



PRESENTATION TO THE PORTFOLIO COMMITTEE ON JUSTICE AND CORRECTIONAL SERVICES ON THE STRATEGIC PLAN 2020/21 – 2024/25 AND ANNUAL PERFORMANCE PLAN 2020/21 – 2022/23 BY

**Adv. Andy Mothibi
15 May 2020**



The State's preferred and trusted anti-corruption forensic investigation and litigation agency



1. Our Legislative mandate
2. Institutional policies and strategies over next 5 years
 - 2.1 Contextual strategic considerations
3. Previous MTSF period key strategic focus areas
4. Future key strategic focus areas over the next 5 years
5. SIU Operational Framework
6. Our Strategic Focus: Vision, Mission and Values
7. Situational analysis
 - 7.1 External environment
 - 7.2 Internal environment
8. Institutional performance information
9. Impact of COVID-19 on the SIU Strategy and APP
10. Return to work Post-Lockdown Plans
11. Overview of 2020/2021 budget and MTEF estimates
12. Human Capital
13. Institutional Programme Performance Information
 - 13.1 Administration
 - 13.2 Investigations and Legal Counsel
 - 13.3 Market Data Analytics and Prevention
14. Strategic Risks – Heat Map

1. OUR LEGISLATIVE MANDATE

A legislative framework, including the legislation set out, and governs the work of the SIU:



- Special Investigating Units and Special Tribunals Act, 1996 (Act 74 of 1996)
- Criminal Procedure Act, 1995 (Act 56 of 1995)
- Prevention and Combating of Corrupt Activities, 2004 (Act 12 of 2004)
- A Special Tribunal, which will serve as a dedicated forum for the institution of civil proceedings by the SIU now established.

2. INSTITUTIONAL POLICIES & STRATEGIES OVER THE 5-YEAR PLANNING

2.1 Contextual strategic considerations emanating from the NDP

1. National Development Plan (NDP): Vision 2030

Outcome 3, which states that, “All people in South Africa are and feel safe and secure.”

Output 3 of this outcome specifically seeks to combat corruption and maladministration as espoused in Chapter 14 of the NDP on tackling corruption.

2. NDP 5-Year Implementation Plan

Priority 5: Social Cohesion and Safe Communities

10% annual reduction in serious corruption in public and private sectors to facilitate:

- Availability of resources for implementation of public goods and services.
- Increased trust levels paving way for a social compact.

3. PREVIOUS MTEF PERIOD KEY STRATEGIC FOCUS AREAS

In the past MTEF the following strategic interventions were achieved:

- Defined the SIU Value-chain and Operating Model for the SIU;
- Accelerated the conversion of allegations into proclamations;
- Established functional capacity for corruption, maladministration and malpractice prevention through public education, data analytics and scenario analysis;
- Standardized the manner in which cases are scoped through Standard Operations Procedures (SOP);
- Improved the quality and turnaround times of investigations;
- Expanded on the monitoring and evaluation of case management, including a central case registration system;
- Work is underway to improve the long term financial stability of the SIU, by revising and improving the SIU funding model;
- Created advisory capacity to prevent the re-occurrence of corruption, maladministration and malpractice in State institutions;
- Continued monitoring of the implementation of the SIU remedial actions;
- Drafted Legislative Amendments to the SIU Act, which DoJ will process for promulgation;
- Improved corporate governance.

