

ANNUAL PERFORMANCE PLAN 2025/2026





SIU SA
STRIKING AGAINST CORRUPTION



OF STRIKING
AGAINST
CORRUPTION



**OF STRIKING
AGAINST
CORRUPTION**



To obtain copies of this document please contact:

SPECIAL INVESTIGATING UNIT

Physical Address:

Rentmeester Building
74 Watermeyer Street
Meyers Park
Pretoria
0148

Postal address:

Postnet Suite 271
Private Bag X844
Silverton
0127

Email: info@siu.org.za

Telephone: (012) 843 0000

Website: www.siu.org.za

EXECUTIVE AUTHORITY STATEMENT



MMAMOLOKO T KUBAYI (MP)

*MINISTER OF JUSTICE & CONSTITUTIONAL
DEVELOPMENT*

As we present the Annual Performance Plan for the Special Investigating Unit (SIU) for the 2025/2026 financial year, I am deeply honoured to reflect on the SIU's progress over the past year to combat corruption, enhance accountability, and foster public trust in our governance systems. The Department of Justice and Constitutional Development remains steadfast in its commitment to support the SIU in its mission to uncover and address maladministration and corruption across all sectors of society.

The past year has been marked by both significant challenges and remarkable achievements. As South

Africa continues to grapple with the devastating socio-economic impacts of corruption, the work of the SIU has been pivotal in upholding accountability. Through innovative investigative techniques, the application of data analytics, and the commitment of its dedicated professionals, the SIU has made substantial strides in recovering misappropriated funds and ensuring that those responsible for wrongdoing face the consequences of their actions.

One of the key highlights of the past year was the SIU's increased confidence in data-driven approaches to enhance the efficiency and accuracy of investigations. This strategic shift has enabled the Unit to process large volumes of information, identify patterns of irregularities, and target systemic vulnerabilities. Such progress underscores the SIU's agility to adapt to modern investigative demands and sets a strong foundation for future successes.

During the past financial year Judge Lebogang Modiba resigned as head of the Special Tribunal. I want to take this opportunity to thank her, and all other judges who presided over matters of the SIU and ensured that the wheels of justice moved swiftly.

The Special Tribunal is critical in expediting the legal process and ensuring justice is served without undue

delays. On 1 November 2024, President Cyril Ramaphosa appointed the Tribunal president and judges to ensure there are minimal gaps in the SIU's recovery of funds due to corruption.

President Ramaphosa made these appointments in accordance with the Special Investigating Units and Special Tribunal Act of 1996, following consultations with Chief Justice Mandisa Maya. He appointed Judge Margaret Victor as the Tribunal President for three years, effective November 1, 2024. Additionally, the President appointed the following judges for a three-year term:

- Judge Thandi Victoria Norman of the Eastern Cape Division of the High Court.
- Judge David Makhoba of the Gauteng Division of the High Court.
- Judge Brian A Mashile of the Mpumalanga Division of the High Court.
- Judge Andre Henry Petersen of the Northwest Division of the High Court; and
- Judge Chantel Moira Jennifer Fortuin of the Western Cape Division of the High Court

I welcome all the appointed judges and look forward to the Special Tribunal expeditiously adjudicating cases referred to it by the SIU so that justice is served without undue delays.

Strengthening the SIU's Mandate Through Proclamations

One primary way the Department of Justice supports the SIU is to facilitate the timely issuance of presidential proclamations. These proclamations empower the SIU to investigate specific allegations of corruption, fraud, and maladministration within designated entities. Over the past year, we have made significant progress in streamlining the proclamation process, ensuring that the SIU can respond swiftly to emerging corruption threats.

Looking ahead, we remain committed to improve this process further. We aim to reduce bureaucratic delays and enable the SIU to act with the urgency that the fight against corruption demands. This will be achieved through greater coordination between the Department of Justice, the Presidency. Our goal is to ensure that no credible allegation of corruption goes unaddressed due to administrative inefficiencies.

A Vision for the Future

As we move forward, the Department of Justice reaffirms its commitment to support the SIU in every possible way. Our vision is to create a society where corruption is not only exposed, but also eradicated, public resources are safeguarded for all benefit, and the rule of law prevails without compromise.

To achieve this vision, we must enhance our collaborative efforts. Combating corruption is a shared responsibility that requires active participation from all sectors of society. To strengthen our collective actions, we will continue to build partnerships with other government agencies, civil society organisations, and international partners.

The complexity of modern corruption cases demands specialised skills and expertise. We are investing in training and capacity-building initiatives for the SIU, especially through the Brigitte Mabandla Justice College, which was launched in May 2024.

In closing, I wish to express my deepest gratitude to the dedicated professionals of the SIU for their unwavering commitment to justice. Their tireless efforts serve as a beacon of hope for all South Africans who yearn for a society free from corruption.

I call upon all South Africans to join us in this fight. Corruption is a scourge that affects us all, and it is only through collective action that we can overcome it. Let us build a future defined by integrity, accountability, and justice for all.

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

HEAD OF THE UNIT STATEMENT



ADV. J L MOTHIBI

HEAD OF THE UNIT

I proudly present the SIU's Annual Performance Plan for the 2025/26 financial year. This plan outlines our strategic priorities and initiatives to combat corruption, maladministration, and fraud. It demonstrates our commitment to operational excellence, innovation, and collaboration in fulfilling our mandate. Each section of the plan details a targeted approach to ensure that the SIU remains a leader in the fight against corruption while contributing to good governance and ethical practices throughout South Africa.

South Africa Assumes the 2025 G20 Presidency and SIU to 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 the upcoming 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, 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.

Operations

The SIU is committed to improve the turnaround time of investigations. To achieve this, we will leverage advanced data-sharing software to reduce the time spent on analysis. All investigators will undergo training to effectively utilise this software, enabling forensic teams to search across multiple file formats seamlessly. In addition, we aim to diversify the skillsets of our forensic investigators and reduce dependence on specialised divisions like cyber and data forensics. Investigators will be trained to independently perform keyword searches and analyse complex financial documents.

Data intelligence and insights will be integrated at every stage of our investigations, providing actionable perceptions that traditional methods might overlook. Standardised investigation approaches - tailored to procurement, systemic corruption, and process investigations - will ensure consistency and efficiency across all teams. Furthermore, the introduction of an Enterprise Project Management Office will drive the management maturity of our organisational project management to level four. This will involve consistent project processes, integrated data, and benchmarking to ensure excellence in project delivery.

Business Development

Business development is a crucial pillar in the SIU's strategic blueprint. It drives our efforts to broaden our reach and amplify our influence in the community. Our approach includes the forging of strategic partnerships that foster collaborative growth, enabling us to leverage each other's strengths

and resources. By enhancing innovation in our reporting mechanisms for corruption, we aim to create more effective ways for individuals to communicate concerns and suspicions.

In addition, we are committed to a customer-centric approach, prioritising the prompt and thoughtful feedback we provide to our diverse stakeholders. These proactive initiatives will bolster our abilities to meticulously assess misconduct allegations and advocate decisively for the essential actions that need to be taken. As a result, we anticipate a significant increase in the SIU's workload and a corresponding enhancement of our overall impact. This will enable us to serve the public more effectively and uphold the standards of integrity and accountability.

Communications and Stakeholder Management

The SIU acknowledges the importance of maintaining its reputation and effectively communicating its mission to the South African public. The unit plans to implement a series of targeted engagement initiatives with various stakeholders to combat the prevalent misunderstandings regarding the SIU's specific mandate and how it differs from other anti-corruption organisations. By enhancing awareness and bridging the existing knowledge gaps, we aim to ensure that all parties - from national agencies to local communities - fully comprehend and appreciate the indispensable role we play in protecting and managing public resources. This educational effort fosters trust and collaboration as we work towards a more accountable and transparent governance framework.



ICT Strategy

Our Information and Communication Technology (ICT) Strategy is centred to achieve significant digital transformation, specifically aimed at enhancing the speed and efficiency of our investigation processes. By harnessing the power of big data analytics, artificial intelligence (AI), and automation technologies, we envision the establishment of a comprehensive data-driven investigation framework that expedites turnaround times and boosts overall accuracy of our findings.

To achieve this, we will implement a centralised data management system designed to streamline our operations, allowing for easier access and analysis of information. Integrating AI-driven predictive analytics will serve as a crucial tool to identify patterns and potential outcomes. This will facilitate more informed decision-making during investigations.

In addition to these advanced analytical tools, our strategy emphasises the adoption of cloud and hybrid IT solutions, ensuring that our systems are both flexible and scalable. This shift, coupled with enhancements to our network infrastructure and robust cybersecurity measures, will provide a secure environment for our technological assets, guaranteeing that sensitive data remains protected while remaining readily accessible to authorised personnel. Overall, this multifaceted approach aims to revolutionise our investigative processes, making them faster, more reliable, and more efficient.

Local and International Endeavours Against Fraud and Corruption

The SIU works closely with both local and international anti-corruption organisations to combat corruption effectively. Key partners include the Anti-Corruption Task Team (ACTT) and the National Anti-Corruption Strategy (NACS), with whom we have established Memoranda of Understanding to formalise our collaborations. Through these strategic partnerships, we participate in national initiatives and contribute to global efforts to eradicate corruption. By sharing best practices and lessons learned, we enhance our operational capacity and broaden our influence in the fight against corruption worldwide.

Financial Strategy

A critical focus of the SIU as we navigate the medium-term landscape is to ensure the financial stability of the SIU. To tackle the pressing challenges posed by our existing funding model, we are proactively engaging with the Minister of Finance to explore potential amendments to the SIU Act. By securing additional fiscal support and establishing a revised funding structure, we aim to alleviate our outstanding debt and safeguard a sustainable income stream for our projects. These proposed changes are essential to maintain our cash flow and bolstering vital initiatives such as Project Khokhela, which plays a significant role in our mission.

Civil Litigation and Recoveries

During the 2024/25 period, the SIU celebrated remarkable achievements, recovering billions of rands through dedicated court proceedings. Among the standout cases was a comprehensive review of a substantial R2.2-billion contract with Eskom. This highlighted the Unit's commitment to accountability in public procurement. Additionally, the SIU successfully recovered R50-million that were lost due to irregularities in a municipal tender, showcasing its relentless pursuit of justice and transparency.

Ongoing litigation, such as the intricately complex Transnet Swap Agreement valued at R10.6-billion, further underscores the ambitious scope of the SIU's legal efforts. In a bid to enhance operational efficiency and minimise legal expenses, the SIU is actively advocating for amendments to the Legal Practice Act. This initiative aims to establish a robust internal legal capacity, allowing the Unit to navigate legal challenges more effectively and safeguard public resources. This has set a benchmark for the SIU's potential to recover funds unduly gained through corruption.

Human Capital

Addressing the SIU's vacancy rate and improving employee retention are key priorities. Our five-year resourcing and retention strategy aims to attract and keep top talent while fostering a positive organisational culture. Initiatives include creating a safe working environment, enhancing the Employee Value Proposition (EVP), and promoting anti-corruption training. The establishment of an Anti-Corruption Academy will further position the SIU as a leader in capacity-building and knowledge-sharing within the anti-corruption field.

Market Data Analytics

The SIU's Market Data Analytics Unit (MDAU) is at the forefront of using big data to prevent and combat corruption. The MDAU provides actionable insights to investigation teams by analysing trends and generating predictive models. Over the next five years, we aim to expand our data integration efforts and finalise the National Corruption Prevention and Risk Management Framework. This framework adopts a preventative, risk-based approach and aligns with the strategic pillars of the NACS.

Prevention Initiatives

Our prevention efforts are deeply rooted in comprehensive market data analytics, engaging awareness campaigns, and strategic systemic improvement plans. The Special Investigations Unit will further harness the resources of community centres to host informative workshops, produce detailed research reports, and create a thorough corruption measurement tool explicitly tailored for South Africa. In addition, the Case Monitoring Mechanism (CMM) project - designed to track referrals for necessary remedial actions meticulously - is on the verge of completion. These initiatives demonstrate our unwavering dedication to combat corruption and embody our proactive approach to foster a culture of integrity and accountability.

Internal Audit

We are enhancing our internal audit processes through the implementation of a risk-based, three-year audit plan and utilising advanced audit management software. These tools will increase efficiency, improve reporting accuracy,

and ensure compliance with global audit standards. Our combined assurance model promotes effective coordination among assurance providers, which fosters a culture of accountability and continuous improvement.

Enterprise Risk Management

Whistleblower protection is a fundamental aspect of the SIU's Risk Management Strategy. To mitigate the risks associated with sensitive disclosures, we have implemented enhanced security policies and close protection measures for our investigators. Additionally, the establishment of a permanent structure for lifestyle audits further fortifies our preventative measures. These audits have already produced significant findings and will remain a crucial tool for the detection of fraud and corruption.

Governance and Anti-Corruption Forums

The SIU's governance initiatives include the full implementation of a revised governance framework and standardising governance processes. Our commitment to a "whole-of-society" approach is evident through the establishment of anti-corruption forums like the Health Sector Anti-Corruption Forum and the Local Government Anti-Corruption Forum, among others. Evaluations of these forums will guide us in making future improvements to enhance their effectiveness.

Conclusion

As we embark on this ambitious strategic journey, the SIU is committed to setting new benchmarks in anti-corruption

enforcement and governance reform. We will continue to strengthen our investigative capabilities, modernise operational processes, and uphold the highest ethical standards in our pursuit of a corruption-free South Africa.

The success of our strategy depends on collective action. We call upon public officials, business leaders, and citizens to stand with us in rejecting corruption and in ensuring that South Africa's public resources are used for the benefit of all.

Through bold leadership, cutting-edge innovation, and unwavering integrity, the SIU will remain at the forefront of protecting South Africa's democracy, economic stability, and the rule of law.

Together, we will build a future where accountability is not just an expectation but a reality.

This Annual Performance Plan demonstrates the SIU's strong commitment to fighting corruption and promoting good governance. Through innovation, collaboration, and strategic alignment, we strive to achieve meaningful results that enhance public trust and ensure accountability. As we move forward, the SIU is dedicated to upholding the values of integrity, transparency, and excellence in service.



ADV. J. L. MOTHIBI
HEAD OF THE UNIT



OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan for the financial year 2025/26:


- Was developed by the SIU management under the guidance and support of the Head of the Unit.
- Considers all the relevant policies, legislation, and other mandates for which the SIU is responsible.
- Accurately reflects the outcomes and outputs which the SIU will endeavour to achieve over the period 2025/26.



MS THENJIWE DLAMINI
CHIEF STRATEGY & INNOVATION OFFICER

31 March 2025


DATE



MR ANDRE GERNANDT
CHIEF FINANCIAL OFFICER

31 March 2025


DATE



ADV. J L MOTHIBI
HEAD OF THE UNIT

31 March 2025

DATE

APPROVED BY:


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

02 April 2025

DATE

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ACRONYMS

ACRONYM	DESCRIPTION
ACWG	Anti-Corruption Working Group
AFU	Asset Forfeiture Unit
AI	Artificial Intelligence
AoD	Acknowledgement of Debt
AoL	Acknowledgement of Liability
APP	Annual Performance Plan
Bn	Billion
BRICS	Brazil, Russia, India, China, and South Africa
Capex	Capital Expenditure
CPI	Corruption Perceptions Index
CSIR	Council for Scientific and Industrial Research
DDM	District Development Model
DPCI	Directorate for Priority Crime Investigation
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
EPMO	Enterprise Project Management Office
EVP	Employee Value Proposition
FATF	Financial Action Task Force
G20	Group of Twenty
GDP	Gross Domestic Product
GNU	Government of National Unity
GRAP	Standards of Generally Recognised Accounting Practice
HSACF	Health Sector Anti-Corruption Forum
ICT	Information and Communications Technology
IMF	International Monetary Fund
M	Million
MDAU	Market Data Analytics Unit
MOU	Memorandum of Understanding
MTDP	Medium-Term Development Plan

ACRONYM	DESCRIPTION
MTEF	Medium-Term Expenditure Framework
N/A	Not applicable
NACAC	National Anti-Corruption Advisory Council
NACS	National Anti-Corruption Strategy 2020-2030
NATO	North Atlantic Treaty Organization
NCRPF	National Corruption Risk and Prevention Framework
NDP	National Development Plan, Vision 2030
NPA	National Prosecuting Authority
OPI	Office of Public Integrity and Anti-corruption
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PIMS	Performance Information Management system
PPE	Personal Protective Equipment
PRASA	Passenger Rail Agency of South Africa
PWC	PricewaterhouseCoopers
PWD(s)	Persons With Disability/ies
Q	Quarter
RFSPAPP	Revised Framework for Strategic Plans and Annual Performance Plans, 2020
SAPS	South African Police Service
SARS	South African Revenue Services
SDGs	Sustainable Development Goals
SIU	Special Investigating Unit
SIU Act	Special Investigating Units and Special Tribunals Act 74 of 1996
SOPs	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
The Unit	Special Investigating Unit
UNCAC	United Nations Convention against Corruption
US	United States of America



PART



OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

There are no updates to the legislative mandates outlined in the SIU's Strategic Plan for the period 2025 - 2030, which outlines the following constitutional, legislative and policy mandates:

1.1 CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa (No. 108 of 1996) defines the rights and obligations of all citizens and government structures, thereby firmly establishing the mandate of the SIU.

