analysis Reports, which are shared with investigation teams to support data-driven investigations. These reports also inform prevention strategies and awareness advisories directed at affected state institutions.

The SIU's prevention initiatives, including targeted awareness campaigns and the development of systemic improvement plans - as proactive measures to deter corruption - will be continued in the 2025 – 2030 strategic term. These actions aim to strengthen the overall integrity of systems and promote long-term, sustainable solutions to combat corruption.

Investigations

The SIU's extensive responsibilities include an enhanced focus on systemic investigations to address the growing demand for its services. This focus is particularly critical, given the challenges to convert allegations into motivations for proclamations and the subsequent delays in issuing proclamations.

Over the five-year term covered by this strategic plan, the Unit aims to reduce the turnaround time for completing investigations by refining its investigative processes, enhancing specialised investigative skills, and ensuring consistent application of rigorous investigative standards. This strategy is designed to improve efficiency, foster expertise within the SIU, and maintain high-quality outcomes across all cases.

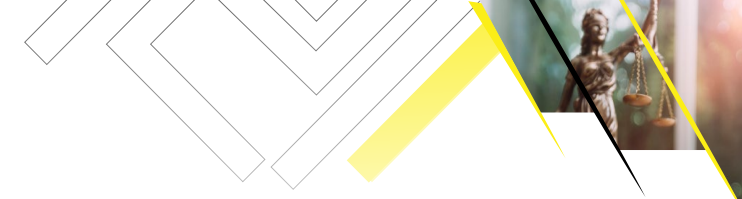
To address limited capacity in forensic investigations, the Unit will prioritise diversifying investigators' skill sets to reduce dependency on specialised divisions

like cyber and data forensics, which often face resource constraints. Broader capabilities among forensic investigators will enable faster case progression and reduce delays. Additionally, integrating data intelligence tools and insights from the outset of investigations will allow for real-time decision-making, uncovering critical perspectives more efficiently than traditional methods.

Technological innovation will be central to this strategy, with the adoption of advanced technologies such as cyber and data analytics, modelling, and business process digitisation. These tools will enhance the Unit's investigative capabilities and overall efficiency. Furthermore, the development and implementation of an improved investigation methodology and standardised approaches will ensure consistency and scalability. By establishing replicable processes for project delivery, the SIU can optimise resources, accelerate case progress, and uphold its commitment to excellence in systemic investigations.

Civil Litigations

The Unit has made significant progress in establishing a fully functioning Special Tribunal and Civil Litigation Case Assessment Committee. Additionally, a Civil Litigation Strategy and Turnaround Plan are currently under review and development, following the Civil Litigation Imbizo.



The Unit remains focused on enhancing legal outcomes through civil and other proceedings. A key initiative is the establishment of internal legal capacity to litigate in both the Special Tribunal and High Courts, aimed at reducing legal costs. In this context, the SIU is actively influencing the amendment of the Legal Practice Act, 2014 (Act No. 28 of 2014) to include the SIU as one of the state institutions authorised to run an internal legal practice. This will accelerate the pursuit and adjudication of matters arising from SIU investigations.

Furthermore, the SIU has made significant contributions to the draft General Law Amendment Bill, currently under review by the Department of Justice and Constitutional Development. The creation of internal legal capacity is vital for streamlining civil litigation, reducing costs for both the SIU and the state, and improving the efficiency of initiating legal proceedings.

Referrals

The SIU remains committed to ensure the successful implementation and operationalisation of the National Anti-Corruption Strategy (NACS). It monitors the implementation of SIU referrals and consequence management. The project relating to the development of a Case Monitoring Mechanism for the President to monitor the implementation of the SIU's referrals for remedial action is at an advanced stage. A proof of concept is being developed by the State Information Technology Agency and is due at the end of February 2025. The

proof of concept is based on the SIU's referral process of evidence of criminality to the National Prosecuting Authority. Should the proof of concept be successful, the Case Monitoring Mechanism, in its entirety, will allow for the tracking and monitoring of referrals for criminal, disciplinary, administrative and systemic action.

The SIU continues to support the implementation of the NACS through rendering secretariat support to the National Anti-Corruption Advisory Council (NACAC). Furthermore, through strengthening its data analytics and prevention initiatives, the SIU continues to focus its efforts on the deterrence of fraud, maladministration and corruption through the implementation of proactive preventative measures, inculcating a whole of government and society approach, as advocated by the NACS.

Coordinated Reporting

The reporting of allegations across Provinces and the Head Office requires a streamlined and coordinated approach. Additionally, monitoring the implementation of SIU recommendations for impact presents an opportunity for improvement.

Key initiatives to be undertaken to improve business development over the term will include the following:

- Strategic partnerships: building alliances that drive mutual value and growth.
- Innovation and collaboration: driving communication

and encouraging innovation in reporting corruption through collaborations.

- Customer-centric growth: providing regular feedback and value on any efforts taken in reporting matters.

Protection of Whistleblowers and SIU Employees

There have been increasing threats directed at whistleblowers and investigative teams, highlighting the urgent need for robust protection measures to ensure their safety and the integrity of ongoing investigations. Immediate action is required to address these risks and safeguard those involved in exposing wrongdoing.

Whistleblowers often face frustration and intimidation from perpetrators of corruption, underscoring the need for strengthened powers and legislation to protect them. Upon its establishment it will be recommended that the Office of Public Integrity and Anti-Corruption (OPI) enhance its legal framework to ensure greater protection for whistleblowers. Since SIU investigations are initiated through Proclamations, the SIU relies on whistleblowers to report serious allegations of maladministration, fraud, and corruption. These reports enable the SIU to develop the necessary motivations for Proclamations.

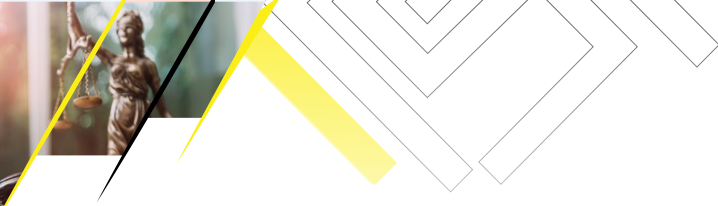
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Allegations are received from whistleblowers, who may remain anonymous, have their identities known, or request confidentiality. The SIU only establishes direct contact with whistleblowers if requested. In instances where anonymity is maintained, the SIU communicates indirectly through the service provider managing the SIU Whistleblower Hotline.

The complexity and sensitivity of the proclamations approved for SIU investigations have also led to an increase in threats against investigators in the 2024/25 period. In response, the SIU has implemented various protective measures to mitigate these risks, including providing close protection to investigators who have been targeted. The cost of these protective measures has amounted to over R4-million, significantly impacting the SIU's budget.

Lifestyle Audits

The establishment of a permanent structure for lifestyle audits is essential to prevent and improve the efficiency of conducting these audits. By procuring a comprehensive tool for lifestyle audit analysis, the SIU aims to enhance its capabilities. Lifestyle audits serve as a critical management tool in risk management systems, aiding in the prevention and detection of fraud and corruption.

Since March 2021, the Department of Public Service and Administration (DPSA) has issued guidelines for implementing lifestyle audits within the public service, which has led to numerous requests from departments and entities seeking SIU assistance. Although limitations within the SIU Act restricted direct involvement, the SIU has supported these efforts through secondment agreements. The findings from these audits have revealed significant instances of individuals living beyond their means, highlighting the effectiveness of lifestyle audits as a tool for fraud and corruption prevention.

National Corruption Risk and Prevention Framework (NCRPF)

The development of the NCRPF is premised on the 2020 – 2030 NACS which seeks to protect vulnerable sectors that are susceptible to corruption and unethical behaviour by implementing robust risk management strategies. This involves identifying and assessing potential risks, developing comprehensive policies, and fostering a culture of transparency and accountability. By prioritising these efforts, we can mitigate the likelihood of unethical practices and enhance the integrity and trustworthiness of these sectors, ultimately promoting a more inclusive and equitable environment for all.

The implementation of the NCRPF is poised to be a game-changer in the fight against corruption. Currently in its draft stages, the framework is under consultation with the National Priority Committee on Organised Crime, Justice, Crime Prevention and Security Cluster and Cabinet, and is expected to be finalised by March 31, 2026. The framework encompasses various measures, including lifestyle audits, corruption risk identification, public awareness, and prevention strategies.

The NCRPF, therefore, aims to tackle corruption risk with a focus on prevention, offering guidance for identifying, analysing, and evaluating such risks. While it presents general principles for addressing corruption, it intentionally avoids being prescriptive, recognising that organisational contexts, resources, and capabilities for conducting assessments and implementing responses differ. This Framework outlines recommended practices for prevention, detection, investigation, resolution, and reporting of corruption for government and other stakeholders. It also proposes various systems, processes, and procedures to prevent and detect corruption, along with guidelines for investigating suspected fraudulent or corrupt activities.

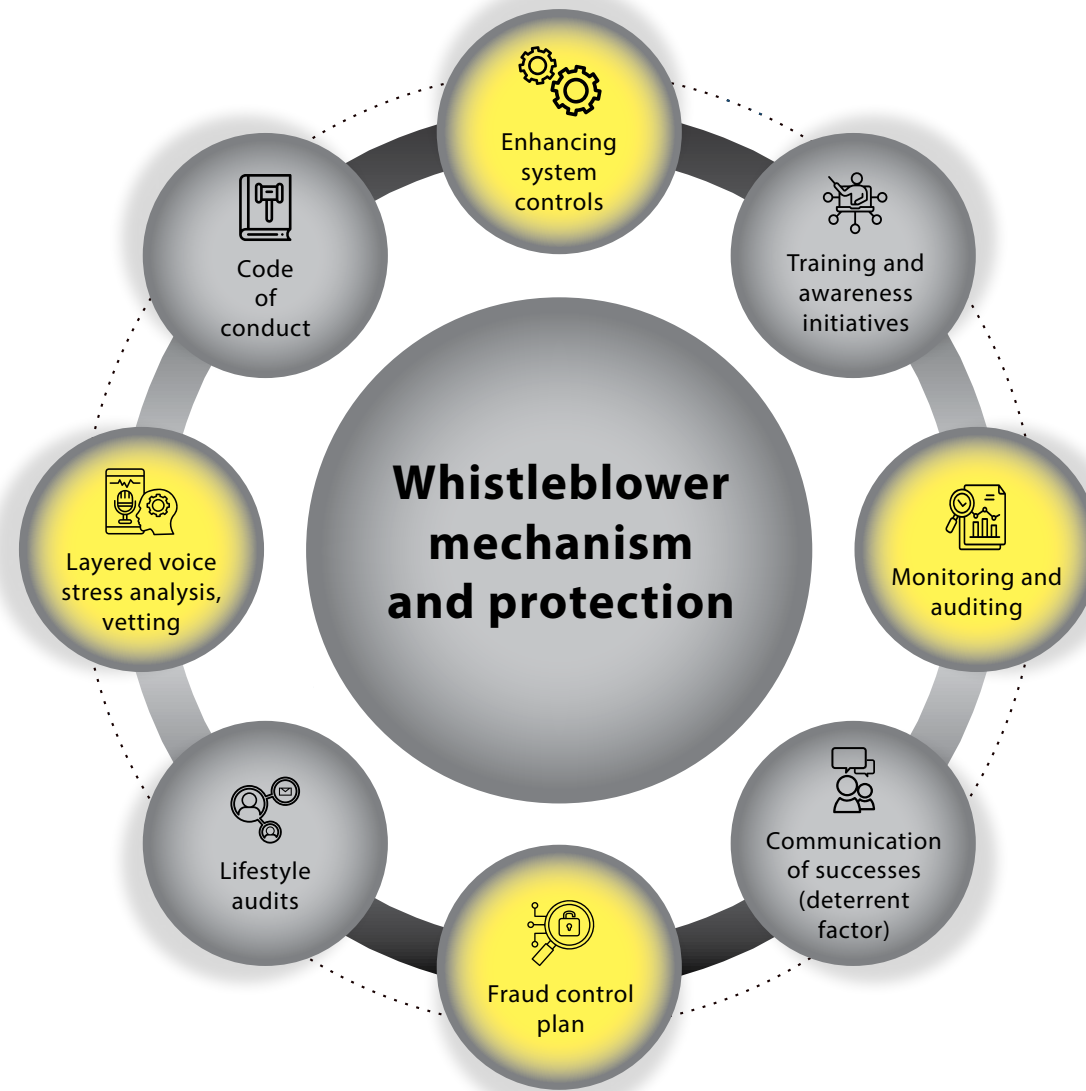


Figure 3: NCRPF Prevention Measures



To effectively combat corruption, organisations must establish clear principles, processes, and resources for managing risks, while also considering the specific contextual factors that influence vulnerability. Accordingly, the framework balances the provision of general guidance with the need for tailored, context-specific strategies that empower those most equipped to implement anti-corruption measures.

Review of Institutional Policies and Strategies

Chapter 14 of the NDP highlights the need to eradicate corruption and maladministration, which hinder inclusive economic growth and exacerbate inequality in South Africa. The plan emphasises the importance of promoting accountability and fighting corruption to achieve sustainable and inclusive growth by 2030. It calls on all sectors of society to support the institutions that were creatively redesigned to address our diverse needs, while fostering a culture of honesty and actively opposing corruption and dehumanising actions. To align with this vision, South Africa must ensure sufficient investment in anti-corruption initiatives across various institutions, including the SIU.

In line with the strategic direction outlined in Chapter 14 of the NDP and the MTDP strategic priority of building a capable, ethical and developmental state, and the enhanced focus on systemic investigations, the SIU seeks to amend the SIU Act:

- Pre-proclamation processes: Amend the SIU Act to formalise and streamline pre-proclamation procedures, enabling the Unit to assess and validate allegations more efficiently before initiating investigations. This change aims to reduce delays and ensure faster responsiveness to emerging cases.
- Funding model: Introduce provisions to establish a sustainable and flexible funding model for the SIU, ensuring adequate resources are allocated to support its expanding mandate and operational demands. This would include mechanisms to adapt to the growing demand for services without compromising on efficiency or quality.
- Mandate to train: Expand the SIU's legislative mandate to include the authority to provide specialised training. This will enhance capacity-building efforts both within the Unit and among partner organisations, strengthening governance and investigative capabilities across the public sector.

- **Maladministration:** Propose a technical amendment to strengthen **Section 2(2)(a)** of the SIU Act to address systemic risks and governance-related matters. The amendment will enhance the Unit's ability to investigate and address instances of maladministration within state institutions, ensuring improved accountability and adherence to governance standards in the long term.

4. RELEVANT COURT RULINGS

At the time of developing this 2025 – 2030 Strategic Plan, there were no relevant court rulings that would impact on the Unit's capability to deliver on its mandate given the resources at its disposal.



PART

B

OUR STRATEGIC FOCUS

To give effect to the constitutional, legislative and policy mandates outlined in Part A, the SIU's strategic focus including its vision, mission, and institutional values is detailed below:

1. VISION



The independent public integrity and anti-corruption authority for a corruption free South Africa.

2. MISSION



Protecting the public interest and assets through prevention measures, systemic investigations and civil litigation to eradicate fraud, maladministration, and corruption.

3. VALUES

OUR VALUES	DESCRIPTION
Integrity	Unwavering commitment towards honesty, fairness, ethical behaviour and authenticity.
Co-operation	Supporting and collaborating with all stakeholders in the fight against corruption.
Professionalism	Development and maintaining the highest working standards.
Efficiency	Maximum impact with minimum time, resources and effort.
Independence	Acting without fear, favour or prejudice.

Table 3: SIU Organisational Values

The SIU strategic outcomes in the 2025 – 2030 Strategic Plan are as follows:

SIU STRATEGIC OUTCOMES	
Outcome 1: A high-performing, compliant SIU, certified as a Top Employer.	Outcome 2: State assets and cash protected and recovered from maladministration, fraud, and corruption.
Outcome 3: Public confidence in the governance systems, structures, and policies of the state restored and sustained.	Outcome 4: Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management.

Table 2: SIU Strategic Outcomes

IMPACT STATEMENT
<i>“Ridding society of systemic corruption, maladministration and malpractice”.</i>

4. SIU STRATEGIC PILLARS

The SIU's mission is reflected in the Unit's vision through three strategic pillars and a strong internal enabling foundation of operational excellence and capabilities, illustrated in the figure below.

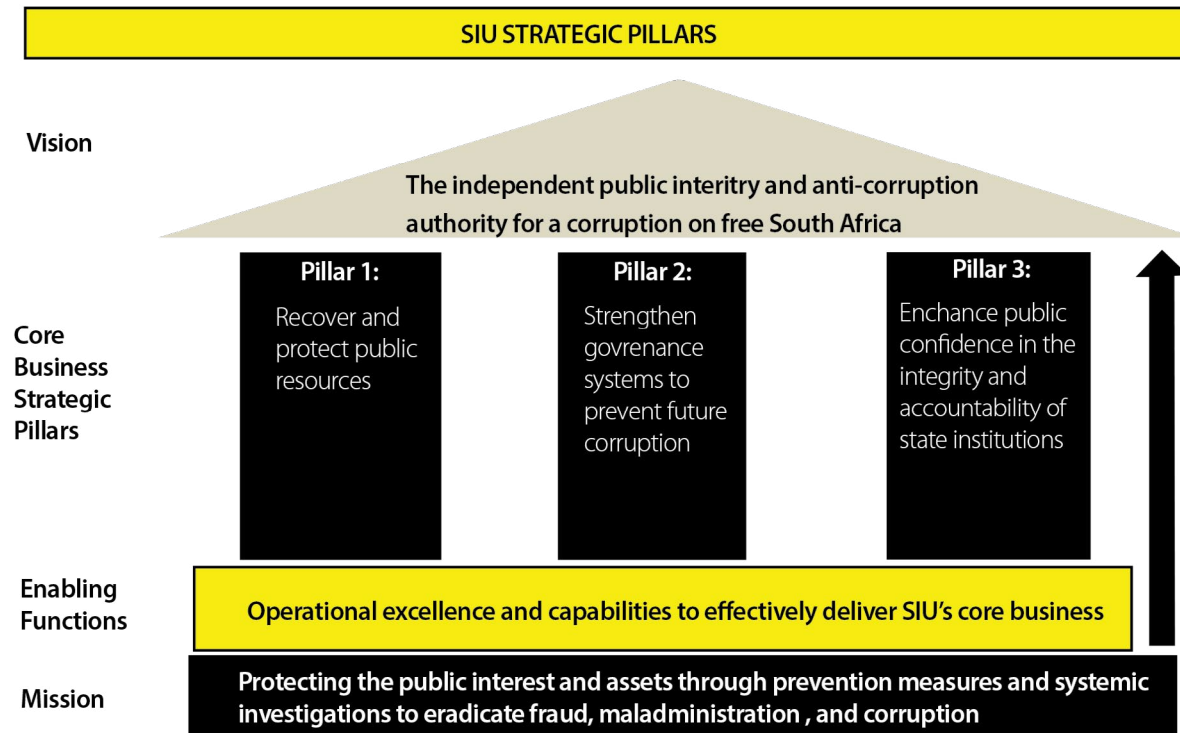


Figure 4: SIU Strategic Pillars

5. SITUATIONAL ANALYSIS

The SIU continues to operate in a complex environment that calls for a strategic trajectory that is highly flexible, responsive and capable of effectively supporting the ongoing fight against corruption and maladministration. The strategic focus of the Unit over the 2025 – 2030 strategic term will therefore be orientated towards pursuing the revised impact of ***“Ridding society of systemic corruption, maladministration and malpractice”***.

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5.1. EXTERNAL ENVIRONMENT ANALYSIS

MACRO-ECONOMIC ENVIRONMENT

A Global Economic Outlook

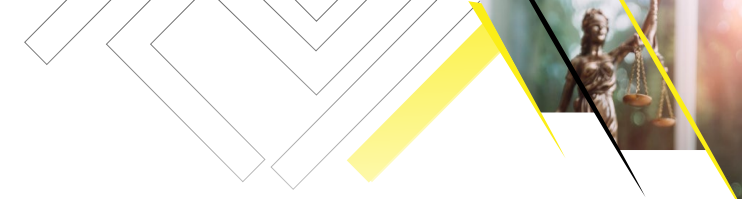
Global economic growth is projected to reach 3.3 percent in both 2025 and 2026, remaining below the 2000–2019 historical average of 3.7 percent. The 2025 outlook is largely consistent with the October 2024 World Economic Outlook (WEO), as an upward revision for the United States balances out downward adjustments in other major economies. Global headline inflation is expected to ease to 4.2 percent in 2025 and further to 3.5 percent in 2026, with inflation returning to target levels sooner in advanced economies than in emerging market and developing economies¹.



Figure 5: Growth Projections² (Source: IMF)

¹ International Monetary Fund (IMF). World Economic Outlook: Policy Pivot, Rising Threats, October 2024.

² <https://www.imf.org/en/Publications/WEO/Issues/2024/10/22/world-economic-outlook-October-2024>.



According to the IMF, the past four years severely tested the resilience of the global economy. A once-in-a-century pandemic, the outbreak of geopolitical conflicts, and extreme weather events disrupted supply chains, triggered energy and food crises, and compelled governments to implement unprecedented measures to safeguard lives and livelihoods. While the global economy has shown resilience overall, this masks significant disparities in performance across regions and ongoing vulnerabilities.

Medium-term risks to the baseline outlook remain skewed to the downside, while the near-term scenario is marked by divergent risk profiles across countries. In the short term, upside risks may further strengthen the already solid growth in the United States, whereas downside risks dominate elsewhere due to heightened policy uncertainty. Disruptions stemming from policy actions could hinder the ongoing disinflation process and delay the transition toward looser monetary conditions, posing challenges to fiscal sustainability and financial stability.

Effectively managing these risks calls for a well-calibrated policy approach that balances inflation control with support for real economic activity, rebuilds policy buffers, and enhances medium-term growth prospects through accelerated structural reforms and reinforced multilateral cooperation. The global economy remains on a stable trajectory, though the strength of performance varies significantly across countries. Global GDP growth in the third quarter of 2024 was 0.1 percentage point lower than projected in the October 2024 World Economic Outlook, following weaker-than-expected data from several Asian and European economies³.

A Global Political Outlook

The prolonged Russia-Ukraine conflict, which escalated into war in February 2022, has disrupted food and energy markets, as both nations are significant global exporters. The conflict is effectively between Russia and the North Atlantic Treaty Organization (NATO), with the US and its allies providing billions of dollars in support to Ukraine, despite its non-membership in NATO.