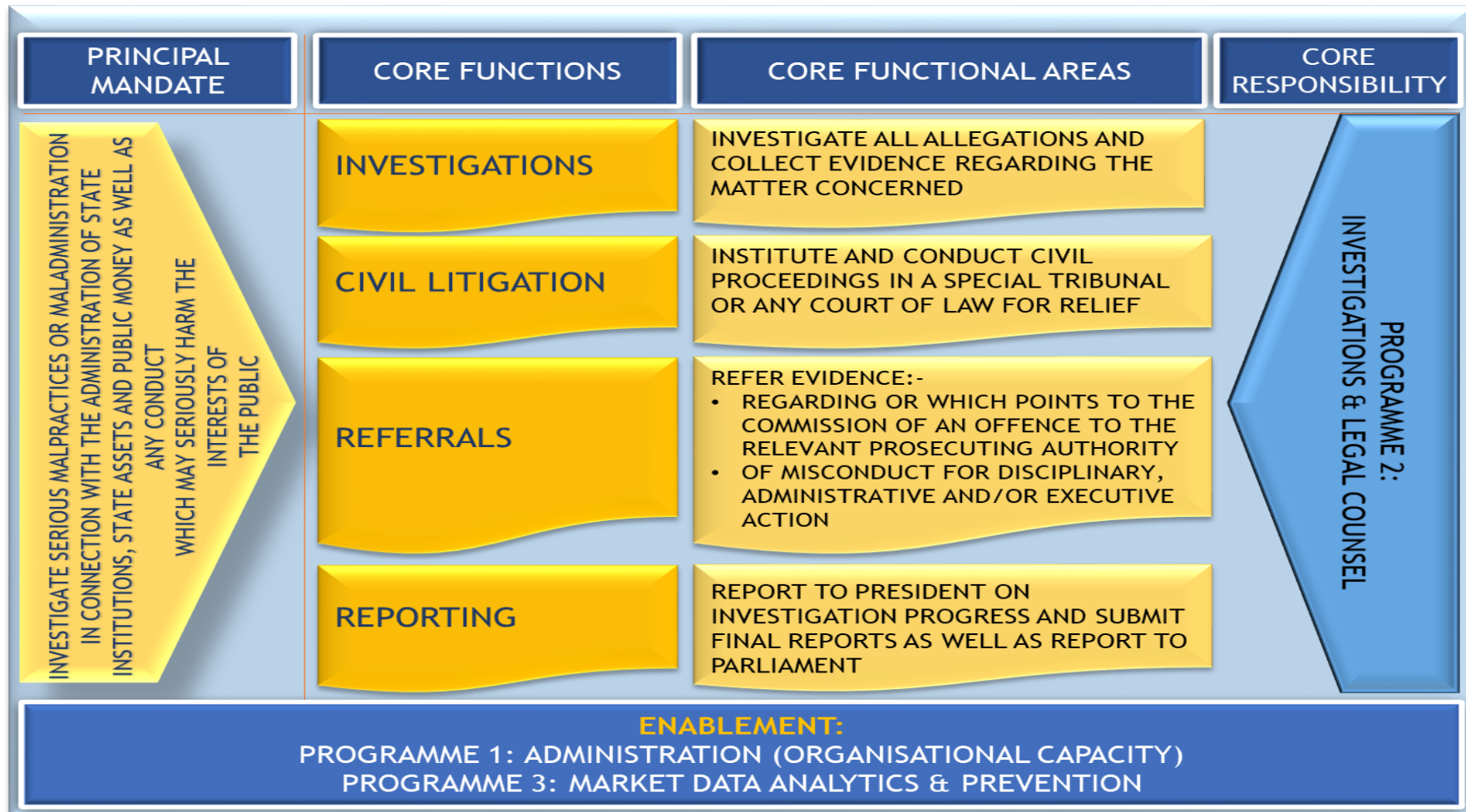
4. FUTURE KEY STRATEGIC FOCUS AREAS OVER THE NEXT 5 YEARS TO IMPROVE ON THE BUSINESS



1. Communications Strategy
2. Legal Strategy
3. Remuneration Strategy
4. Data Analytics Strategy
5. ICT Strategy
6. Performance Management Strategy

5. SIU OPERATIONAL FRAMEWORK

Figure 7: SIU's Operational Framework



Source: Adapted from the SIU mandate by Moonraises Strategic Solutions

6. OUR STRATEGIC FOCUS: VISION, MISSION AND VALUES



The State's preferred and trusted anti-corruption, forensic investigation and litigation agency.

We provide forensic investigation and civil litigation services to combat corruption, serious malpractices and maladministration to protect the interest of the State and the public.