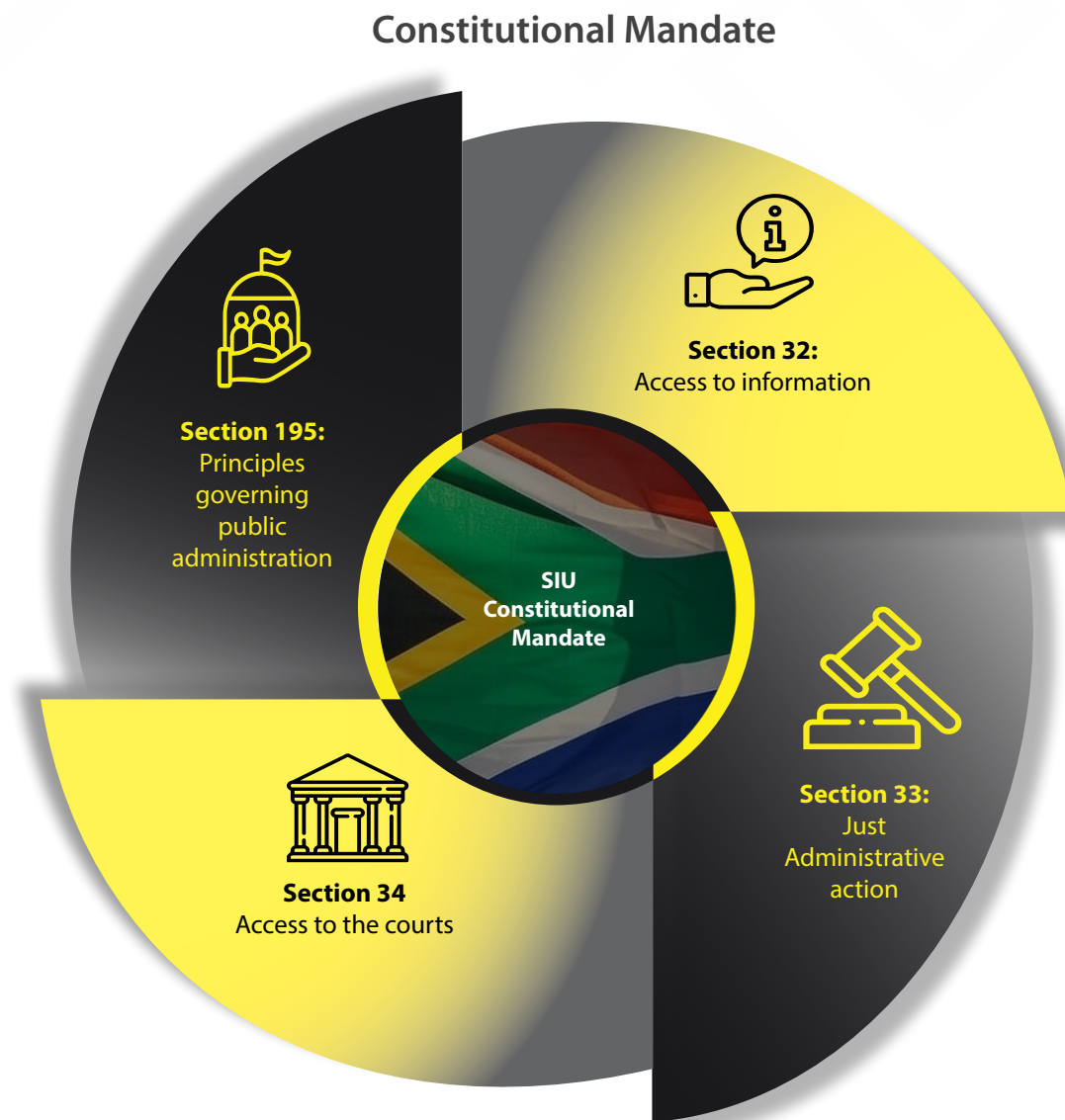


Figure 1: SIU Constitutional Mandate

PART A
OUR MANDATE

PART B
OUR STRATEGIC FOCUS

PART C
MEASURING OUR PERFORMANCE

PART D
TECHNICAL INDICATOR DESCRIPTIONS



- **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.
- **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. This ensures that justice is accessible and fairly administered for all parties involved.

1.2 RELEVANT LEGISLATIVE MANDATES

The Unit operates in accordance with various national legislation that informs its governance and operational frameworks as outlined in the 2025 - 2030 Strategic Plan:

- **Special Investigation Units and Special Tribunals Act (No. 74 of 1996):** Provides for the establishment of special investigating units to investigate serious malpractices in state institutions, manage their revenue and expenditure, set up special tribunals to adjudicate civil matters from these investigations, and address related incidental matters.
- **Criminal Procedure Act (No. 51 of 1977):** Provides for the consolidation of laws relating to the procedures and related matters in criminal proceedings.
- **Prevention and Combatting of Corrupt Activities Act (No. 12 of 2004):** This legislation strengthens measures to prevent, combat, and investigate corruption and corrupt activities.

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 tasked with the recovery of financial losses incurred by state institutions through civil litigation in accordance with Section 4 of the Special Investigating Units and Special Tribunals Act. The functions of the SIU are within the framework of its terms of reference, as set out in the proclamation referred to in Section 2(1):

- 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 initiate civil proceedings in a special tribunal or court to seek relief for state institutions, including the recovery of damages, prevention of potential losses, and matters related to investigations or the interests of special investigating units.

- d) To refer evidence regarding 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) To periodically report to the President on the progress of investigations and matters presented before the relevant special tribunal or court.
- g) At the conclusion of the investigation, to submit a final report to the President; and
- h) To submit a report to Parliament at least twice a year regarding the investigations, activities, composition, and expenditures of the Unit.

A special investigating unit must promptly inform the relevant prosecuting authority upon obtaining the evidence mentioned in Subsection (1)(d), ensuring that the evidence is handled in a manner that best serves the public interest.

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



1.3 RELEVANT POLICY MANDATES

Key policy mandates guiding the SIU during the 2025-2030 period include:

- 1) Within the global policy context, the **United Nations Convention against Corruption (UNCAC)** is a legally binding, universal, anti-corruption instrument, adopted by the UN General Assembly in 2003. The UNCAC addresses corruption through five focus areas, which aim 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.
- 2) The **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 the fostering of peaceful, just, and inclusive societies. Efforts should focus on the strengthening of anti-corruption institutions, implementing the UNCAC, addressing corruption risks in key sectors, and encouraging collaboration among governments, civil society, and the private sector to effectively combat corruption.

SDG 16 focuses on the fostering of peaceful and inclusive societies, ensuring access to justice for all, and developing effective, accountable, and inclusive institutions at all levels, which reflects the following key targets relevant to the work of the SIU:

- a) Target 16.3 encourages the rule of law at both national and international levels and guarantees equal access to justice for everyone.
 - b) Target 16.4 aims to significantly reduce illicit financial flows by 2030 and further enhance the recovery and return of stolen assets and combat all forms of organised crime.
 - c) Target 16.5 is aimed at the substantial reduction of corruption and bribery in all forms.
 - a) Target 16.6 seeks to establish effective, accountable, and transparent institutions at every level.
- 3) The **National Development Plan (NDP), Vision 2030** provides a long-term framework for South Africa's socio-economic development, emphasising poverty reduction, equality, combating corruption, and holding public servants accountable for the management of public resources, among other priorities. Chapter 14 of the NDP specifically focuses on the establishment of an effective anti-corruption system within the state by focusing, inter alia, on the following:
 - a) Strengthen the multi-agency anti-corruption system by increasing specialised resources and capacity for corruption investigations and establishing specialised prosecutorial teams and dedicated courts to help expedite the resolution of corruption cases. This requires additional funding to hire skilled personnel and utilise advanced investigative techniques.
 - b) Taking a societal approach to combat corruption to ensure anti-corruption efforts, ethical behaviour, and integrity become integral to South Africa's social compact. Corruption is a societal issue that demands collective commitment from citizens, government officials and private sector companies to promote a shift in attitude towards corruption which is essential for the country's progress.
 - c) Strengthening whistle-blower protection to foster a culture of reporting wrongdoing. Although the Protected Disclosures Act (2000) offers some safeguards, it falls short of what is needed, as the willingness of individuals to report misconduct remains relatively low.

The SIU supports Outcome 3 of the NDP, which seeks to ensure that *“all people in South Africa are and feel safe and secure,”* by addressing corruption and maladministration as outlined in Chapter 14 through collaboration with various agencies.

- 4) The **2024-2029 Medium-Term Development Plan (MTDP)** – Following the national and provincial elections of May - June 2024, the newly established Government of National Unity released a Statement of Intent that outlines the foundational principles and priorities for the seventh administration.

These priorities encompass rapid and inclusive economic growth, social justice, investment in people, establishing a corruption-free and developmental public service, and promoting a foreign policy anchored in human rights, international cooperation, and South Africa’s interests.

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

- **Priority 1:** Inclusive growth and job creation.
- **Priority 2:** Reducing poverty and addressing the high cost of living.
- **Priority 3:** Building 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 and Crime Prevention Cluster (JCPS) the SIU contributes directly to the outcomes and interventions reflected in Strategic Priority 3: Building a Capable, Ethical and Developmental State, as follows:

- **Outcome: Fight corruption and incidents of organised crime:**

Increase interventions to prevent and combat corruption:

- Strengthen whistleblower protection through stronger legislation.
- Finalise the review of South Africa’s anti-corruption architecture,
- Implement the National Anti-corruption Strategy.

- 5) The Department of Planning, Monitoring and Evaluation (DPME) **Revised Framework for Strategic and Annual Performance Plans (RFSPAPP), 2020** promotes government accountability and alignment in planning, budgeting, and reporting through the utilisation of various planning tools like the Theory of Change, Log Frame, and Balanced Scorecard. The SIU has adopted the Theory of Change and results-based planning approach to enhance its impact through four strategic outcomes and the outputs outlined in this annual performance plan as aligned with the 2025-2030 Strategic Plan.

- 6) The **National Anti-Corruption Strategy 2020–2030 (NACS)** aims to prevent corruption through good governance, transparency, and accountability, promoting a *“whole of society”* approach that involves all state institutions, businesses, and civil society in combating corruption. It highlights the need for a coordinating entity to implement the strategy, with the SIU collaborating closely with partner agencies and state institutions to prevent corruption and ensure accountability, positioning itself as a leader in the anti-corruption efforts.



2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

In addition to the alignment with global, national, and sectoral policies and strategies, several key institutional policies and strategies will direct the priorities of the Unit for the 2025 - 2030 period, including:

National Corruption Risk and Prevention Framework

The development of the National Corruption Risk and Prevention Framework (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.

While it presents general principles to address corruption, it intentionally avoids being prescriptive, recognising that organisational contexts, resources, and capabilities for conducting assessments and implementing responses differ. The Framework outlines recommended practices for the prevention, detection, investigation, resolution, and reporting of corruption for government and stakeholders, proposing various systems, processes, and procedures, as well as guidelines for investigating suspected fraudulent or corrupt activities. The below illustrates the intent of the NCRPF:



Figure 2: NCRPF Prevention Measures

To effectively combat corruption, organisations must establish clear principles, processes, and resources for to manage 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 urgent 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 by government 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, the SIU will continue to focus on reviewing its policies and revising existing institutional strategies to support the successful delivery of its mandate in the medium term.

The strategies outlined below will be prioritised by the Unit during the 2025/26 fiscal year.

Employee Retention Strategy

The Employee Retention Strategy will serve as a comprehensive plan developed and implemented to minimise employee turnover, reduce attrition, enhance retention rates, and promote employee engagement within the SIU. While some degree of turnover is unavoidable, the establishment of a robust retention strategy can significantly mitigate voluntary departures, ultimately saving the Unit valuable time and resources.

The SIU Employee Retention Strategy is underpinned by the following pillars:

1. Employment branding – value proposition as employer of choice.
2. Leadership competence model and rollout of a leadership development programme.
3. Recognition programmes.
4. Employee wellness engagements.
5. Total reward offerings.
6. Remuneration benchmark.
7. Medical aid allowance.
8. Coaching and a mentoring protégé programme.

The factors outlined in Figure 3 are critical to measure the success of the SIU employee retention strategy. This strategy aims to position the SIU as an employer of choice, ultimately creating a positive and conducive environment to strengthen the loyalty of SIU employees.

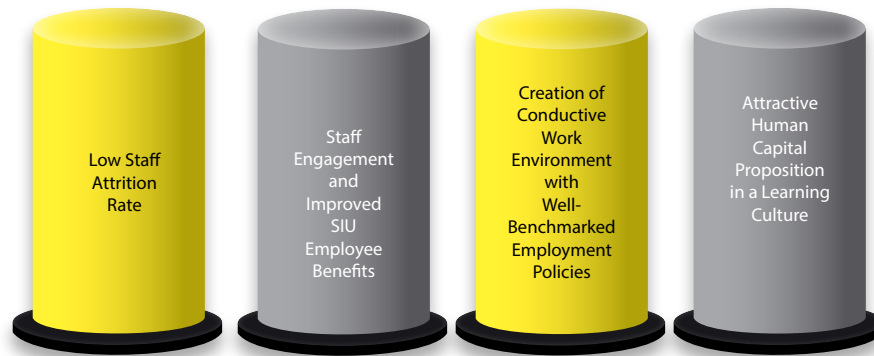


Figure 3: Measuring the Success of the SIU Employee Retention Strategy

By focusing on factors such as employment policies, employee engagement, employee benefits, career development, and workplace culture, the SIU aims to create a conducive work environment where all its employees feel valued and motivated to stay. This should result in increased productivity and a reduction in recruitment costs. Accordingly, the Employee Value Proposition (EVP), talent attraction, and retention remain as key priorities for the Unit as the EVP will play a critical role in attracting, engaging, and retaining top talent for the SIU.

Resourcing Strategy

The work of the SIU continues to be recognised by citizens and various stakeholders at national, regional, and international levels, leading to a substantial increase in demand for its services. This growing recognition has intensified pressure on the Unit's resources, necessitating continuous adaptation to meet the evolving environment and

heightened expectations. To achieve effective results, the recruitment of adequately skilled employees is critical for the SIU; however, attracting talent remains a challenge in a competitive job market.

The key objectives of the resourcing strategy are, thus to:

1. Respond to the resourcing demands of the SIU.
2. Enhance the SIU recruitment processes.
3. Enhance the SIU's reputation as an employer of choice.
4. Reduce the turnaround time relating to the filling of vacancies.

The success of the SIU resourcing strategy will be measured as depicted in Figure 4:

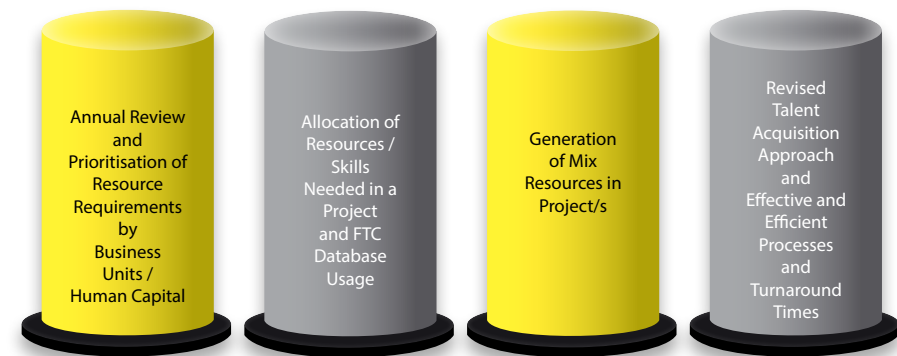


Figure 4: Measuring the Success of the SIU Resourcing Strategy

The SIU will, thus, refine its talent acquisition strategies to enhance diversity, anticipate workforce needs, and attract exceptional candidates to form part of its talent pool. The key objectives of the Resourcing Strategy include responding to the Unit's resourcing demands, improving recruitment processes, bolstering the SIU's reputation as an employer of choice, and reducing the time required to fill vacancies.

This strategy will empower SIU leaders to define and pursue essential objectives, allocate resources effectively, monitor progress, identify resourcing gaps, and ultimately deliver consistent results.

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Remuneration Strategy

A significant challenge facing the Unit is that its current remuneration framework is inadequate to attract and retain talent. Consequently, the focus for the 2025-2030 term will be to conduct essential remuneration benchmarks and make informed decisions about compensation strategies that will ensure competitive salary structures to attract and retain key strategy positions. Over the medium term, the SIU plans to review its Remuneration Strategy and practices to ensure the Unit is well-suited to deliver on its strategic outcomes as outlined in the 2025 – 2030 Strategic Plan.

To address its seemingly rigid remuneration model and policy, the SIU will prioritise the development and implementation of a Remuneration Strategy. This strategy will be designed to enhance flexibility and responsiveness to the needs of the workforce, ensuring that compensation structures are competitive and aligned with industry standards.

By fostering a more adaptable remuneration framework, the SIU aims to better attract and retain top talent, ultimately supporting its broader strategic outcomes and enhancing overall organisational performance.

Information and Communications Technology (ICT) Strategy

Criminals are increasingly becoming more organised and are leveraging technology to defraud state institutions through engagement in corrupt activities. The onset of the 4th Industrial Revolution offers anti-corruption agencies, such as the SIU, an opportunity to enhance their agility through technological advancements. The Revised Framework for Strategic Plans and Annual Performance Plans (RFSPAPP) was developed by the Department of Planning, Monitoring and Evaluation (DPME) to encourage state institutions to adopt a more data-driven approach to decision-making. Furthermore, the National Anti-Corruption Strategy (NACS) also emphasises the significance of data-driven methods in the fight against corruption. This includes enhancing systems for collecting and analysing pertinent data and intelligence, to prevent and combat corruption, utilising techniques such as predictive modelling and trend analysis.

A well-designed ICT Strategy is one of the most crucial priorities for the SIU. This will enable it to align its digital transformation objectives with the broader organisational strategic outcomes and provide a clear roadmap for advancement. The Unit acknowledges that a poorly conceived ICT Strategy may result in inefficiencies, wasted resources, and reduced productivity, highlighting the need for the development of an ICT Strategy that supports effective delivery

against the 2025-2030 Strategic Plan. It is therefore essential for the SIU to leverage digital technology more effectively and ensure its team possesses the necessary ICT and data analytical skills, which include predictive analysis and modelling, to prevent and detect fraud, maladministration and corruption.

The NACS emphasises the significance of data-driven approaches in combating corruption. These approaches encompass enhancing systems for capturing and analysing relevant data and intelligence. The goal is to prevent and combat corruption using predictive modelling and trend analysis, among other strategies.

The detection of fraud, maladministration, and corruption will be achieved through the application of data analytics. Data analytics involves the utilisation of techniques, such as data mining and data matching. Data mining entails exploring large datasets to reveal patterns, anomalies, and potential indicators of fraud and corruption. Data matching, on the other hand, includes comparing different sets of data to identify inconsistencies or irregularities that may suggest fraudulent or corrupt activities (insights). Predictive analytics, using historical data and statistical algorithms, aims to predict future events, including potential fraud and corruption. It helps to identify patterns and behaviours that may lead to fraudulent or corrupt activities (modelling).

Data mining, data matching and predictive analysis will create a proper foundation for an AI strategy.

Culture Management Strategy

Culture plays a crucial role in shaping productivity, integration, and unity within an organisation, and it can serve as a powerful asset for the SIU in its efforts to prevent and fight corruption. This is reflected in an empowered, collaborative, and people-centric culture that drives high performance and accountability. This culture fosters an environment where individuals are empowered to take initiative and make decisions, driving high performance across the organisation. Accountability is deeply ingrained, with each team member owning their responsibilities and outcomes, while adhering to the highest standards of business ethics and ensuring that our actions consistently uphold our values. Collaboration is key, as people work together seamlessly, leveraging diverse perspectives to achieve common goals, drive innovation, and maintain ethical integrity in all endeavours. At the heart of this culture is a strong commitment to people, ensuring that every action and decision reflects the value placed on individuals. This creates a supportive and inclusive atmosphere that promotes growth, well-being, and collective success, all within a framework that honours our core values.