In October 2023, the long-standing Israeli-Palestinian conflict reignited, leading to acts of terrorism, retaliation, and open warfare, highlighting a persistent geopolitical flashpoint that divides global opinion and has been

historically protected from sanctions by U.S. veto power. Additionally, trade tensions between the US and China intensified in 2018 when the US imposed tariffs on Chinese imports, leading to a protracted trade conflict. Concerns over intellectual property prompted further restrictions on technology exports to China.

At the 2023 summit hosted by South Africa, existing BRICS members voted to expand the bloc by adding six new members, raising discussions about establishing a BRICS reserve currency as an alternative to the dollar, although implementing local currency trade settlements would present significant complexities. In September 2024, Turkey officially requested to join the BRICS coalition of major emerging market nations and was offered partner country status by the BRICS group of nations. In January 2025, Indonesia became a full member of BRICS, while Belarus, Bolivia, Kazakhstan, Cuba, Malaysia, Nigeria, Thailand, Uganda, and Uzbekistan were inducted as partner countries.

The BRICS, which has expanded from its original members - Brazil, Russia, India, China, and South Africa - to include Egypt, Ethiopia, Iran, and the United Arab Emirates, held a summit in Kazan, Russia, in October 2024.

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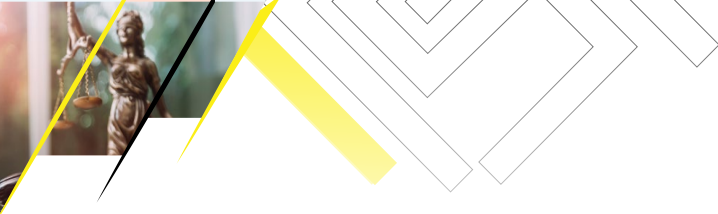
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³ International Monetary Fund (IMF). *World Economic Outlook: Global Growth: Divergent and Uncertain, January 2025*.





The summit focused on modernising security and economic cooperation, with key discussions covering issues such as counterterrorism and carbon-unit trading. It also addressed critical security challenges, including cybersecurity, terrorism, and regional stability. While the BRICS has historically been more successful in opposing Western dominance in global governance, it has struggled to present a clear and unified vision for reform. The growing diversity within the expanded BRICS bloc may further complicate efforts to achieve cohesive policy positions, especially in multilateral forums like the G20⁴.

The G20 is an international forum comprising some of the world's largest developing and developed economies, established to address global economic and financial challenges. Representing approximately 85% of global GDP, 75% of international trade, and two-thirds of the world's population, the G20 plays a crucial role in shaping global policy and ensuring economic stability. South Africa will hold the G20 Presidency from 1 December 2024 to 30 November 2025, just five years before the United Nations 2030 Agenda deadline. This presidency comes at a time when the world is grappling with multiple interconnected crises, including climate change, underdevelopment, inequality, poverty, hunger,

unemployment, technological shifts, and geopolitical instability⁵.

The theme for South Africa's G20 Presidency, "***Solidarity, Equality, and Sustainability***," emphasises the importance of effective anti-corruption measures in fostering a more equitable, cooperative, and sustainable world. These measures are vital for the promotion of fairness, building trust, and ensuring the efficient use of resources. The DPSC, supported by the Department of International Relations and Cooperation, is leading this initiative.

The G20 Anti-Corruption Working Group (ACWG), established in 2010, reports to G20 Leaders on anti-corruption efforts, with a focus on areas such as public and private sector integrity, transparency, bribery, international cooperation, asset recovery, beneficial ownership transparency, vulnerable sectors, and capacity-building. In 2025, the SIU will co-chair the ACWG on behalf of the G20 Presidency, alongside with Brazil serving as the other co-chair.

An African Outlook

Development on the continent faces many persistent challenges, including political instability resulting in armed conflicts and insurgencies. In 2022, the African Union (AU) again faced challenges in addressing the escalating security crises across the continent.

Despite entrenched structural challenges and vulnerability to external shocks many African economies have, however, remained resilient. They with multiple overlapping external pressures, including persistently high food and energy prices exacerbated by Russia's invasion of Ukraine, other geopolitical tensions as cited above and the adverse effects of climate change and extreme weather on agricultural productivity and electricity generation.

Additionally, instances of political instability and conflict have complicated the economic landscape further. As a result, Africa's average real Gross Domestic Product (GDP) growth is estimated to have slowed to 3.1% in 2023, down from 4.1% in 2022, as successive shocks undermined the momentum of economic recovery following the pandemic. Looking ahead, the outlook for 2024-2025 appears more promising.

⁴ <https://www.cfr.org/councilofcouncils/global-memos/brics-summit-2024-expanding-alternative>.

⁵ <https://g20.org/wp-content/uploads/2024/12/20241205-FINAL-G20-CONCEPT-NOTE-SOUTH-AFRICA1.pdf>.

With improving global economic conditions, a rebound in growth is anticipated, with real GDP projected to rise to 3.7% in 2024 and stabilise at 4.3% in 2025. This expected growth underscores Africa's resilience, and the effectiveness of policies aimed at mitigating the impact of underlying shocks and restoring higher growth trajectories. Overall, this resilience is widespread, positioning Africa as the second-fastest-growing region globally, following developing Asia⁶.

A South African Outlook

After contracting by 0.1% in the third quarter of 2024, South Africa's gross domestic product (GDP) grew by 0.6% in the fourth quarter (October–December). Growth on the supply (production) side was primarily driven by the agriculture, finance, and trade sectors, while household consumption was the main contributor on the demand (expenditure) side. 4

For the full year, GDP expanded by 0.6% in 2024 compared to 2023.

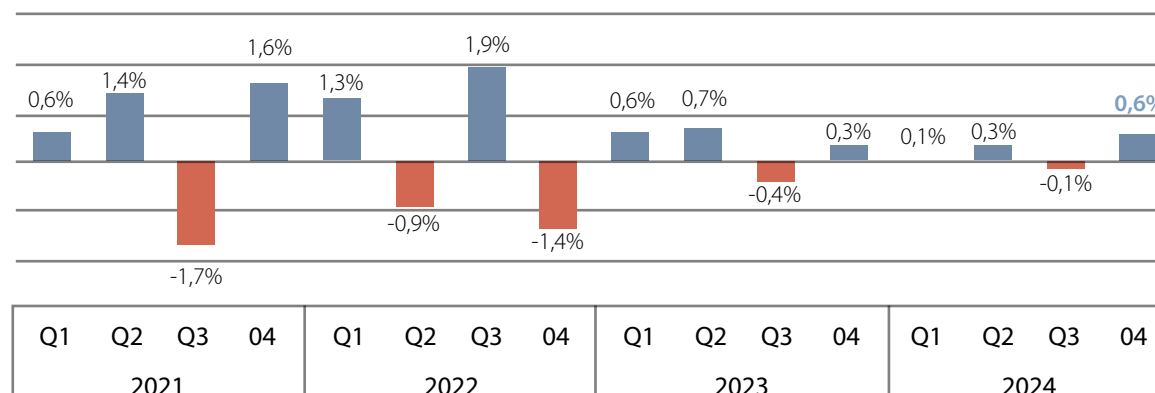
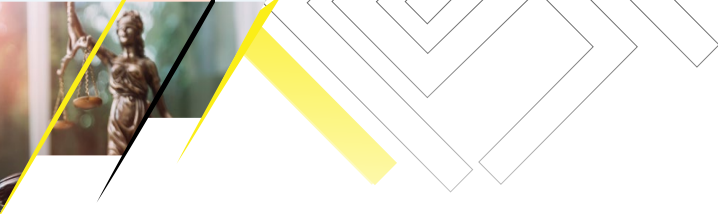


Figure 6: South Africa GDP Growth Rate (Source: Statistics South Africa)

South Africa is the most developed country in Africa, although it was overtaken by Nigeria as the largest economy in 2014. The services sector is the dominant contributor to the economy, accounting for approximately 73% of GDP. Within services, the key industries are finance, real estate, and business services (21.6%); government services (17%); wholesale, retail, and motor trade, catering, and accommodation (15%); and transport, storage, and communication (9.3%). Manufacturing contributes 13.9% to GDP, while mining and quarrying account for 8.3%, and agriculture makes up just 2.6%.

The IMF's economic outlook for South Africa projects modest growth, with an expected 1.1% in 2024, 1.5% in 2025, and 1.8% by the end of the decade. Key drivers of this growth include post-election confidence, improved power generation, and declining interest rates. However, risks such as delayed reforms, global economic slowdowns, and commodity price volatility could hinder progress. Structural challenges like high unemployment, rising poverty, and increasing public

⁶ African Development Bank. African Economic Outlook 2024. 30 May 2024. Driving Africa's Transformation: The Reform of the Global Financial Architecture



debt contrast with strengths like a diversified economy, mineral wealth, and deep financial markets.

The IMF recommends a reduction in public debt, aiming for 60-70% of GDP within 5-10 years, introducing new taxes to fund key programs, and implementing a fiscal rule to enhance consolidation credibility. They also advise gradual adjustments to inflation targets and interest rates, along with prudent reserve management. In response, the South African Government targets debt stabilisation at 75.5% of GDP by 2025/26 and prioritises reforms in electricity, transport, logistics, and water sectors, alongside improvements to local governance and the e-visa system.

In today's interconnected global environment, economic crime risk is a significant and growing challenge. Geopolitical pressures intensify risks related to sanctions and export controls, while the pursuit of growth in emerging markets exposes companies to increased bribery and corruption risks. Economic crime risk has become more complex, making it harder to create and protect value. Governments worldwide are raising expectations for companies to actively prevent economic crime and disclose its impacts. Regulatory enforcement and cross-border cooperation are expanding in an effort

to combat illicit activities and mitigate their harmful effects on individuals, businesses, and economies.

The country, however, has also not been immune to the prevalence of crime as a survey conducted by PricewaterhouseCoopers (PWC) found that South Africa had the highest rate of economic crime in the world. As expressed in the figure below, 77% of South African organisations had experienced some form of economic crime, 28% higher than the global average of 49%. PWC estimated the value of global fraud to be 6.4% of

world GDP. Applying that figure to South Africa's GDP of approximately R6.5 trillion suggests that the value of fraud and corruption in the country is around R414 billion.

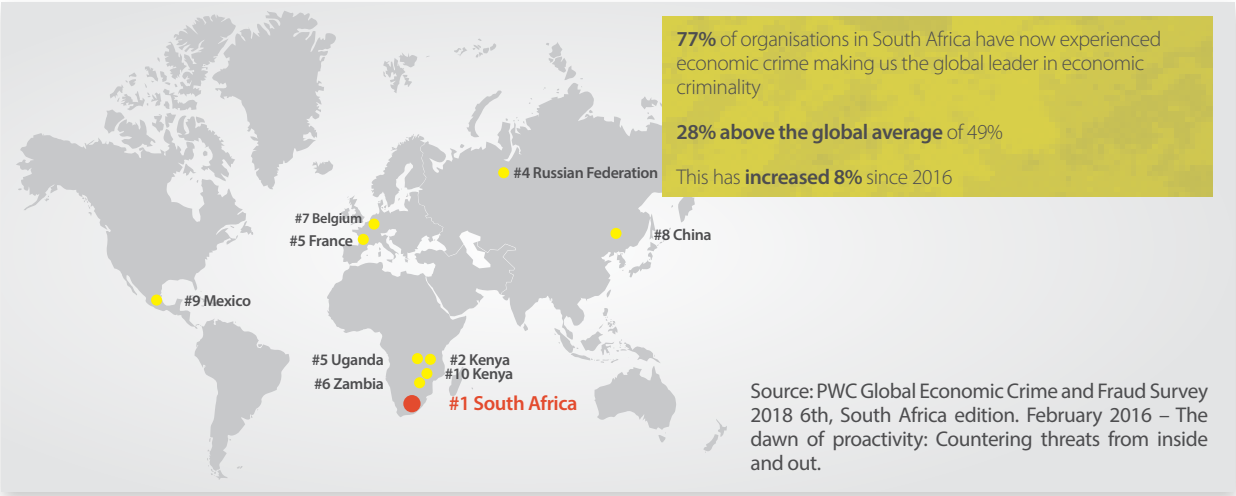


Figure 7: PWC Global Economic Crime and Fraud Survey (2020)

A 2020 study conducted by PWC on the most disruptive economic crimes experienced by countries found the fraud and/or economic crimes depicted in the figure below likely to be the most disruptive/serious in terms of the impact:



Figure 8: PWC Global Economic Crime and Fraud Survey (2020)

Recent scandals in South Africa, spanning both public and private sectors, have led a fifth of respondents to the survey to view bribery and corruption as the most serious and disruptive economic crimes affecting organisations. The prominence of accounting and financial statement fraud, which has caused significant harm in recent years, has prompted organisations to critically examine their efforts to combat economic crime. Cosmetic measures are no longer sufficient, as trust is increasingly lost. One-third of South African respondents cited distrust as the most significant emotional impact of malfeasance. Additionally, the involvement of high-profile business leaders in economic crime has created a systemic risk,

where ordinary people may begin to rationalise criminal behaviour.

The 2025 State of the Nation Address highlighted the urgent labour market challenges facing South Africa, with unemployment remaining a critical national issue. According to the Quarterly Labour Force Survey (QLFS), the unemployment rate stood at 31.9% in the fourth quarter of 2024, underscoring the persistent difficulty many South Africans experience in accessing employment opportunities. In addition to high unemployment, time-related underemployment remains a concern, recorded at 4.6% during the same period.

In Q4:2024, employment in South Africa increased by 132,000 compared to the previous quarter, while the number of unemployed individuals declined by 20,000, resulting in a 0.2 percentage point drop in the unemployment rate to 31.9%. The absorption rate and labour force participation rate also rose slightly to 41.1% and 60.3%, respectively. The most significant employment gains were seen in the Finance and Manufacturing sectors, whereas Community and Social Services and Trade experienced the largest job losses⁷.

⁷ <https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q4%202024.pdf>.

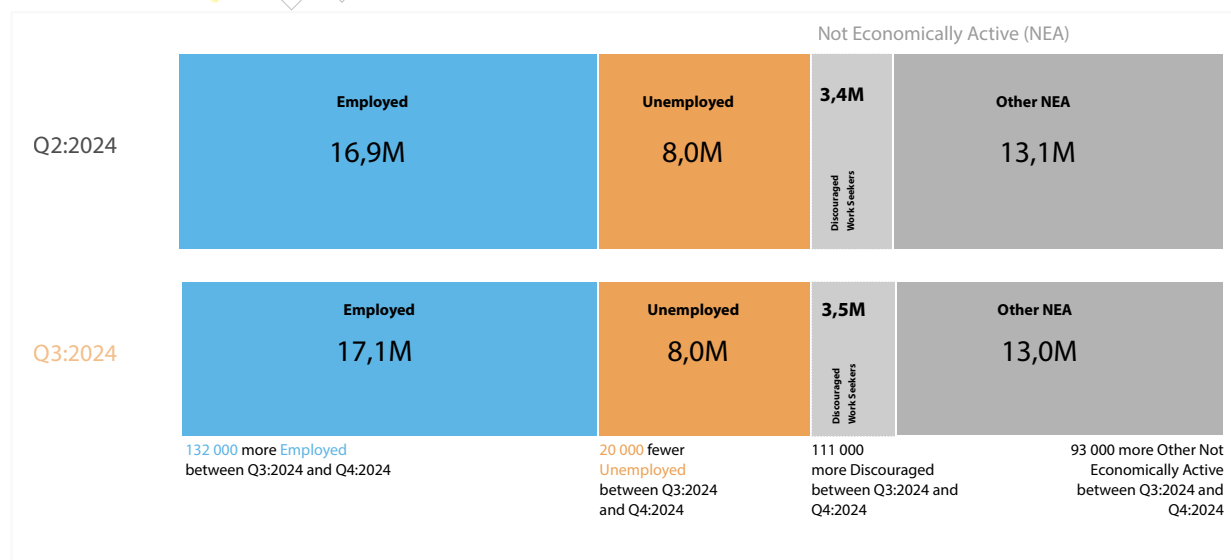


Figure 9: South African Unemployment (Source - Statistics South Africa)

High unemployment rates drive ongoing poverty and intensify the severe inequality in South Africa. These conditions heighten the risk of widespread corruption, civil unrest and undermine initiatives to create jobs as envisioned in the NDP. Despite attempts to combat corruption, it continues to pose a major challenge for the nation. According to a 2024 Afrobarometer survey, corruption has significantly eroded public support for democracy while obstructing efforts to alleviate poverty, unemployment, and inequality.

Anti-Corruption Agencies

Anti-corruption units often face a range of political challenges that can impede their effectiveness. These challenges stem from the complex and sensitive nature of corruption, which can involve powerful individuals, vested interests, and systemic issues. Common political challenges faced by anticorruption units around the world include the following:

- **Selective prosecution:** political motivations may lead to selective prosecution, where anti-corruption units focus on cases that align with certain political objectives, while neglecting others. This can undermine the Unit's credibility and impartiality.

- **Limited resources:** insufficient funding, staffing, and resources can impede the capacity of anti-corruption units to carry out thorough investigations and implement preventive measures effectively.
- **Lack of whistleblower protection:** inadequate protection for whistleblowers can discourage individuals from coming forward with information about corruption due to fear of retaliation. This lack of protection undermines the Unit's ability to gather crucial evidence.
- **Political will:** the commitment of political leaders to combat corruption is critical. Without strong political will, anti-corruption units may face challenges in implementing reforms, enforcing laws, and fostering a culture of integrity.
- **Corruption within the Unit:** anti-corruption units themselves may be susceptible to corruption. The presence of corrupt elements within the Unit can compromise its integrity and undermine public trust.
- **Media and public perception:** negative media coverage or public perception influenced by political factors can erode public trust in anti-corruption efforts. Politically motivated narratives can shape public opinion and impact the perception of the Unit's effectiveness.
- **International relations:** in cases involving cross-border corruption, political considerations may affect international cooperation. Diplomatic relations and geopolitical considerations can influence the extent to which information is shared, and action is taken.

- **Power dynamics:** in situations where power is concentrated in a few hands, tackling corruption may be met with resistance from those unwilling to relinquish their influence.

Addressing these political challenges requires a multifaceted approach, involving legal reforms, fostering a culture of transparency, and building alliances with civil society and international partners. The ability of anti-corruption units to navigate these challenges contributes significantly to their success in combating corruption and the SIU is no exception.

Corruption Perceptions Index

The Corruption Perceptions Index (CPI) is the most widely recognised global ranking of corruption, assessing the perceived level of public sector corruption in each country based on evaluations from experts and businesspeople.

The data sources used to compile the CPI encompass various manifestations of public sector corruption, including bribery, diversion of public funds, misuse of public office for personal gain, government effectiveness in curbing corruption, excessive bureaucracy, nepotism in public sector appointments, financial disclosure requirements for officials, protections for whistleblowers, state capture by vested interests, and access to information regarding government activities. Scores range from 0 to 100, with 0 indicating high corruption and 100 reflecting

low corruption.

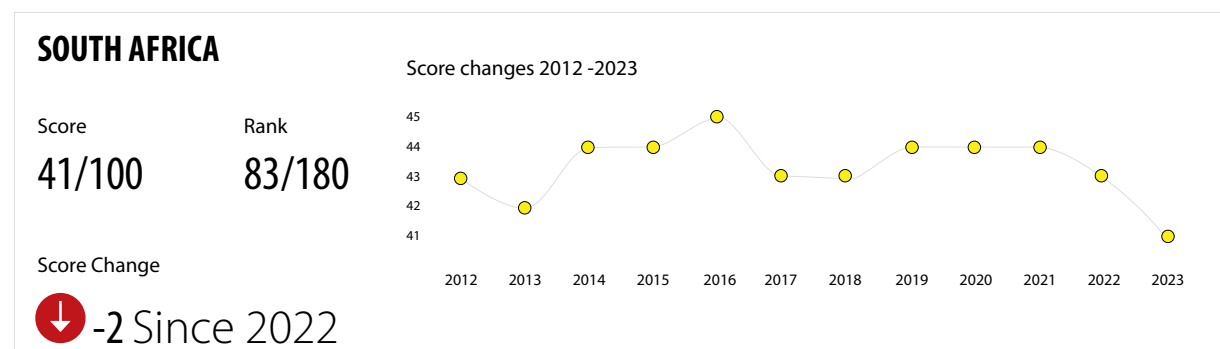


Figure 10: CPI Trends 2012 – 2023 (Source: Transparency International)

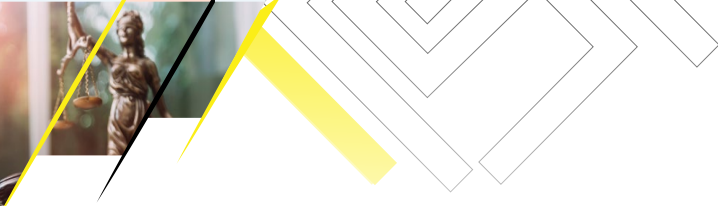
South Africa was one of the first 37 countries to participate when the index was first published in 1995, at which stage the country scored 56/100 and ranked 21st out of the 37 participants.

The 2023 CPI for assigned a score of 41/100 to South Africa, placing it at 83/180 on the world rankings marking a decline of -2 since the 2022 survey⁸. The 2024 CPI, released by Transparency International, highlights the continued stagnation in South Africa's anti-corruption efforts, with the country maintaining a score of 41—below the global average of 43 and three points lower than in 2019. This persistent underperformance signals a concerning trend in light of South Africa's hosting of the G20 Leaders' Summit in 2025. The summit presents a strategic opportunity for the country to champion stronger climate finance commitments that prioritise direct support over debt-based solutions.

To safeguard the integrity of this international platform, South Africa must reinforce its oversight mechanisms to prevent corruption from undermining its credibility and influence. Corruption continues to undermine and obstruct the realisation of South Africa's developmental aspirations in numerous ways.

The SIU and other role-players, including state institutions, law enforcement and anti-corruption agencies, therefore have a critical role to play in restoring public trust in government and improving the country's CPI ranking.

⁸ <https://g20.org/wp-content/uploads/2024/12/20241205-FINAL-G20-CONCEPT-NOTE-SOUTH-AFRICA1.pdf>.