VALUES



Integrity



Teamwork



Collaboration



Independence



Professionalism



Drive and passion

7. SITUATIONAL ANALYSIS

7.1 External environment

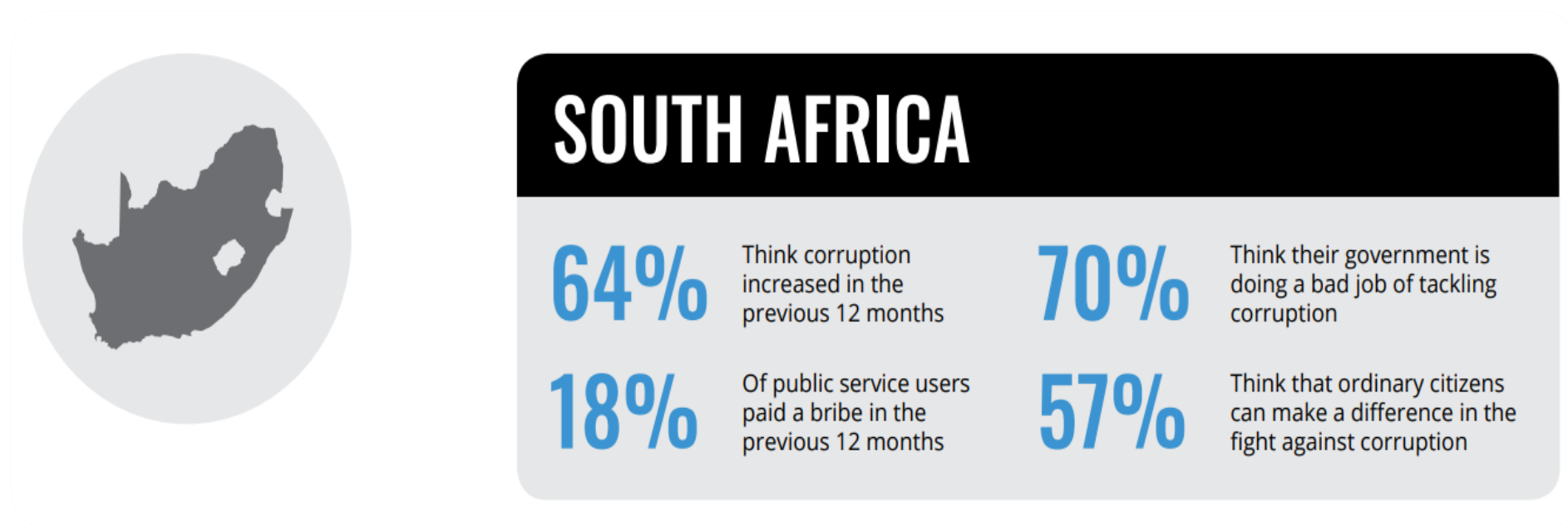


- One of primary focus areas for the 6th administration is the fight against corruption - several Commissions of Inquiry established to investigate and establish the situation and causes of malfeasance.
- Escalating corruption scourge (as demonstrated by the following data charts) renders the SIU mandate more pertinent; amid a huge public outcry and expectation to see relevant State institutions holding wrongdoers accountable.
- The critical importance of the role of the SIU has been amplified by the devastating effects of corruption on society.

7. SITUATIONAL ANALYSIS

7.1 External environment

Figure 2: South African citizens' perception survey on corruption 2019



Source: GCB – Africa 2019 South Africa

7. SITUATIONAL ANALYSIS

7.1 External environment

Table 2: Auditor-General's PFMA Report, 2019

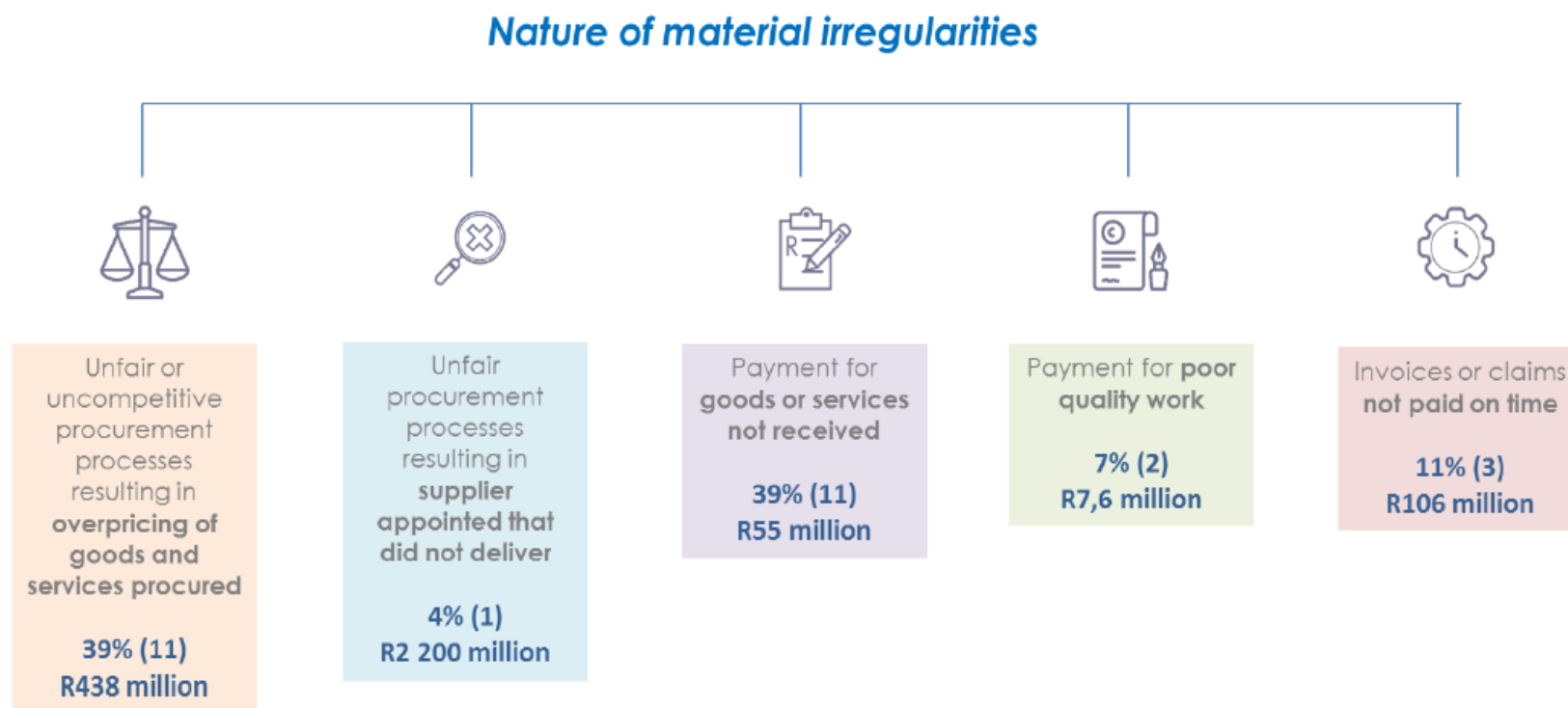
| | AUDITOR-GENERAL'S PFMA REPORT: 2018/19 | | | |
|------------------------|--|------------------------------|----------------------------|----------------------|
| | IRREGULAR EXPENDITURE | MATERIAL IRREGULARITIES | UNAUTHORISED EXPENDITURE | WASTEFUL EXPENDITURE |
| VALUE DISCLOSED | R62.6bn (18.5% increase) | R2.81bn (new measurement) | R1.365bn (remains high) | R849m |