To achieve its goal of becoming an '*independent public integrity and anti-corruption authority*' and employer of choice, the SIU recognises the need to reassess its organisational culture strategy. This review aims to strengthen its resources, particularly in human capital. The implementation of the Organisational Culture Project will facilitate the development of a new culture, emphasising values such as integrity, cooperation, efficiency, teamwork, professionalism, independence, drive, and passion. Equally so, government departments and entities also need to be made aware of the corruption risks stemming from deep-rooted cultural issues within their workforce, specifically:

- Expectations relating to behaviour and values should be communicated clearly and positively.
- Ensuring employees know how to report suspected corrupt or improper conduct.
- Protection of whistleblower mechanisms to ensure employees feel confident that they will receive support, and protection should they raise concerns about alleged corruption or misconduct.

Establishing mutual trust between employees and management is crucial. However, it may take time to develop in some public institutions and requires ongoing reinforcement.

3. UPDATES TO RELEVANT COURT RULINGS

At the time of developing this 2025/26 Annual Performance 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.

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PART

B

OUR STRATEGIC FOCUS

To give effect to the extensive constitutional mandates, legislative mandates and policy frameworks outlined in Part A, the SIU identifies its primary role as that of leading the fight against fraud and corruption, which undermine the rule of law and hinder government efforts to achieve its socio-economic development and service delivery goals.

Accordingly, the Unit's strategic focus including its vision, mission, and institutional values is outlined in the 2025 – 2030 Strategic Plan as follows:



OUR VISION

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



OUR MISSION

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






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 1: SIU Values

The SIU strategic outcomes which inform the development of this 2025/26 Annual Performance Plan are detailed in the 2025 – 2030 Strategic Plan 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

The strategic outcomes are aligned with detailed and measurable APP outputs, offering a means to allocate resources and establish accountabilities for actions as the SIU endeavours to achieve service excellence and become a world-class enforcement agency.

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1. UPDATED 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”*. As the SIU progresses with the execution of its mandate, it aims to achieve its strategic intent within an environment influenced by a multitude of national, regional, and global factors as discussed in the section below.

“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

1.1 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 Projections (Source: IMF)

¹International Monetary Fund (IMF). World Economic Outlook: Global Growth: Divergent and Uncertain, January 2025.

According to the IMF, the past four years have severely tested the resilience of the global economy. A once-in-a-century pandemic, the outbreak of geopolitical conflicts, and extreme weather events have 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 economies².







GOODS (Q3 2024)	Imports growth		Exports growth	
	Annual	Quarterly	Annual	Quarterly
 Brazil	3%	1%	3%	1%
 China	2%	-1%	1%	-2%
 India	4%	-1%	2%	-3%
 Japan	-9%	5%	-2%	5%
 Republic of Korea	-5%	1%	9%	1%
 Russian Federation	-6% *	4% *	-8% *	-1% *
 South Africa	-5%	8%	-3%	2%
 United States	4%	4%	2%	1%
 European Union	-8%	4%	1%	2%

Figure 6: Diverse Trends in Goods Trade Among Major Economies (Source: United Nations Trade and Development)

Services trade continued to grow in Q3 2024, though at a slower pace compared to annual figures, indicating that the positive trend in services trade may have plateaued for most economies. Growth remained strong in the European Union and Republic of Korea, as well as in Brazil's and the Russian Federation's imports, and in China's exports. However, China's imports of services experienced a significant deceleration, turning negative in Q3 2024.

²International Monetary Fund (IMF). World Economic Outlook: Global Growth: Divergent and Uncertain, January 2025.



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. This raised discussions about the establishment of 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. 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 G20³.

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 01 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 instability⁴.

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 to promote fairness, building trust, and ensuring the efficient use of resources. The Department of Public Service and Administration (DPSA), supported by the Department of International Relations and Cooperation (DIRCO), 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 – represented by the Head of Unit – is co-chairing the ACWG on behalf of the G20 Presidency, together with Brazil.

³<https://www.cfr.org/councilofcouncils/global-memos/brics-summit-2024-expanding-alternative>

⁴<https://g20.org/wp-content/uploads/2024/12/20241205-FINAL-G20-CONCEPT-NOTE-SOUTH-AFRICA1.pdf>.

An African Outlook

Despite entrenched structural challenges and vulnerability to external shocks many African economies have remained resilient. They have contended with multiple overlapping external pressures, including persistently high food and energy prices exacerbated by the Russia/Ukraine conflict, 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 the remainder of 2024-2025 appears more promising. With improved 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 Asia⁵.

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.

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

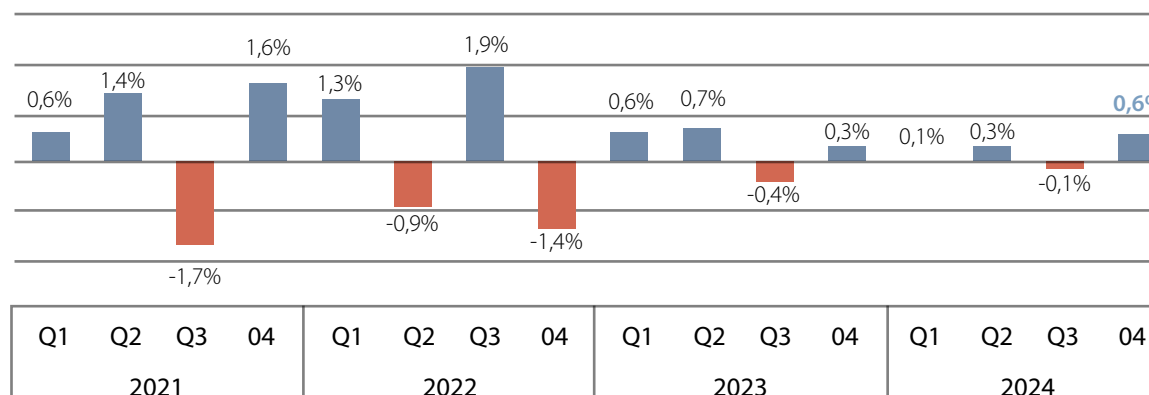


Figure 7: South Africa GDP Growth Rate (Source: Statistics South Africa)

South Africa is the most developed country in Africa, though it was surpassed by Nigeria as the largest economy in 2014. The services sector dominates the economy, contributing around 73% of GDP, with key industries including finance, real estate, government services, and wholesale and retail trade. Manufacturing and mining contribute 13.9% and 8.3% respectively, while agriculture accounts for only 2.6%. Despite modest growth projections from the IMF—1.1% in 2024, 1.5% in 2025, and 1.8% by 2030 - South Africa faces challenges such as high unemployment, rising poverty, and increased public debt, even as it benefits from a diversified economy and mineral wealth. The IMF recommends reducing public debt, introducing new taxes, and implementing fiscal rules to improve consolidation, while the government aims to stabilise debt at 75.5% of GDP by 2025/26 and prioritise reforms in key sectors.

⁵African Development Bank. African Economic Outlook 2024. 30 May 2024. Driving Africa's Transformation: The Reform of the Global Financial Architecture



Economic crime has become a significant issue in South Africa, with the country experiencing the highest rate of economic crime globally, as revealed by a PricewaterhouseCoopers (PWC) survey. According to the survey, 77% of South African organisations reported experiencing some form of economic crime, far surpassing the global average of 49%. The estimated value of fraud and corruption in South Africa is approximately R414-billion, based on a global fraud rate of 6.4% of world GDP. As geopolitical pressures and emerging market growth intensify risks related to economic crime, governments worldwide are raising expectations for companies to prevent economic crime and disclose its impacts, leading to expanded regulatory enforcement and cross-border cooperation.

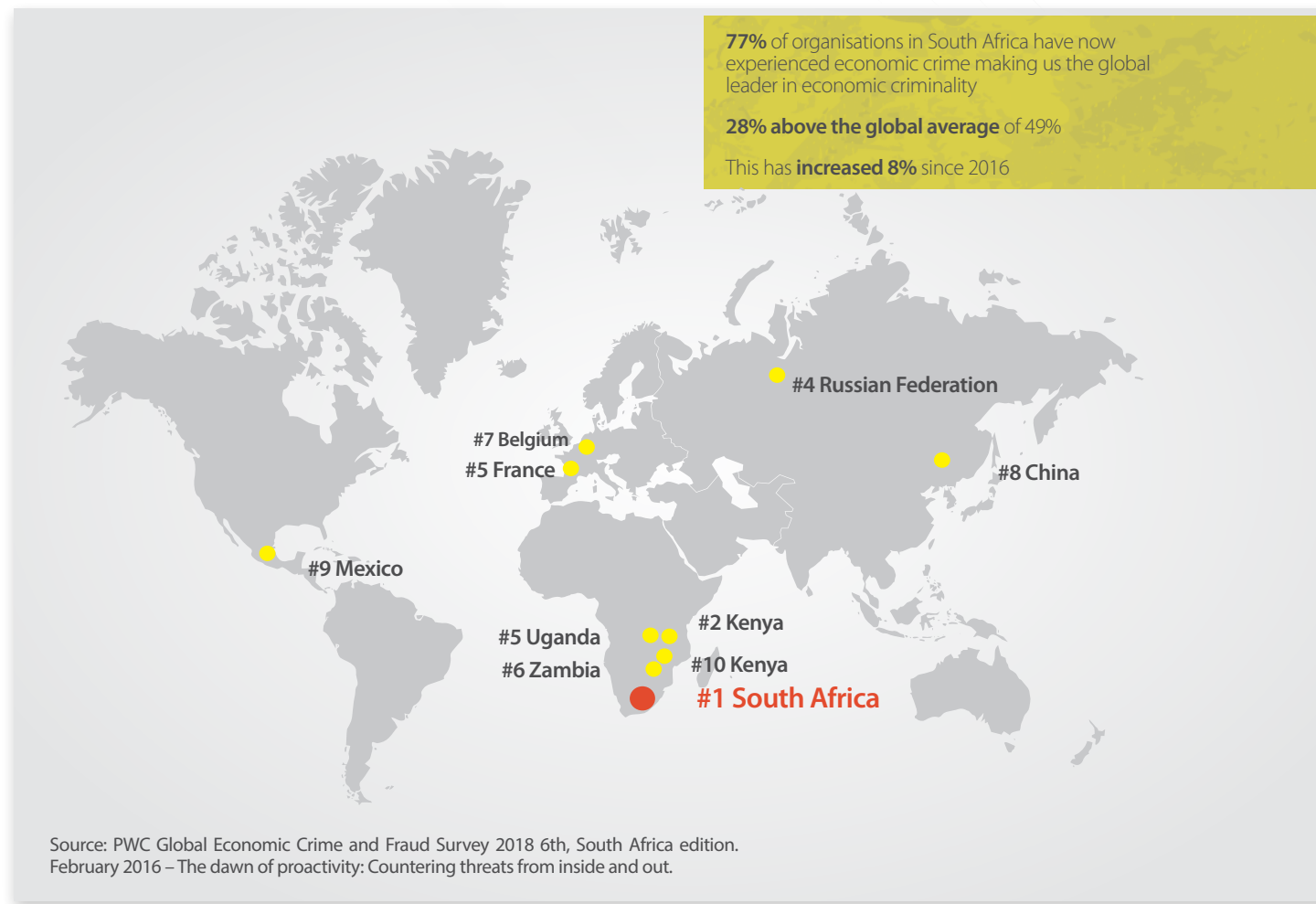


Figure 8: PWC Global Economic Crime and Fraud Survey (2018)

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:

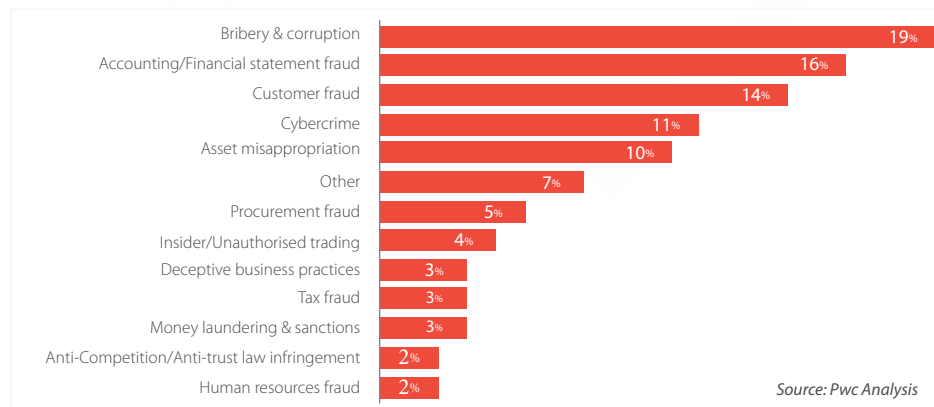


Figure 9: PWC Global Economic Crime and Fraud Survey (2020)

Recent scandals in South Africa, spanning both public and private sectors, have led a fifth of respondents to the study 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.

⁵<https://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%202024.pdf>.

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 losses⁵.

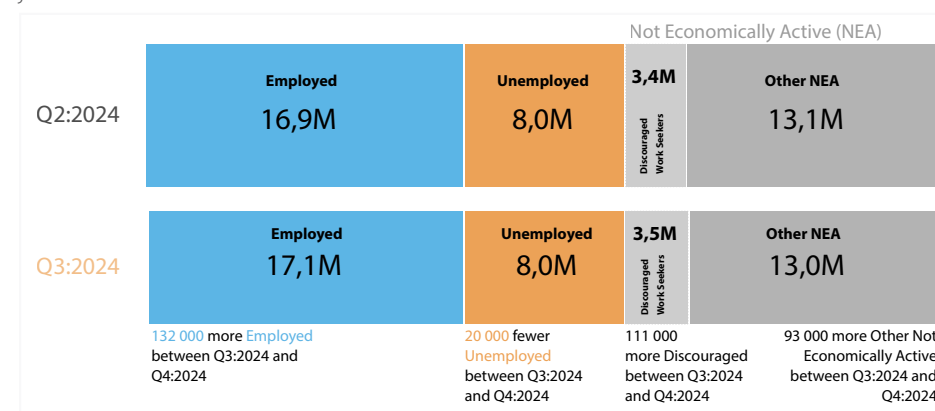


Figure 10: South African Unemployment (Source - Statistics South Africa)

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.

SOUTH AFRICA

Score

41/100

Rank

83/180

Score Change



-2 Since 2022

Score changes 2012 -2023

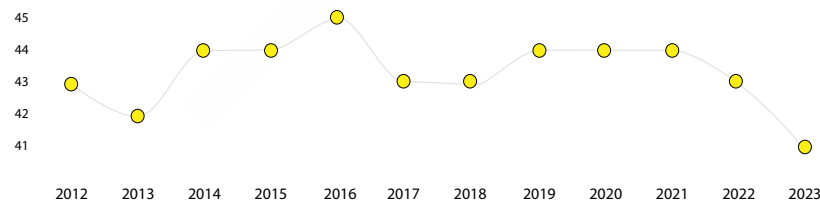


Figure 11: CPI Trends 2012 – 2023 (Source: Transparency International)

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 survey⁶. 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 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

corruption from undermining its credibility and influence. Corruption continues to undermine and obstruct the realisation of South Africa's developmental aspirations in numerous ways.

Corruption undermines and obstructs the realisation of South Africa's developmental aspirations in numerous ways. It fosters distrust in public institutions and services, exacerbates inequalities, diverts funds from critical economic and social initiatives, negatively affects morale across various levels of society, hinders or disrupts essential service delivery to those most in need, and poses significant threats to public security and safety.

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.

⁶<https://www.transparency.org/en/countries/south-africa>

1.2 INTERNAL ENVIRONMENT ANALYSIS

SIU's Budget Programmes

The SIU is constituted by the following programmes, which have informed the development of this 2025/26 APP:

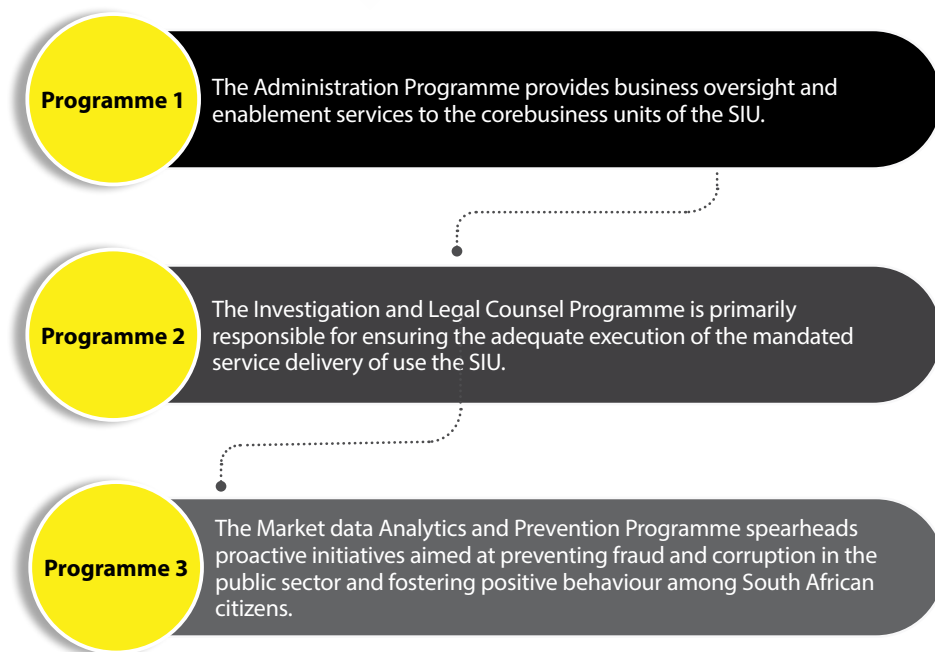


Figure 12: SIU Budget Programmes

These programmes are strategically designed to optimise the SIU's resources and allocate its budget effectively, facilitating the execution of its mandate and the realisation of its vision and mission.

1.2.1 SIU HIGH-LEVEL STRATEGIC FOCUS AREAS 2025 - 2030

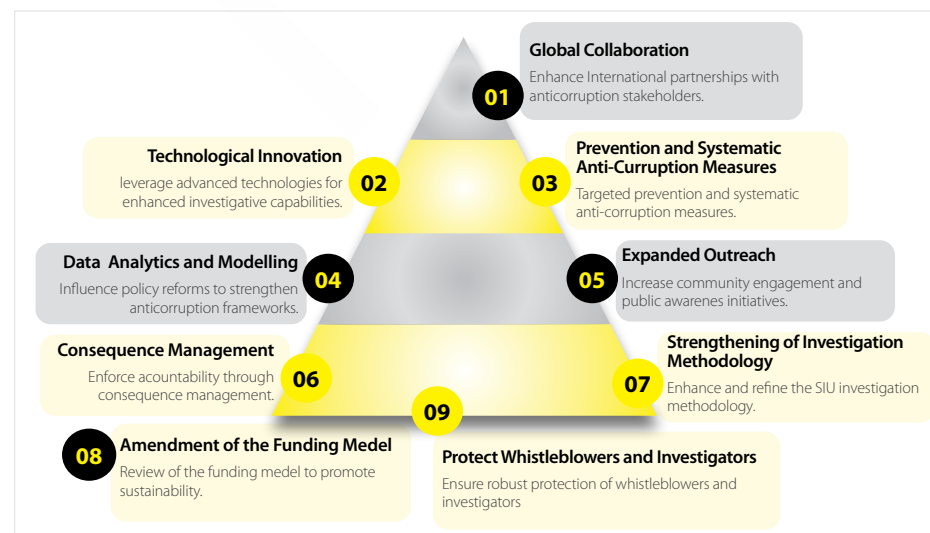


Figure 13: SIU Strategic Focus Areas 2025 – 2030

The SIU's strategic perspective serves as a visual bridge to connect the organisational strategy to execution and align 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 fosters accountability and collaboration among stakeholders.