“Corruption will continue to thrive until justice systems can punish wrongdoing and keep governments in check. When justice is bought or politically interfered with, it is the people that suffer. Leaders should fully invest in and guarantee the independence of institutions that uphold the law and tackle corruption.

It is time to end impunity for corruption”.

François Valérien

Chairperson of Transparency International

5.2. SIU PESTEL ANALYSIS

Political Environment

The South African Government, under its 7th administration, is committed to combating corruption through various initiatives, including legislative reforms aligned with the National Anti-Corruption Strategy (NACS). This strategy emphasises integrity, transparency, accountability, and a zero-tolerance approach to corruption, guided by the NDP, which aims to create a resilient anti-corruption system by 2030.

Public Service and Administration Minister Inkosi Mzamo Buthelezi has highlighted that corruption undermines essential services and exacerbates inequalities, stressing the need for global cooperation in fighting corruption. He urged G20 nations to enhance the integrity and transparency of public institutions and facilitate international cooperation in tracing and returning

illicit assets. Minister Buthelezi also emphasised South Africa's commitment to the 2030 Agenda for Sustainable Development, particularly SDGs targeting corruption, illicit financial flows, and transparent institutions. He called for public-private partnerships and societal participation in achieving these goals.

South Africa's G20 Presidency, the first by an African country, focuses on reducing poverty, building an ethical state, and fostering inclusive growth and job creation. President Cyril Ramaphosa reaffirmed that Africa's development will be a key focus when South Africa hosts the G20 Summit in 2025.

Rising geopolitical tensions, particularly due to the Russia-Ukraine conflict, are escalating into broader conflicts in the Middle East. The globalisation project is fragmenting, with two factions forming around China and the US. BRICS members voted to expand the bloc, proposing to settle trades in local currencies, though the practical application remains complex.

Coalition arrangements have become prevalent at all levels of government following the 2024 elections. Shifting political priorities and dynamics may affect stakeholder support for anti-corruption initiatives, with potential backlash from criminal networks within and outside state institutions. The SIU must position itself as a leader in the industry to champion a unified anti-corruption approach. The 7th administration has introduced significant changes to the political and institutional ecosystem with the fight against

corruption remaining key on government's agenda for the 2025 – 2030 strategic period.

Economic Factors

The latest World Economic Outlook reports global economic growth that is expected to remain steady at 3.3 percent in both 2025 and 2026, falling short of the 2000–2019 historical average of 3.7 percent, amid persistent structural and cyclical headwinds. The outlook for 2025 is broadly in line with the October 2024 projections suggesting consistent expectations despite diverse regional dynamics and ongoing policy uncertainty. South Africa is well-placed to address entrenched challenges that have hindered economic progress, including declining real per capita income, high unemployment, widespread poverty, and severe inequality—rooted in persistent structural rigidities and governance shortcomings. Since taking office in June 2024, the new Government of National Unity has pledged to reinvigorate structural reform efforts initiated in 2020, aiming to drive inclusive and sustainable growth.

Inflation remains uncontrolled, benefiting the US dollar, which has strengthened significantly, while South Africa's rand has weakened. Business and investor confidence in South Africa is impacted by challenges related to infrastructure, energy and water supply, and safety and security. The SIU's funding model is a concern, especially given current austerity measures, while the zero-based budget approach affects long-term planning and financial security for projects.

Social Factors

Public sector corruption has both direct and indirect effects on South African institutions. Direct costs include bribes, inflated procurement contract prices, and stolen public assets, while indirect costs stem from inefficiencies caused by weakened institutions and criminal activities. Corruption impacts social welfare by affecting income distribution, assets, unemployment, the environment, and health. It also undermines the rule of law by weakening institutions responsible for law enforcement. Additionally, corruption reduces private investment, particularly foreign direct investment, and negatively affects the competitiveness of institutions and innovation.

Corruption, both in its direct and indirect effects, reduces the state's resources available to fulfil the socioeconomic rights guaranteed by the South African Constitution, such as the rights to education, healthcare, food, water, social security, and housing. While the Constitution acknowledges that these rights are limited by available resources, redirecting even a portion of the current wasted resources could significantly contribute to the economic and social development of South Africa's poorest citizens.

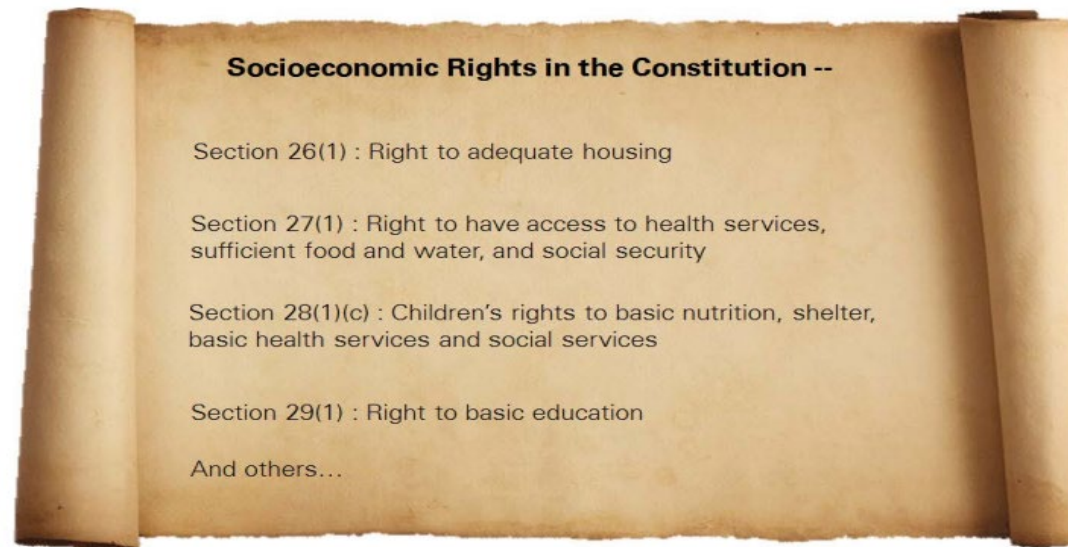
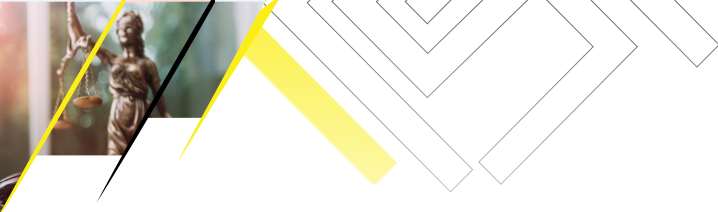


Figure 11: Constitution of the Republic of South Africa, Act 108 of 1996 (Source: KPMG 2017)

Global concerns include inflation, poverty, social inequality, crime, violence, unemployment, and financial and political corruption. Persistent widespread poverty and unemployment continue to deepen annually. Public education in South Africa consistently produces substandard results, undermining the employment prospects of its youth. Social cohesion has emerged as one of the country's most formidable challenges. South Africa ranks 7th globally in the prevalence of organised crime syndicates, often facilitated by embedded state actors. Capitalising on social momentum can further enhance the impact of Public Awareness and Advocacy (PAA) campaigns. The latest World Economic Outlook reports stable but modest global growth, with risks tilted toward the downside.

Technological Factors

Digitalisation holds potential for strengthening anti-corruption efforts in both developed and developing countries, including South Africa. However, studies have shown that digital technologies can also create new opportunities for corruption, such as through the dark web, cryptocurrencies, or the misuse of centralised databases. The effectiveness of digital technologies in combating corruption largely depends on the country's political, socio-cultural, technological,



and economic environment. In South Africa, while information and communication technology (ICT) can promote transparency and enhance information flows between the government and citizens, they also risk the introduction of new avenues to conceal wrongdoing. Therefore, the impact of ICT on corruption in South Africa will depend on how these technologies are implemented and managed within the local context.

Technological advancements threaten jobs across all economic sectors, while cyberattacks remain a constant risk. The SIU is currently using a manual risk management process, which impacts its efficiency. To address this, the SIU aims to fast-track the implementation of an Integrated Case Management System, an automated Document Management System, and an automated audit management tool. Additionally, the Unit will enhance its cybersecurity capabilities, focusing on an “onion strategy” with multiple layers to secure its assets, including people and data. Embracing Artificial Intelligence (AI) as an industry disruptor will also be crucial for transforming investigations.

Environmental Factors

South Africa, along with 198 other countries, ratified the United Nations Framework Convention on Climate Change in 1994 to address the adverse effects of climate change by stabilizing greenhouse gas emissions. As the continent’s largest carbon dioxide emitter and the 12th

largest globally, South Africa has committed to ambitious targets in its climate change mitigation efforts. The African Development Bank underscores the immense opportunity, valued in trillions of dollars, for the continent to embrace climate action and foster green growth.

Addressing corruption in the environmental and natural resources sector requires a multifaceted approach that combines enforcement, prevention, and public awareness. To ensure sustainability, the SIU’s anti-corruption efforts should prioritise preventive reforms and public education, as these strategies help reduce corruption opportunities. Recommended measures for South Africa include reforms to improve transparency and accountability, tightening legislation to close loopholes and limit bureaucratic discretion, establishing reasonable environmental standards, and reducing bureaucratic red tape by streamlining administrative processes. Additionally, the promotion of citizen participation through watchdog groups, fostering public-private dialogues, encouraging responsible investigative reporting in the media, and launching comprehensive public awareness campaigns on the causes and costs of corruption can help cultivate a citizenry intolerant of corruption.

Legal Factors

Continuous changes in National Treasury prescripts for organisational compliance require enhanced coordination to align with new circulars and practice notes. Additionally, engagement with the Information Regulator is necessary to obtain authorisation for handling big data. There is also a need to revive discussions with National Treasury on the funding model and finalise amendments to the SIU Act with the Department of Justice and Constitutional Development.

SIU has proposed several amendments to the SIU Amendment Bill through interactions with the Department of Justice and Constitutional Development aimed at addressing operational challenges. Such proposed amendments include empowering the SIU to take necessary remedial action within a reasonable timeframe after completing an investigation. This will allow it to address misconduct in any organ of state where the investigation identifies actions that warrant such measures. Going forward, the Unit will focus on addressing challenges relating to the Special Tribunal for ensuring its legal competency to preserve assets. Priorities over the term will include strengthening global partnerships in order to litigate effectively in foreign jurisdictions.

5.3. INTERNAL ENVIRONMENT ANALYSIS

The SIU is instrumental to the fight against corruption and over the 2025 - 2030 strategic term the Unit will primarily contribute towards the 7th administration's **Strategic Priority 3** of *"Building a capable, ethical, and developmental state"*.

Moreover, the SIU will continue to strive towards achieving service excellence and positioning the Unit as a world-class anti-corruption agency. The SIU comprises the following programmes specifically designed to maximise resource utilisation for the effective fulfilment of its mandate and vision of being the State's preferred provider of forensic and civil litigation services.

Programme 1: Administration

The Administration Programme delivers against the following outcome of the SIU 2025 – 2030 Strategic Plan: **Outcome 1:** A high performing, compliant SIU, certified as a Top Employer.

Programme 2: Investigations and Legal Counsel

The Investigations and Legal Counsel Programme delivers against the following outcomes of the SIU 2025 – 2030 Strategic Plan: **Outcome 2:** State assets and cash resources recovered and protected from maladministration, fraud, and corruption; and **Outcome 3:** Public confidence in the governance systems, structures, and policies of the state restored and sustained.

Programme 3: Market Data Analytics and Prevention

The Market Data Analytics and Prevention Programme delivers against the following outcome of the SIU 2025 – 2030 Strategic Plan: **Outcome 4:** Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management.

SIU Operational Framework

The Unit operates within a structured framework that stipulates the core functions of the SIU, its mandate and how these are going to be implemented. The SIU programmes are structured to deliver on the mandate through the operational framework illustrated in the figure below. The framework has been updated to reflect a strengthened focus on systemic investigations and prevention to align with the SIU's strategic focus for 2025-2030.

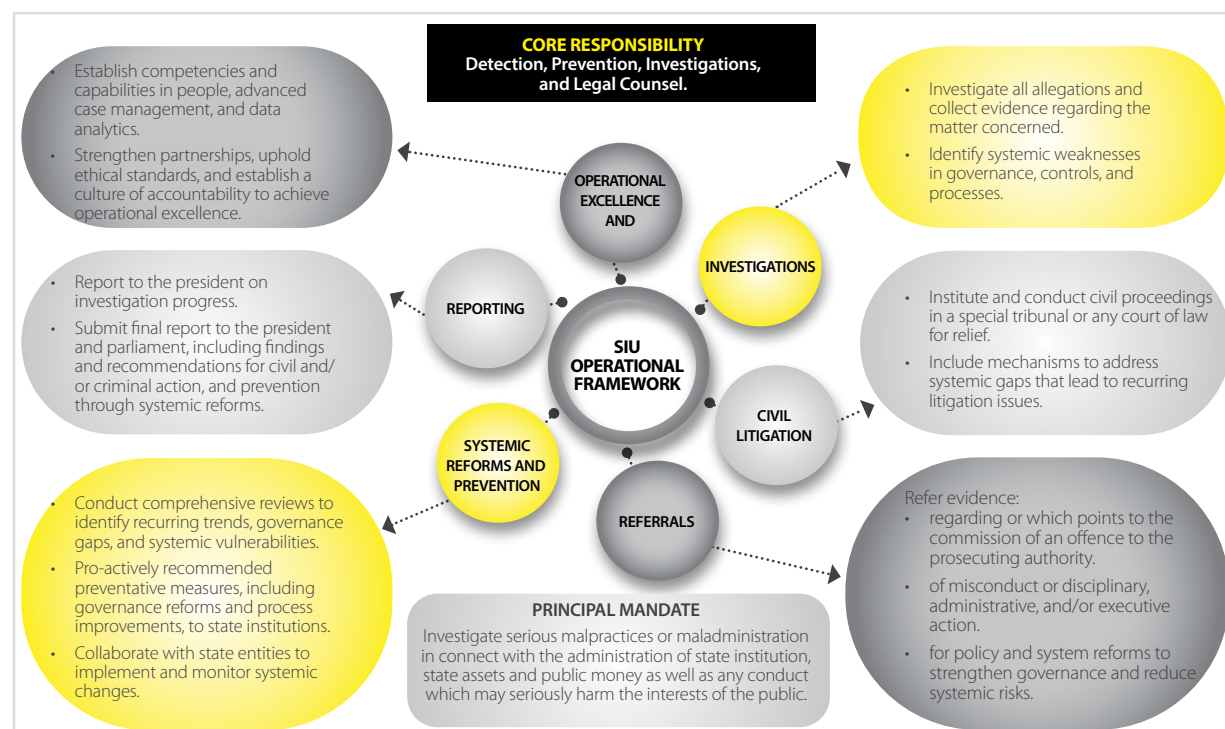


Figure 12: SIU Operational Framework (Updated, 2025)

This operational framework is derived from the mandate of the SIU and is implemented through both the operational model and the value chain. It provides a structured approach to effectively carry out the Unit's responsibilities, ensuring that each component aligns with the overarching strategic outcomes.

The operational model outlines the processes and procedures necessary for executing investigations, while the value chain identifies the critical activities that add value to the Unit's work. Together, these elements enhance the SIU's ability to address corruption and maladministration efficiently, ensuring accountability and transparency in its operations.

SIU's Reach and Geographic Distribution

Since its announcement by the President in the 2019 State of the Nation Address, the District Development Model (DDM) has achieved significant progress. Profiles for all 44 district municipalities and eight metropolitan municipalities were completed, with ongoing efforts focused on finalising the DDM One Plans at the district level.

The goal is to enhance the coherence and effectiveness of government service delivery and development by leveraging the existing legal framework to coordinate and align development priorities and objectives across local, provincial, and national levels of government.

Geographically, the opening of the SIU Northern Cape provincial office on 1 April 2021 marked the completion of the SIU's countrywide-coverage journey and footprint in all nine provinces of South Africa.

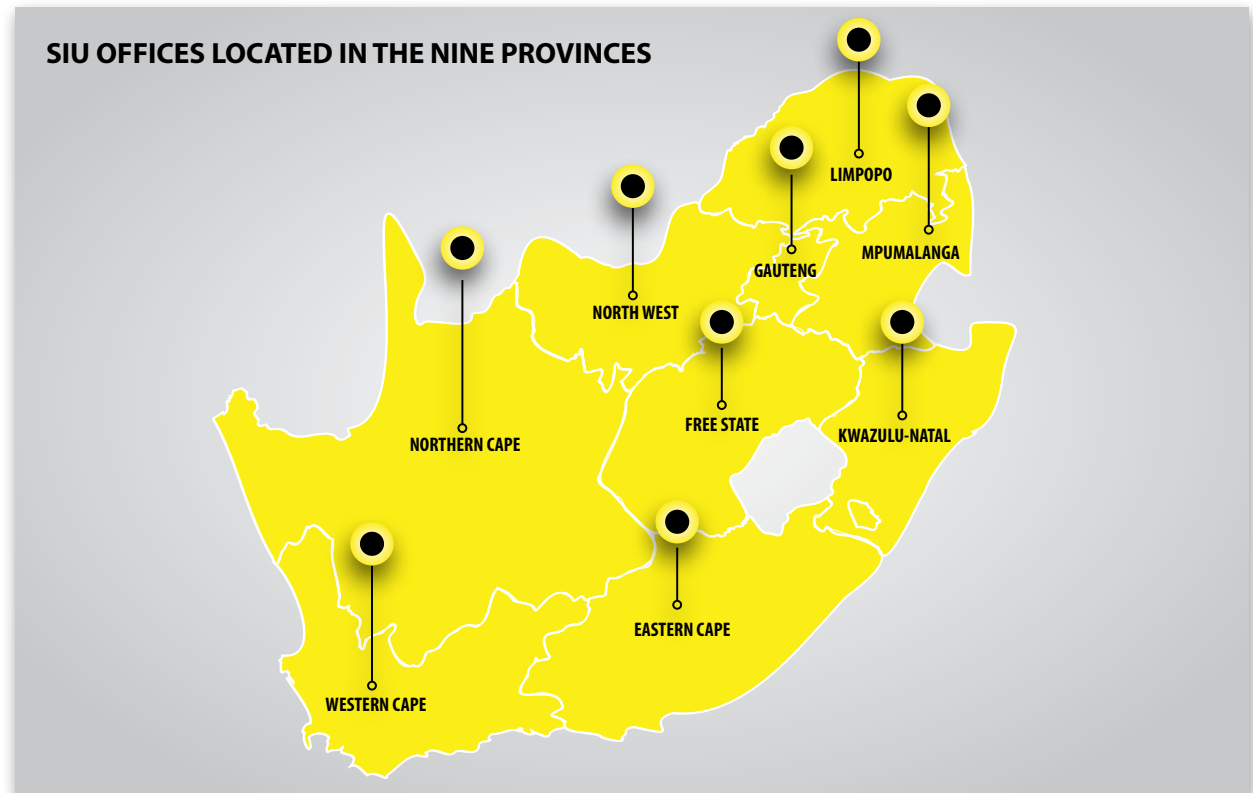


Figure 13: Geographical Distribution of the SIU

As reflected in the figure above, the SIU has a footprint in all provinces of the country, with an additional satellite office having been established in Mthatha which is part of the OR Tambo District of the Eastern Cape. To improve the Unit's operational model, the organisation identified a need to expand its reach and 'take its service to the people' through the development of a District Ecosystem Anti-Corruption Model as depicted below.

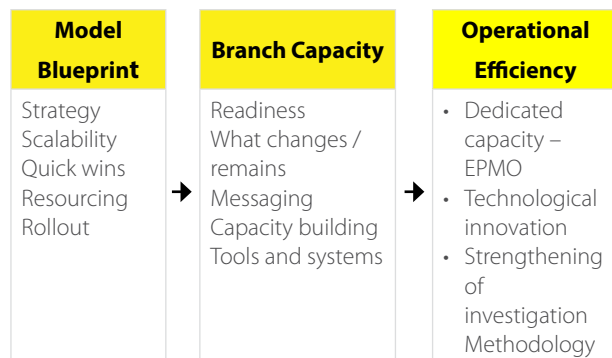
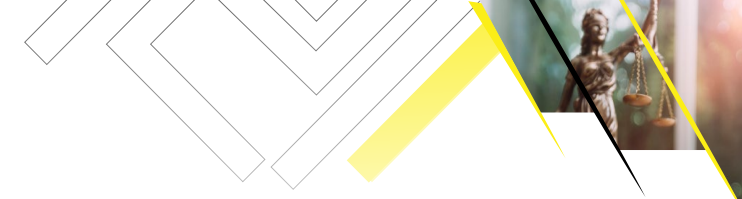


Figure 14: District Ecosystem Anti-Corruption Model

The mapping of corruption hotspots and leveraging strategic partnerships for co-location opportunities is key to ensure the success of the model and geospatial mapping will be critical to enhance brand awareness and visibility while improving the SIU's targeted efforts towards increasing its accessibility.

Key Benefits of Applying the DDM to SIU's Service Delivery

- **Faster case resolution:** Investigations are localised, reducing bottlenecks at the national level.
 - **Increased public trust:** Citizens see real-time anti-corruption action at the district level.
 - **Efficient resource allocation:** Investigators are placed in high-risk districts based on corruption trends.
 - **Prevention of corruption before it escalates:** Early detection and intervention prevent financial losses.
- Integrating the District Development Model (DDM) into SIU's operational framework will expand its reach, enhance service delivery, and strengthen local anti-corruption initiatives. Through decentralised investigation hubs, proactive risk assessments, and community-based engagement, the SIU can make corruption prevention and enforcement more effective at the district level.

By adopting the DDM principles, the SIU moves from being a reactive investigative body to a proactive anti-corruption force, ensuring that public resources are safeguarded, and service delivery is improved across all districts in South Africa.

Overview of Past Performance

The performance delivery environment of the SIU over the 2019 – 2024 strategic period was aligned with the broader goals of effective mandate execution and the implementation of government frameworks, such as the NACS and MTSF, informed by the NDP. Significant improvements in organisational performance and audit outcomes have been achieved since the 2019/20 financial year, with the Unit securing unqualified audit reports for four years over the term, demonstrating a maturing organisation.