Source: Moonraises as adapted from the Auditor-General's 2019 PFMA Media Release

7. SITUATIONAL ANALYSIS

7.1 External environment

Figure 6: Nature and value of material irregularities



Source: Auditor-General 2019 PFMA Media Release

7. SITUATIONAL ANALYSIS

7.1 External environment

POLITICAL FACTORS



The 6th Administration's focus on fighting corruption creates a conducive atmosphere which strengthens the role and the hand of the Unit in its efforts to discharge its mandate.



The multiparty democracy formations and Constitutional structures are exercising necessary oversight which continues to safeguard interests of all stakeholders against graft.



It is of utmost importance that the SIU is seen to be upholding the values of integrity and transparency; so that its work and intentions in discharging its duties are beyond reproach.

7. SITUATIONAL ANALYSIS

7.1 External environment

ECONOMIC FACTORS



- The country continues to experience low GDP growth, high unemployment (27.2%) and growing discontent from the citizenry. National Treasury Economic Performance Outlook forecasts growth for 2019 to be around 1.5% and 2.1% by 2021.
- Globally the IMF, in the same report, is reported to forecast global economic growth at 3.5% for 2019 and 3.6% for 2020.
- South Africa is clearly below the global pace of growth and that of Sub-Saharan Africa where economic growth is projected to be at par with the global expectation of 3.5% and 3.6% for 2019 and 2020 respectively (as seen in Table 3 below).

7. SITUATIONAL ANALYSIS

7.1 External environment

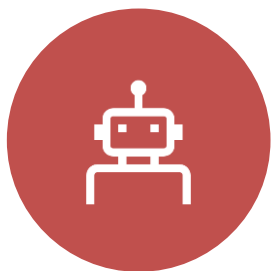


- Those most adversely impacted and affected are women, children and people with disabilities.
- The United Nations Development Programme in partnership with United Nations Fund for Women (UNIFEM) commissioned a report in 2010 on the impacts of corruption on gender equality and women empowerment. The study probes the extent that women suffer from corruption compared to men, and the types of corruption that affect women, were amongst key questions asked.
- South Africa continues to grapple with gender inequality, with women's participation in the economy remaining very low whilst they are the majority in population, increasing their vulnerability to acts of corruption.

7. SITUATIONAL ANALYSIS

7.1 External environment

LEGAL FACTORS



SA boasts a highly independent judiciary able to do its work without fear or favour. Another strength in the system is the country's robust Constitution.



An opportunity to strengthen the enabling legislation, the Special Investigating Units and Special Tribunals Act 74 of 1996. A review has been proposed of section 2 on the proclamation process which, to some extent, unintentionally hamstrung the SIU in taking decisive steps in initiating investigations where corruption has been flagged.