1.2.2 SIU OPERATIONAL FRAMEWORK

The Unit is operating 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 Figure 14 below.

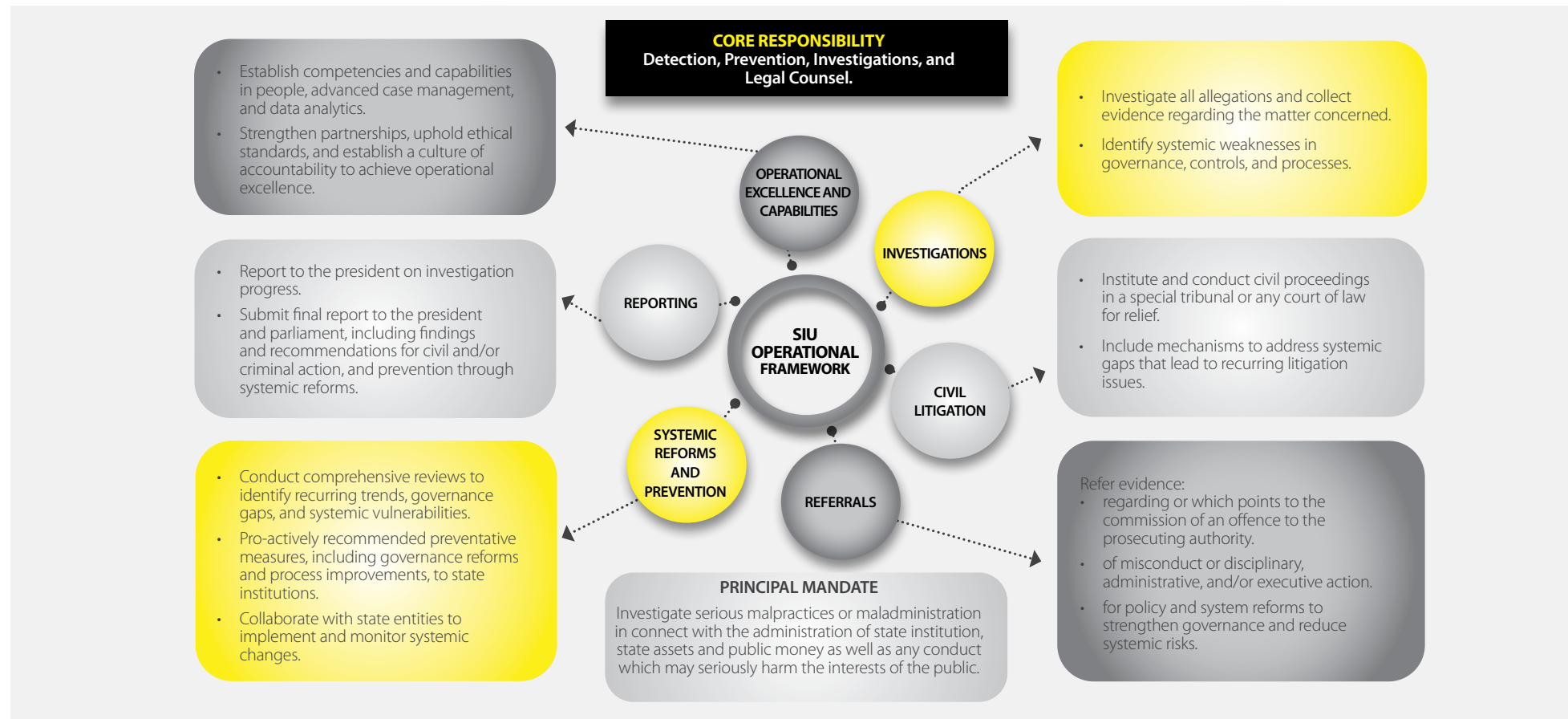


Figure 14: SIU Operational Framework

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 launch by the President in the 2019 State of the Nation Address, the District Development Model (DDM) has made significant progress, including completing profiles for all 44 district and eight metropolitan municipalities.

The model aims to improve government service delivery and development by aligning priorities across local, provincial, and national levels, while the SIU's expansion into the Northern Cape in April 2021 completed its nationwide presence in all nine provinces as shown in the figure below.

OFFICES LOCATED IN THE NINE PROVINCES

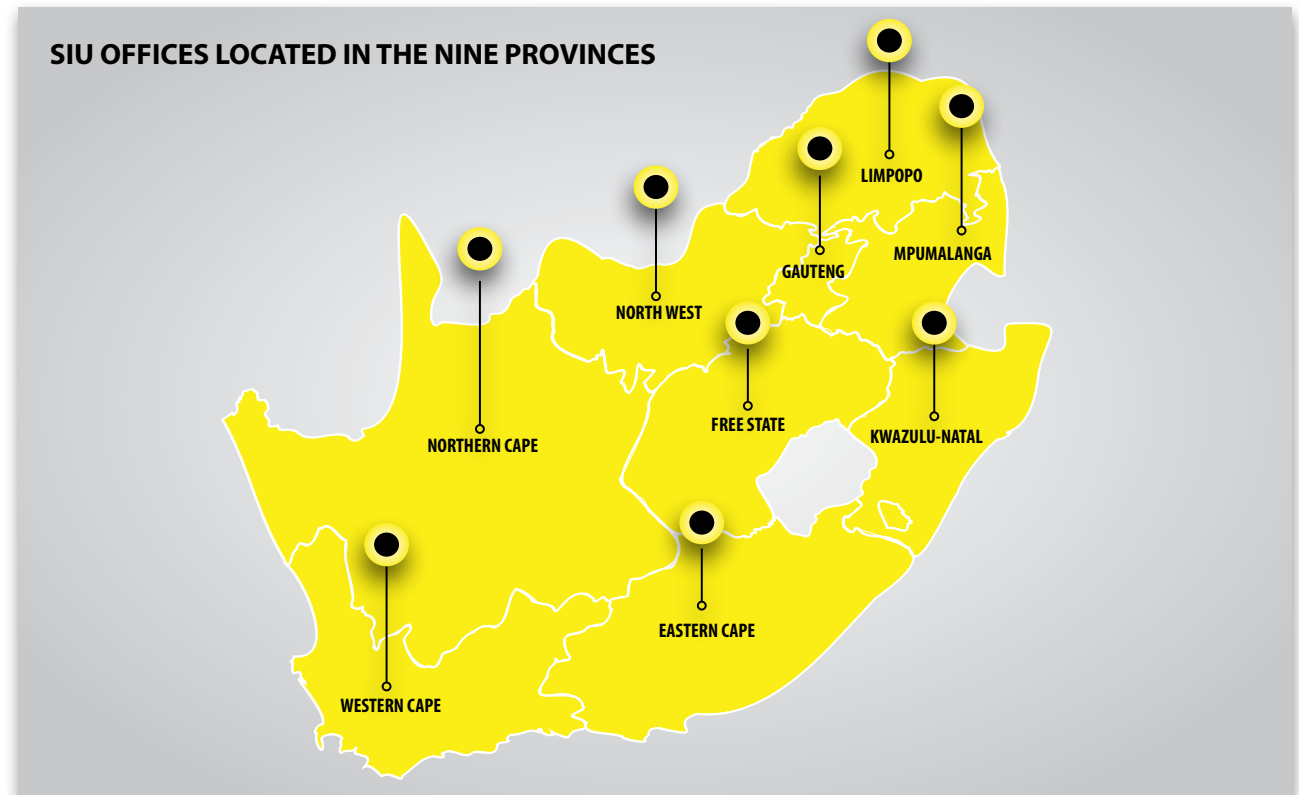


Figure 15: Geographical Distribution of the SIU

In the 2025/26 financial period, the SIU aims to enhance its business development capacity and further expand its reach and influence, focusing on assessing allegations and advocating for proclamations that create work for the Unit. Key initiatives will include building strategic partnerships, fostering innovation and collaboration, and prioritising customer-centric growth through regular feedback on efforts to report corruption.

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.

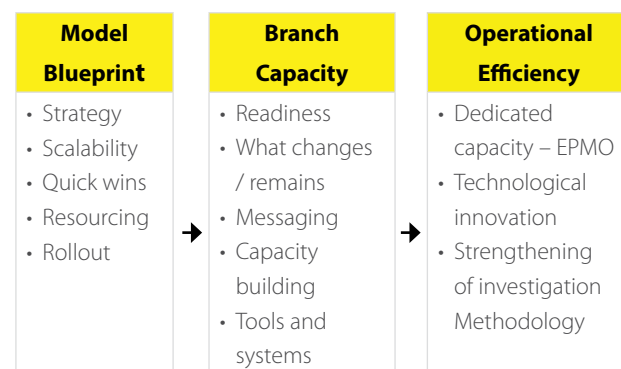


Figure 16: District Ecosystem Anti-Corruption Model

The mapping of corruption hotspots and leveraging strategic partnerships for collocation opportunities is key to ensure the success of the model and geospatial mapping will be critical for enhancing 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.

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An Overview of Organisational 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 were achieved since the 2019/20 financial year, with the Unit securing unqualified audit reports for four years over the term, demonstrating a maturing organisation.

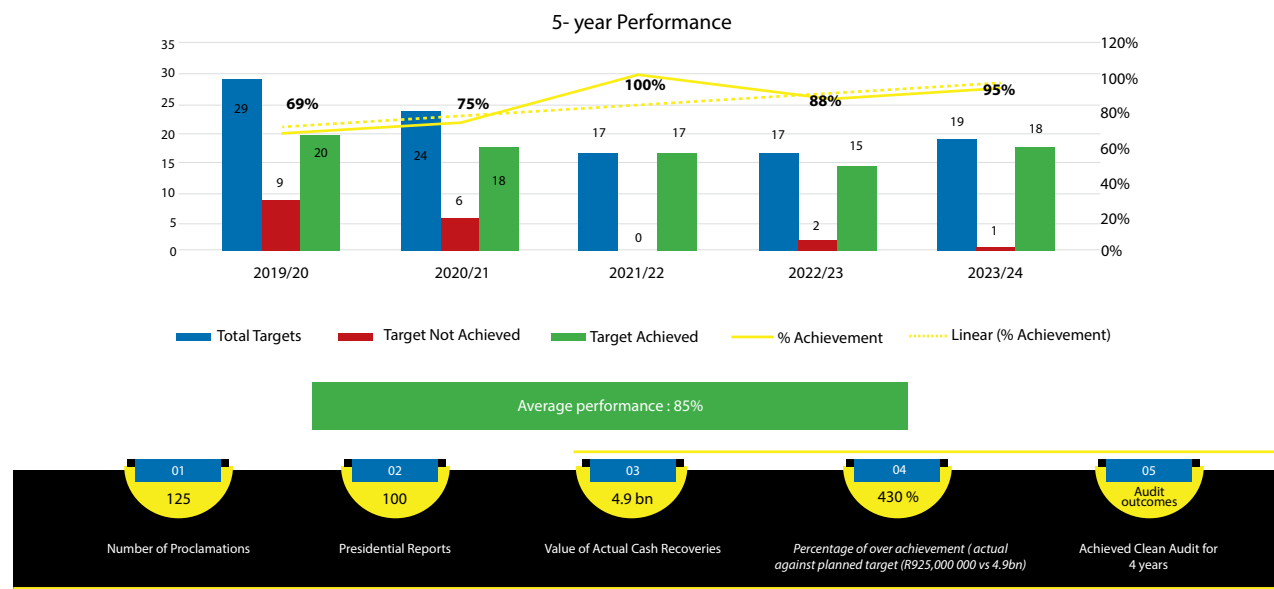


Figure 17: Five-Year Performance Overview for 2019/20 to 2023/24

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 Unit remains committed to upholding good governance, with the full implementation of a revised governance framework designed to strengthen key structures such as the Accounting Authority Advisory Committee. This committee, which will include independent non-executive members, will provide guidance on anti-corruption policy reforms and trends. By standardising governance processes and staying current with corporate governance developments, the SIU aims to drive continuous improvement, ensuring effective governance structures and corporate secretaryship processes are in place to achieve these objectives.

The Internal Audit Unit plays a crucial role in improving internal controls, compliance, and risk management by providing risk-based assurance and consulting services. It implements an Audit Improvement Plan to address audit findings, overseen by the Audit and Risk Committee, to ensure favourable audit outcomes. The Unit has introduced Audit Management Software to track findings, report progress, and ensure timely resolution through alerts. A rolling three-year risk-based audit plan supports the organisation's objectives, aiming for an unqualified audit opinion. The Audit Improvement Plan is continuously refined, integrated into performance agreements, and monitored to enhance control environments and drive organisational success.

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 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 unintended consequences of the current funding model have been an upward trajectory in the outstanding debt and an unrealistic growth in Project Income 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 Recoveries in the Pipeline

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 the 2025/26 APP, the SIU was preparing two matters for submission, aimed at reviewing and overturning Transnet's decision to award a locomotive tender and the resultant contract. This follows a settlement agreement that was reached by

the suppliers that were awarded the contracts. The Unit is also 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.

Summary of Cases Won and Funds Recovered in 2024/25

The matter between SIU, ESKOM and ABB which was finalised in favour of the Unit and has led to a contract of some R2.2-billion to be reviewed, set aside and declared unlawful and unconstitutional. The SIU also successfully reviewed and set aside a decision of Amahlathi Local Municipality to award a tender to Kwane Capital and the resultant contract declared unlawful and unconstitutional. The value of the contract involved is in the tune of R50-million.


Furthermore, a matter instituted by SIU against DCS and Secelec & Others led to the Unit successfully reviewing and setting aside a decision to award a tender and a subsequent contract to the value of R1.6-billion to be declared irregular and invalid. In addition, the Constitutional Court dismissed an application to review the SIU investigation report lodged by Mphaphuli Consulting Pty Ltd. This favourable judgment of the Constitution Court paved a way for the Unit to pursue its claim to recover loss that was suffered by the state institution worth R78-million.

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High-Level Summary of Ongoing Cases in the Special Tribunal

The SIU has initiated action proceedings to recover losses incurred by Transnet from a Swap Agreement with Nedbank, which resulted in billions of rands in financial losses for the company. The SIU is currently claiming R10.6-billion in this action proceeding, aiming to recover these significant losses. Additionally, the SIU is focusing on other critical initiatives in the civil litigation and legal capacity space, including the establishment of internal legal resources to handle cases in both the Special Tribunal and High Courts, which will help reduce legal costs.

To further strengthen its legal capabilities, the SIU is working to amend the Legal Practice Act, 2014, to allow the Unit to run its own internal legal practice. This will expedite the process of pursuing matters resulting from its investigations.

The SIU has also contributed substantial inputs into the draft General Law Amendment Bill, currently being processed by the Department of Justice and Constitutional Development. Establishing this internal legal capacity is essential for the streamlining of civil litigation, reducing costs to both the SIU and the State, and improving the speed of legal proceedings.

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 Artificial Intelligence (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.

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.

Human Capital Considerations

Over the 2025/26 and medium-term performance cycle key human capital priorities will include the following:

- **Vacancy Rate and Recruitment Drive:** To enhance core business functions and address the current vacancy rate, the Unit will implement a resourcing and retention strategy to attract and retain the right talent to support strategic focus areas as detailed in the 2025 – 2030 Strategic Plan.

- **Stable Employer-Employee Relationship:** Fostering a stable employer-employee relationship is crucial for maintaining a harmonious and productive workplace and this remains a priority for the Unit.
- **Safe and Secure Working Environment:** Ensuring a safe and secure working environment is paramount to protect SIU employees and promote their well-being.
- **Organisational Culture:** Cultivating a positive and productive organisational culture remains a top priority. By creating an environment that values collaboration, integrity, and innovation, the aim is to enhance employee engagement and satisfaction.
- **Employee Value Proposition (EVP):** The SIU EVP will be enhanced to attract and retain quality talent. Through the identification and development of key capabilities within our workforce, the Unit will elevate individual and organisational performance to meet future challenges effectively.
- **Anti-Corruption Training:** Another key area of focus is to improve capabilities and knowledge sharing on anti-corruption measures through the provision of training to other anti-corruption agencies within the country.
- **Strategic Partnerships:** Strategic partnerships, both locally and internationally, are crucial for building the Unit's capacity and positioning the organisation as a more impactful and fit-for-purpose leader in the field.

- **Anti-Corruption Academy:** The establishment of an Anti-Corruption Academy will serve as a cornerstone in our strategy to combat corruption, ensuring that the SIU remains vigilant and focused on this critical fight against corruption, malpractice, and maladministration.

Market Data Analytics

The draft National Corruption Prevention Framework that the SIU developed has now been subsumed in a draft National Corruption Prevention and Risk Management Framework. The Framework follows a preventative risk-based approach to corruption prevention, which is crucial to identify, understand, and effectively manage corruption risks.

The proposed corruption prevention framework is aligned with the implementation programmes underlying the six strategic pillars of the NACS. It is envisaged that fraud and corruption risks will be identified, assessed, and managed through risk management programmes to ensure that they are managed effectively through an effective implementation of a *'whole-of-society'* approach to fighting and combatting of corruption. It is envisaged that the Framework will apply to both the public and private sectors and, ultimately, to broader society. The draft Framework has been settled internally and is now being prepared for broader consultation with key external stakeholders.

The SIU's prevention initiatives will be underpinned by the market data analytics programme and will include the following measures (over and above targeted awareness campaigns, trends analysis reports and systemic improvement plans):

- The SIU continues to receive an influx of requests to conduct targeted prevention awareness campaigns.
- Preparation of targeted prevention awareness advisories (pursuant to market data analytics) for dissemination to affected stakeholders. The SIU Prevention Unit is leveraging Thusong community centres for communication engagement and workshops.
- Preparation of Research/Insights Reports prepared for external and internal dissemination regarding matters that are topical to the anti-corruption environment.
- Development of a South African corruption measurement tool and methodology.

The Unit's prevention initiatives also include the development of systemic improvement plans for state institutions. The SIU assists with the implementation of such plans and monitors implementation thereof.

SIU's Contribution to the Implementation of the National Anti-Corruption Strategy (NACS)

The SIU remains committed to ensure the successful implementation and operationalisation of the NACS through the monitoring of 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. If the proof of concept is 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 the rendering of secretariat support to the NACAC. By 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 pro-active preventative measures, inculcating a whole of government and society approach, as advocated by the NACS.