PART A
OUR MANDATE

PART B
OUR STRATEGIC FOCUS

PART C
MEASURING OUR PERFORMANCE

PART D
TECHNICAL INDICATOR DESCRIPTIONS



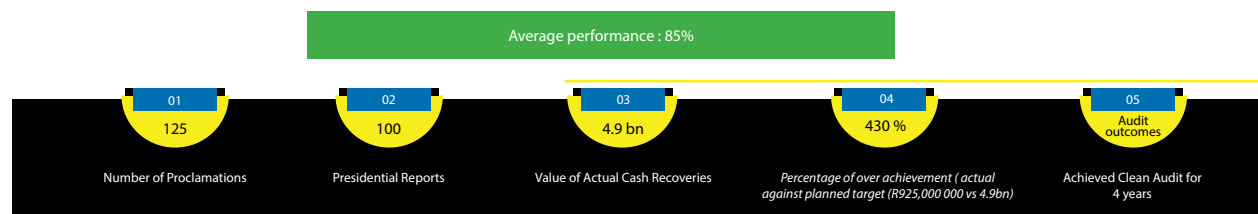
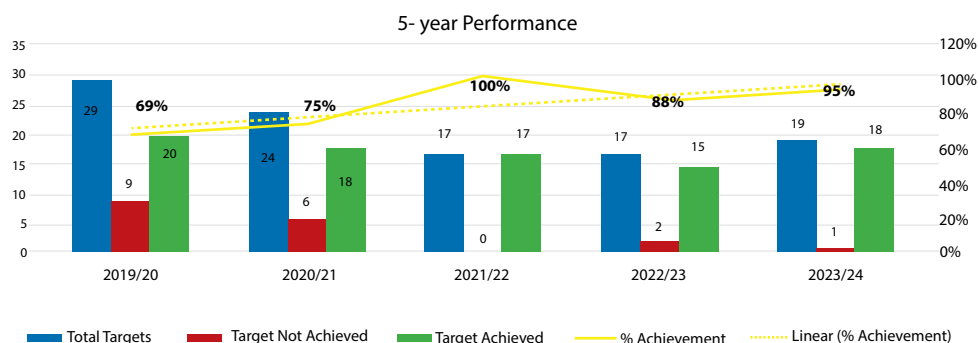


Figure 15: Five-Year Performance Overview for 2019/20 to 2023/24

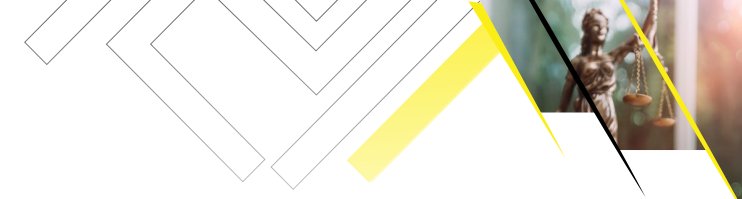
The continued focus on strengthening governance and control parallels the work of the SIU, which supports effective governance, enhances organisational performance, and promotes proactive anti-corruption measures. The SIU's initiatives, including audit monitoring, prevention efforts, and strategic data analytics, complement the Unit's continued progress towards improved operational effectiveness and clean administration.

Promoting Good Corporate Governance

The trajectory of ensuring that good governance is maintained within the organisation will continue. The full implementation of the revised governance framework will strengthen relevant governance structures, such as the Accounting Authority Advisory Committee, which will include independent non-executive members to advise on anti-corruption policy reforms and trends.

Standardising governance processes across the organisation will ensure consistency, while staying updated on the latest corporate governance developments will drive continuous improvement. Effective corporate governance and corporate secretaryship processes, along with robust governance structures, will be key to achieving these objectives.

The Internal Audit Unit provides risk-based assurance and consulting services to improve internal controls, compliance, governance, and risk management. It develops and implements an annual Audit Improvement Plan to address audit findings, overseen by the Audit and Risk Committee, ensuring favourable audit outcomes. A key focus is tracking, verifying, and reporting the resolution of audit findings to improve control environments and prevent recurring issues.



The Unit has implemented Audit Management Software to enhance efficiency, with capabilities for tracking findings and reporting, using technology to ensure timely resolution through alerts. The focus is on sound governance, going beyond compliance. A rolling three-year risk-based audit plan, approved by the Audit and Risk Committee, supports organisational value protection and the achievement of business objectives. The aim is to maintain an unqualified audit opinion with no material findings. The Audit Improvement Plan is continuously enhanced, integrated into executive and senior management performance agreements, and monitored through the Management Audit Steering Committee to ensure improved controls.

Strategic Deployment of Resources to Key Delivery Areas

The deployment of resources to key delivery areas will include collaborative engagement with various stakeholders, mainly operations and market data analytics, to determine their current needs to ensure that their strategic objectives are met. From these engagements, gaps will be identified, based on the current available resources. With the limited resources available, key deliverables that will mostly impact the SIU in meeting its strategic objectives will be prioritised. A resource deployment matrix will be used to deploy these resources. This will include timelines for the deployment, as well as roles and responsibilities. An already established Resource Deployment Committee, which includes Human Capital,

Finance, ICT and Facilities, will be mandated to ensure that resources are available on time.

The SIU's financial stability over the medium term and beyond, depends on the process to review and amend the current funding model. The current funding model's unintended consequence has been an upward trajectory in the outstanding debt and an unrealistic growth in Project Income in order to "balance the budget". The current huge influx of Proclamations from the Presidency requires the deployment of resources for the SIU to deliver on these investigations.

The status quo of the funding model will exacerbate the growth in debt, which will in turn have a negative effect on Project Khokhela's goal and negatively affect the SIU's cashflow. Additional funding from the fiscus and amendment to the SIU Act, based on the outcomes of the engagement with the Minister of Finance, will ensure the SIU's financial stability.

Summary of SIU Recoveries

The SIU successfully concluded several high-profile legal matters, including the review and cancellation of a R2.2-billion contract between ESKOM and ABB, which was declared unlawful and unconstitutional. Similarly, the SIU reviewed and set aside a tender awarded by Amahlathi Local Municipality to Kwane Capital, with the contract valued at R50-million, also declared unlawful and unconstitutional. In another case, the SIU challenged a tender award to Secelec & Others by DCS, resulting in

the cancellation of a R1.6-billion contract as irregular and invalid. Additionally, the Constitutional Court dismissed an application by Mphaphuli Consulting Pty Ltd to review an SIU investigation report, allowing the SIU to pursue a claim to recover R78 million lost by the state institution.

At the time of developing this 2025 - 2030 Strategic Plan the Unit was readying two matters to be lodged to review and set aside the decision of Transnet to award a locomotive tender and a resultant contract. This follows a settlement agreement that was reached by the suppliers that were awarded the contracts. SIU is finalising court papers to be issued with a view to make the settlement agreements that were forged and/or reached between SIU, Transnet, Wabtec, and Bombardier an order of the court which will incorporate an order setting aside the contracts to the tune of R7.9-billion.

Digital Transformation Strategy

The ICT Strategy is a Digital Transformation initiative designed to enhance the SIU's investigation processes by reducing turnaround times and leveraging technologies such as AI for data-driven investigations. It aims to automate and digitise business processes to streamline workflows, supported by a secure, agile, and accessible technology platform with integrated IT system architecture.

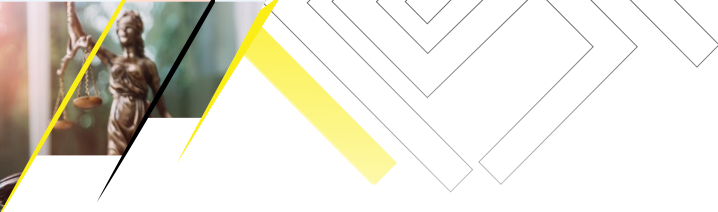
PART A
OUR MANDATE

PART B
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PART C
MEASURING OUR
PERFORMANCE

PART D
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Key actions include accelerating digital transformation using big data analytics and AI in crime prevention, implementing an Integrated Enterprise Resource Management Solution, automating and integrating core business processes, centralising data management through a data warehouse, utilising AI-driven predictive analytics for investigations, and pioneering information security through advanced cybersecurity tools and governance controls. Additionally, the strategy promotes cloud adoption, hybrid IT, standardisation, and an upgraded network infrastructure.

Summary of Ongoing Cases in the Special Tribunal

The SIU has initiated action to recover losses incurred by Transnet due to a Swap Agreement with Nedbank, which resulted in billions of rands in losses. The SIU is claiming R10.6-billion in this legal proceeding. Additionally, the SIU is working on the establishment of internal legal capacity to handle litigation in both the Special Tribunal and High Courts, aiming to reduce legal costs. As part of this initiative, the SIU is leading efforts to amend the Legal Practice Act, 2014, to allow the SIU to run its own internal legal practice, improving the speed and efficiency of pursuing cases resulting from SIU investigations.

The SIU has also contributed to the draft General Law Amendment Bill being processed by the Department of Justice and Constitutional Development. Establishing

this internal capacity will streamline civil litigation, reduce costs for both the SIU and the state, and shorten the turnaround time for legal proceedings.

Human Capital Considerations

To address the current vacancy rate and support business objectives, a resourcing and retention strategy will be implemented, focusing on attracting and retaining the right talent. The creation of a stable employer-employee relationship, ensuring a safe working environment, and cultivating a positive organisational culture will enhance employee engagement and satisfaction.

Over the next five years, comprehensive retention and resource strategies will sustain a motivated workforce, with an emphasis on the enhancement of individual performance and organisational efficiency.

Additionally, strategic partnerships, anti-corruption training, and the establishment of an Anti-Corruption Academy will strengthen the Unit's impact and leadership in the field.

Market Data Analytics

Over the next five years, the SIU will prioritise expanding data integration to include more datasets from public and private sectors to enhance analysis and inform preventative measures. The draft National Corruption Prevention Framework has evolved into a broader

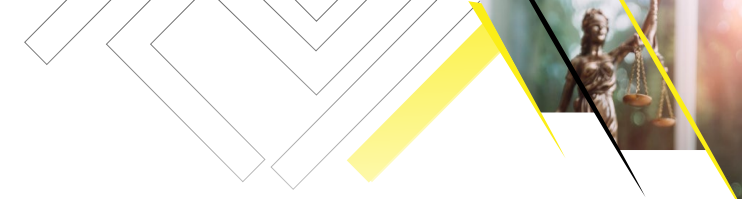
National Corruption Prevention and Risk Management Framework, adopting a preventative, risk-based approach to identify and manage corruption risks across both public and private sectors.

The SIU's prevention initiatives will be supported by a market data analytics programme and include targeted awareness campaigns, research reports, and the development of a corruption measurement tool.

Additionally, the SIU is contributing to the successful implementation of the National Anti-Corruption Strategy by monitoring referrals, supporting the NACS Secretariat, and developing a Case Monitoring Mechanism to track remedial actions on SIU referrals.

Enterprise Project Management Office

The Enterprise Project Management Office (EPMO) was introduced to improve and drive the Unit's project management maturity level towards efficient project delivery across the organisation. The level of project management maturity is currently between level two and three and the goal over the strategic period is to move towards a level four, signified by integration. Integration means all projects apply consistent processes; all project data integrated; both quantitative and qualitative benchmarking applied; project management is a core competency throughout the organisation.



To this end, a set of deliverables will be put out including an EMPO structure, development of a project management framework and methodology with associated processes, policy and procedures, templates and other tools of trade.

Once the EPMO has been established during the early stages of the 2025 – 2030 strategic period, implementation will then include resourcing, system implementation, training and awareness activities across the organisation. The EPMO will over the period ensure the monitoring of compliance and evaluate the maturity improvements at mid-term and at the end of the term using the project management maturity level.

Lifestyle Audits

The creation of a permanent structure for lifestyle audits is crucial for the Init to realise greater success in this area of expertise. A one stop tool for lifestyle audit analysis will improve the speed of such processes. Lifestyle audits are a critical and legitimate management tool and forms part of a department's system of risk management in the prevention and detection of fraud and corruption. DPSA issued a Guide to Implement Lifestyle Audits in the Public Service in March 2021 to guide departments and government components on how to implement lifestyle audits in their respective institutions. Since then, the SIU received numerous requests from the departments and entities for assistance in the implementation of the lifestyle audits.

Due to SIU Act limitations, entities and departments were assisted by the Unit through secondment agreements. The results of the lifestyle audits showed significant findings on individuals that are living beyond their means, and the lifestyle audit will be a good tool for prevention and detection of fraud and corruption.

The Unit is very much awake to the reality that lifestyle audits are becoming increasingly popular, with competitors developing tools for targeted reporting and considering in-house development. There is an effort to integrate these audits with key departments such as Home Affairs to improve efficiency and turnaround times, ultimately reducing costs. While specifications are still being developed, the SIU remains relevant due to its expertise in lifestyle audit methodology, positioning it as a key player in this growing area.

5.4. SIU SWOT ANALYSIS

Strengths

The SIU leverages a multi-disciplinary investigation approach, combining a wide range of skills that are in high demand, ensuring comprehensive and effective outcomes. It benefits from guaranteed grant income, which provides financial stability, and maintains strong collaboration with both internal and external stakeholders, enhancing its operational effectiveness. The Unit operates through the Special Tribunal, where it is not

in competition with other litigants, allowing for a unique focus on civil litigation in its niche.

With a strong brand positioning, the SIU is recognised for delivering high-quality forensic investigations to state institutions, underpinned by its proven track record of integrity. Additionally, the SIU operates with a functional governance structure that ensures transparency, accountability, and successful outcomes in its work.

Weaknesses

The SIU faces several internal challenges that hinder operational efficiency, including disintegrated systems and a lack of standardisation in management and business processes. The organisation's externally focused culture can impact internal cohesion, while its funding model requires review, with various options already presented.

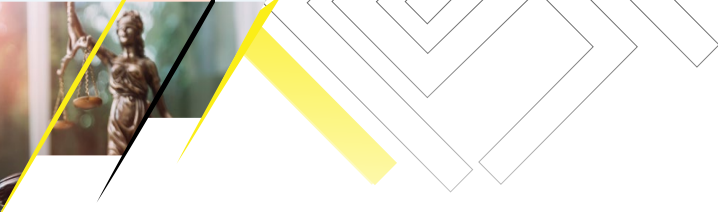
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There is insufficient integration and planning between support functions and operations, contributing to inefficiencies. Many business processes remain manual and paper-driven, slowing down workflows. Furthermore, the organisation faces several internal challenges, relating to insufficient internal controls, inadequate standardised Standard Operating Procedures (SOPs), and resistance to a compliance culture, resulting in a lack of discipline and poor work ethic. Additionally, outdated and inadequate systems, along with insufficient capacity and skills in finance and operations, further hinder efficiency and effectiveness. Addressing these issues is crucial to strengthening organisational performance and ensuring sustainable growth.

Additionally, the current rate recovery model and inadequate project management capabilities further complicate the SIU's ability to deliver optimal results. Addressing these issues through system integration, improved planning, and enhanced project management will be critical to the SIU's long-term success and efficiency.

Opportunities

To drive greater efficiency and effectiveness, the SIU aims to implement business process automation, enhancing operational workflows. Lifestyle audits are recognised as a critical revenue stream given the niche expertise

being harnessed by the Unit in this area, while the SIU is also strategically positioned to play a leading role in the creation of a single anti-corruption agency.

A review of SIU legislation is also being considered to bolster the Unit's capabilities and effectiveness. Expanding its national footprint for business development, the SIU plans to reclaim its Clean Audit status and expand its jurisdiction and mandate.

Technological advancements and digital platforms will be leveraged to improve customer experience, while enhanced public awareness and education initiatives will promote transparency and accountability. The adoption of a predictive skills model will help forecast the future needs and direction of the SIU. This will ensure that the Unit remains responsive to emerging challenges.

The Unit is enhancing its investigative capabilities through the adoption of innovative technologies, data analytics, AI, and advanced forensics to combat corruption, while forging strategic local and international partnerships to strengthen collaboration.

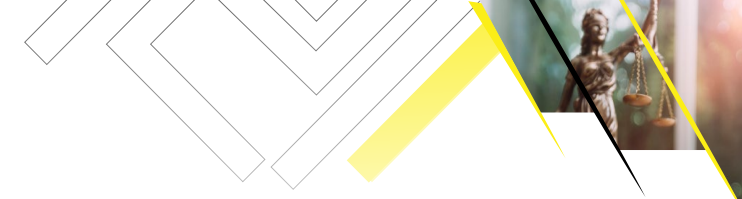
It also focuses on public education and awareness to promote accountability and adopts a multifaceted approach to enhance internal capabilities and foster global cooperation. By engaging with international organisations, law enforcement, and civil society, the

Unit aims to build a strong anti-corruption ecosystem, sharing best practices, leveraging resources, and expanding its reach through strategic partnerships. Effective governance and resource management remains key for the strengthening of the Unit's capacity to fight corruption and uphold its mandate.

Threats

The Unit faces several challenges that could impact its effectiveness and reputation. The proclamation process may raise concerns about the Unit's independence in the eyes of the public, while competition with stakeholders such as the NPA and Asset Forfeiture Unit (AFU) complicates collaboration.

The current remuneration framework is inadequate for attracting and retaining top talent, and growing debt poses a risk to its long-term sustainability. Additionally, inefficiencies within the Office of the State Attorney, including negative outcomes in civil litigation and delays, could lead to higher costs for the SIU.



Other challenges include delays in the issuance of proclamations, threats to the safety of SIU employees and whistleblowers, and potential political interference. The loss of institutional knowledge due to an aging workforce, coupled with rapidly evolving industry demands driven by digitalisation, further complicates the situation.

Finally, the *“war for talent”* intensifies as the SIU competes with other anti-corruption agencies for skilled professionals. Addressing these issues is essential to ensure the SIU’s continued effectiveness and resilience.

The SIU has learned valuable lessons from the implementation of the 2019 to 2024 MTSF and related MTEF processes, which will inform its approach moving forward. Emphasis will be placed on strategic positioning, continuous assessment of competitive forces, solidifying and communicating the Unit’s value proposition and developing coherent strategies aligned with key priorities of the 7th administration.

With the development of data sets for data analytics and AI development, cybersecurity needs to be a continuous task.

Key Takeaways Informing Planning

A critical takeaway has been the importance of good governance and administrative compliance, as these factors directly impact performance and pose a perpetual threat to the Unit’s external audit outcomes if not properly managed. External challenges, such as a negative economic climate and budget cuts, have also hindered progress, highlighting the need for robust internal systems to mitigate such external pressures.

The SIU remains on a steadfast path to address identified internal challenges relating to insufficient internal controls, inadequate standardised standard operating procedures, and the need to strengthen the compliance culture. Additionally, outdated and inadequate systems, along with insufficient capacity and skills in both finance and operations, hinder efficient performance and effective governance. Addressing these issues is crucial for improving organisational efficiency and compliance.

The Unit will continue to monitor progress relating to Cabinet’s approval of the recommendations of the National Anti-Corruption Advisory Council relating to the

establishment of the OPI given the potential for the SIU’s role to expand and include systemic corruption audits, public inquiries, and prevention initiatives, redefining its approach to tackling corruption.

Integration into the OPI may bring operational and leadership changes, requiring a shift in structure and agility, while also increasing collaboration with public and private sectors for long-term impact. The transition will face challenges such as overlapping mandates, resistance from government managers, and the need for swift adaptation to align with the broader anti-corruption goals and technological advancements for efficiency and transparency.

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5.5. SIU HIGH-LEVEL FOCUS AREAS FOR THE PLANNING PERIOD

The SIU's strategic perspective serves as a visual bridge connecting the organisational strategy to execution, aligning strategic outcomes with actionable steps to ensure that teams understand their contributions to the overall vision. The strategic focus areas outlined above will provide clarity and direction, enhancing agility and efficiency while enabling stakeholders to track progress and make informed decisions from planning to implementation.

This comprehensive approach aims to strengthen the SIU's sustainability, digital systems, and value creation, positioning the Unit as a leading anti-corruption agency that promotes accountability and collaboration among stakeholders.