The ability of the SIU to act without seeking a proclamation for each investigation will improve its effectiveness and turnaround times demonstrating to the citizenry government's commitment to fighting corruption



A positive factor and unique value proposition for the SIU out of this legislation is the civil litigation powers and establishment of Special Tribunals to expedite the adjudication of civil matters emanating from the investigative processes.

7. SITUATIONAL ANALYSIS

7.2 Internal environment

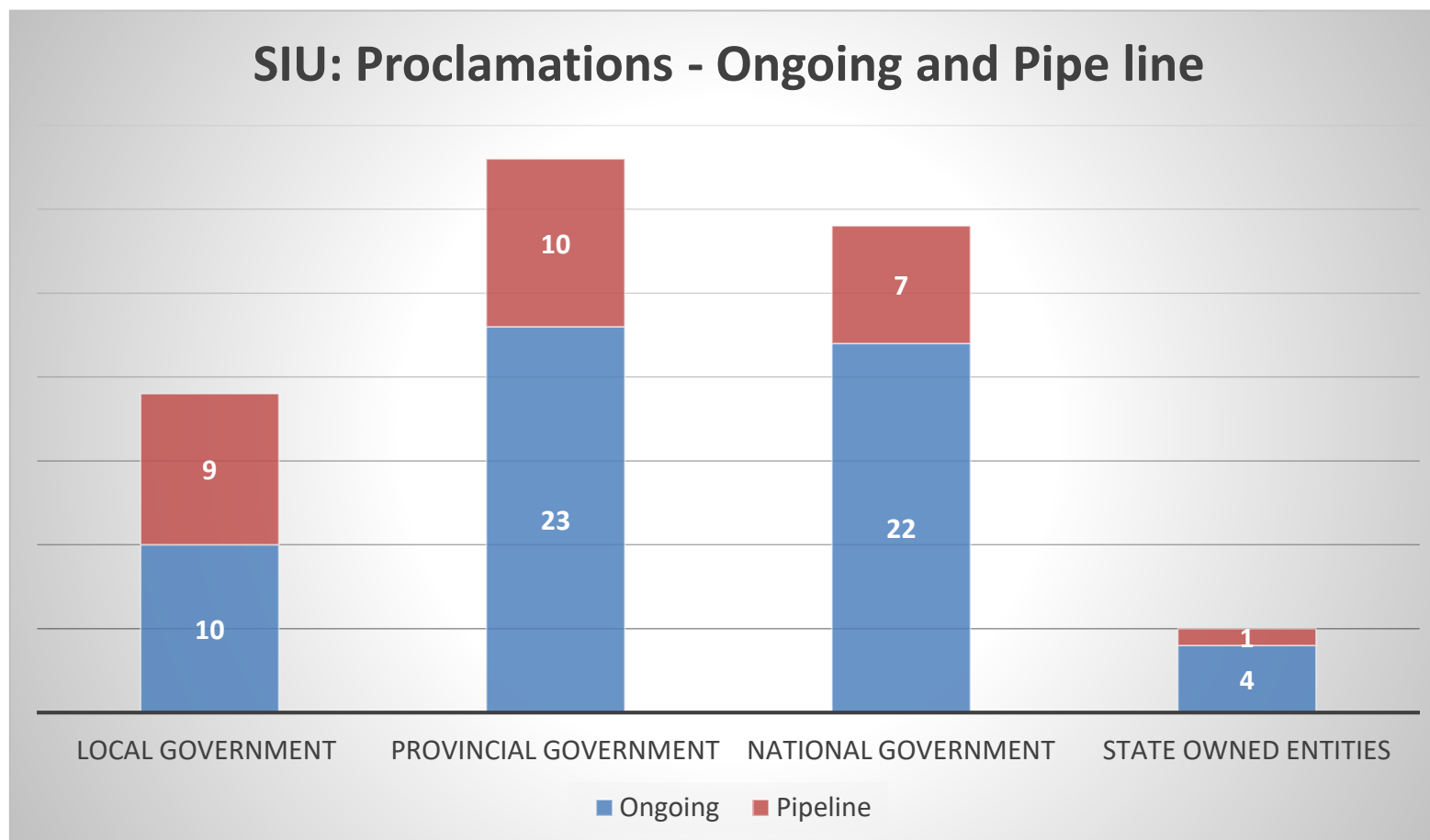
SIU PROGRAMMES AND CORE RESPONSIBILITIES

Table 4: SIU Programmes and core responsibilities

| Programme 1: Administration | Programme 2: Investigations and Legal Counsel | Programme 3: Market Data Analytics and Prevention |
|--|--|---|
| Responsible for the provision of business oversight and enablement services to the core business units of the SIU. | Responsible for ensuring the adequate execution of the mandated service delivery of the SIU. | Responsible for the implementation of relevant and proactive initiatives to prevent the reoccurrence of fraud and corruption cases as a result of systemic weaknesses in the public sector and to positively influence the behaviour of South African citizens. |