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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 is integrated; both quantitative and qualitative benchmarking is applied; project management is a core competency throughout the organisation.

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

SIU Reputational Risk Management Framework

The profile of the SIU has grown, and its reputation can conceivably be in disrepute. To manage this, we are in the process of developing a reputational risk management framework.

The Vulnerable Sector Management Programme focusing on corruption prevention advisory and awareness requires a dedicated budget and resources. The wide range of institutions within the civil society, public and private sectors that make up the South African anti-corruption landscape have the potential to facilitate the collaborative *“whole of society approach”* towards the achievement of the vision of a corruption-free country as envisaged by the National Development Plan, which is Pillar 6 of the NACS.

The SIU appointed an independent service provider to evaluate two anti-corruption forums, namely the Health Sector Anti-Corruption Forum and Local Government Anti-Corruption Forum. The scope of evaluation was to determine the effectiveness of these anti-corruption forums.

Lifestyle Audits

Lifestyle audits are essential, and the SIU must create a permanent structure to improve the speed of such audits. This entails a one shop tool for the analysis of lifestyle audits which is crucial for the Unit to realise greater success in this area of expertise.

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. In March 2021, the DPSA issued a Guide to implement Lifestyle Audits in the Public Service to guide departments and government components on how to implement such audits in their respective institutions. The SIU has received numerous requests from the departments and entities for assistance in the implementation of lifestyle audits.

Due to SIU Act limitations, entities and departments were assisted by the Unit through the secondment agreements and the results of the lifestyle audits have shown significant findings on individuals that are living beyond their means. The lifestyle audit is a good tool for the 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. The SIU is considering the in-house development of such tools and there is an effort to integrate these audits with key departments such as Home Affairs to improve efficiency and turnaround times. Ultimately this will reduce 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.

1.2.3 SIU SWOT ANALYSIS





 STRENGTHS	 WEAKNESSES	 OPPORTUNITIES	 THREATS
<ul style="list-style-type: none"> ▪ Multidisciplinary investigation approach (skills in high demand). ▪ Sound collaboration and cooperation with internal and external stakeholders. ▪ Special Tribunal (not competing with other litigants). ▪ Civil litigation niche. ▪ Functional governance structure. 	<ul style="list-style-type: none"> ▪ Funding model needs to be reviewed. ▪ The current rate recovery model. 	<ul style="list-style-type: none"> ▪ Lifestyle audits as an additional revenue stream. ▪ Review of SIU legislation to enhance SIU effectiveness. ▪ National footprint for business development. ▪ Enhanced public awareness and education. ▪ Stakeholder collaborations (national, regional, and international). 	<ul style="list-style-type: none"> ▪ Growing debt – impact on financial sustainability ▪ Threat to life of SIU employees and whistle-blowers. ▪ Loss of institutional knowledge due to an aging workforce. ▪ Rapidly evolving industry demands (digitalisation). ▪ War of talent – competing with other anti-corruption agencies.

Table 3: SIU SWOT Analysis

SIU Top Level Structure

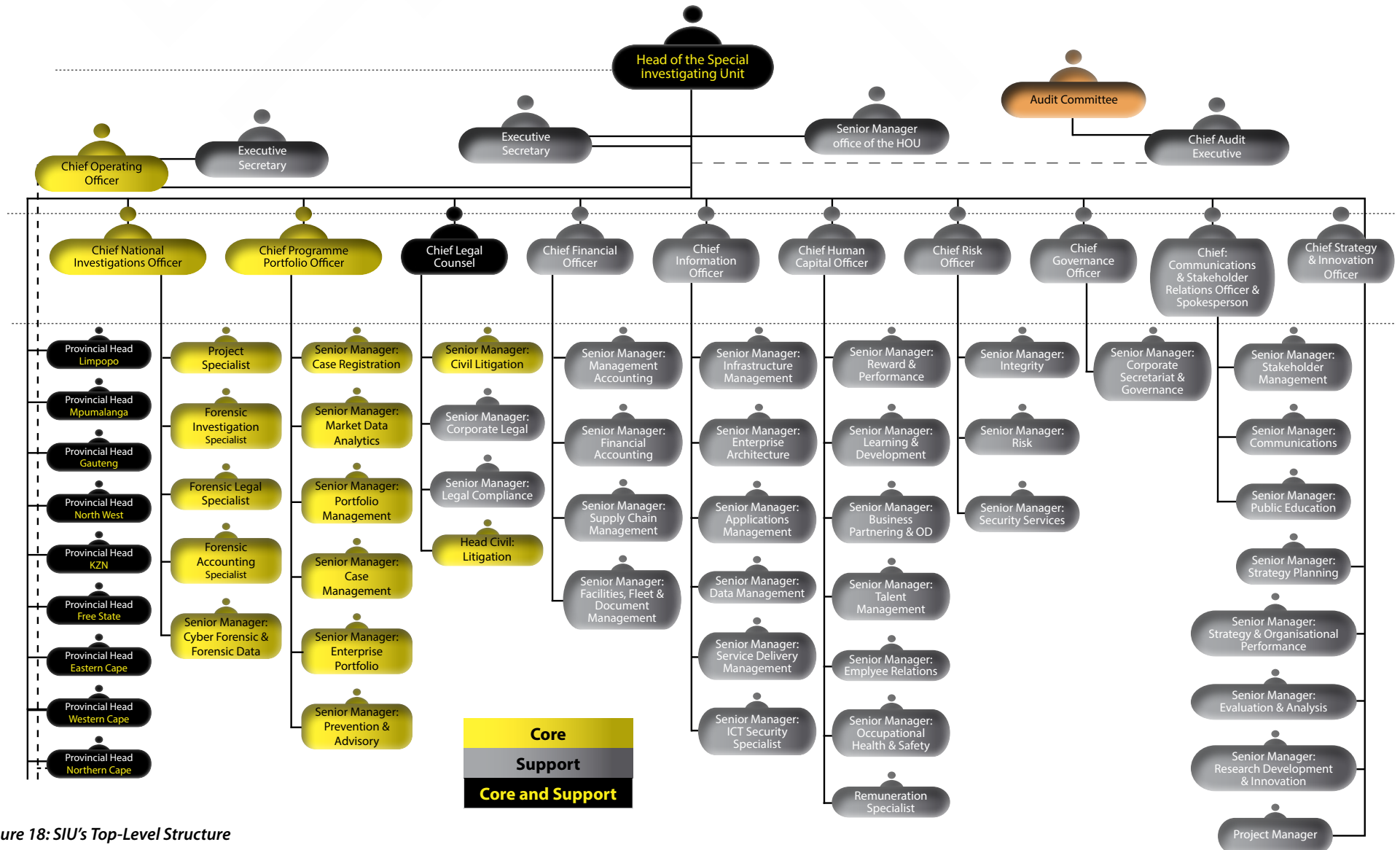
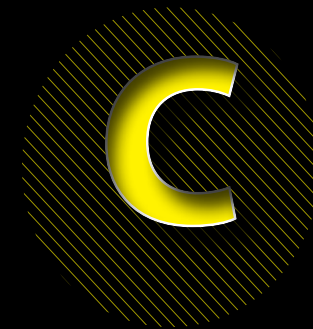


Figure 18: SIU's Top-Level Structure



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1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Informed by the legislative and policy mandates and the strategic focus, the Strategic Plan for 2025 to 2030 presents the impact statement of the SIU as:

Impact Statement	Ridding society of systemic corruption, maladministration and malpractice.
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The Strategic Plan for 2025 to 2030 outlines the anticipated outcomes for the next five years, aligning with the NDP Vision 2030, the 2024 - 2029 Medium-term Development Plan (MTDP) and other key policies and frameworks as mentioned in Part A of this plan.

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These outcomes will guide the focus of the 2025/26 Annual Performance Plan, marking the initial year of implementing the five-year strategy.

The following strategic outcomes as provided in the 2025-2030 Strategic Plan are aligned to the 2024 - 2029 MTDP:

- Outcome 1:** A high-performing, compliant SIU, certified as a Top Employer.
- Outcome 2:** State assets and cash recovered and protected 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.

The contribution of the three SIU programmes towards the achievement of the strategic outcomes through programme outputs, output indicators, and annual and quarterly performance targets is detailed in the sections below:

1.1. PROGRAMME 1: ADMINISTRATION

1.1.1. PURPOSE

The purpose of the Administration Programme is to provide business oversight and enablement services to the core business units of the SIU. The programme comprises the following subprogrammes:

Subprogramme	Purpose
1. Financial Management	To provide financial management, asset management, facilities, and supply chain management services.
2. Human Resource Management	To undertake human resources planning and provide provisioning services.
3. Information Communication and Technology	To provide information communication and technology management services.
4. Enabling Services	To render services in the areas of stakeholder management, strategy and innovation, corporate governance, corporate legal, and the Office of the HOU.
5. Assurance	To render strategy and innovation, internal audit, risk management, and internal integrity services.

Programme 1 delivers against the following outcome of the SIU's approved 2025–2030 Strategic Plan:

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

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The 2025/26 Performance Plan of the Administration Programme is reflected in the tables below:

1.1.2. OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1. A high-performing, compliant SIU, certified as a Top Employer	1.1. Governance and internal controls managed	1.1.1. External audit opinion	Clean and unqualified audit	Qualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
	1.2. Business processes automated	1.2.1. Number of business processes automated	Not applicable	Not applicable	Not applicable	New indicator	2	2	2
	1.3 Low employee turnover rate maintained	1.3.1. Employee turnover rate	3.6%	4%	2%	4%	4%	4%	4%

1.1.3. OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - Mar 2026
1.1.1. External audit opinion	Unqualified audit opinion	-	-	-	Unqualified audit opinion
1.2.1. Number of business processes automated	2	-	-	-	2
1.3.1. Employee turnover rate	4%	1%	1%	1%	1%

*This KPI will be reported after receipt of the audit opinion, and will be reflected in the 2025/26 Annual Report."



1.1.4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

The Administration Programme continues to provide integrated business solutions to support the core function in the areas of stakeholder management, human capital, and maintaining positive audit outcomes on the audit of financial performance. A purpose-driven organisational culture, alignment of resources to business priorities, and effective administration support enables the organisation to successfully achieve its mandate.

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

Output 1.1. Governance and internal controls managed

Key strategic outcomes targeted by government over the 2024 - 2029 five-year term in support of **MTDP Priority 3: Building a capable, ethical, and developmental state** include improving financial management capability in the public sector and ensuring that 100% of public institutions achieve unqualified audits.

The SIU will, therefore, aim to obtain an unqualified external audit opinion (with no material findings on its financial performance) from the prior year external audit processes. This is to be achieved through implementation of an effective internal control system and ensuring that all relevant prior year external audit findings and related recommendations are adequately addressed during the 2025/26 financial year.

Output 1.2 Business processes automated

The SIU continues to face significant challenges, including the lack of digitisation of critical business processes, the absence of integrated systems, and poorly defined central and provincial project management processes. These obstacles hinder the efficiency and effectiveness of operations across the organisation.

To address these issues, the SIU aims to fully automate all SIU business processes and value chains by the end of the 2025-2030 strategic period, ensuring streamlined operations and improved service delivery. To ensure progress in this regard the Unit will develop clear project management processes for implementation across the organisation and closely monitor progress towards achieving the targeted number of two automated business processes during the 2025/26 financial year.

Output 1.3. Low employee turnover rate maintained

To maintain a low turnover rate and retain key strategic positions, the SIU plans to review its remuneration policies and practices over the medium term to ensure alignment with the organisation's outputs. Continuous skill development and enhancement for all employees and management are essential for building an effective management core and retaining individuals with critical and scarce skills. Consequently, the Unit aims to keep employee turnover at 4% during the 2025/26 annual performance cycle.

In efforts to strengthen the organisational EVP, the SIU intends to enhance leadership skills and competencies at various management levels. The EVP, along with talent acquisition and retention, will remain vital components of the Human Resource Strategy, as the Unit seeks to attract and retain a skilled workforce that can effectively drive its mandate while boosting productivity and employee morale.

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1.1.5. PROGRAMME RESOURCE CONSIDERATIONS

Description	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium-Term Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue							
Sale of goods and services other than capital assets	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Other non-tax revenue</i>	32 376	47 185	61 353	47 978	36 646	39 578	42 744
Transfers received	437 878	452 060	489 839	449 699	459 860	481 157	502 915
Total Revenue	470 254	499 245	551 192	497 677	496 506	520 735	545 659
Expenditure							
Compensation of employees	133 009	141 106	168 668	227 688	264 437	302 407	329 212
Goods and services	152 679	105 330	287 873	149 524	178 454	184 453	205 118
Depreciation	6 656	7 448	15 611	23 000	35 000	54 000	74 000
Total Expenditure	292 344	253 684	472 152	400 212	477 891	540 860	608 330
Surplus/Deficit	177 910	245 561	79 040	97 465	18 615	(20 125)	(62 671)

Budget and Financial Performance

Grant revenue is projected to increase at an average annual rate of 3.8% over the MTEF period from R449.7 million in 2024/25 to R502.9 million in 2027/28. The allocation is at the sole discretion of National Treasury.

The Administration Programme is allocated an average of 33.6% of the SIU's total budget over the MTEF period. The primary purpose of the programme is to provide business oversight and enablement services to the SIU's core business units within the SIU. The increase in capital expenditure over the MTEF is primarily due to the planned acquisition of ICT systems, aligning with the SIU's business strategy.

This investment is made with the aim to achieve organisational efficiency after the rollout of ICT enterprise architecture and supporting ICT systems, including an automated case management solution that allows for the central registration and monitoring of all matters under investigation.

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1.1.6. UPDATED KEY RISKS

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

Outcomes	Key strategic risks	Contributing factors	Rating	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) 2.1 Review the Employee Protection Policy and extend the scope by include interventions to assist whistleblower. 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 6.2 Procurement of bullet proofs and issue them to investigators 7.1 Follow-up on the application with SAPS for SIU to be firearm 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.



Outcomes	Key strategic risks	Contributing factors	Rating	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 2.1 Establish the internal law firm, which will assist to reduce legal cost 3.1 Review the SIU Funding Model. Which will ensure organisational financial sustainability 4.1 Continuous engagement with the National Treasury during MTEF budget process to minimize budget cuts for SIU 5.1 Implement consequence management for non-compliance with 5.5 billable hours or required productivity levels

Outcomes	Key strategic risks	Contributing factors	Rating	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 Negotiate and recommend set offs in the Letter of Engagements (LOE) as a method of payments 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 Conduct targeted training on specification development, evaluation, and adjudication for end-users, bid committees and SCM staff. 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	Rating	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

Outcomes	Key strategic risks	Contributing factors	Rating	Risk mitigation plans
	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. Inadequate capacity to develop bid specifications that complies with SCM legal requirements. 3. Critical skills scarcity and shortage in the market (forensic accountants and cybersecurity). Failure to provide independent assurance and reviews before tenders are awarded 4. Inflexible recruitment practices make it difficult to timeously conclude recruitment 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	Rating	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

1.2. PROGRAMME 2: INVESTIGATIONS AND LEGAL COUNSEL

1.2.1. PURPOSE

The purpose of the Investigations and Legal Counsel Programme is to ensure the adequate execution of the mandated service delivery of the SIU. The programme comprises of the following subprogrammes:

Subprogramme	Purpose
1. Case Management and Investigations	<ul style="list-style-type: none">• Allocate, coordinate, and manage internal and outsourced teams.• Develop project strategy, identify and execute the necessary actions.• Conduct investigations per focus and specialist areas.• Maintain and monitor investigation standards.• Provide specialist support to investigation teams as and when required.• Execute project governance, reporting, and stakeholder management.• Refer evidence pointing to the commission of an offence to the relevant prosecuting authority accompanied by the relevant supporting evidence.• Refer evidence for the institution of disciplinary and/or administrative action.• Refer evidence and recommend remedial action.• Identify performance improvements.• Project close out and evaluation of the investigation.
2. Forensic Legal and Civil Litigation	<ul style="list-style-type: none">• Conduct prelitigation procedures.• Institute civil proceedings in the Special Tribunal and seek appropriate relief.• Defend/oppose civil proceedings in the appropriate court, where applicable.