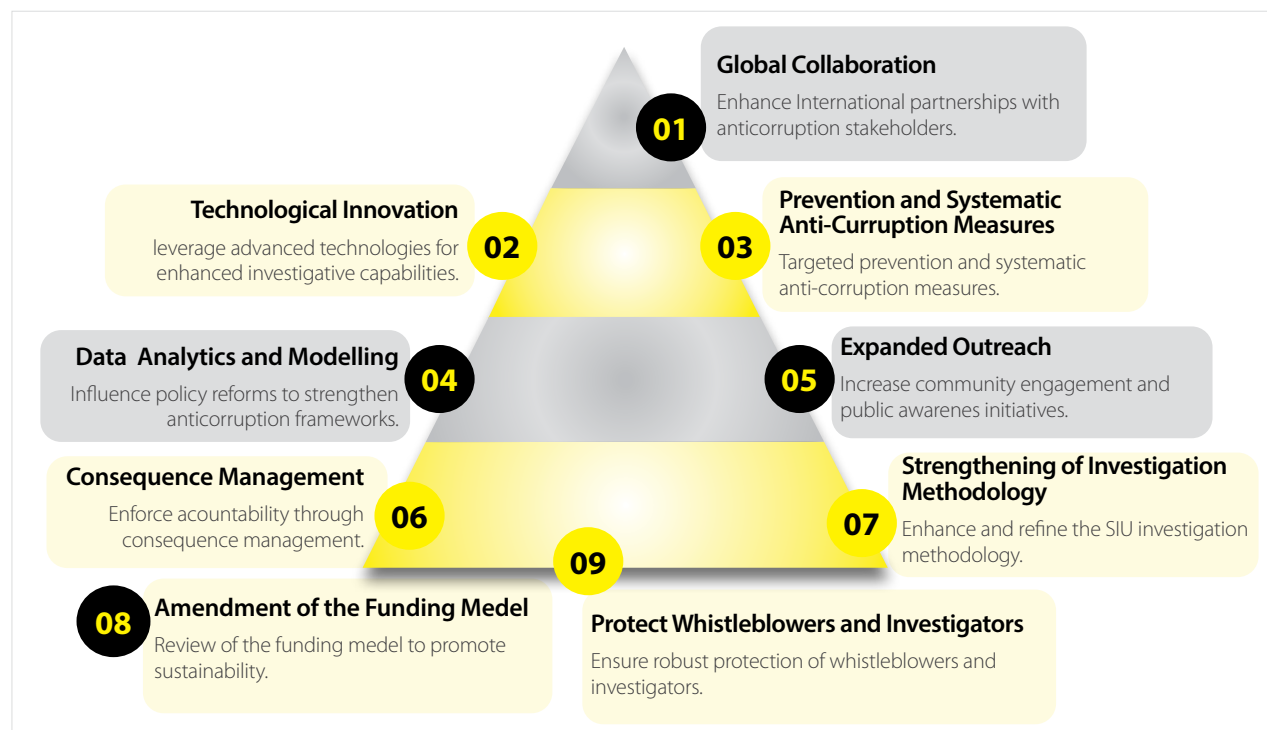
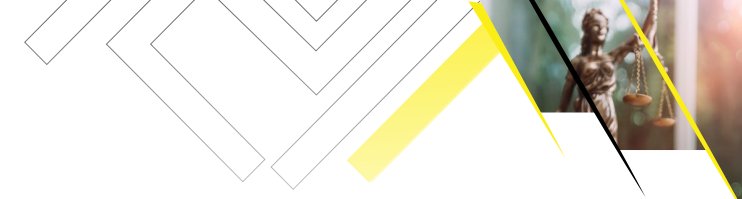


Figure 16: SIU Strategic Focus Areas 2025 – 2030



SIU Top Level Management Structure

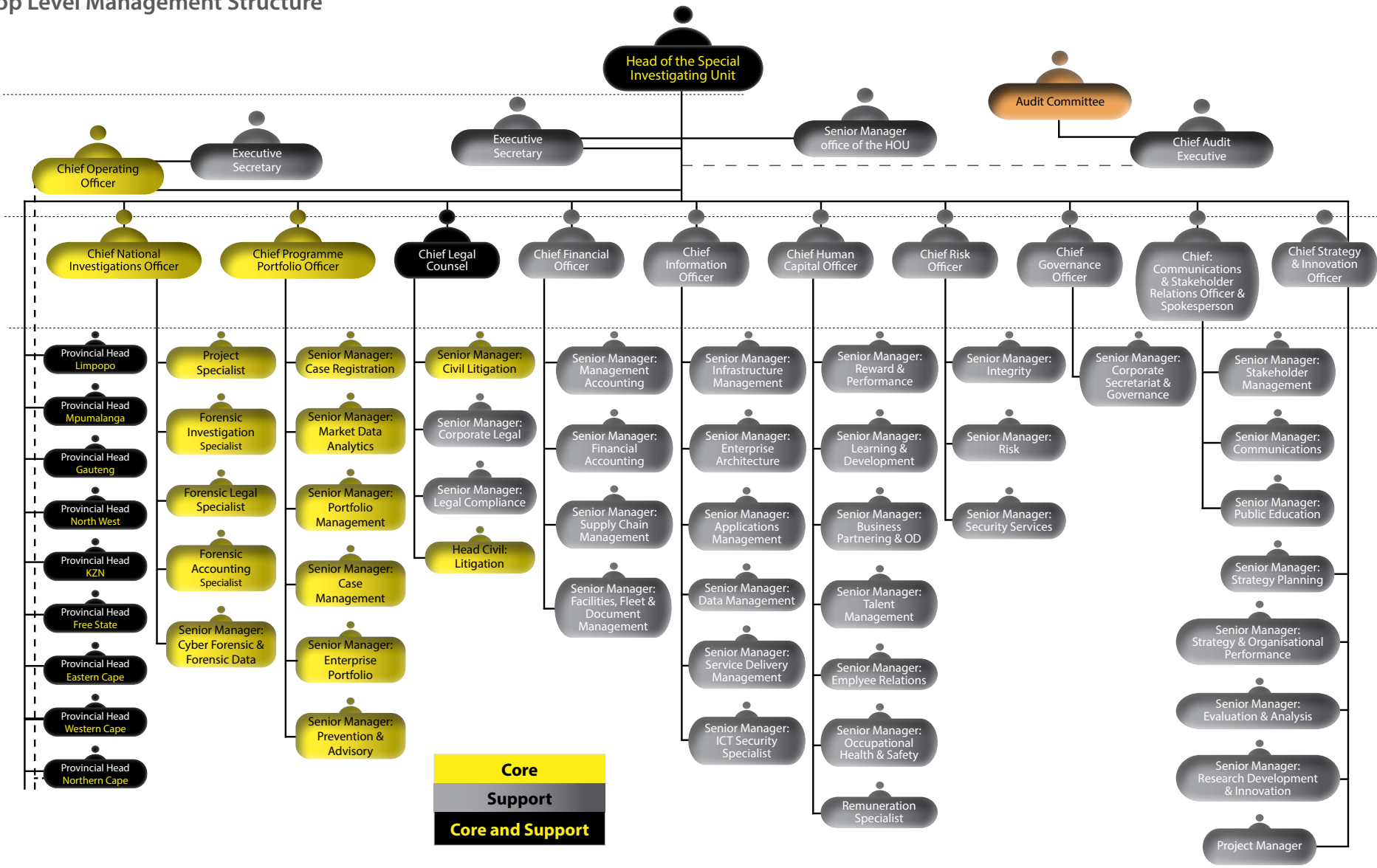


Figure 17: SIU's Top-Level Structure

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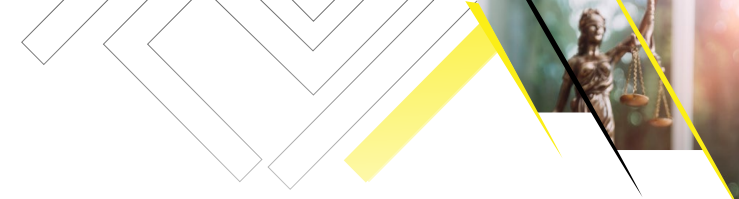
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1. INSTITUTIONAL PERFORMANCE INFORMATION

The 7th Administration has adopted a more focused approach to planning by reducing the seven priority areas that were previously established for the 6th Administration's 2019 – 2024 electoral term to only three MTDP priorities for the 2024 – 2029 term targeted towards the realisation of the long-term vision of the NDP by 2030.

These priorities are designed to address and mitigate poverty, unemployment, and inequality thereby fostering sustainable development and improving the overall well-being of the nation.

The 2025 – 2030 SIU strategic outcomes detailed below aim to align with and support the developmental goals set forth in the NDP 2030, as well as priorities of the 7th Administration and the MTDP.

This highlights the necessity for the SIU to align its outcomes with the three strategic pillars (SP) and the enabling foundation of its strategic focus:

- SP1: Recover and protect public resources.
- SP2: Strengthen governance systems to prevent future corruption.
- SP3: Enhance public confidence in the integrity and accountability of State institutions.

Enabler: Operate efficiently and independently to deliver impactful outcomes in combating corruption.

The outcomes, outcome indicators, and five-year targets have been further developed in alignment with the priority interventions of the MTDP and JCPS Cluster Implementation Plan for 2024 - 2029.

1.1. IMPACT STATEMENT

Impact Statement	Ridding society of systemic corruption, maladministration and malpractice.
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The impact aligns with the overarching problem statement that the SIU seeks to address:

- The systemic erosion of public trust and the mismanagement of state resources caused by corruption, fraud, maladministration, and malpractice within state institutions.

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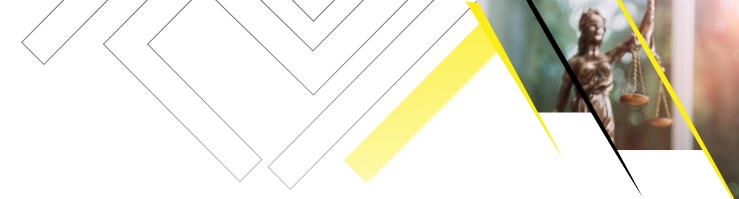
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2. MEASURING OUR OUTCOMES

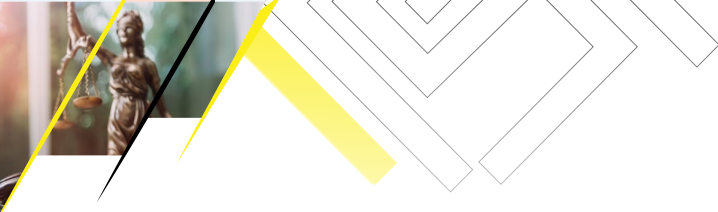
SIU Strategic Pillar	MTDP/JCPS Cluster Intervention	MTDP/JCPS Intervention Indicator/target	SIU Outcome	Outcome Indicator	Baseline (Estimated to end 2024/25)	Five-year Target (End 2029/30)
Enabling Functions: Operational excellence and capabilities to effectively deliver core business outcomes	MTDP: Continue to strengthen and enhance the capacity of the JCPS value chain with human, material resources and IT systems	New appointments in the JCPS value chain	Outcome 1. A high-performing, compliant SIU, certified as a Top Employer	O1.1. External audit outcome	Unqualified, with material findings (2023/24)	Unqualified external audit opinion
		Implemented action plan to enhance and strengthen the JCPS value chain		O1.2. ICT investment as a percentage of total budget allocation	3%	3%
		Increased departments/entities connected to the transversal CJS platform and the exchange of information electronically		O1.3. External Top Employer certification	New indicator	Top Employer certification achieved
		Review/overhaul of the identified legislation to strengthen the criminal justice value chain		O1.4. Current ratio	2.6:1	Current ratio maintained at minimum 2:1
SP1: Recover and protect public resources	Increase in freezing and recovery of money and assets that are the proceeds of unlawful conduct and crime Protect the national financial system from the threat of money laundering, terrorism financing and the financing of proliferation	Recoveries: R6.3 billion R5.5 billion (SIU) R800 million (NPA) Implementation of key actions that address compliance with identified global/ UN FATF requirements	Outcome 2. State assets and cash recovered and protected from maladministration, fraud, and corruption	O2.1. Rand value of cash and/or assets recovered, contracts set-aside, and losses prevented	R34 billion	R43.4 billion



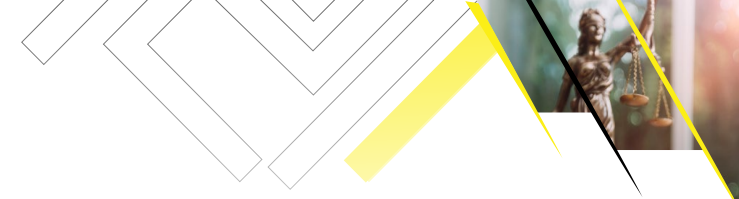
SIU Strategic Pillar	MTDP/JCPS Cluster Intervention	MTDP/JCPS Intervention Indicator/target	SIU Outcome	Outcome Indicator	Baseline (Estimated to end 2024/25)	Five-year Target (End 2029/30)
SP3: Enhance public confidence in the integrity and accountability of state institutions	Implementation of the National Anti-corruption Strategy by Departments in the JCPS value chain through prevention, investigation, prosecution and conviction	Promote ethical conduct, integrity, professionalism and service delivery Multi-disciplinary specialised anti-corruption task forces established in priority sectors	Outcome 3. Public confidence in the governance systems, structures, and policies of the state restored and sustained	O3.1. Average turnaround time for completion of investigations	Average 3.5 years across all types of investigations	Average 18 months across all types of investigations, to be monitored as follows: <ul style="list-style-type: none"> Simple: 6 months Standard: 12 months Complex: 18-24 months
				O3.2. National Anti-Corruption Risk and Prevention Framework (NCRPF) approved by Cabinet	Draft of National Corruption Risk and Prevention Framework (NCRPF) - June 2024	End-Term report on approval and implementation of the NCRPF
				O3.3 Percentage score of public opinion on corruption reduction in South Africa	New indicator	<ul style="list-style-type: none"> Year 1 - 2: Establish measurement tool, conduct survey and set baseline Year 5: 10% improvement in the public opinion score on the reduction of corruption in South Africa

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SIU Strategic Pillar	MTDP/JCPS Cluster Intervention	MTDP/JCPS Intervention Indicator/target	SIU Outcome	Outcome Indicator	Baseline (Estimated to end 2024/25)	Five-year Target (End 2029/30)
				O3.4 Percentage positive public sentiment of SIU	New indicator	<ul style="list-style-type: none"> Year 1 - 2: Establish measurement tool, conduct survey and set baseline Year 5: 10% improvement on positive public sentiment of the SIU
				O3.5. Percentage impactful rating of anti-corruption forums	<ul style="list-style-type: none"> LGAF Evaluation: 67% impactful rating HSACF Evaluation: 60% impactful rating 	75% impactful rating of anti-corruption forums
				O3.6. Development of National corruption measurement tool	Use of Transparency International Corruption Perception Index	National corruption measurement tool established, and baseline index set



SIU Strategic Pillar	MTDP/JCPS Cluster Intervention	MTDP/JCPS Intervention Indicator/target	SIU Outcome	Outcome Indicator	Baseline (Estimated to end 2024/25)	Five-year Target (End 2029/30)
SP2: Strengthen Governance systems to prevent future corruption	Implementation of the National Anti -corruption Strategy by Departments in the JCPS value chain through prevention, investigation, prosecution and conviction	Promote ethical conduct, integrity, professionalism and service delivery	Outcome 4. Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management	O4.1. Percentage improvement in the implementation of referrals for disciplinary action against officials and executives	7 289 referrals for disciplinaries	70% improvement in the implementation of referrals for disciplinary against officials and executives
				O4.2. Percentage improvement in the implementation of referrals made to the prosecution authority	2 719 referrals made to the NPA	70% improvement in the implementation of referrals made to the prosecution authority
				O4.3. Percentage improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies	133 490 referrals for administrative actions, regulatory actions and professional bodies	70% improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies
				O4.4. Number of lifestyle audits conducted in State institutions	Lifestyle audits conducted in 4 institutions in FY2023/24	Lifestyle audits conducted in 28 State institutions

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3. EXPLANATION OF PLANNED PERFORMANCE

The four outcomes that are planned for the 2025 – 2029 MTDP period define the interventions and initiatives crafted based primarily on the impact areas that the SIU has prioritised, which are consistent with its mandate. They are informed by the Unit's 360° environmental scan as well as the diagnostic analysis of the challenges that it must contend with; in the course of its service delivery for social justice and relevance it seeks to achieve and maintain.

Each outcome focuses on achieving specific results that, if sustained beyond the upcoming five-year period, will serve as a catalyst in achieving the impact that matters to create the desired legacy of the SIU in the psyche of the South Africans and the country's socio-economic landscape. Each one of these outcomes is intertwined and works in conjunction with others to achieve the SIU's contribution towards the envisaged 10% annual decrease of corruption.

Outcome 1: A high-performing, compliant SIU, certified as a Top Employer

The SIU faces various challenges and opportunities in strengthening its operations and financial sustainability. These include reviewing its funding model, considering legislative changes, and retaining a percentage of recovered debt. There is also a need for increased grant

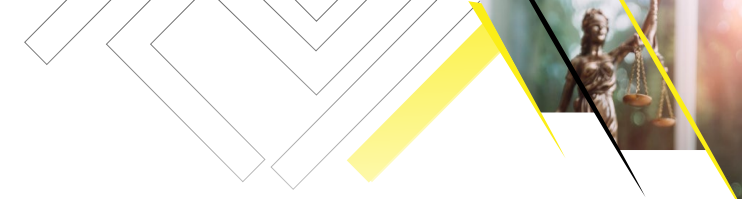
funding aligned with Proclamations, as well as exploring revenue maximisation through initiatives like the Training Academy and MOUs, and payments from other countries. The Unit is evaluating its recovery model and considering the optimal resource mix for investigations while automating SIU business processes for greater efficiency.

To support long-term institutional effectiveness and financial sustainability, the five-year strategic plan will prioritise achieving and maintaining an unqualified external audit opinion, reflecting a strong commitment to sound financial management, compliance, and accountability. It is imperative to ensure a good balance between achieving high-performance and compliance to all prevailing legislations and policies that govern the operations of the SIU. In other words, extreme caution will be exercised to ensure that high performance is not achieved at the cost of compliance.

Overall compliance will be defined by attaining and maintaining the ultimate Level 6 (Optimising) of National Treasury's maturity of the Enterprise Risk Management rating. Solid risk management practices will manifest in, amongst other things, securing unqualified Auditor-General audit outcomes, minimising the SIU's exposure to litigation among other markers of success. Risk management is probably of unparalleled importance for anti-corruption agencies such as the SIU which must lead by example and closely manage risks of any form of reputational damage that may erode confidence in the organisation.

A second key priority is to allocate a minimum of 3% of the total budget annually to Information and Communication Technology (ICT) investment, ensuring the Unit remains agile, digitally resilient, and capable of leveraging innovation for improved service delivery. The focus will be on ensuring that there are effective and automated business processes in place to empower staff to act with absolute confidence for efficient performance. The implementation of the ICT Plan, which is targeted to have reached its peak by the end of year 5, will drive the SIU and embrace the 4th industrial revolution which is a 21st-century business imperative; especially within the realm the SIU operates in. An effective and successful implementation of the ICT plan will permeate all areas of operations; internally and externally. Specialist technologies that different areas of the SIU operations will be utilising must run off a solid and stable backbone infrastructure.

Additionally, this five-year plan aims to position the SIU as an employer of choice by securing Top Employer certification, underscoring a commitment to excellence in human capital development, inclusive workplace culture, and talent retention. Appreciating that the ability to accelerate its performance will hinge heavily on the extent to which the SIU invests in its people, the intention is to first attract and retain adequate superior talent to populate crucial positions and sharpen the existing talent. The SIU's own attractiveness as an employer of choice is paramount to its ability to attract and retain superior talent.



The SIU's capacity discussion is multi-layered and straddles several areas. However, the hallmarks of a well-capacitated SIU will particularly address areas of maintaining the lowest levels of vacancies in both positions that are approved in the structure but more importantly the ones that have been funded. The implementation of the performance management system will also be of paramount importance from an organisational development perspective. Through this system, individuals will ultimately be held both responsible and accountable for their individual performance on the one hand.

Lastly, maintaining a minimum current ratio of 2:1 will be a financial health benchmark to safeguard liquidity, enhance operational stability, and ensure the organisation can meet its short-term obligations efficiently. All efforts will be anchored on a sustainable business model that has financial sustainability safeguards to ensure not only business continuity but also effective operations as a service to the State as well as the Unit's clients.

In short, the markers of success in relation to this outcome will be the extent to which the SIU consistently achieves and even exceeds all its set targets as a high-performance organisation that is equally compliant, as evidenced by the positive external audit outcomes.

Outcome 2: State assets and cash resources recovered and protected from maladministration, fraud, and corruption

This outcome is primarily located within the reality that even with the best systems and processes in place, those that are determined to pursue corrupt and fraudulent acts will from time to time prevail. The purpose of targeting an increase in the protection of State assets and resources is aimed at ensuring that as much of the resources as possible budgeted for programmes aimed at improving the socio-economic lives of the citizens, are channelled towards that purpose.

The focus areas under this outcome are fundamentally to wrest back whatever resources would have been stolen from the State coffers through recoveries. That way both the State and the citizens will derive the greatest possible value for money budgeted for service delivery purposes. On the one hand, the State gets to deliver on its promises in terms of its social contract in the form of the manifesto, while the citizens get to benefit from government services for socio-economic growth and development. The target to increase the value of State assets and cash recovered, on the one hand, is in sync with the ideal to also deter and reduce the incidences of corruption and maladministration on the other hand.

Key strategic interventions for the term are to include appointing a panel of attorneys, reviewing the regulatory framework, and establishing an internal civil litigation legal firm. Additionally, the focus will be on preserving assets and interdicting pension fund payments. To further strengthen the SIU's mandate, the SIU Act will be amended to empower the Special Tribunal to preserve and forfeit assets, while exploring mechanisms for asset recovery through mutual legal assistance. These interventions aim to improve turnaround times for investigations and enhance the SIU's effectiveness in combating corruption while supporting the envisaged R43.4 billion in cash and / or assets recovered, contracts set-aside, and losses prevented is achieved by the end of term.

Outcome 3: Public confidence in the governance systems, structures, and policies of the state restored and sustained

Maintaining the highest levels of public confidence in the governance systems of a country, which includes laws and structures that are put in place as a safeguard is paramount to its attractiveness as an investment destination, for both domestic and foreign investors. This includes but is not limited to transparency in how business is done with State institutions and other related matters that involve any dealings with the State in the provision of its services.

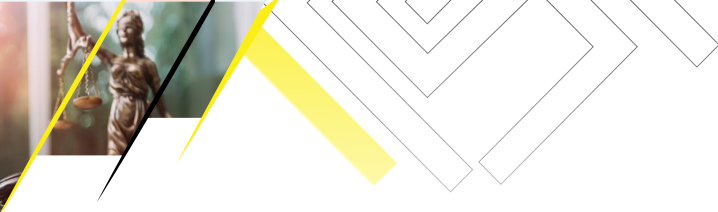
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In addition to the ongoing efforts towards reducing the turnaround times in relation to finalisation of all investigations, another key area of focus will be determining the extent to which the SIU identifies relevant partners, concludes and leverages partnership agreements in the furtherance of its key business objectives. Equally importantly the Unit will ensure that it also delivers to its partners the expected value in line with predefined value exchanges between the partners. The outcomes of the biennial stakeholder perception surveys will seek to keep the SIU on track in terms of ensuring that it maintains the desired perceptions of itself by its partners. The areas of improvement recommended in the stakeholder perception survey will play a pivotal role in identifying implementation priorities that are linked to this particular outcome.

Evidence suggests that the rapid decline in South Africa's sovereign debt rating emanated from corruption and maladministration that includes its major State-Owned Enterprises as one of the major contributing factors. The results of lack of confidence in the country's economy and its poor debt rating have far-reaching consequences that could among other things lead to future generations having to carry the burden of past debts, due in part to the astronomical cost of borrowing. This is over and above the most immediate challenges such as an inability to attract investment that creates jobs, which in turn contributes to taxes which government uses to deliver services and so forth. The consequences of poor sovereign debt rating

also have a potentially dilapidating snowball effect for private sector businesses such as the banking industry which cannot enjoy a rating above that of the country that they operate in.