7. SITUATIONAL ANALYSIS

7.2 Internal environment



7. SITUATIONAL ANALYSIS

7.2 Internal environment

UNIQUE OFFERING



Over the past five years the unit has improved its effectiveness through the adoption of a multi-disciplinary approach; working with relevant state agencies to facilitate efficient investigative processes supported by a scientific approach that incorporates competencies such as data mining, data analytics and database reconstruction.



Considering the different strengths identified, as an organisation, the SIU's major strength lies in its unique value proposition. In a space where there are several agencies, all contributing to the fight against corruption, the SIU's civil litigation capability sets it apart.



Understanding its unique value proposition enables the SIU to package its services better, demonstrating the real value for its clients. The differentiator also empowers the SIU to better navigate the overlapping mandates among other law enforcement agencies in the area of combating corruption, by inter alia, seeking collaborations as an agency specialising in civil litigation.

8. INSTITUTIONAL PERFORMANCE INFORMATION

5-year Strategic Plan targets

| IMPACT STATEMENT | Ridding society of fraud and corruption in State institutions | |
|--|---|--|
| OUTCOMES | | FIVE-YEAR TARGET |
| <p style="text-align: center;">OUTCOME 1</p> <p>A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration and fraud in State institutions</p> | | |
| <p style="text-align: center;">OUTCOME 2</p> <p>State assets and cash resources are protected from maladministration, fraud and corruption for the realisation of full value-for-money for State programmes</p> | | |
| <p style="text-align: center;">OUTCOME 3</p> <p>Confidence in the governance systems, structures and policies of the State is restored and maintained</p> | | |
| <p style="text-align: center;">OUTCOME 4</p> <p>Corruption, maladministration and fraud deterred through proactive preventative mechanisms and effective enforcement of consequence management measures</p> | | |
| <ul style="list-style-type: none"> ▶ Achieve and exceed all set performance target ▶ Maintain positive AG audit outcomes | | Estimated R10bn |
| An established index on confidence in the State's ability to effectively combat corruption and maladministration | | A minimum 10% annual decrease (aligned to the Priority 5 target) |

**ANNUAL PERFORMANCE PLAN FOR THE 2020/21 –
2022/23 MEDIUM-TERM EXPENDITURE FRAMEWORK**

9. IMPACT OF COVID-19 ON THE SIU STRATEGY AND APP

| Impact of COVID 19 | Contributors | Action/ mitigation plan |
|--|---|---|
| Received allegations of corruption and maladministration regarding Covid-19 related to relief funds and other irregular procurement processes during the Lockdown. | <ul style="list-style-type: none"> Non-compliance with the PFMA and other related regulations. | <ul style="list-style-type: none"> Anti-Corruption Task Team measures. SIU investigation Special Tribunal. All allegations may be reported anonymously to SIU at www.whistleblowing.co.za. |
| Impact on SIU operations and planned targets. | <ul style="list-style-type: none"> Time leg on key investigation projects. Unavailability of some of the officials of State Institutions. | <ul style="list-style-type: none"> Increase productivity and capacity to minimise the negative impact. Application of technology in order to conduct investigations. Communication to all stakeholders to engage the SIU using technology. |
| Impact on Income Invoiced for 2020/21 Financial year. | <ul style="list-style-type: none"> Estimated R35 million for April & May 2020 not invoiced. | <ul style="list-style-type: none"> Full financial impact still to be assessed. Increase productivity and capacity to minimise the negative impact. If necessary, budget for 2020/21 will be adjusted during budget review. |
| Cash flow Impact on Receipts from State Institutions, for invoices rendered already. | <ul style="list-style-type: none"> State Institutions were not in a position to process SIU payments during Lockdown. | <ul style="list-style-type: none"> Increase debt recovery efforts. |