Programme 2 delivers against the following two outcomes, namely Outcome 2 and Outcome 3 of the SIU's approved 2025–2030 Strategic Plan:

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

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

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The 2025/26 Performance Plan of the Investigations and Legal Counsel Programme is reflected in the tables below:

1.2.2. OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED /			ESTIMATED	MEDIUM-TERM		
			ACTUAL PERFORMANCE			PERFORMANCE	TARGETS		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2. State assets and cash recovered and protected from maladministration, fraud, and corruption	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	R436m	R389m	R2.29bn	R600m	R1bn	R2bn	R2.5bn
	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	R5bn	R300m	R2.14bn	R10bn	R5bn	R6bn	R7bn
	2.3. Potential loss prevented	2.3.1. Rand value of potential loss prevented	R6.3bn	R2.17bn	R2.33bn	R800m	R1bn	R1.5bn	R2bn

1.2.3. OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 April – Jun 2025	Q2 July – Sept 2025	Q3 Oct – Dec 2025	Q4 Jan – Mar 2026
2.1.1. Rand value of actual cash and/or assets recovered	R1bn	-	R500m	-	R500m
2.2.1. Rand value of contract(s) and/or administrative decisions/ action(s) set aside or deemed invalid	R5bn	-	R2.5bn	-	R2.5bn
2.3.1. Rand value of potential loss prevented	R1bn	-	R500m	-	R500m

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1.2.4. OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED /			ESTIMATED	MEDIUM-TERM		
			ACTUAL PERFORMANCE			PERFORMANCE	TARGETS		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
3. Public confidence in the governance systems, structures, and policies of the state restored and sustained	3.1. Turnaround times for investigations improved	3.1.1. Project Management Office (PMO) functional	Not applicable	Not applicable	Not applicable	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
	3.2. Targeted anti-corruption awareness campaigns conducted	3.2.1. Number of targeted anti-corruption awareness campaigns conducted	2	4	26	4	4	6	8
	3.3. Anti-corruption forum meetings convened for vulnerable sectors	3.3.1. Number of Anti-Corruption Forum meetings convened for vulnerable sectors	Not applicable	New indicator	11	16	16	20	21
	3.4. Investigations closed under published proclamation	3.4.1. Number of investigations closed under a published proclamation	28 135	70 537	1 919	1 600	1 750	1 780	1 790
	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	R3.4bn	R2.471bn	R4.8bn	R2.6bn	R2.86bn	R3.146bn	R3.460bn

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED /			ESTIMATED	MEDIUM-TERM		
			ACTUAL PERFORMANCE			PERFORMANCE	TARGETS		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	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	54	35	43	55	56	57	58
	3.7. Proclamation status reports submitted to The Presidency	3.7.1. Number of reports submitted to The Presidency	19	21	26	30	33	38	45
	3.8. SIU stakeholder perception survey recommendations implemented	3.8.1. Percentage of SIU stakeholder perception survey recommendations implemented	Not applicable	Not applicable	Not applicable	Stakeholder satisfaction survey conducted (baseline established)	100%	100%	SIU stakeholder perception survey conducted
	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	Not applicable	Not applicable	Not applicable	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
	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	Not applicable	Not applicable	Not applicable	New indicator	Full implementation of Priority 3 deliverables completed, and compendium of good practices submitted before the end of G20 ACWG Presidency	-	-

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1.2.5. OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 Apr – Jun 2025	Q2 July – Sept 2025	Q3 Oct – Dec 2025	Q4 Jan – Mar 2026
3.1.1. Project Management Office (PMO) functional	PMO established with a fully implemented standardised project management framework and methodology		PMO framework and methodology developed and approved by the HoU	-	PMO established with a fully implemented standardised project management framework and methodology
3.2.1. Number of targeted anti-corruption awareness campaigns conducted	4	1	1	1	1
3.3.1. Number of Anti-Corruption Forum meetings convened for vulnerable sectors	16	4	4	4	4
3.4.1. Number of investigations closed under a published proclamation	1 750	437	437	438	438
3.5.1. Rand value of matters where evidence was referred for the institution or defence/opposition of civil proceedings	R2.86bn	-	R1.43bn	-	R1.43bn
3.6.1 Number of cases issued in the Special Tribunal and High Court	56	15	15	15	11
3.7.1. Number of reports submitted to The Presidency	33	8	8	8	9
3.8.1. Percentage of SIU stakeholder perception survey recommendations implemented	100%	-	30%	70%	100%


OUTPUT INDICATORS	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 Apr – Jun 2025	Q2 July – Sept 2025	Q3 Oct – Dec 2025	Q4 Jan – Mar 2026
3.9.1. Consultation on the National Anti-Corruption Risk and Prevention Framework (NCRPF) completed	Consultation with public and provincial stakeholders completed	Consultation plan developed	First round of stakeholder engagements conducted	Second round of stakeholder engagements conducted, feedback consolidated	Consultation with public and provincial stakeholder completed
3.10.1. Implementation of Priority 3 deliverables by the G20 Anti-Corruption Working Group (ACWG) tracked and reported	Full implementation of Priority 3 deliverables completed, and compendium of good practices submitted before the end of G20 ACWG Presidency	Work plan for Priority 3 deliverables developed and approved, with initial implementation undertaken under the SA G20 Presidency 2025	Mid-term progress report on implementation of Priority 3 deliverables submitted, including key milestones achieved	Full implementation of Priority 3 deliverables completed, and final compendium of good practices submitted before the end of G20 ACWG Presidency	-

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1.2.6. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

In support of government's recognition of the importance of social cohesion and public trust for ensuring the long-term strategic vision of the NDP is achieved within the targeted timeframes, Programme 2 of the SIU primarily contributes towards the realisation of the following medium-term national priority as provided by the **2024-2029 MTPD Priority 2: Reducing poverty and addressing the high cost of living.**

The Investigations and Legal Counsel Programme are co-functional programmes that are responsible to execute the mandate of the SIU.

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

State assets and cash are recovered and safeguarded from maladministration, fraud, and corruption through legal interventions and enforcement actions. These efforts help preserve public resources, promote accountability, and strengthen governance frameworks.

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

Output 2.1. Cash and/or assets recovered through civil and other legal proceedings

Cash and assets are recovered through civil and other legal proceedings as part of enforcement actions taken against wrongdoing. These recoveries result from legal interventions aimed at reclaiming misappropriated funds or unlawfully acquired assets. The process ensures accountability and contributes to restoring financial integrity within affected entities. A rand value amount in actual cash and/or assets totalling R1 billion is to be recovered during the year.

Output 2.2. Contracts and/or administrative decisions/ actions set aside or deemed invalid

Contracts and administrative decisions or actions may be set aside or deemed invalid when they are found to be unlawful, irregular, or inconsistent with legal and regulatory requirements. This process ensures that improper agreements or decisions do not result in unfair advantages or financial losses. By nullifying such actions, institutions promote accountability, transparency, and compliance with governance standards.

A rand value amount of R5 billion in contract(s) and/or administrative decisions/ action(s) set aside or deemed invalid is targeted for 2025/26.

Output 2.3. Potential loss prevented

Potential loss is prevented through proactive measures that identify and mitigate financial and operational risks. This includes implementing strong controls, conducting thorough investigations as required, and taking corrective actions to address vulnerabilities and prevent potential losses. By preventing losses, the SIU aims to safeguard resources and ensure financial stability in State institutions thus establishing and maintaining public trust. A rand value worth R1 billion of potential losses prevented is envisaged to be realised during the 2025/26 financial year.

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

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

The SIU continues its efforts to assist the government in ensuring that its governance ecosystem and policies are more resilient and resistant to attacks by corrupt individuals, while reducing vulnerabilities in its governance structures. South Africa urgently needs laws to combat procurement corruption. However, laws and procedures can only be effective if they are adhered to, or if failure to comply results in consequences for those responsible.

Output 3.1. Turnaround times on investigations improved

A key priority for the 2025/26 financial year will be the establishment of a Project Management Office (PMO) with a standardised project management methodology. The PMO will play a critical role in ensuring governance, standardisation, and strategic alignment across projects. It will establish and enforce a standardised project management methodology, project management tools, and best practices to drive consistency and efficiency. By aligning projects with the SIU's strategic outcomes, the PMO will ensure that planned initiatives contribute to the overall impact while ensuring the SIU delivers expected value. Additionally, it will optimise resource allocation, ensuring personnel, budgets, and technology are effectively utilised to maximise productivity and minimise waste.

Beyond planning and execution, the PMO will also focus on risk management and compliance by identifying, assessing, and mitigating potential risks while adhering to regulatory requirements and internal policies. It will also provide oversight relating to performance tracking, monitoring project progress, key performance indicators, and deliverables to ensure projects remain on schedule, within scope, and on budget. Furthermore, the PMO will drive continuous improvement by capturing lessons learned, implementing best practices, and refining processes to enhance the success of future SIU projects.

Output 3.2. Targeted anti-corruption awareness campaigns conducted

Targeted anti-corruption awareness campaigns are conducted to educate stakeholders on the risks, consequences, and prevention of corrupt activities. These campaigns may involve workshops, training sessions, and public engagements aimed at building a culture of integrity and ethical behaviour. By raising anti-corruption awareness, the Unit seeks to empower individuals to identify, report, and prevent corruption effectively. Delivery against this APP will ensure that four (4) targeted anti-corruption awareness campaigns are conducted during 2025/26.

Output 3.3 Anti-corruption forum meetings convened for vulnerable sectors

The development of the NCRPF is based on the 2020–2030 NACS, which aims to safeguard vulnerable sectors prone to corruption and unethical behaviour through the implementation of robust risk management strategies.

As part of this initiative, the SIU plays a key role in coordinating Anti-Corruption Forum meetings focused on addressing risks within these high-risk sectors. Additionally, the SIU is responsible for implementing the NCRPF to strengthen preventive measures and enhance accountability across targeted areas. Sixteen (16) Anti-Corruption Forum meetings are to be convened for vulnerable sectors during the financial year.

Output 3.4. Investigations closed under published proclamation

Investigations are concluded in accordance with the mandates outlined in the published proclamation, ensuring compliance with legal and regulatory requirements. This process involves thoroughly examining allegations, gathering evidence, and making informed determinations on each case.

Closing investigations under the published proclamation enhances transparency, accountability, and the enforcement of justice. During the 2025/26 financial year the Unit is planning to ensure 1 750 investigations are closed under a published proclamation.

Output 3.5. Matters where evidence was referred for civil proceedings

Matters in which evidence was referred for civil proceedings involve cases where legal action is taken to recover losses or defend against claims.

In the 2025/26 financial year, the targeted rand value for such matters is projected to reach R2.86 billion. This reflects a strategic focus on enforcing accountability and ensuring the recovery of misappropriated funds through legal processes.

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Output 3.6. Cases issued in the Special Tribunal and High Court

Legal proceedings will continue to be initiated in both the Special Tribunal and the High Court to address matters of misconduct and financial irregularities. A total of 56 cases are to be issued in the Special Tribunal and the High Court over the course of the upcoming year. These actions aim to strengthen accountability, ensure justice, and facilitate the recovery of misappropriated funds.

Output 3.7. Proclamation status reports submitted to The Presidency

The SIU is dedicated to ensuring that, over the medium term, completed investigations are closed, mandatory status reports are submitted to The Presidency punctually, and cases are referred to the appropriate authorities for disciplinary action, civil proceedings, or prosecution.

The Unit aims to restore public confidence in the effective work of law enforcement agencies by transparently communicating investigation outcomes. The SIU will ensure at least 33 reports are submitted to The Presidency during the 2025/26 financial period.

Output 3.8. SIU stakeholder perception survey recommendations implemented

The Stakeholder Engagement Framework will be reviewed to adopt a more inclusive approach, targeting rural communities, youth, traditional leaders, and other

relevant groups, as part of a broader “*whole of society*” approach, with a particular emphasis on conducting regular quarterly media briefings to promote SIU’s work. In keeping with the priorities outlined above the SIU aims to ensure effective implementation of the SIU stakeholder perception survey recommendations during the year to address identified inadequacies.

Output 3.9. An approved National Anti-Corruption Risk and Prevention Framework (NCRPF)

As of June 2024, a draft of the NCRPF was in place. In the coming year, efforts will be directed towards refining and strengthening the framework to align with national anti-corruption objectives.

The primary aim will accordingly be on contributing to the process of securing Cabinet approval for the NCRPF to enhance its implementation and overall impact. SIU focus throughout the year will thus be on effective consultation with key stakeholders.

Output 3.10. Good Practices on the Role of G20 stakeholders in preventing and combatting corruption

The Anti-Corruption Working Group (ACWG) Co-Chaired by Adv Mothibi as Head of the SIU is responsible for establishing common legal standards among G20 nations to prevent and combat corruption. In 2025, its efforts will focus on four key priorities.

The first priority aims to strengthen the public sector by promoting transparency, integrity, and accountability, with deliverables including a compendium of best practices and a Ministerial Declaration. The second priority seeks to enhance the efficiency of asset recovery measures through high-level principles on managing seized assets, a report on technical assistance impact, and a dedicated side event. The third priority highlights the importance of inclusive participation from the public sector, private sector, civil society, and academia in anti-corruption efforts. This will be supported by a compendium of best practices and a side event on multi-stakeholder engagement. The fourth priority focuses on strengthening whistle-blower protection mechanisms, with key deliverables including an accountability report and a side event to explore effective protection measures.

The SIU will take a leading role in coordinating Priority 3, which involves developing a compendium of good practices on the role of multi-stakeholders in preventing and combating corruption. This compendium is expected to be finalised by 30 September 2025, reinforcing the ACWG’s commitment to transparency, accountability, and collective action in the fight against corruption.

1.2.7. PROGRAMME RESOURCE CONSIDERATIONS

Description	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium- Term Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue							
Sale of goods and services other than capital assets	466 860	417 759	423 178	523 723	902 372	1 114 258	1 368 862
<i>Other non-tax revenue</i>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfers received	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenue	466 860	417 759	423 178	523 723	902 372	1 114 258	1 368 862
Expenditure							
Compensation of employees	350 018	402 155	488 156	569 812	751 057	892 061	1 086 043
Goods and services	187 380	172 567	132 453	130 455	130 523	156 379	170 816
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenditure	537 398	574 722	620 609	700 267	881 580	1 048 440	1 256 859
Surplus/Deficit	(70 538)	(156 963)	(197 431)	(176 544)	20 792	65 818	112 003

1.2.7.1. BUDGET AND FINANCIAL PERFORMANCE

Project income is planned to increase from R 523.7 million in 2024/25 to R 1.368 billion in 2027/28 at an average growth rate of 37.7 % over the period. This projection is based on the number of active proclamations in a particular year. The number and timing of proclamation approvals are not within the ambit of the SIU's control, posing a challenge to accurately predict this amount. The Investigations and Legal Counsel Programme, whose main objective is to ensure the execution of the SIU's mandate, is allocated an average of 63.6 % of the SIU's total budget over the MTEF.

This programme is responsible for the core functions of the SIU and, hence, the largest percentage of the SIU's budget is allocated to this programme. Due to the functions performed within this programme, which are mainly investigations-related, personnel expenditure in this programme is projected to increase from R 569.8 million in 2024/2025 to R 1.086 billion in 2027/2028. The projection in personnel expenditure under this programme is mainly driven by the Proclamations signed off and those currently in the pipeline.

1.2.8. UPDATED KEY RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	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 Diarisation of the work in line with case management timelines and implement consequence management for non-compliance.

Outcomes	Key strategic risks	Contributing factors	Rating	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 2.1 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	Rating	Risk mitigation plans
Public confidence in the governance systems, structures, and policies of the state 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.

1.3. PROGRAMME 3: MARKET DATA ANALYTICS AND PREVENTION

1.3.1. PURPOSE

The purpose of the Market Data Analytics and Prevention Programme is the implementation of relevant and proactive initiatives to prevent the recurrence of fraud and corruption cases as a result of systemic weaknesses in the public sector and positively influence the behaviour of South African citizens. The programme comprises the following subprogrammes:

Subprogramme	Purpose
1. Data Analytics	<ul style="list-style-type: none">• Collect, collate, and analyse relevant internal and external data.• Conduct research, as well as trend, scenario, and gap analyses.• Assess the impact of future disruptors on the SIU.
2. Case Advisory	<ul style="list-style-type: none">• Advise the relevant minister regarding systemic improvements, to avoid recurring cases of fraud and corruption.• Determine sector risk factors based on market data analytics reports.• Examine the practices and procedures of state institutions and public bodies and secure a revision of any that might be conducive to corruption.• Advise upon the request of private organisations or individuals on measures to combat fraud and corruption through risk assessments, awareness programmes, identification and detection measures, control improvement, and systemic recommendations.
3. Prevention and Awareness	<ul style="list-style-type: none">• Foster public support in combating corruption and promote education.• Improve the rate at which allegations are reported.• Publicly share data analytics information.

Programme 3 delivers against the following outcome of the SIU's 2025–2030 Strategic Plan:

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

The 2025/26 Performance Plan of the Market Data Analytics and Prevention Programme is reflected in the tables below:

1.3.2. OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

OUTCOME 4	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Corruption, maladministration and fraud deterred through proactive preventative mechanisms and implementation of consequence management	4.1 Referrals made for action by relevant stakeholders	4.1.1. Number of referrals made for disciplinary action against officials	469	376	297	190	210	220	230
		4.1.2. Number of referrals made to the relevant prosecuting authority	570	680	583	270	300	320	330
		4.1.3. Number of referrals made for administrative action	24 786	67 087	190	130	140	150	160
	4.2. Trend analysis reports prepared and issued	4.2.1. Number of trend analysis reports prepared and issued	4	4	4	4	4	6	8
	4.3. Systemic improvement plans developed	4.3.1 Number of systemic improvement plans developed	1	4	4	4	4	6	8
	4.4. Lifestyle audits conducted in State institutions	4.4.1 Number of Lifestyle audits conducted in State Institutions	Not applicable	New indicator	Lifestyle audits were conducted in the following entities: PRASA, Northern Cape Office of the Premier, Gauteng Office of the Premier, Free State Department of Community Safety Roads and Transport	9	8	10	10

1.3.3. OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 April – Jun 2025	Q2 July – Sept 2025	Q3 Oct – Dec 2025	Q4 Jan – Mar 2026
4.1.1. Number of referrals made for disciplinary action against officials	210	55	50	50	55
4.1.2. Number of referrals made to the relevant prosecuting authority	300	75	75	75	75
4.1.3. Number of referrals made for administrative action	140	35	35	35	35
4.2.1. Number of trend analysis reports prepared and issued	4	1	1	1	1
4.3.1 Number of systemic improvement plans developed	4	1	1	1	1
4.4.1 Number of Lifestyle audits conducted in State Institutions	8	-	4	1	3

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1.3.4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

In support of government's recognition of the importance of social cohesion and public trust for ensuring the long-term strategic vision of the NDP is achieved within the targeted timeframes, Programme 3 of the SIU primarily contributes towards the realisation of the following medium-term national priority as provided by the 2024 – 2029 MTDP Priority 3: Building a capable, ethical, and developmental state.

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

The Market Data Analytics section is responsible to supply sector data, knowledge, and information internally and to other institutions via formal service-level agreements. It is one of the key services that differentiate the SIU from other market role players.

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

Output 4.1 Referrals made for action by relevant stakeholders

The 2025/26 performance targets that will contribute towards Outcome 4 can be summarised as follows:

- A total of 210 referrals are to be made for disciplinary action against officials during the financial year.
- The SIU plans to make 140 referrals for administrative action.
- Some 300 referrals will be made to the relevant prosecuting authority.

Output 4.2. Trend analysis reports prepared and issued

During the year, a total of four trend analysis reports will be prepared and issued. These reports will identify sector-specific risk factors, providing valuable insights into vulnerabilities that may contribute to fraud, maladministration, and corruption. A targeted total of four trend analysis reports to be produced, and based on their findings, the SIU will make strategic recommendations, including systemic improvements, to mitigate risks and prevent recurring irregularities.

Output 4.3. Systemic improvement plans developed

The Unit will monitor the total number of systemic improvement plans developed by the SIU in collaboration with targeted state institutions where investigations have been conducted, are ongoing, or where assistance has been requested. These plans are designed to prevent the recurrence of reported cases of impropriety, aligning with the SIU's statutory mandate to strengthen governance and accountability. A total of four systemic improvement plans will be developed over the course of the year.

Output 4.4. Lifestyle audits conducted in State institutions

One of the preventative measures currently underway is the conduct of lifestyle audits on government institutions. The SIU continues to receive requests from various government entities to carry out lifestyle audits on all senior management and supply chain management officials.

This has been identified as a critical addition to the Unit's existing revenue streams and will be leveraged to ensure the SIU's continued financial sustainability. Priorities for the 2025/26 financial year include conducting eight (8) lifestyle audits in response to requests from state institutions.

1.3.5. PROGRAMME RESOURCE CONSIDERATIONS

Description	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium-Term Estimates		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	207/28
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue							
Sale of goods and services other than capital assets	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other non-tax revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfers received	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Expenditure							
Compensation of employees	4 984	9 053	11 149	15 894	21 679	27 149	29 951
Goods and services	17 125	15 152	16 142	16 885	17 729	18 544	19 379
Depreciation	-	-	-	-	-	-	-
Total Expenditure	22 109	24 205	27 291	32 779	39 408	45 693	49 331
Surplus/(Deficit)	(22 109)	(24 205)	(27 291)	(32 779)	(39 408)	(45 693)	(49 331)

1.3.5.1. Budget and Financial Performance

The Market Data Analytics and Prevention Programme, with the main purpose of implementing relevant and proactive initiatives to prevent the recurrence of fraud and corruption cases due to systemic weaknesses in the public sector and positively influencing the behaviour of South African citizens, is allocated an average of 2.8 % of the SIU's total budget over the MTEF period.