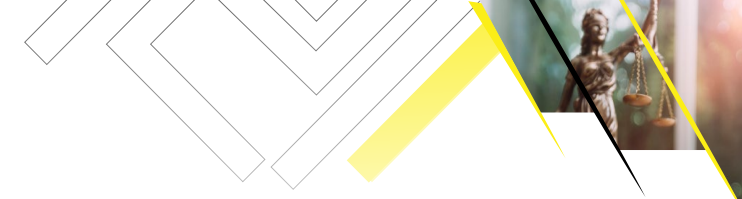
Since assuming office, the 7th Administration has continued to prioritise the attraction of foreign direct investment and great strides are being made in this regard. However, negative perceptions of corruption and maladministration plaguing South Africa and other African countries could deal a blow to these efforts. The effectiveness of the SIU in discharging its mandate of investigating and prosecuting all allegations without fear or favour will culminate in the positive outlook by potential corruption watchdogs, which should in turn instil confidence in potential investors. The vital importance of confidence in the State and its institutions is not limited to the business fraternity. It also extends to the ordinary citizens that the State exists to serve.

Arguably the most important development towards achieving this outcome has been the finalisation of the establishment of the critically important Special Tribunal that will help self-track the conclusion of cases. It will facilitate an increase in the caseload being duly finalised without being impeded by relatively slower processes of enrolling and concluding cases through a conventional court system. A lot will depend largely on the effectiveness and efficiencies of the SIU's own internal system to process allegations for prosecution, whether through the Special

Tribunal or other prosecuting authorities. Yet again, this underscores the critical importance of the quality and efficiency of the SIU people and its internal processes.

It is evident from looking at the five-year targets that the role of data analytics supported by cutting-edge technological capabilities will be critical, not only for the service of the SIU, but also for all its strategic partners and stakeholders. The SIU intends to leverage data analytics and technology to optimal effect in developing recognised local South African systems to track confidence in the State and its institutions, which will culminate in adopting an index and shorten turnaround times in accessing critical data.

Such mechanisms will be subjected to provisions of the South African Statistical Quality Assessment Framework (SASQAF), in order to be accorded a recognised official status. This is anticipated to be fully implemented within the next five-year period and will be maintained and enhanced beyond that period. Whilst international mechanisms such as the CPI will remain relevant in the short-term, the intent is to systemically reduce reliance on them and establish mechanisms that can be globally benchmarked, and work in collaboration with such systems.



Outcome 4: Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management

The ultimate success of the fight against corruption and maladministration would surely be in not having a need for the existence of anti-corruption agencies such as the SIU. Whilst this blight on South Africa’s democracy continues to prevail the SIU intends to systemically reduce the number of corruption allegations recorded over the next five years. This it intends to achieve by creating a deterrent that is predicated on the measures to detect these misdeeds before they happen and enforcing consequence measures in instances where prevention initiatives were not successful. The extent of the success of both of these interventions will be anchored in the effectiveness of the partnerships the Unit manages to secure.

More specifically, this outcome will be achieved through implementing the Data Analytics Strategy, which will study trends and develop predictive models in order to effectively employ preventative measures. An effectiveness distillation of data at the disposal of the SIU will form a basis of developing systemic improvement measures to assist client where investigations have been concluded or are underway.

The use of technology for the SIU’s civil litigation core business efforts supporting the attainment of this ambitious outcome will play the most pivotal role in pursuit of impactful results for its domestic clients. In addition, it will give effect to the SIU’s meaningful contribution in combating trans-national corruption through, amongst other things, creating a central repository that is supported by social partners that will serve as a nerve centre in managing corruption; based on the logic that what cannot be measured cannot be managed.

Key strategic interventions for the term include amending legislation to incorporate referral and prevention processes and developing a coordinating monitoring mechanism with a proof of concept for expansion. The SIU will enhance stakeholder engagement at the investigation level, incorporating it into referral letters. The overall aim is to ensure realisation of a 70% improvement in the implementation of referrals for disciplinary against officials and executives, referrals made to the prosecution authority as well as those relating to administrative actions, regulatory actions and professional bodies.

Additionally, MoUs will be established with key law enforcement agencies such as the NPA and the South African Police Service (SAPS), and the Standing Committee on Public Accounts will provide oversight at national and provincial levels. Improved coordination with the DPSA will focus on provincial and national referrals, with a signed MoU and the establishment of a central database for blacklisting officials. Further collaboration will include MoUs with the South African Local Government Association and Premier’s offices to create ethics forums and a central register for blacklisting officials.

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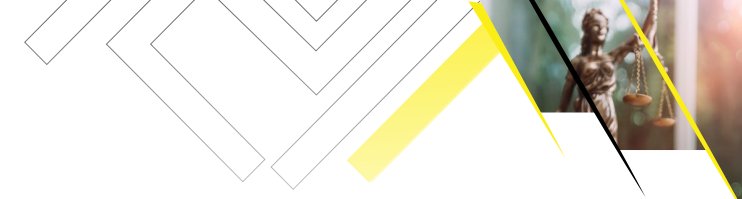
4. KEY RISKS AND MITIGATIONS

Risk Rating Matrix

The risk assessment was conducted in line with the SIU approved Enterprise Risk Management Framework. Below is a risk rating matrix, which is used to rate all types of organisational risks:

Likelihood	III	III	II	II	I	I	I
	III	III	III	II	II	I	I
	IV	IV	III	III	II	II	I
	IV	IV	IV	III	III	II	II
	IV	IV	IV	IV	III	III	II
	6	5	4	3	2	1	
Consequence							

Rating	Severity	Suggested Risk Treatment Timeframes	Authority for continued tolerance of residual risk
I	Critical	Short-Term Normally within three (3) months	Accounting Authority (HoU)
II	High	Medium-Term Normally Within six (6) months	EXCO Head of Department
III	Medium	Long-Term Normally above twelve (12) months or more	Line Managers Supervisors
IV	Low	Ongoing control as part of a management system	All Staff



The SIU's key strategic risks that may impact delivery on the SIU Five-Year Strategic Plan together with the identified mitigation actions are outlined below.

PROGRAMME 1

Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
A high-performing, compliant SIU, certified as a Top Employer	Inability to provide timely protection of investigators, witnesses and whistleblowers against intimidation and threats emanating from the SIU investigations.	<ol style="list-style-type: none"> 1. Protracted process to conduct and complete threat risk assessments 2. Inadequate internal capacity to immediately respond to threats experienced by investigators. 3. Occupational detriment and/or victimisation arising from blowing the whistle on corruption. 4. Failure to keep whistleblowers' identity anonymous (e.g. unsecured reporting channels, etc). 5. Inadequate whistle-blowing protection advocacy and awareness programmes 6. Failure to provide the SIU investigators protective equipment 7. Budget constraints as provision of close protection comes at a high cost. 	II	<ol style="list-style-type: none"> 1.1 Develop and implement Standard Operating Procedure (SOP) for conducting Threats Risk Assessments (TRAs) 1.2 Appoint a qualified Security Specialist/ Consultant who will conduct Threats Risk Assessments (TRAs) as per EXCO resolution. 2.1 Review the Employee Protection Policy and extend the scope by include interventions to assist whistleblowers and witnesses. 2.2 Procure close protection for SIU investigators who are intimidated and threatened through the appointed panel of security experts. 3.1 Develop and implement Memorandum of Understanding with Whistleblower House. 4.1 Whistleblowers are continuously encouraged to report allegations via SIU's whistle-blowing hotline that is managed by an independent service provider. 5.1 Identify whistleblowers and witnesses involved in high-risk investigations and conduct awareness sessions with them on whistleblowing and witness protection measures. 6.1 Procurement of panic button and issue them to investigators that are under threat. 6.2 Procurement of bullet proofs and issue them to investigators that are under threat. 7.1 Follow-up on the application with SAPS for SIU to be firearms licensed entity. 7.2 Once the firearm application has been approved, explore the possibility of establishment of the in-house close protection unit under Security Department to reduce cost of close protection or members to be issued with firearms.

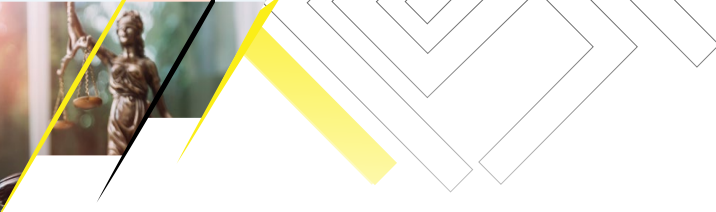
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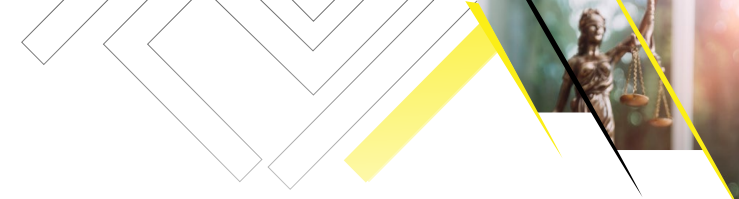
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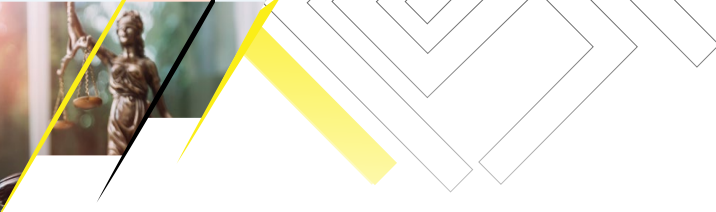


Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
	Failure to meet SIU financial obligations when they become due and maintain a going concern status	<ol style="list-style-type: none"> 1. Growth in headcount due to increasing Proclamations 2. Increasing legal costs 3. Poor revenue collection (debt not being recovered) 4. Budget cuts from National Treasury 5. Low productivity levels in Operations 	II	<ol style="list-style-type: none"> 1.1 Manage cost of employment through Resourcing Committee 1.2 Review the MoU between DoJ, Presidency & SIU to regulate turnaround times for proclamation as this will assist to manage cost of employment 3.1 Establish the internal law firm, which will assist to reduce legal cost 4.1 Review the SIU Funding Model. Which will ensure organisational financial sustainability 5.1 Continuous engagement with the National Treasury during MTEF budget process to minimize budget cuts for SIU 6.1 Implement consequence management for non-compliance with 5.5 billable hours or required productivity levels



Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
	Inability to collect revenue generated through invoicing of state institutions being investigated, which impact negatively on the SIU's financial sustainability.	<ol style="list-style-type: none"> 1. Unwillingness or resistance by State Institutions to pay (e.g. conflict of interest, investigations are not budgeted for by state institutions, funding model shortcomings). 2. Failure to implement consequence management to hold non-paying entities accountable 3. Some of the public entities investigated, such as municipalities, are bankrupt (insolvent). 4. Grant income as % of total budgeted costs is decreasing from about 50% to less than 40% 5. Failure to demonstrate value for money of investigations conducted by SIU 6. Outdated charge-out rates that are not cost-reflective. 	II	<ol style="list-style-type: none"> 1.1 Review the SIU Funding Model, which will ensure organisational financial sustainability 2.1 Review the Letter of Engagement (LOE) to ensure that all stakeholders including CFO's participate. 2.2 Standardise set offs in the Letter of Engagements (LOE) as a method of payments and deal with exceptions separately 2.3 Submit letters of demands to state institutions that are not paying SIU debts and invoke IGR framework where necessary 3.1 Consolidate all SIU debts and escalate to relevant authorities such as Provincial and National Treasuries, CoGTA, SCOPA, etc. to assist with recovery of SIU debt. 4.1 Continuous engagement with the National Treasury during MTEF budget process to minimize budget cuts for SIU 4.2 Submit annual motivation to the National Treasury to keep and maintain surplus. 5.1 Provide quarterly progress update reports to State Institutions being investigated. 5.2 Develop a system that will enable the State Institutions being investigated to access investigations status reports. 6.1 Review the SIU charge-out rates for conducting investigations, including secondment rate and use CPI related increases



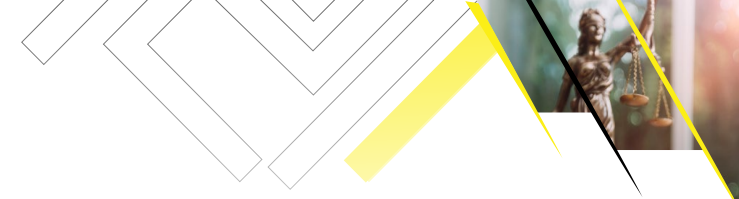


Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
	Failure to digitalize SIU business processes and modernise application systems.	<ol style="list-style-type: none"> 1. Failure to identify critical business processes to be digitalized 2. Poor design of business processes 3. Unavailability of off-shelves application systems relevant to SIU business processes 4. Lack of approved digitalization and applications system strategy 5. Inadequate capacity to design bid specification to satisfy ICT procurement requirements 6. Inadequate internal capacity to digitalize and modernise application systems 	II	<ol style="list-style-type: none"> 1.1 Identify all SIU critical business processes to be digitalized 2.1 Conduct analysis and review of SIU business processes, and approval thereof. 2.2 Digitalize the SIU identified critical business processes 3.1 Develop and customise in-house application systems relevant to SIU business processes 4.1 Conduct deep-dive and evaluate the current application systems 4.2 Ensure approval and implementation of digitalization and application systems strategy 5.1 Conduct targeted training on specification development, evaluation, and adjudication for end-users, bid committees and SCM staff. 6.1 Procure service providers and/or systems to digitalize SIU critical processes 6.2 Make provision in the ICT budget for the digitalization project 6.3 Appoint a Project Manager to manage the digitalization project
	Inadequate human resources capacity to execute and meet the growing demand of the SIU services.	<ol style="list-style-type: none"> 1. Inflexible SIU remuneration model and/or policy. 2. Inadequate financial resources to fill vacant positions. 3. Critical skills scarcity and shortage in the market (forensic accountants and cybersecurity). 4. Inflexible recruitment practices make it difficult to timeously conclude recruitments. 5. Inability to retain critical or scarce skills (e.g. forensic accountants, and data analyst, etc). 6. Organisational culture not conducive to attract and retain employees 	III	<ol style="list-style-type: none"> 1.1 Ensure approval and implementation of the reviewed SIU Remuneration Policy. 2.1 Appoint fixed-term contract employees for a specific period when they are needed. 3.1 Continuous outsourcing of critical services where there is a shortage of skills internally. 3.2 Collaborate with institutions of higher learning to build capacity where there is a shortage of skills. 4.1 Develop and implement the Resources Management Strategy. 5.1 Develop and implement the Employee Retention Strategy 5.2 Review and consolidate EVP into an employee booklet to raise awareness on SIU benefits offerings 5.3 Conduct research and benchmarking on the criteria for SIU to be certified and recognised as the Top Employer. 6.1 Monitor and report on the implementation of the Organisational Culture Strategy

Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
	Failure to achieve and maintain unqualified audit outcome	<ol style="list-style-type: none"> 1. Inadequate compliance monitoring and reviews of high-risk legal compliance requirements 2. Late submission of invoices from the Department of Justice (DoJ) to SIU in relations to legal expenses, which impact the accuracy of financial statements. 3. Inadequate capacity to develop bid specifications that complies with SCM legal requirements. 4. Non-resolution of audit findings by Management 5. Failure to provide independent assurance and reviews before tenders are awarded 6. Inadequate skills and capacity to manage contracts 	III	<ol style="list-style-type: none"> 1.1 Conduct independent reviews of high-risk legal compliance requirements such as GRAP, PFMA, & SCM prescripts to determine compliance. 2.1 Develop a Memorandum of Understanding (MoU) between the SIU and DoJ to regulate cooperation on financial matters. 3.1 Conduct targeted training on specification development, evaluation, and adjudication for end-users, bid committees and Supply Chain Management (SCM) staff. 4.1 Implement consequence management and ensure accountability for failure to resolve audit findings. 5.1 Conduct independent assurance and reviews on tenders before the Accounting Authority approves the awarding of tenders. 6.1 Procure contract module to automate the contract management process

PROGRAMME 2

Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
State assets and cash recovered and protected from maladministration, fraud, and corruption	Inability to expedite and timeously process civil matters emanating from SIU investigations	<ol style="list-style-type: none"> 1. Unavailability of Presiding Officers to preside over matters in the Special Tribunal. 2. Inadequate human resources capacity in the Civil Litigation Unit. 3. Delays in provision of legal services by State Attorney's Office. 4. Failure to identify potential civil matters at the planning phase and guide investigation in relation to civil outcomes 5. Delays in preparing evidence packs to brief the Counsel and further investigation work required on completed projects 6. Delays in tracing all the parties involved in the civil proceedings to serve them with papers 7. Non-compliance with case timelines set in the Case Management Meetings 	II	<ol style="list-style-type: none"> 1.1 Engage with DoJ to proactively recommend appointment of Presiding Officers before term of Office expires 2.1 Fill vacant positions in the Civil Litigation Unit as per the approved structure. 3.1 Procure the panel of attorneys to expedite the provision of legal services for civil matters. 3.2 Build legal capacity by establishing the SIU internal Legal Firm. 3.3 Review the CLU organogram, which will include review & grading of Legal Practitioners positions who will be serving under the SIU internal "law firm". 3.4 Motivate and seek approval from the HoU to consider referrals of matters below R500 000 to the respective state institutions in terms of SIU Act S5(7) 4.1 Implement integrated project planning by allocating civil litigation lawyers to guide the litigation outcomes from the planning phase until closure. 5.1 Evidence material is now a pre-condition to the assessment of civil litigation cases 6.1 Consult database such CPIC to obtain info for serving papers 7.1 Diarization of the work in line with case management timelines and implement consequence management for non-compliance.



Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
	Failure to complete investigations as per the approved project plans and timeframes.	<ol style="list-style-type: none"> 1. Investigators allocated to multiple projects. 2. Scope creep due to new leads outside the proclaimed investigations 3. Insufficient forensic investigations skills set. 4. Inconsistent application of project management methodology in the investigations. 5. Delays in obtaining evidence (e.g., witnesses not cooperating and documents missing). 6. Protracted procurement process to support investigations 7. Inadequate monitoring and review of investigations. 	II	<ol style="list-style-type: none"> 1.1 Develop and implement the Resources Management Strategy. 2.1 Conduct project reviews to determine if there is a need for proclamation amendments & change request for project extension 2.2 Establish Change Control Committee to objectively and independently assess the requests to extend project timeframes 3.1 Develop and implement targeted forensic investigations capacity development programmes. 4.1 Develop and implement project management methodology and framework that will be implemented consistently in all investigations 4.2 Develop and implement electronic project management (Project Webonline) 4.3 Appoint and fill vacancies of Project Managers in all SIU Operations (Provinces and National) 4.4 Review SOP to built-in the standard measurement tool that will assist SIU to determine the average turnaround time to conclude investigations 5.1 Invoke and issue Section 5 & 6 notices in terms of the SIU Act. 6.1 Review and appoint panel of experts based on project resources requirements. 7.1 Develop or design a user - specification the the Integrated Case Management System procurement process. 7.2 Establish the Project Review Committee as per SOP Chapter 6, to provide quality assurance and project performance monitoring.

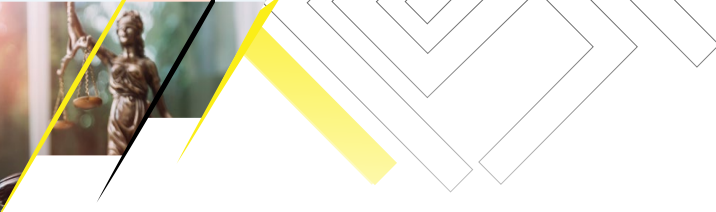
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Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
Public confidence in the governance systems, structures, and policies of the state is restored and sustained.	Inability to provide adequate monitoring on the implementation of the SIU remedial actions and/or legal recommendations.	<ol style="list-style-type: none"> 1. The 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. Conflict of interest from the relevant officials with powers to implement SIU remedial actions 	III	<ol style="list-style-type: none"> 1.1 Amend the SIU Act to include statutory powers to hold institutions accountable and intervene when legal recommendations are not implemented. 2.1 Pilot case monitoring mechanism in respect of NPA referrals, and extend coverage to other Entities once it is successfully implemented 3.1 Develop key performance indicators which measure the implementation of SIU legal recommendations 3.2 Monitor implementation of the MoU between SIU, NPA, and SAPS on the referrals for criminal prosecution. 4.1 Pilot case monitoring mechanism in respect of NPA referrals, and extend coverage to other Entities once it is successfully implemented

PROGRAMME 3

Outcomes	Key Strategic Risks	Contributing Factors	Ratings	Risk Mitigation Plans
Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management.	Inability to assist public institutions to prevent corruption and maladministration.	<ol style="list-style-type: none"> 1. Inadequate mechanisms to monitor the implementation of systemic recommendations. 2. Protracted process to conclude procurement of data warehouse. 3. Corruption prevention initiatives not aligned with SIU systemic recommendations. 4. Fragmented and disintegrated corruption prevention initiatives and strategies 5. Failure to access relevant data sources to implement data analytics projects 	III	<ol style="list-style-type: none"> 1.1 Develop a monitoring tool to track the implementation of systemic recommendations emanating from SIU investigations. 2.1 Procure market data analytics solution to enable the full implementation of market data analytics. 3.1 Implement targeted corruption prevention and awareness programmes to address systemic weaknesses. 3.2 Conduct Lifestyle Audit as per the secondment agreements with State Institutions 4.1 Conduct stakeholder consultation on the draft National Corruption Risk Management and Prevention Framework (NCRMPF) 5.1 Enter into Memorandum of Understandings (MoUs) with relevant Entities to access data sets

5. PUBLIC ENTITIES

The SIU does not have any public entities.