10. RETURN TO WORK POST - LOCKDOWN PLANS

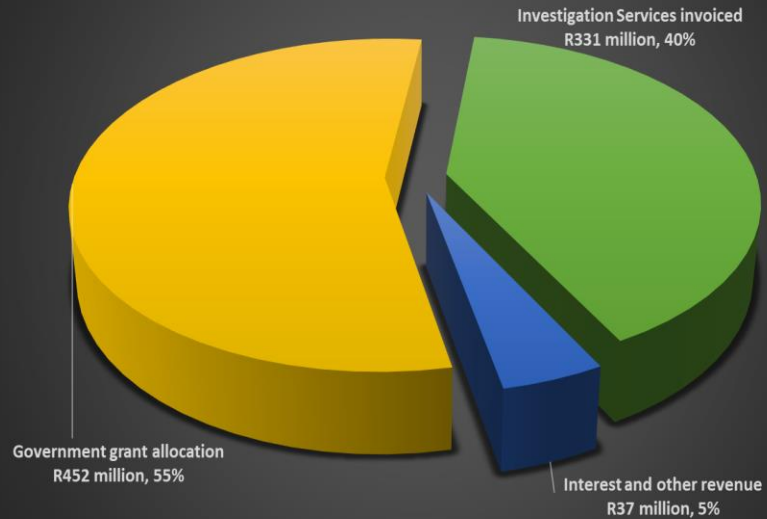
1. Procurement of PPE (masks, gloves, sanitizers, etc.).
2. Implement staggered return of employees to work (1/3).
3. Develop work at home / remotely Protocol / Guidelines.
4. SIU have obtained Expert advice to assist with all relevant assessments and mitigating measures for Covid-19.
5. Deep cleaning and disinfection of SIU Offices before employees return to work.
6. Develop a plan to cater for employees above 60 years & those with chronic conditions.
7. Screening Protocol are being developed to deal with potential COVID-19 cases.
8. Floor plans and seating arrangements have been assessed and confirmed that its in compliance with regulations.
9. ICT equipment and software tools have been procured to enable remote working.

11. OVERVIEW OF 2020/2021 BUDGET AND MTEF ESTIMATES

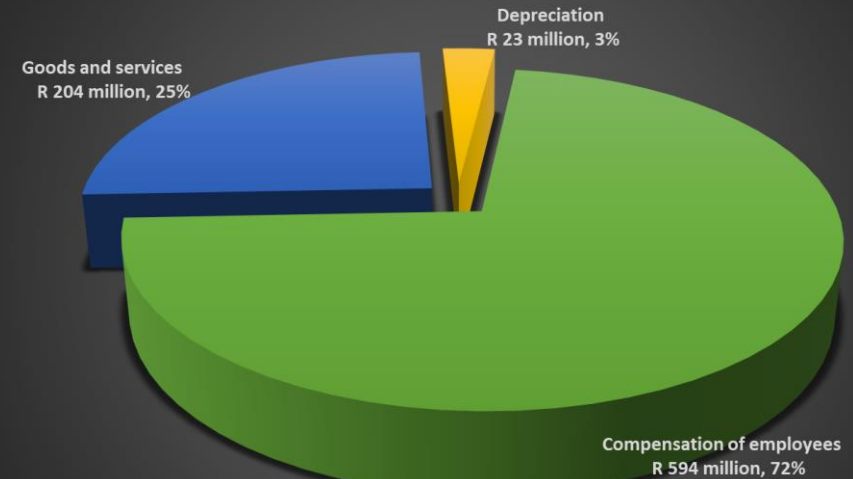
| | Audited Outcome | Audited Outcome | Audited Outcome | Approved budget | Medium-term estimate | | |
|--|-----------------|-----------------|-----------------|-----------------|----------------------|----------------|----------------|
| R'000 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Administration | 204 784 | 232 394 | 199 463 | 267 093 | 199 517 | 219 073 | 186 463 |
| Investigations and legal counsel | 274 349 | 304 516 | 403 055 | 397 740 | 593 941 | 642 525 | 757 268 |
| Market data analytics and prevention | – | – | 17 365 | 18 961 | 26 959 | 36 492 | 36 639 |
| Total expense | 479 133 | 536 910 | 619 883 | 683 793 | 820 417 | 898 090 | 980 369 |
| | | | | | | | |
| | Audited Outcome | Audited Outcome | Audited Outcome | Approved budget | Medium-term estimate | | |
| R'000 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Revenue | | | | | | | |
| Sale of goods and services other than capital assets | 181 675 | 285 815 | 255 366 | 285 674 | 330 525 | 380 104 | 436 119 |
| Other non-tax revenue | 19 952 | 22 531 | 35 631 | 35 097 | 37 027 | 39 064 | 40 940 |
| Transfers received | 320 035 | 349 500 | 357 099 | 363 023 | 452 865 | 478 922 | 503 310 |
| Total revenue | 521 662 | 657 846 | 648 096 | 683 794 | 820 417 | 898 090 | 980 369 |
| Expenses | | | | | | | |
| Current expenses | | | | | | | |
| Compensation of employees | 322 638 | 362 085 | 399 606 | 478 337 | 594 258 | 650 024 | 712 807 |
| Goods and services | 150 566 | 167 862 | 212 962 | 188 456 | 203 533 | 219 816 | 237 401 |
| Depreciation | 5 929 | 6 964 | 7 315 | 17 000 | 22 626 | 28 250 | 30 161 |
| Total expenses | 479 133 | 536 910 | 619 883 | 683 793 | 820 417 | 898 090 | 980 369 |
| Surplus/Deficit | 42 529 | 120 936 | 28 213 | 0 | 0 | 0 | (0) |
| Capital Expenditure | 14 194 | 4 388 | 6 362 | 25 525 | 42 000 | 45 000 | 50 000 |