Expenditure related to employee compensation is projected to increase from R15.9 million in 2024/2025 to R30 million in 2027/2028. The primary cost driver for this increase is the need to strengthen this programme to ensure it meets its objectives. Once fully resourced, the programme will be better equipped to foster public support in combating corruption and to conduct market research to identify sector-specific risk factors.

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1.3.6. UPDATED KEY RISKS

Outcomes	Key Strategic Risks	Contributing Factors	Rating	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. 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 provide data set.

2. OVERVIEW OF THE 2025/26 BUDGET AND MTEF ESTIMATES

	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium-term estimate		
R'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Administration	292 344	253 684	472 152	400 212	477 891	540 860	608 330
Investigations and legal counsel	537 398	574 722	620 609	700 267	881 580	1 048 440	1 256 860
Market data analytics and prevention	22 109	24 204	27 291	32 779	39 408	45 693	49 331
Total expense	851 851	852 610	1 120 052	1 133 257	1 398 878	1 634 993	1 914 521

R'000	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Medium-term estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Revenue							
Sale of goods and services other than capital assets ⁸	466 860	417 759	423 178	523 723	902 372	1 114 258	1 368 862
Other non-tax revenue	32 376	47 185	61 353	47 978	36 646	39 578	42 744
Transfers received	437 878	452 060	489 839	449 699	459 860	481 157	502 915
Total revenue	937 113	917 004	974 370	1 021 400	1 398 878	1 634 993	1 914 521
Expenses							
Current expenses							
Compensation of employees	488 011	552 314	667 973	813 394	1 037 173	1 221 617	1 445 208
Goods and services	357 184	292 848	436 468	296 863	326 705	359 376	395 313
Depreciation	6 656	7 448	15 611	23 000	35 000	54 000	74 000
Total expenses	851 851	852 610	1 120 052	1 133 257	1 398 878	1 634 993	1 914 521
Surplus/deficit	85 262	64 394	(145 682)	(111 857)	0.00	0.00	0.00
Capital expenditure	1 456	24 671	39 304	80 000	80 000	95 000	105 000
Employee count	586	601	702	780	925	1 010	1 100

3. INFRASTRUCTURE PROJECTS

Not applicable.

4. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable.

⁸The revenue from sale of goods and services other than capital assets (project income) is unreasonably high and is a source of concern for the SIU. The SIU's request to budget for a deficit over the MTEF period was rejected by National Treasury. The SIU had no other option but to increase the project income to breakeven. The SIU intends to engage with National Treasury to increase its Grant Income (Transfer Received) over the MTEF and resuscitate the engagements on amending the SIU's funding model.



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1. PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1.1 External audit opinion
Definition	<p>The indicator measures the results of the Auditor-General's (AGSA) audit of the Annual Financial Statements to assess compliance with financial reporting standards and statutory requirements as prescribed by the Public Finance Management Act (PFMA).</p> <p>This indicator will measure the audit outcome of the 'current financial year' (2025/26) under audit, which will be reflected in the 2025/26 Annual Report.</p>
Source of data	<ul style="list-style-type: none"> Annual Financial Statements (AFS) Auditor-General's audit report SIU finance and audit committee records Internal financial management and risk assessment reports
Method of calculation or assessment	External audit outcome / Auditor-General's audit opinion on the annual financial reports.
Means of verification	Availability of the external or Auditor-General's audit opinion typically issued during Quarter 2, based on the audit of the previous year's annual financial statements.
Assumptions	<ul style="list-style-type: none"> That the annual financial statements are prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP). That the desired performance to achieve and maintain an unqualified audit outcome will continually be supported through rigorous internal risk and financial management processes by the Finance Division and all SIU personnel. That there are no legislative or policy changes to the current auditing plans and cycles.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Unqualified audit opinion
Indicator responsibility	Chief Financial Officer

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Indicator Title	1.2.1. Number of business processes automated
Definition	The indicator tracks the progress of automating SIU business processes as part of a broader digitalisation strategy to enhance operational efficiency. The focus is on the automation of key functional areas, including: <ul style="list-style-type: none"> • Finance • Human Capital Management
Source of data	<ul style="list-style-type: none"> • Digital transformation project reports • System implementation records • Business unit progress reports
Method of calculation or assessment	Simple count of the number of SIU business processes that have been successfully automated
Means of verification	<ul style="list-style-type: none"> • Report submitted to the Head of Unit (HOU) on business processes automated • System testing and user acceptance documentation
Assumptions	<ul style="list-style-type: none"> • Budget is allocated for automation initiatives. • SCM processes are executed efficiently and in line with planned timelines. • Full cooperation and support from relevant business units
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	Targeted performance is desirable: 2 business processes automated.
Indicator responsibility	Chief Information Officer

Indicator Title	1.3.1. Employee turnover rate
Definition	The indicator seeks to determine the rate of employees exiting the SIU voluntary from funded posts across the organisation to determine the organisation's ability to retain key and skilled employees occupying strategic and critical positions. Voluntary refers to resignation.
Source of data	<ul style="list-style-type: none"> VIP Payroll and Human Resources systems.
Method of calculation or assessment	<p>A number of voluntary terminated employees as reflected in the VIP Payroll and Human Capital Systems at the time of reporting divide by an average of SIU headcount for the reporting period * 100.</p> <ul style="list-style-type: none"> Average (a total headcount at the beginning of the period and the headcount at the end of the period /2).
Means of verification	Reports from the VIP Payroll and Human Resources systems.
Assumptions	<ul style="list-style-type: none"> That the staff retention strategy is approved and implemented.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Striving to maintain the level of staff termination no more than 4%, to achieve the highest possible levels of service delivery.
Indicator responsibility	Chief Human Capital Officer



2. PROGRAMME 2: INVESTIGATIONS AND LEGAL COUNSEL

Indicator Title	2.1.1 Rand value of actual cash and/or assets recovered
Definition	This indicator measures the total monetary value of cash and/or assets recovered for the state and/or relevant third parties, as per Section 2(2)(g) of the SIU Act. The recovery process includes legal and investigative actions undertaken by SIU to return misappropriated funds or assets.
Source of data	<ul style="list-style-type: none"> • SIU accounts reflecting Acknowledgment of Debt (AoD) and Acknowledgment of Liability (AoL) repayments • Reports from state institutions and relevant third parties confirming recoveries • Court orders including confiscation and forfeiture orders • Sheriff of the Court reports • SARS confirmation documents on recovered amounts • Performance Information Management System (PIMS)
Method of calculation or assessment	<p>The indicator is calculated by adding the values of the following items together:</p> <ul style="list-style-type: none"> • SIU accounts: The value of money paid by debtors, AoD debtors, AoL debtors, defendants, and respondents into the SIU account. The date of calculation is when the money appears in the SIU's bank account. • Credit note(s) passed or amount(s) recovered by means of set-off: The value of credit notes passed and/or the value of money recovered by means of a set-off made in favour of the state institution or the relevant third party, as a result of SIU action or through 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 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, or respondent. • Money and/or assets recovered by state institutions or relevant third parties: 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 or acknowledges the final recovery of the money or receipt of the asset to the SIU investigation team. • Money/assets recovered through execution of civil orders or arbitration awards: 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. • AFU confiscation or final forfeiture orders: 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. • SARS confirmations of recoveries: It is the value of money received by SARS. The date of calculation is the date that SARS's documents are obtained that show payment made to SARS.

Indicator Title	2.1.1 Rand value of actual cash and/or assets recovered
Means of verification	<ul style="list-style-type: none"> • SIU financial summaries showing deposits received into SIU accounts • Credit notes or set-off records acknowledging recoveries • Legal documentation confirming execution of civil orders, arbitration awards, and confiscation/forfeiture orders • Written confirmation from SARS or third-party institutions verifying finalised recoveries
Assumptions	<ul style="list-style-type: none"> • Court rulings favour the state in matters initiated by SIU. • Recovered assets and cash are accessible and enforceable within legal parameters. • Minimal delays due to third-party dependencies (e.g., document availability, witness cooperation). • High-value cases do not disproportionately affect total recovery values. • Legal proceedings are not significantly delayed due to court backlogs and legal technicalities.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Bi-annually
Desired performance	Higher than targeted performance is desirable: R1 billion
Indicator responsibility	Chief Legal Counsel

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Indicator Title	2.2.1. Rand value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid
Definition	<p>The indicator measures the total rand value of contracts and/or administrative decisions/actions that have been successfully set aside or deemed invalid through SIU interventions. These outcomes may result from legal action, settlements, or administrative decisions made by state institutions based on SIU evidence. The results include:</p> <ul style="list-style-type: none"> • Prevention of an administrative decision/action. • Prevention of the awarding of tenders, grants, or licences. • Termination or cancellation of contracts, including renewals/extensions. • Withdrawal of administrative decisions, grants, or licences. • Payment stoppage or halting of delivery/transfer of goods, assets, or property. • Removal of recurrent payments (e.g., social grants or contractual payments). <p>These interventions may be undertaken directly by the SIU or by state institutions relying on SIU evidence.</p>
Source of data	<p>It is the face value of contracts, administrative decisions, or actions that are set aside or terminated by agreement between the parties, by the state institution having terminated it or having withdrawn it, by the opposing/other party having terminated or relinquished it by order of the Special Tribunal or by order of any court or arbitration award or by the state institution concerned dealing with it as void/invalid. The date of calculation is the date upon which:</p> <ul style="list-style-type: none"> • A proposed administrative decision/action has not been taken. • The award of a tender, grant, or license has not been made. • The contract has not been concluded, renewed, or extended. • The contract has been terminated/cancelled. • The administrative decision/action or the grant/license has been withdrawn. • A payment was stopped or the delivery or transfer of goods, assets, or property was halted. • The recurrent payment has been cancelled. • The SIU or the state institution initiated civil proceedings or counter civil proceedings.

Indicator Title	2.2.1. Rand value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid
Method of calculation or assessment	<p>The face value of contracts, administrative decisions, or actions that were set aside or terminated is summed.</p> <p>The value is determined based on the following events:</p> <ul style="list-style-type: none"> • The non-conclusion of a contract, grant, or licence. • The termination/cancellation of an existing contract or decision. • The withdrawal of an administrative action or award. • The halting of payments, deliveries, or transfers of goods, assets, or funds. • The cancellation of recurrent payments. <p>The date of calculation is when the action is officially recorded, either by:</p> <ul style="list-style-type: none"> • A state institution's decision (e.g., cancellation of a contract). • A court ruling or Special Tribunal order. • A formal agreement between parties to terminate the contract.
Means of verification	<ul style="list-style-type: none"> • Official letters or agreements from relevant institutions confirming the setting aside of contracts/decisions. • Court or Special Tribunal orders, arbitration awards. • Official state institution records showing contract terminations, withdrawn tenders, or cancelled payments.
Assumptions	<ul style="list-style-type: none"> • Court or Special Tribunal rulings favour the SIU/state. • External counsel, witnesses, and documentation are available for legal proceedings. • There are no major delays due to court backlogs, legal technicalities, or case complexities. • Legal challenges do not significantly delay or reduce the financial impact of invalidated contracts.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Bi-annually
Desired performance	Higher than targeted performance is desirable: R5 billion
Indicator responsibility	Chief Legal Counsel



Indicator Title	2.3.1. Rand value of potential loss prevented
Definition	<p>The indicator measures the estimated rand value of financial losses prevented through SIU interventions. These losses refer to public funds, assets, and resources that would have been misused, misappropriated, or lost if not for proactive SIU action. Potential loss prevention is evidenced by:</p> <ul style="list-style-type: none"> • Prevention of an administrative decision/action. • Prevention of the awarding of tenders, grants, or licences linked to irregular, wasteful, or fraudulent processes. • Prevention of the conclusion, renewal, or extension of contracts. • Termination or cancellation of contracts and withdrawal of administrative decisions, grants, or licences. • Payment stoppage or halting of the delivery/transfer of goods, assets, or funds. • Cancellation of recurrent payments (e.g., social grants or contractual payments). <p>These interventions may be undertaken directly by the SIU or by state institutions relying on SIU evidence.</p>
Source of data	<ul style="list-style-type: none"> • Tender, grant, or contract documents where SIU intervention prevented financial loss. • Official correspondence from state institutions confirming the cancellation or withdrawal of financial commitments. • Court or Special Tribunal orders halting payments or contracts. • SIU investigation reports detailing the financial impact of potential loss prevention. • Government financial records confirming funds/assets were safeguarded. • Captured records in the SIU's central system (PIMS).
Method of calculation or assessment	<p>The value of the potential loss prevented is the difference between the expenditure that a state institution would have incurred should there have been no intervention by the SIU, and the actual expenditure incurred subsequent to the intervention by the SIU. The date of calculation is the date upon which:</p> <ul style="list-style-type: none"> • A proposed administrative decision/action has not been taken. • The award of a tender, grant, or license has not been made. • The contract has not been concluded, renewed or extended. • The contract has been terminated/cancelled. • The administrative decision/action or the grant/licence has been withdrawn. • A payment was stopped or the delivery/transfer of goods, assets, or property was halted. • The recurrent payment has been cancelled. • The SIU or the state institution initiated civil proceedings or counter civil proceedings.
Means of verification	<ul style="list-style-type: none"> • Letters, reports, or agreements confirming prevented financial losses. • Court or Special Tribunal rulings that halted payments or asset transfers. • State institution records showing financial commitments that were avoided.
Assumptions	Not applicable

Indicator Title	2.3.1. Rand value of potential loss prevented
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Bi-annually
Desired performance	Higher than targeted performance is desirable: R1 billion
Indicator responsibility	Chief Legal Counsel

Indicator Title	3.1.1. Project Management Office (PMO) functional
Definition	<p>The indicator measures the establishment of the Project Management Office (PMO) as a key milestone in improving turnaround times for investigations.</p> <p>The PMO will provide structured project management oversight, standardised methodologies, and best practices to enhance efficiency, coordination, and accountability in SIU investigations.</p>
Source of data	<ul style="list-style-type: none"> • Approved PMO framework and methodology including governance structures, roles, and responsibilities • Project Management methodology and process documentation • PMO implementation reports • Records of stakeholder engagements and training on the new methodology
Method of calculation or assessment	<ul style="list-style-type: none"> • The PMO framework and methodology is developed, approved, and operationalised (Q2) • A standardised project management methodology is fully implemented and applied across investigations (Q4).
Means of verification	<ul style="list-style-type: none"> • Approved Project Management framework and methodology. • Approved report by the HoU on the PMO established and fully implemented as per Project Management framework and methodology.
Assumptions	<ul style="list-style-type: none"> • Adequate budget and resources are allocated for the PMO setup. • Support from SIU leadership for adoption of project management methodologies. • No major delays in implementation due to external dependencies.
Disaggregation of beneficiaries (where applicable)	Not applicable



Indicator Title	3.1.1. Project Management Office (PMO) functional
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Bi-annual
Desired performance	Targeted performance is desirable: PMO established with a fully implemented standardised project management methodology
Indicator responsibility	Chief Operations Officer

Indicator Title	3.2.1. Number of targeted anti-corruption awareness campaigns conducted
Definition	The indicator measures the number of prevention and awareness campaigns conducted at specific public sector forums or State institutions. These campaigns aim to educate, inform, and equip stakeholders with preventative measures against maladministration, malpractices, corruption and fraud, leveraging insights from, amongst others, finalised investigations to strengthen anti-corruption efforts.
Source of data	<ul style="list-style-type: none"> • Campaign planning documents including relevant correspondence • Reports on awareness initiatives and stakeholder engagement
Method of calculation or assessment	<ul style="list-style-type: none"> • Simple count of the number of targeted anti-corruption awareness campaigns conducted during the reporting period
Means of verification	<ul style="list-style-type: none"> • Invitation • Attendance registers from conducted campaigns • Campaign agendas and/or programme outlines • PowerPoint Presentations
Assumptions	<ul style="list-style-type: none"> • Campaign plans will be approved on time to ensure timely implementation. • Targeted stakeholders will be receptive and actively participate in awareness efforts. • SIU will have sufficient personnel and resources to execute planned campaigns.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)

Indicator Title	3.2.1. Number of targeted anti-corruption awareness campaigns conducted
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable: 4 targeted anti-corruption awareness campaigns conducted
Indicator responsibility	Chief Programme Portfolio Officer

Indicator Title	3.3.1 Number of Anti-Corruption Forum meetings convened for vulnerable sectors
Definition	<p>The indicator measures multisectoral collaboration in the fight against corruption by tracking the number of Anti-Corruption Forum meetings convened in sectors classified as vulnerable to fraud and corruption.</p> <p>These forums serve as platforms for engagement, coordination, and strategic intervention among key stakeholders to strengthen anti-corruption efforts.</p>
Source of data	<ul style="list-style-type: none"> Meeting invitations and confirmations Forum meeting minutes Quarterly reports on Anti-Corruption Forum activities
Method of calculation or assessment	Simple count of the number of Anti-Corruption Forum meetings convened during the reporting period.
Means of verification	<ul style="list-style-type: none"> Official invitations sent to stakeholders or invitations received from those that are administered by the mother departments. Minutes and attendance registers of forum meetings. Quarterly reports
Assumptions	<ul style="list-style-type: none"> Key stakeholders will be available and willing to participate in forum meetings. Other forums will be administered by mother departments and SIU provide support. Forum meetings will be effectively coordinated and scheduled in advance. Multisectoral collaboration will remain a priority for all involved sectors.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable: 16 Anti-Corruption Forum meetings convened for vulnerable sectors
Indicator responsibility	Chief Risk Officer



Indicator Title	3.4.1. Number of investigations closed under a published proclamation
Definition	<p>The indicator measures the total number of investigations concluded under a published proclamation in line with SIU's mandate.</p> <p>Investigations are considered closed when all necessary investigative processes have been completed, and an official closure memo has been signed.</p>
Source of data	<ul style="list-style-type: none"> Signed closure memos from the investigation team Records captured in the SIU's (PIMS)
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count of the total number of investigations closed under a published proclamation. The date of calculation is the date on which the closure memo is signed.
Means of verification	<ul style="list-style-type: none"> Signed closure memos confirming the conclusion of investigations PIMS record reflecting closed investigations under a published proclamation
Assumptions	<ul style="list-style-type: none"> SIU will expedite processes to finalise investigations efficiently. There will be ongoing occurrences requiring investigation under SIU's mandate.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Higher than targeted performance is desirable: 1750 investigations closed under a published proclamation
Indicator responsibility	Chief Operations Officer