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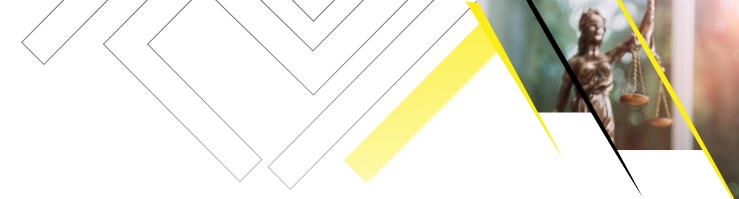
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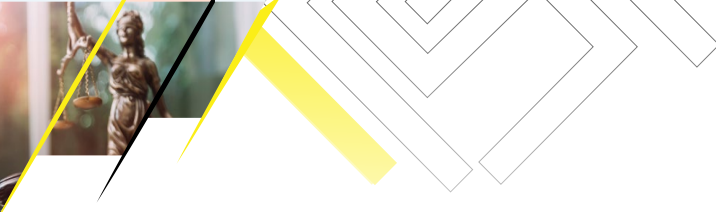
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Indicator Title	O1.1 External audit outcome
Definition	Sound governance and compliance within the organisation, demonstrated by an unqualified audit outcome from the Auditor-General
Means of verification	External Audit Report from the Auditor-General of South Africa (AGSA)
Method of Assessment	AGSA annual audit outcome
Assumptions	<ul style="list-style-type: none"> • Sound internal control and governance environment within the Unit • Effective audit procedures by the AG when conducting annual audits
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Reporting Cycle	Annual progress towards the five-year target
Desired performance	An unqualified audit opinion maintained annually for the five-year period
Indicator responsibility	Chief Financial Officer

Indicator Title	O1.2. ICT investment as a percentage of total budget allocation
Definition	This measure seeks to track the portion of the SIU grant allocated to ICT projects improvements and maintenance. SIU is configuring its cost structure to ensure ICT infrastructure is optimally positioned to give full support to the mandate and align with its international peers
Means of verification	Financial report (expenditure report), and ICT implementation report
Method of Calculation	<p>Actual funds invested in ICT infrastructure as a percentage of total SIU grant from National Treasury</p> $ICT\ invest\ (\%) = \left(\frac{Actual\ funds\ invested\ in\ ICT\ infrastructure\ (R)}{Allocated\ funds\ (R)} \right) \times 100$
Assumptions	Funds include software and hardware costs incurred on both infrastructure maintenance and improvements but exclude staff salaries for both
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable

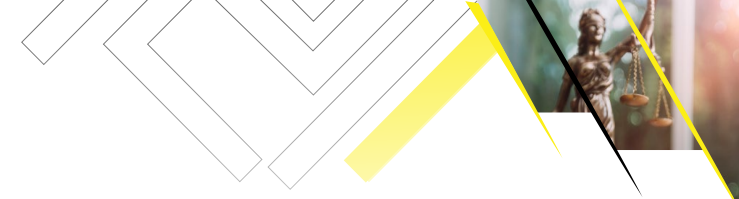




Indicator Title	O1.2. ICT investment as a percentage of total budget allocation
Calculation Type	Cumulative
Reporting Cycle	Annually for external reporting
Desired performance	3% of the revenue budget invested in the ICT modernisation agenda
Indicator responsibility	Chief Financial Officer and Chief Information Officer

Indicator Title	O1.3 External Top Employer certification
Definition	The purpose of the measure is to monitor the SIU people strategies and practices to be certified by the Top Employers Institute
Means of verification	External assessment and data analytics of the Top Employer Institute
Method of Calculation	Benchmarking data received from the Top Employer Institute
Assumptions	Recognition through the programme for people practices will elevate SIU status as a credible employer of choice
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Index is determined biennially (once every 2 years)
Desired performance	Targeted actual achievement
Indicator responsibility	Chief Human Capital Officer

Indicator Title	O1.4 Current ratio
Definition	The current ratio is a financial metric that assesses the SIU's ability to cover its short-term obligations with its short-term assets. The aim is to ensure the cash in the bank can cover operations and capital expenditure over the coming 12-month period
Means of verification	Financial statements reflecting current ratio
Method of Assessment	Current Ratio = Cash in Bank divided by the Operations Budget + Capex Budget
Assumptions	Availability of funds to cover 12 months of SIU operations
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable



Indicator Title	O1.4 Current ratio
Reporting Cycle	Annual progress towards the five-year target
Desired performance	A positive current ratio of 2:1 by the end of term
Indicator responsibility	Chief Financial Officer

Indicator Title	O2.1. Rand value of cash and/or assets recovered, contracts set-aside, and losses prevented
Definition	The indicator measures the value of money and/or assets that have been recovered for the State and/or relevant third parties, as envisaged in section 2(2) (g) of the SIU Act.
Means of verification	<p>A summary of the SIU Accounts indicating the AoD repayments which are obtained from the AoD Enforcement Department.</p> <p>Bank reconciliation report compiled by the SIU Finance department, read with reports from the investigation team indicating that a payment has been made in respect of a specific matter.</p> <p>Reports on money and/or assets 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. All data is captured on a central system (PIMS).</p>

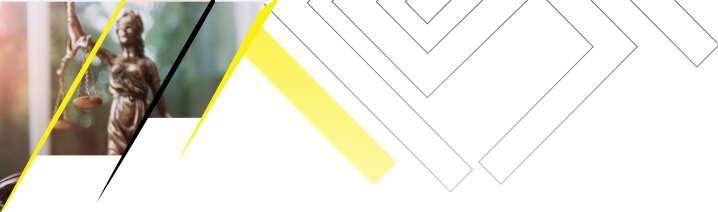
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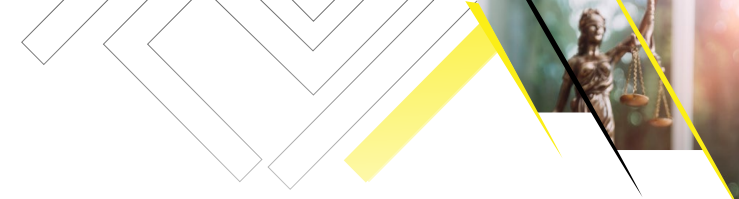
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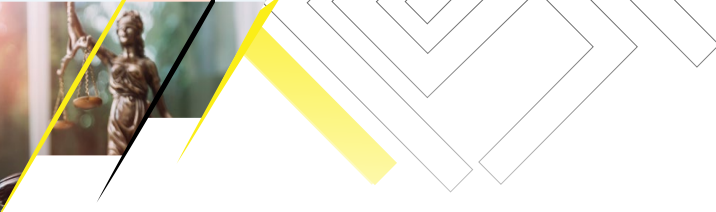
Indicator Title	O2.1. Rand value of cash and/or assets recovered, contracts set-aside, and losses prevented
Method of Calculation	<p><u>SIU Accounts</u> - The value of money paid by Debtors/ Acknowledgement of Debt (AoD) Debtors/Defendants/Respondents into the SIU Account. The date of calculation is when the money appears in the SIU bank account.</p> <p><u>Credit note(s) passed or amount(s) recovered by means of set-off</u> - 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> - 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. 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> - 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> - 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> <p><u>South African Revenue Service ("SARS") confirmations of recoveries</u> -</p> <p>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>



Indicator Title	O2.1. Rand value of cash and/or assets recovered, contracts set-aside, and losses prevented
Assumptions	<ul style="list-style-type: none"> • That the litigation proceeding outcomes find in favour of the State through the SIU. • That the cash and/or assets awarded to the State are recoverable. • That outcomes are not delayed by third party reliance and the availability of information, records and/or witnesses. • That individual high value matters do not have significant influence. • That there are no delays due to over-burdened court-rolls and legal/technical points included in motions prepared for civil proceedings.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired performance	R43.4 billion in monetary value and/or assets recovered for the State and/or relevant third parties, as envisaged in section 2(2) (g) of the SIU Act.
Indicator responsibility	Chief Legal Counsel

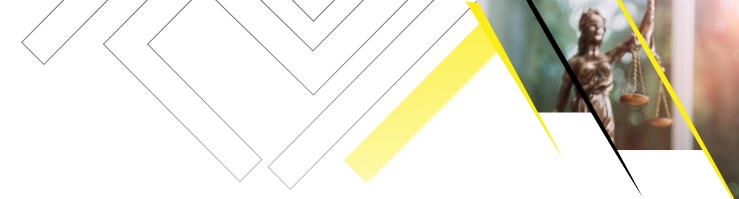
Indicator Title	O3.1. Average turnaround time for completion of investigations
Definition	<p>The indicator assesses the extent to which the SIU is able to conclude investigations within the stipulated turnaround times</p> <ul style="list-style-type: none"> • A simple Investigation is completed within a period of six (6) months from the date the proclamation was published. Requires a small investigating team managed by a junior manager • A standard Investigation is completed within a period of twelve (12) months from the date the proclamation was published. Requires an average team managed by a senior manager • A complex Investigation is completed within a period of twenty-four (24) months from the date the proclamation was published. Requires the mobilisation of specialist resources to execute the investigation
Means of verification	<ul style="list-style-type: none"> • Investigation progress reports reflecting the turnaround times for the finalisation of reported cases
Method of Calculation	<p>Turnaround times for the finalisation of reported cases from submission of all required supporting documentation calculated in months according to the following criteria:</p> <ul style="list-style-type: none"> • Simple: 6 months • Standard: 12 months • Complex: 18 - 24 months





Indicator Title	O3.1. Average turnaround time for completion of investigations
Assumptions	<ul style="list-style-type: none"> Adequate resources to conduct investigations Digitisation of the SIU Case Management System to improve efficiency
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual progress towards the five-year target
Desired performance	To improve the Unit's turnaround time on investigations by the end of the five-year term
Indicator responsibility	Chief Operations Officer

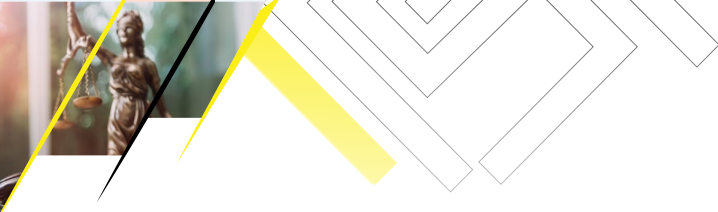
Indicator Title	O3.2 National Anti-Corruption Risk and Prevention Framework (NCRPF) approved by Cabinet
Definition	The SIU aims to develop and facilitate the approval of the National Anti-Corruption Risk and Prevention Framework (NCRPF) as a unified, coordinated strategy for fraud prevention
Means of verification	A cabinet approved NCRPF
Method of Calculation	Cabinet resolution to confirm approval of the NCRPF
Assumptions	<ul style="list-style-type: none"> Cooperation by relevant key stakeholders to facilitate approval of the NCRPF Cabinet to positively receive and approve the NCRPF
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Reporting Cycle	Annual progress against the five-year target
Desired performance	NCRPF approval by Cabinet
Indicator responsibility	Chief Risk Officer



Indicator Title	O3.3 Percentage score of public opinion on corruption reduction in South Africa
Definition	<p>The purpose of this measure is to gauge the public's perceptions and attitudes towards the reduction of corruption in South Africa. This will help the SIU to better understand the public's attitudes towards anticorruption efforts and obtain feedback to enable the SIU to track and monitor the attitude towards anticorruption efforts over time. The SIU focus over the term will be as follows:</p> <ul style="list-style-type: none"> • Year 1 - 2: Establishment of a measurement tool and implementation of the tool to conduct the survey and set a baseline • Year 3 – 4: Measures to enhance the public opinion on corruption reduction in South Africa • Year 5: Conduct a survey with 10% improvement in the public opinion score on the reduction of corruption in South Africa
Means of verification	External survey
Method of Calculation	Survey is conducted by an independent research company
Assumptions	Degree of reliability is subject to quality of data
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual progress towards the five-year target
Desired performance	10% improvement in the public opinion score on the reduction of corruption in South Africa
Indicator responsibility	Chief Stakeholder Relations and Communications Officer

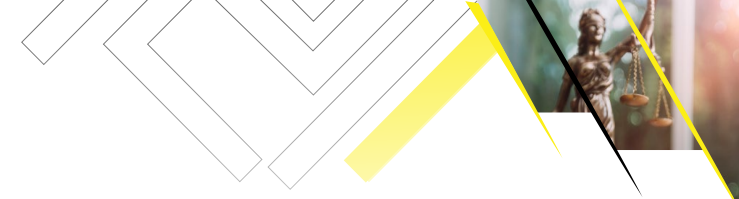
Indicator Title	O3.4 Percentage positive public sentiment of SIU
Definition	<p>The aim of this indicator is to measure the percentage of positive public sentiment regarding the SIU and assess public perception and trust in the organisation. This measurement provides insights into how the public views the effectiveness, credibility, and transparency of the SIU's investigations and actions. The SIU focus over the term will be as follows:</p> <ul style="list-style-type: none"> • Year 1 - 2: Establishment of the measurement tool and conducting the survey to set baseline • Year 3 – 4: Measures to enhance the public sentiment of SIU • Year 5: Conduct a survey with 10% improvement on positive public sentiment of the SIU
Means of verification	External survey
Method of Calculation	Survey is conducted by an independent research company
Assumptions	Degree of reliability is subject to quality of data





Indicator Title	O3.4 Percentage positive public sentiment of SIU
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Index is determined biennially (once every 2 years)
Desired performance	10% improvement on positive public sentiment of the SIU
Indicator responsibility	Chief Stakeholder Relations and Communications Officer

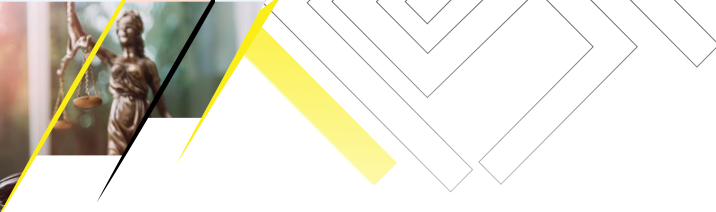
Indicator Title	O3.5. Percentage impactful rating of anti-corruption forums
Definition	The indicator measures the effectiveness and impact of the anti-corruption forums to ensure that their intended objective is achieved
Means of verification	Minutes, action plans, terms of references
Method of Calculation	Established anti-corruption forums, and the evaluation report on the effectiveness and achievement of the predetermined objectives
Assumptions	All anti-corruption forums are effective
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual progress against the five-year target
Desired performance	Achievement of target or higher
Indicator responsibility	Chief Risk Officer



Indicator Title	03.6. Development of National corruption measurement tool
Definition	The SIU will develop a tool to measure corruption, which will help assess and track corruption levels more effectively. This tool will play a key role in strengthening South Africa's prevention initiatives by providing data-driven insights to guide anti-corruption efforts. Its intended use going forward is to aid the collation of evidence – based corruption measurement data on a national scale.
Means of verification	The Transparency International Corruption Perception Index will serve as a base document for the development of the National corruption measurement tool
Method of Calculation	Development of a National corruption measurement tool
Assumptions	Collaboration with relevant anti-corruption stakeholders
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual progress against the five-year target
Desired performance	Actual achievement of target
Indicator responsibility	Chief Operations Officer

Indicator Title	04.1 Percentage improvement in the implementation of referrals for disciplinary action against officials and executives
Definition	The percentage improvement in implementing referrals for disciplinary actions against officials and executives reflects the progress in addressing cases where individuals in positions of authority are referred for disciplinary measures due to misconduct or regulatory violations
Means of verification	Progress reports on the implementation of referrals for disciplinary action against officials and executives
Method of Calculation	This improvement is measured in percentage terms by comparing the number of cases where action was successfully taken (e.g., disciplinary hearings, sanctions) to the total number of referrals over a specific period
Assumptions	<ul style="list-style-type: none"> • That there is buy-in from affected institutions • That the SIU has adequate systems in place to monitor progress relating to the implementation of referrals for disciplinary action against officials and executives
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Reporting Cycle	Annual progress against the five-year target

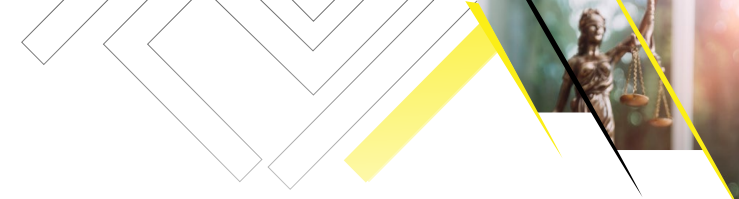




Indicator Title	O4.1 Percentage improvement in the implementation of referrals for disciplinary action against officials and executives
Desired performance	70% improvement in the implementation of referrals for disciplinary action against officials and executives
Indicator responsibility	Chief Operations Officer

Indicator Title	O4.2 Percentage improvement in the implementation of referrals made to the prosecution authority
Definition	The implementation of referrals to the prosecution authority involves transferring cases of alleged criminal activity or misconduct to the prosecution authority, following investigations by the SIU to uncover evidence of wrongdoing
Means of verification	Progress reports on the implementation of referrals made to the prosecution authority
Method of Calculation	This improvement is measured in percentage terms by comparing the number of cases where action was successfully taken to the total number of referrals made to the prosecution authority over a specific period
Assumptions	<ul style="list-style-type: none"> • That there is buy-in from the prosecution authority • That the SIU has adequate systems in place to monitor progress relating to the implementation of referrals made to the prosecution authority
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Reporting Cycle	Annual progress against the five-year target
Desired performance	70% improvement in the implementation of referrals made to the prosecution authority
Indicator responsibility	Chief Operations Officer

Indicator Title	O4.3 Percentage improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies
Definition	The implementation of referrals to professional bodies and regulatory authorities involves transferring cases of misconduct or industry violations to the relevant organisations that oversee specific professions, such as regulatory agencies, professional associations, or licensing authorities in fields such as law, medicine, finance, engineering, or accounting
Means of verification	Progress reports on the implementation of referrals made to professional bodies and regulatory authorities
Method of Calculation	This improvement is measured in percentage terms by comparing the number of cases where action was successfully taken to the total number of referrals made to the professional bodies and regulatory authorities over a specific period



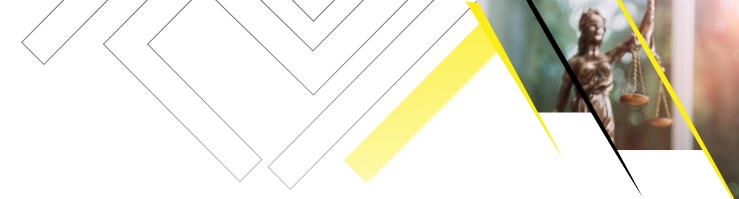
Indicator Title	O4.3 Percentage improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies
Assumptions	<ul style="list-style-type: none"> That there is buy-in from the of referrals made to professional bodies and regulatory authorities That the SIU has adequate systems in place to monitor progress relating to the implementation of referrals made to professional bodies and regulatory authorities
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Reporting Cycle	Annual progress against the five-year target
Desired performance	70% improvement in the implementation of referrals made to professional bodies and regulatory authorities
Indicator responsibility	Chief Operations Officer

Indicator Title	O4.4 Number of lifestyle audits conducted in State institutions
Definition	The indicator measures the effectiveness of lifestyle audits in the fight against corruption through conducting lifestyle audits at the requests of the departments and / or state entities on secondment basis.
Means of verification	<ul style="list-style-type: none"> Progress reports and requests from state institutions. Lifestyle audit individual reports issued.
Method of calculation	Simple count of number of Lifestyle audits concluded by the SIU.
Assumptions	More departments and / or state entities may request lifestyle audits over the five-year term and the second assumption is poor lack of cooperation from the personnel.
Disaggregation of	Not applicable.
Spatial transformation	Not applicable.
Reporting cycle	Annual progress against the five-year target.
Desired performance	Lifestyle audits conducted in 28 State institutions by end of term.
Indicator responsibility	Chief Risk Officer



ANNEXURE A: SIU RESULTS FRAMEWORK 2025 – 2030

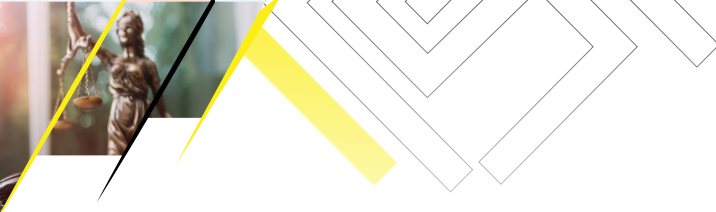
Strategic Focus for 2025-2030	Results-Based Management Plan	Measures of Success
<p>Vision: The independent public integrity and anti-corruption authority for a corruption free South Africa</p> <p>Mission: Protecting the public interest and assets through prevention measures and systemic investigations to eradicate fraud, maladministration, and corruption</p> <p>Values: Integrity Cooperation Professionalism Efficiency Independence</p>	<p>Problem Statement: The systemic erosion of public trust and the mismanagement and misappropriation of state resources caused by corruption, fraud, maladministration, and malpractice within state institutions.</p> <p>SIU Impact Statement: Ridding society of systemic corruption, maladministration and malpractice.</p>	<p>Outcome Indicators and Five-year Targets</p> <p>(What Success Looks Like in 2029/30)</p>



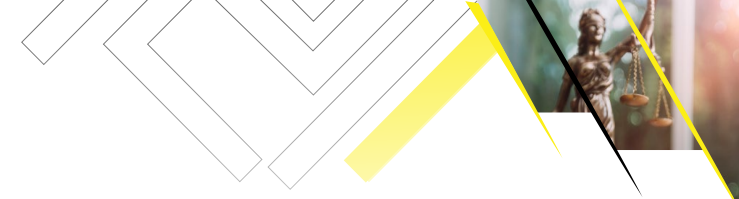
Strategic Pillars	Balanced Scorecard	SIU Focus Area	Responsible	Priority Interventions	APP Outputs	SP Outcomes	Five-year Outcome Indicator Targets
Enabling Functions: Operational excellence and capabilities to effectively deliver core business outcomes.	Finance and governance	Good Governance and a sound internal control environment	Lead: Finance, Governance, and Risk	<ul style="list-style-type: none"> Implement measures to achieve an unqualified audit outcome with no material findings. 	Governance and internal controls managed	Outcome 1. A high-performing, compliant SIU, certified as a Top Employer	Unqualified external audit opinion
	Finance and governance	Amendment of the Funding Model	Governance, Internal Audit and Risk	<ul style="list-style-type: none"> Monitor implementation of the Governance framework. Continual improvement of the SIU governance and internal control environment. Continued strengthening of the SIU risk maturity framework. 			Current ratio maintained at minimum 2:1
	Finance and governance		Finance	<ul style="list-style-type: none"> Engagements with key stakeholders on enhancing the SIU Funding Model (Shareholder, NT). Review the SIU Funding and Recoveries Model to improve sustainability. Management of revenue, costs, cashflows and debt recovery. 			