Indicator Title	
3.5.1. Rand value of matters where evidence was referred for the institution or defence/opposition of civil proceedings	
Definition	<p>The indicator measures the rand value of matters where SIU has instituted, facilitated, or supported civil proceedings based on evidence gathered during investigations. This includes cases where:</p> <ul style="list-style-type: none"> • SIU is a direct party to civil proceedings, arbitration, or counter civil proceedings. • SIU provides evidential material to a state institution, Office of the State Attorney, or external legal counsel to initiate, defend, or oppose civil proceedings in a court, Special Tribunal, private arbitration, or dispute resolution process.
Source of data	<ul style="list-style-type: none"> • Court documents for civil proceedings instituted in either courts or Special Tribunal. • Arbitration documents or records supporting counter civil proceedings. • Written confirmation from the state institution, Office of the State Attorney, or legal counsel confirming the institution, defense, or opposition of proceedings using SIU evidence. • Data captured in the SIU's central system (PIMS).
Method of calculation or assessment	<p>This is the count of the sum of the value of all matters in instances where the SIU is an actual party to the civil proceedings. The date of calculation is the date upon which the SIU institutes civil proceedings or intervenes/joins in civil proceedings.</p> <p>In instances where the SIU does not become an actual party to the civil proceedings but provides support to a state institution, for instance, by providing the evidential material required for the civil proceedings, the date of calculation is the date upon which the SIU receives written confirmation from the relevant state institution, the Office of the State Attorney, or attorneys/counsel acting for such state institution, that civil proceedings, arbitration proceedings, or counter civil proceedings have been instituted, defended, or opposed following the referral of evidential material by the SIU.</p>
Means of verification	<ul style="list-style-type: none"> • Official case records, summons, and court filings confirming civil proceedings were initiated, defended, or opposed. • Arbitration agreements and dispute resolution documents. • Correspondence from legal teams or state institutions confirming reliance on SIU evidence in civil litigation.
Assumptions	<ul style="list-style-type: none"> • There will be ongoing investigations requiring SIU intervention in civil matters. • Court or Special Tribunal rulings favour the SIU/state. • External legal counsel, witnesses, and documentation are available to support litigation. • Delays due to third-party dependencies, court backlogs, and legal complexities are minimised.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)



Indicator Title	3.5.1. Rand value of matters where evidence was referred for the institution or defence/opposition of civil proceedings
Reporting cycle	Bi-Annually
Desired performance	Higher than targeted performance is desirable: R2.86 billion of matters in respect of which evidence was referred for the institution or defence/opposition of civil proceedings
Indicator responsibility	Chief Legal Counsel

Indicator Title	3.6.1. Number of cases issued in the Special Tribunal and High Court
Definition	<p>The indicator quantifies the total number of legal applications submitted by SIU to the Registrar of the Special Tribunal and the High Court for the issuance of legal processes.</p> <p>It tracks SIU's legal enforcement activities in pursuing civil litigation and other legal remedies.</p>
Source of data	<ul style="list-style-type: none"> • Court papers from either the High Court or Special Tribunal with dated stamp and case number on either summons or notice of motion.
Method of calculation or assessment	<ul style="list-style-type: none"> • Simple count of the total number of case numbers issued in the Special Tribunal and High Court. • The date of calculation is the date on the court stamp.
Means of verification	<ul style="list-style-type: none"> • Allocated case numbers issued by the Registrar of the Special Tribunal and High Court. • Official court documents reflecting issued cases.
Assumptions	<ul style="list-style-type: none"> • A duly appointed Registrar will be available at the Special Tribunal and High Court. • SIU's legal applications meet all procedural requirements for case issuance.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Higher than targeted performance is desirable: 56 cases issued in the Special Tribunal and High Court
Indicator responsibility	Chief Legal Counsel

Indicator Title	3.7.1. Number of reports submitted to The Presidency
Definition	<p>The indicator measures the total number of progress and final reports submitted by the SIU to The Presidency in line with the provisions of its legislative mandate.</p> <p>The reports provide findings, recommendations, and/or progress updates on SIU investigations.</p>
Source of data	<ul style="list-style-type: none"> Signed Progress and final reports submitted to The Presidency. Acknowledgment receipts from The Presidency confirming submission. Records maintained in the SIU's case management system (PIMS).
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count of the total number of signed progress and final reports submitted to The Presidency. The date of calculation is the date on which The Presidency acknowledges receipt of each report.
Means of verification	<ul style="list-style-type: none"> Final and progress reports with official submission records. Acknowledgment of receipt from The Presidency.
Assumptions	<ul style="list-style-type: none"> No delays in obtaining specialist skills, external counsel, or necessary information to finalise reports. Third-party dependencies do not cause delays in report finalisation.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Higher than targeted performance is desirable: 33 reports submitted to The Presidency
Indicator responsibility	Chief Operations Officer



Indicator Title	3.8.1. Percentage of SIU stakeholder perception survey recommendations implemented
Definition	<p>The indicator measures the implementation rate of recommendations from the SIU Stakeholder Perception Survey, aimed at enhancing stakeholder satisfaction and improving SIU programmes.</p> <p>The survey is conducted every three years, and implementation progress is tracked in the two years following the survey to ensure that stakeholder concerns and recommendations are addressed before the next survey is conducted.</p>
Source of data	<ul style="list-style-type: none"> • SIU Stakeholder Perception Survey Report (2024/25) • Approved Survey Recommendations Implementation Plan for 2025/26 (Q1) • Progress reports on recommendation implementation (Q2–Q4)
Method of calculation or assessment	(Number of SIU stakeholder perception survey recommendations implemented/ Total number of SIU stakeholder perception survey recommendations planned for 2025/26), expressed as a percentage
Means of verification	<ul style="list-style-type: none"> • Approved annual implementation plan outlining stakeholder perception survey recommendations (Q1) • Quarterly progress reports on implementation of survey recommendations planned for the financial year (Q2–Q4)
Assumptions	SIU stakeholders actively cooperate and engage in the implementation of recommendations.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-to-date)
Reporting cycle	Tri-annually (Q2, Q3, Q4)
Desired performance	Targeted performance is desirable: 100% of SIU stakeholder perception survey recommendations implemented.
Indicator responsibility	Chief Stakeholder Relations and Communication Officer

Indicator Title	3.9.1. Consultation on the National Anti-Corruption Risk and Prevention Framework (NCRPF) completed
Definition	<p>The indicator measures the completion of consultations on the National Anti-Corruption Risk and Prevention Framework (NCRPF) to ensure input from relevant stakeholders.</p> <p>The process includes developing a consultation plan, engaging key public and provincial stakeholders, consolidating feedback, and finalising the consultation report.</p>
Source of data	<ul style="list-style-type: none"> • Consultation plan, which includes stakeholder mapping, engagement strategy, and timelines. • Records of stakeholder engagements, including attendance registers and meeting minutes or report • Stakeholder feedback reports and consolidated consultation outcomes. • Final consultation report submitted to relevant decision-making governance structures.
Method of calculation or assessment	<p>Qualitative assessment based on milestone completion:</p> <ul style="list-style-type: none"> • Q1: Consultation plan developed (including stakeholder mapping, engagement strategy, and timelines). • Q2: First round of stakeholder engagements conducted (initial consultations with key public and provincial stakeholders). • Q3: Second round of stakeholder engagements conducted, and feedback consolidated (broader consultations with key public and provincial stakeholders). • Q4: Consultation process completed (final engagement, report compiled, and submitted).
Means of verification	<ul style="list-style-type: none"> • Consultation plan (Q1). • Records of first-round stakeholder engagements (Q2). • Records of second-round stakeholder engagements and consolidated feedback (Q3). • Final report on consultation process completed and submitted to HOU or relevant authority (Q4).
Assumptions	<ul style="list-style-type: none"> • Stakeholders will be available and willing to participate. • No major delays will occur in scheduling and conducting engagements. • Consultation process will be aligned with NCRPF policy objectives.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable: Consultation on the National Anti-Corruption Risk and Prevention Framework (NCRPF) completed for the first year of consultation



Indicator Title	3.9.1. Consultation on the National Anti-Corruption Risk and Prevention Framework (NCRPF) completed
Indicator responsibility	Chief Risk Officer

Indicator Title	3.10 Implementation of Priority 3 deliverables by the G20 Anti-Corruption Working Group (ACWG) tracked and reported
Definition	The indicator measures the chairing and facilitation of the G20 Anti-Corruption Working Group (ACWG) Technical Meetings under South Africa's G20 Presidency. It tracks progress on Priority 3 deliverables, ensuring full implementation and submission of the final report before the end of the G20 ACWG Presidency in Q3 2025/26.
Source of data	<ul style="list-style-type: none"> • Approved SA G20 Presidency Priorities that include Priority 3 are tabled at the first G20 meeting. • Minutes and records from G20 ACWG Technical Meetings. • Approved mid-term progress report on SAG20 ACWG Priorities deliverables. • Final Compendium of Good Practices on Priority 3 submitted before the end of the G20 ACWG Presidency.
Method of calculation or assessment	Milestone-based tracking of quarterly targets: <ul style="list-style-type: none"> • Q1: Work plan for G20 Presidency that includes Priority 3 deliverables developed and adopted. • Q2: Mid-term progress report on implementation of G20 Priorities and deliverables submitted, including key milestones achieved. • Q3: Full implementation of Priority 3 deliverables completed, and final compendium of good practices submitted before the end of G20 ACWG Presidency.
Means of verification	<ul style="list-style-type: none"> • Approved SA G20 Presidency Priorities Work Plan (Q1). • Minutes and progress reports from G20 ACWG Technical Meetings (Q1–Q3). • Mid-term implementation report outlining key milestones achieved (Q2). • Final compendium of good practices on Priority 3 submitted before the conclusion of SA's G20 Presidency (Q3).
Assumptions	<ul style="list-style-type: none"> • Buy in from the G20 member countries / relevant key stakeholders. • G20 ACWG members actively participate in meetings and contribute to implementation. • No major delays in executing Priority 3 deliverables. • Final report submission aligns with G20 Presidency timelines.
Disaggregation of beneficiaries (where applicable)	Not applicable



Indicator Title	3.10 Implementation of Priority 3 deliverables by the G20 Anti-Corruption Working Group (ACWG) tracked and reported
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly Q1, Q2, and Q3
Desired performance	Targeted performance is desirable: G20 SA Presidency: Anti-Corruption Working Group (ACWG) Technical Meetings chaired
Indicator responsibility	Chief Risk Officer

PART A
OUR MANDATE

PART B
OUR STRATEGIC FOCUS

PART C
MEASURING OUR
PERFORMANCE

PART D
TECHNICAL INDICATOR
DESCRIPTIONS





3. PROGRAMME 3: MARKET DATA ANALYTICS AND PREVENTION

Indicator Title	4.1.1 Number of referrals made for disciplinary action against officials
Definition	<p>The indicator measures the total number of referrals made by SIU for disciplinary action against officials based on evidence of misconduct or irregular conduct. Referrals apply to:</p> <ul style="list-style-type: none"> • Employees of state institutions. • Councillors of municipalities. • Members of the Executive Council.
Source of data	<ul style="list-style-type: none"> • Referral letters with supporting SIU evidence. • Acknowledgment of receipt from relevant state institutions and authorities.
Method of calculation or assessment	<ul style="list-style-type: none"> • Simple count of the total number of officials where disciplinary action has been recommended. • The date of calculation is the date on which the state institution or relevant authority acknowledges receipt of the referral letter.
Means of verification	<ul style="list-style-type: none"> • Signed referral letters submitted to relevant authorities. • Proof of submission and acknowledgment of receipt from the receiving institution.
Assumptions	<ul style="list-style-type: none"> • There will be cases that warrant such referrals, as described. • Receiving authorities will duly acknowledge receipt of referral letters.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Higher than targeted performance is desirable: 210 referrals made for disciplinary action against officials
Indicator responsibility	Chief Operations Officer



Indicator Title	4.1.2 Number of referrals made to the relevant prosecuting authority
Definition	<p>The indicator measures the total number of referrals made by SIU to the relevant prosecuting authorities based on evidence of criminal offences. The referrals include:</p> <ul style="list-style-type: none"> • Cases referred to the National Prosecuting Authority (NPA). • Evidence referred to the Asset Forfeiture Unit (AFU) within the NPA. • Cases referred to foreign prosecuting authorities, where applicable.
Source of data	<ul style="list-style-type: none"> • Referral letters to the relevant prosecuting authority. • Acknowledgment of receipt from the prosecuting authority.
Method of calculation or assessment	The count of the total number of individuals and/or entities where evidence pointing to the commission of offences has been referred with an acknowledgement of receipt for the referral letter. The date of calculation is the date upon which the relevant prosecuting authority acknowledges receipt of the referral letter.
Means of verification	<ul style="list-style-type: none"> • Signed referral letters submitted to the relevant prosecuting authority. • Proof of submission and acknowledgment of receipt of the referral letter.
Assumptions	<ul style="list-style-type: none"> • There will be cases that warrant such referrals. • The relevant prosecuting authority will duly acknowledge receipt of referral letters.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Higher than targeted performance is desirable: 300 referrals made to the relevant prosecuting authority
Indicator responsibility	Chief Operations Officer

Indicator Title	4.1.3 Number of referrals made for administrative action
Definition	<p>The indicator measures the total number of referrals made by SIU for administrative action based on evidence of misconduct or irregular conduct involving:</p> <ul style="list-style-type: none"> • Vendors, contractors, suppliers, and/or service providers of state institutions (e.g., for blacklisting purposes). • Individuals subject to regulatory authorities (e.g., estate agents, engineers, security service providers, counsel, attorneys, accountants, health professionals, etc.). • Board members of public entities or institutions. <p>The referrals are aimed at ensuring disciplinary, regulatory, or compliance action is taken against individuals and entities found to have engaged in misconduct.</p>





Indicator Title	4.1.3 Number of referrals made for administrative action
Source of data	<ul style="list-style-type: none"> Referral letters submitted to relevant authorities or regulatory bodies. Acknowledgment of receipt from the receiving institution.
Method of calculation or assessment	<ul style="list-style-type: none"> Simple count of the total number of individuals and/or entities referred for administrative action. The date of calculation is the date on which the receiving authority acknowledges receipt of the referral letter.
Means of verification	<ul style="list-style-type: none"> Signed referral letters with supporting evidence. Proof of submission and acknowledgment of receipt from the relevant institution.
Assumptions	<ul style="list-style-type: none"> There will be cases that warrant such referrals. Receiving authorities will acknowledge receipt of referral letters.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Higher than targeted performance is desirable: 140 referrals made for administrative action
Indicator responsibility	Chief Operations Officer

Indicator Title	4.2.1. Number of trend analysis reports prepared and issued
Definition	<p>The indicator measures the implementation of SIU's market data analytics capability through the preparation of trend analysis reports.</p> <p>The reports identify sector-specific risk factors, enabling SIU to recommend, amongst others, systemic improvements that help prevent recurring cases of fraud, maladministration, and corruption.</p>
Source of data	<ul style="list-style-type: none"> • Proclaimed investigations data. • Open-source data, where applicable. • Data obtained through MoU's
Method of calculation or assessment	<ul style="list-style-type: none"> • Simple count of the total number of approved trend analysis reports prepared by SIU. • The date of calculation is the date on which the report is finalised and approved.
Means of verification	<ul style="list-style-type: none"> • Approved trend analysis reports. • Supporting datasets
Assumptions	<ul style="list-style-type: none"> • Availability of relevant data for accurate and meaningful trend analysis. • Procurement of necessary analytical tools of trade and (if applicable) service providers for market data analytics.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable: 4 trends analysis reports prepared and issued
Indicator responsibility	Chief Programme Portfolio Officer



Indicator Title	4.3.1 Number of systemic improvement plans developed
Definition	<p>The indicator measures the total number of systemic improvement plans developed by SIU in collaboration with targeted state institutions where SIU has:</p> <ul style="list-style-type: none"> • Previously conducted an investigation. • Is currently conducting an investigation. • Received a request for assistance. <p>The purpose of these plans is to address the root causes of corruption, fraud, and maladministration to prevent recurring cases of impropriety.</p>
Source data	<ul style="list-style-type: none"> • Developed and approved systemic improvement plans. • Correspondence between SIU and targeted state institutions regarding plan implementation.
Method of calculation / Assessment	<ul style="list-style-type: none"> • Simple count of the total number of systemic improvement plans developed and submitted to state institutions or sectors. • The date of calculation is the date on which the plan is finalised and submitted.
Means of verification	<ul style="list-style-type: none"> • Finalised and approved systemic improvement plans. • Records of submission to relevant state institutions.
Assumptions	<ul style="list-style-type: none"> • Targeted institutions will be receptive and cooperate in the development of systemic improvement plans. • SIU will have adequate resources to develop and facilitate these plans.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable: 4 systemic improvement plans developed
Indicator responsibility	Chief Programme Portfolio Officer

Indicator Title	4.4.1. Number of Lifestyle audits conducted in State Institutions
Definition	<p>The indicator measures the total number of lifestyle audits conducted by SIU in State Institutions at the request of government departments or State entities.</p> <p>These audits enhance the effectiveness of corruption prevention by identifying and investigating unexplained wealth and potential conflicts of interest among public officials.</p>
Source of data	<ul style="list-style-type: none"> • Requests for lifestyle audits from government departments and State entities. • Progress reports on lifestyle audits conducted.
Method of calculation or assessment	<ul style="list-style-type: none"> • Simple count of the total number of lifestyle audits conducted by SIU during the financial year. • The date of calculation is the date when an audit is finalised and reported.
Means of verification	<ul style="list-style-type: none"> • Official progress reports detailing the lifestyle audits conducted in State Institutions. • Individual reports completed and signed off. • Records confirming the initiation, execution, and conclusion of each lifestyle audit.
Assumptions	<ul style="list-style-type: none"> • Additional departments may request lifestyle audits during the financial year. • Limited cooperation or lack of information from personnel may impact audit effectiveness. • Resources may not be enough to conduct requested lifestyle audits.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative (Year-end)
Reporting cycle	Tri-annually (Q2, Q3, and Q4)
Desired performance	Higher than targeted performance is desirable: 8 Lifestyle audits conducted in State institutions
Indicator responsibility	Chief Risk Officer



ANNEXURES

1. ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

There are no amendments to the Strategic Plan for 2025-2030, as this Annual Performance Plan for 2025/26 was developed simultaneously.

2. ANNEXURE B: CONDITIONAL GRANTS

Not applicable.

3. ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable.

4. ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Not applicable.



**OF STRIKING
AGAINST
CORRUPTION**



PHYSICAL ADDRESS
74 Watermeyer Street | Rentmeester Building
Meyers Park | Pretoria
Republic of South Africa 0148

POSTAL ADDRESS
Postnet Suite 271 | Private Bag X844 | Silverton 0127
Telephone: 012 843 0000

Fax: 012 843 0115

Hotline: 0800 037 7744

Email: info@siu.org.za

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