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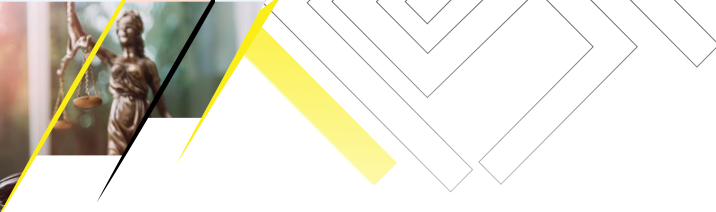
Strategic Pillars	Balanced Scorecard	SIU Focus Area	Responsible	Priority Interventions	APP Outputs	SP Outcomes	Five-year Outcome Indicator Targets
Enabling Functions: Operational excellence and capabilities to effectively deliver core business outcomes.	Internal business processes	Technological Innovation	Information and Communication Technology	<ul style="list-style-type: none"> Implementation of ICT Strategy to drive digital transformation, and automation: Development of a case monitoring tool / dashboard to be utilised by State Institutions. (To track progress in relation to ongoing cases) Ensure Centralised Data Management (Data warehouse) Implementation of Integrated Enterprise Resource Management and Case Management tools (EPMO and positioning IT as a strategic partner) 	Business processes automated		3% Information and communication technology (ICT) investment as a percentage of total budget allocation
	Learning and Growth	Human capital management	Human Capital	<ul style="list-style-type: none"> Organisational review and re-design, and skills audit. Foster a high-performance culture aligned with the SIU's strategy. Key Human Capital Management strategies developed and implemented <ul style="list-style-type: none"> Employee retention strategy Resourcing strategy Remuneration strategy Culture management strategy 	Low employee turnover rate maintained		Top Employer certification achieved



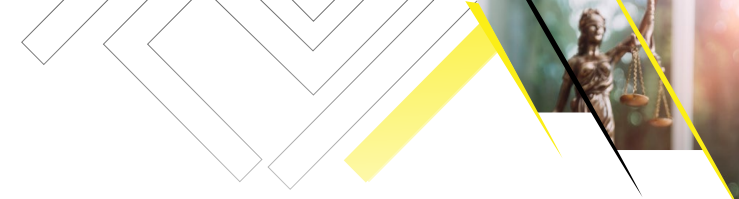
Strategic Pillars	Balanced Scorecard	SIU Focus Area	Responsible	Priority Interventions	APP Outputs	SP Outcomes	Five-year Outcome Indicator Targets
SP1: Recover and protect public resources	Stakeholder	Effective measures to accelerate civil litigation and recoveries.	Legal Counsel	<ul style="list-style-type: none"> Civil recovery enhancement strategy. (establish panel of attorneys, regulatory review, establish internal civil litigation firm) Establish legal competencies to preserve assets and litigate in foreign jurisdictions. (amend SIU Act to empower Special Tribunal, establish a mechanism to recover assets through mutual legal assistance in foreign jurisdiction) 	<ul style="list-style-type: none"> Cash and/or assets recovered through civil and other legal proceedings Contracts and/or administrative decisions/ actions set aside or deemed invalid Potential loss prevented 	Outcome 2. State assets and cash recovered and protected from maladministration, fraud, and corruption	R43.4 billion Increase in freezing, set aside of contracts and recovery of money and assets that are the proceeds of unlawful conduct and crime
	Learning and Growth	Strengthening of Investigation Methodology.	Operations / Human Capital	<ul style="list-style-type: none"> Enhance the SIU investigation methodology and staff capacitation on new investigative techniques. Continuous development programmes to strengthen SIU investigating capabilities. 			

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Strategic Pillars	Balanced Scorecard	SIU Focus Area	Responsible	Priority Interventions	APP Outputs	SP Outcomes	Five-year Outcome Indicator Targets
SP3: Enhanced public confidence in the integrity and accountability of state institutions	Stakeholder	<ul style="list-style-type: none"> Prevention and systemic anti-corruption measures. Expanded outreach. 	<ul style="list-style-type: none"> Programme portfolio management 	<ul style="list-style-type: none"> Approval and implementation of the National Anti-Corruption Risk and Prevention Framework (NCRPF). Develop the National Corruption Measurement Index. 	<ul style="list-style-type: none"> An approved National Anti-Corruption Risk and Prevention Framework (NCRPF) Targeted anti-corruption awareness campaigns conducted 	Outcome 3. Public confidence in the governance systems, structures, and policies of the state is restored and sustained.	<ul style="list-style-type: none"> End-Term report on the Approval and Implementation of the NCRPF. National Corruption Measurement Index Tool developed, and the baseline established. Anti-corruption awareness campaigns conducted.
			<ul style="list-style-type: none"> Enterprise Risk Management 	<ul style="list-style-type: none"> Enable the effectiveness of Anti-corruption forums for vulnerable sectors. 	<ul style="list-style-type: none"> Anti-corruption forum meetings convened for vulnerable sector. 		<ul style="list-style-type: none"> 75% impactful rating of anti-corruption forums.
		Case management and investigations	Legal Counsel Operations.	<ul style="list-style-type: none"> Reduction of legal costs on cases issued through the Special Tribunal and High Court by 40%. Status of Special Tribunal to be converted into a Specialised Court for optimal benefit. Case assessments and reporting 	<ul style="list-style-type: none"> Cases issued in the Special Tribunal and high court. Matters where evidence was referred to for civil proceedings. Investigations closed under published proclamation. Proclamation status reports submitted to The Presidency 		<ul style="list-style-type: none"> Legal panel of attorneys, regulatory review, established (internal civil litigation firm) Average 18 months across all types of investigations, to be monitored as follows: <ul style="list-style-type: none"> Simple: 6 months Standard: 12 months Complex: 18-24 months.



Strategic Pillars	Balanced Scorecard	SIU Focus Area	Responsible	Priority Interventions	APP Outputs	SP Outcomes	Five-year Outcome Indicator Targets
SP2: Strengthen governance systems to prevent future corruption	Stakeholder	Case advisory/ systemic improvements	<ul style="list-style-type: none"> Programme Portfolio Management 	<ul style="list-style-type: none"> Systemic recommendations to state institutions to prevent a recurrence of corruption, maladministration and malpractice. Research and prevention awareness advisories to drive systemic improvements. 	<ul style="list-style-type: none"> Systemic improvement plans developed. Trend analysis reports prepared and issued. 	Outcome 4. Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management	<ul style="list-style-type: none"> 70% improvement in the implementation of referrals for disciplinary action against officials and executives 70% improvement in the implementation of referrals made to the prosecution authority 70% improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies
		Legislative amendments incorporating referral and prevention processes	Operations	<ul style="list-style-type: none"> .Develop and implement a “whole of society” approach to prevention and awareness Monitor implementation of SIU referrals / recommendations for remedial action and consequence management 	Referrals made for action by relevant stakeholders.		
		Public service accountability and consequence management	Enterprise Risk Management	<ul style="list-style-type: none"> Dynamic risk assessment protocols incorporated into investigation methodology. Enhance the effectiveness of lifestyle audits in the fight against corruption. 	<ul style="list-style-type: none"> Lifestyle audits conducted in State institutions 		Lifestyle audits conducted in 28 State institutions
		Protect whistleblowers and Investigators		<ul style="list-style-type: none"> Ensure robust mechanisms are in place for the protection of whistleblowers and investigators. 			

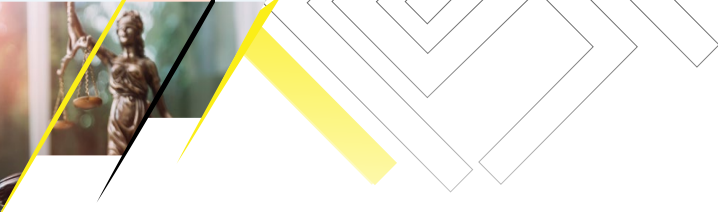
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Strategic Pillars	Balanced Scorecard	SIU Focus Area	Responsible	Priority Interventions	APP Outputs	SP Outcomes	Five-year Outcome Indicator Targets
	Internal business processes	Data analytics and modelling	<ul style="list-style-type: none"> Programme Portfolio Management 	<ul style="list-style-type: none"> Utilisation of advanced tools for real-time data analysis during investigations. Improvement of data analytics capability. 	Trend analysis reports prepared and issued		The investigation team capacitated on the utilisation of cyber and data analytics
	Internal business processes		Market Data Analytics	<ul style="list-style-type: none"> Implementing corruption, maladministration and malpractice data analytics 			

ANNEXURE B: SIU FIVE-YEAR PLAN TO DELIVER THE OUTCOMES

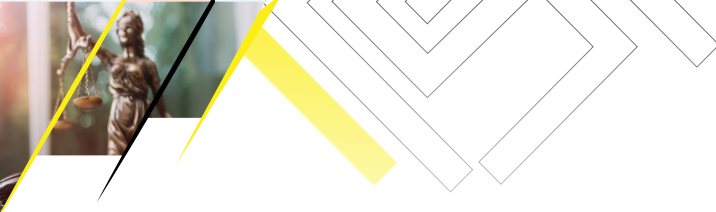
Budget Programme / Business Unit	Annual Performance Plan Outputs (For Review Annually)									Strategic Plan Outcomes (Fixed for Five-years)			
	Output	Output Indicator	Annual Targets							Outcome	Outcome Indicators	Five-Year Target	
			2024/25 (Baseline Estimated)	2025/26	2026/27	2027/28	2028/29	2029/30	Cumulative / End Term 2025-2030			Baseline	End 2029/2030
P1. Administration / Finance / Governance / Risk / All	1.1. Governance and internal controls managed	1.1.1. External audit outcome	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit with no material findings	Outcome 1. A high-performing, compliant SIU, certified as a Top Employer	<ul style="list-style-type: none"> O1.1. External audit outcome O1.2. ICT investment as a percentage of total budget allocation O1.3. External Top Employer certification O1.4. Current ratio 	<ul style="list-style-type: none"> Unqualified, with material findings (2023/24) 3% ICT investment as a percentage of total budget allocation External Top Employer certification: New indicator Current ratio: 2.6:1 	<ul style="list-style-type: none"> Unqualified external audit opinion 3% ICT investment as a percentage of total budget allocation Top Employer certification achieved Current ratio maintained at minimum 2:1
P1. Administration / ICT	1.2. Business processes automated	1.2.1. Number of business processes automated	New indicator	2	2	2	2	2	10				
P1. Administration / HC	1.3. Low employee turnover rate maintained	1.3.1. Employee turnover rate	4%	4%	4%	4%	4%	4%	4%				
P2. Investigations and Legal Counsel / Legal Counsel	2.1. Cash and/or assets recovered through civil and other legal proceedings	2.1.1. Rand value of actual cash and/or assets recovered	R600m	R1bn	R2bn	R2.5bn	R2.8bn	R3bn	R11.3bn	Outcome 2. State assets and cash recovered and protected from maladministration, fraud, and corruption	O2.1. Rand value of cash and/or assets recovered, contracts set-aside, and losses prevented	R34bn	R43bn
	2.2. Contracts and/or administrative decisions/ actions set aside or deemed invalid	2.2.1. Rand value of contract(s) and/or administrative decisions/ action(s) set aside or deemed invalid	R10bn	R5bn	R6bn	R7bn	R7.2bn	R7.5bn	R32.7bn				
	2.3. Potential loss prevented	2.3.1. Rand value of potential loss prevented	R800m	R1bn	R1.5bn	R2bn	R2.2bn	R2.5bn	R9.2bn				

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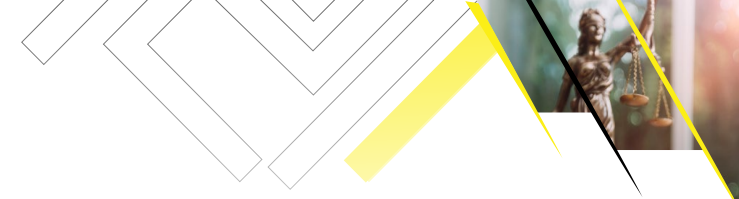
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Budget Programme / Business Unit	Annual Performance Plan Outputs (For Review Annually)									Strategic Plan Outcomes (Fixed for Five-years)			
	Output	Output Indicator	Annual Targets							Outcome	Outcome Indicators	Five-Year Target	
			2024/25 (Baseline Estimated)	2025/26	2026/27	2027/28	2028/29	2029/30	Cumulative / End Term 2025-2030			Baseline	End 2029/2030
P2. Investigations and Legal Counsel / Legal Counsel	3.1. Turnaround times for investigations improved	3.1.1. Project Management Office (PMO) functional	New indicator	PMO established with a fully implemented standardised project management framework and methodology	Digital case management system implemented	Average 18 months turnaround time on investigations, monitored as follows: <ul style="list-style-type: none"> Simple: 6 months Standard: 12 months Complex: 18-24 months 	Average 18 months across all types of investigations, to be monitored as follows: <ul style="list-style-type: none"> Simple: 6m Standard: 12m Complex: 18-24m 	Average 18 months across all types of investigations, to be monitored as follows: <ul style="list-style-type: none"> Simple: 6m Standard: 12m Complex: 18-24m 	Average 18 months across all types of investigations, to be monitored as follows: <ul style="list-style-type: none"> Simple: 6m Standard: 12m Complex: 18-24m 	Outcome 3. Public confidence in the governance systems, structures, and policies of the state restored and sustained	<ul style="list-style-type: none"> O3.1. Average turnaround time for completion of investigations O3.2. National Anti-Corruption Risk and Prevention Framework (NCRPF) approved by Cabinet O3.3. Percentage score of public opinion on corruption reduction in South Africa O3.4. Percentage positive public sentiment of SIU O3.5. Percentage impactful rating of anti-corruption forums O3.6. Development of National corruption measurement tool 	<ul style="list-style-type: none"> Average 3.5 years across all types of investigations Draft of National Corruption Risk and Prevention Framework (NCRPF) June 2024 LGAF Evaluation: 67% impactful rating HSACF Evaluation: 60% impactful rating Use of Transparency International Corruption Perception Index 	<ul style="list-style-type: none"> Average 18 months across all types of investigations, to be monitored as follows: <ul style="list-style-type: none"> Simple: 6m Standard: 12m Complex: 18-24m End Term report on the Approval and Implementation of the NCRPF 10% improvement in the public opinion score on the reduction of corruption in South Africa 10% improvement on positive public sentiment of the SIU 75% impactful rating of anti-corruption forums National corruption measurement tool established, and baseline index set
P3. Market Data Analytics / Market Analytics and Prevention	3.2. Targeted anti-corruption awareness campaigns conducted	3.2.1. Number of targeted anti-corruption awareness campaigns conducted	4	4	6	8	10	12	40				
P3. Market Data Analytics / Market Analytics and Prevention	3.3. Anti-corruption forum meetings convened for vulnerable sectors	3.3.1. Number of Anti-Corruption Forum meetings convened for vulnerable sectors	16	16	20	21	24	24	105				
P2. Investigations and Legal Counsel / Legal Counsel	3.4. Investigations closed under published proclamation	3.4.1. Number of investigations closed under a published proclamation	1 600	1 750	1 780	1 790	2000	2010	9330				
	3.5. Matters where evidence was referred for civil proceedings	3.5.1. Rand value of matters where evidence was referred for the institution or defence/ opposition of civil proceedings	R2.6bn	R2.86bn	R3.146bn	R3.460bn	R3.633bn	R3.814bn	R16.913bn				
	3.6. Cases issued in the Special Tribunal and high court	3.6.1. Number of cases issued in the Special Tribunal and high court	55	56	57	58	59	60	290				
	3.7. Proclamation status reports submitted to The Presidency	3.7.1. Number of reports submitted to The Presidency	30	33	38	45	50	55	221				



Budget Programme / Business Unit	Annual Performance Plan Outputs (For Review Annually)									Strategic Plan Outcomes (Fixed for Five-years)			
	Output	Output Indicator	Annual Targets							Outcome	Outcome Indicators	Five-Year Target	
			2024/25 (Baseline Estimated)	2025/26	2026/27	2027/28	2028/29	2029/30	Cumulative / End Term 2025-2030			Baseline	End 2029/2030
P1 Administration / Communication and Stakeholder Relations	3.8. SIU stakeholder perception survey recommendations implemented	3.8.1. Percentage of SIU stakeholder perception survey recommendations implemented	Stakeholder satisfaction survey conducted (baseline established)	100%	100%	SIU stakeholder perception survey conducted	100%	100%	100%				
P2. Investigations and Legal Counsel / Legal Counsel	3.9 An approved National Anti-Corruption Risk and Prevention Framework (NCRPF)	3.9.1. Consultation on the National Anti-Corruption Risk and Prevention Framework (NCRPF) completed	New indicator	Consultation with public and provincial stakeholders completed	Consultation with Government cluster and Cabinet completed	National Anti-Corruption Risk and Prevention Framework (NCRPF) approved by Cabinet	Report the implementation of the NCRPF	Report the implementation of the NCRPF	End Term report on the Approval and Implementation of the NCRPF				
P1 Administration / Enterprise Risk Management	3.10 G20 SA Presidency: Anti-Corruption Working Group (ACWG) Technical Meetings chaired	3.10.1. Implementation of Priority 3 deliverables by the G20 Anti-Corruption Working Group (ACWG) tracked and reported	New indicator	Full implementation of Priority 3 deliverables completed, and compendium of good practices submitted before the end of G20 ACWG Presidency	-	-	-	-	Full implementation of Priority 3 deliverables completed, and compendium of good practices submitted before the end of G20 ACWG Presidency				

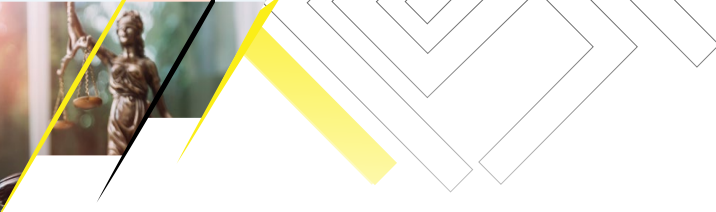
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PART D
TECHNICAL INDICATOR DESCRIPTIONS

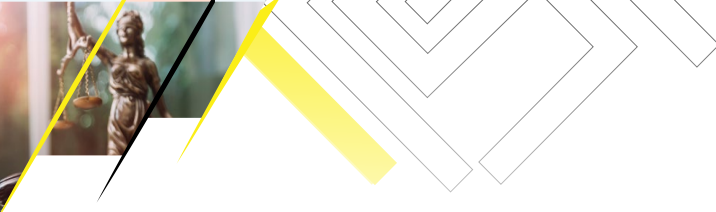




Budget Programme / Business Unit	Annual Performance Plan Outputs (For Review Annually)									Strategic Plan Outcomes (Fixed for Five-years)			
	Output	Output Indicator	Annual Targets							Outcome	Outcome Indicators	Five-Year Target	
			2024/25 (Baseline Estimated)	2025/26	2026/27	2027/28	2028/29	2029/30	Cumulative / End Term 2025-2030			Baseline	End 2029/2030
P3. Market Data Analytics and Prevention / Programme Portfolio	4.1 Referrals made for action by relevant stakeholders	4.1.1. Number of referrals made for disciplinary action against officials	190	210	220	230	235	240	1135	Outcome 4. Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management	<ul style="list-style-type: none"> improvement in the implementation of referrals for disciplinary action against officials and executives O4.2. Percentage improvement in the implementation of referrals made to the prosecution authority O4.3. Percentage improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies O4.4. Number of lifestyle audits conducted 	<ul style="list-style-type: none"> 7 289 referrals for disciplinary referrals 2 719 referrals made to the NPA 133 490 referrals for administrative actions, regulatory actions and professional bodies Lifestyle audits conducted in four institutions in FY2023/24 	<ul style="list-style-type: none"> 70% improvement in the implementation of referrals for discipline against officials and executives 70% improvement in the implementation of referrals made to the prosecution authority 70% improvement in the implementation of referrals for administrative actions, regulatory actions and professional bodies Lifestyle audits conducted in 28 State institutions
		4.1.2. Number of referrals made to the relevant prosecuting authority	270	300	320	330	335	340	1625				
		4.1.3. Number of referrals made for administrative action	130	140	150	160	165	170	785				
	4.2. Trend analysis reports prepared and issued	4.2.1. Number of trend analysis reports prepared and issued	4	4	6	8	10	12	40				
	4.3. Systemic improvement plans developed	4.3.1 Number of systemic improvement plans developed	4	4	6	8	10	12	40				
	4.4. Lifestyle audits conducted in State institution	4.4.1 Number of Lifestyle audits conducted in State Institution	9	8	10	10	11	11	50				

ANNEXURE C: SIU STRATEGIC INITIATIVES TO DELIVER THE OUTCOMES

Strategic Initiative	Description	Outcome (s) Supported
1. ICT Strategy to drive digital transformation and automation	<p>Leverage the ICT Strategy as a digital transformation initiative to improve investigation turnaround times:</p> <ul style="list-style-type: none"> a) Business processes automated b) Implementation of case management tools and reporting dashboard. c) Ensure Centralised Data Management with Data Warehouse d) Implementation of Integrated Enterprise Resource Management Platform e) AI capability integrated in investigation processes 	<p>Outcome 1.</p> <p>A high-performing, compliant SIU, certified as a Top Employer</p>
2. Organisational review and re-design	Organisational review and re-design, and skills audit	<p>Outcome 1.</p> <p>A high-performing, compliant SIU, certified as a Top Employer</p>
3. Specialised training programmes	Comprehensive training modules to provide advanced investigative techniques and methodologies	<p>Outcome 1.</p> <p>A high-performing, compliant SIU, certified as a Top Employer</p>
4. Strengthened international collaborations	Strengthening global partnerships to litigate effectively in foreign jurisdictions	<p>Outcome 2.</p> <p>State assets and cash recovered and protected from maladministration, fraud, and corruption</p>
5. G20 leveraged for enhanced global alignment	Chairing of G20 Anti-Corruption Working Group to serve as a vehicle for strengthened global alignment	<p>Outcome 3.</p> <p>Public confidence in the governance systems, structures, and policies of the state is restored and sustained</p>



Strategic Initiative	Description	Outcome (s) Supported
6. Develop the National Corruption Measurement tool	Conceptualisation and design of the National Corruption Measurement tool	Outcome 3. Public confidence in the governance systems, structures, and policies of the state is restored and sustained
7. AI integrated in investigations	AI-driven systems to optimise decision-making, automate data processing, and identify investigative patterns	Outcome 4. Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management
8. Advanced data analytics	Integrated cutting-edge data analytics tools leveraged to enable real-time data analysis	
9. Dynamic risk assessment protocols	Adaptive risk assessment methodologies to enhance investigative processes and improve threat detection	Outcome 4. Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management
10. Protection of whistleblowers and investigators	Establishment and implementation of mechanisms to ensure the protection of whistleblowers and investigators	Outcome 4. Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management



**OF STRIKING
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