11. OVERVIEW OF 2020/2021 BUDGET AND MTEF ESTIMATES

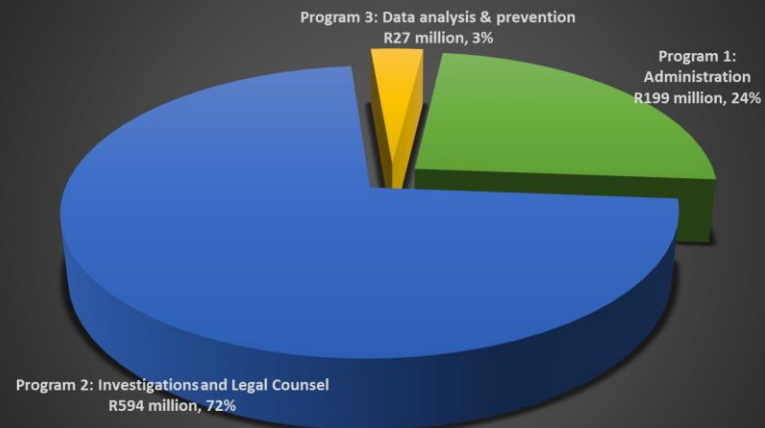
SIU MTEF Budget 2020/21
Sources of Income



SIU MTEF Budget 2020/21
Expense categories

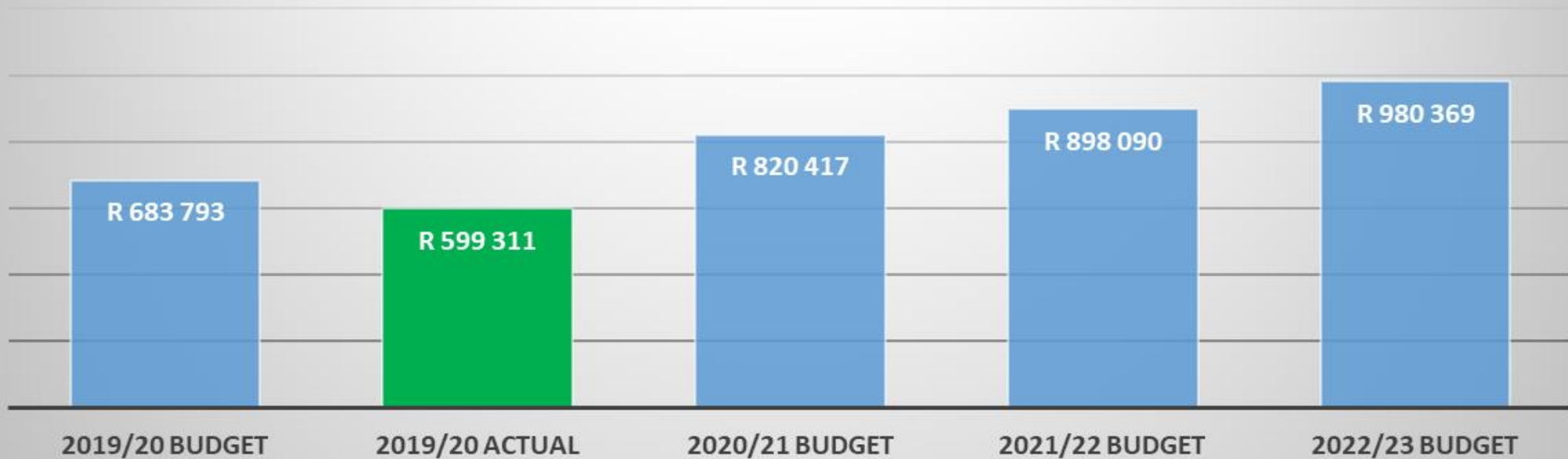


SIU MTEF Budget 2020/21
Allocations to Programs



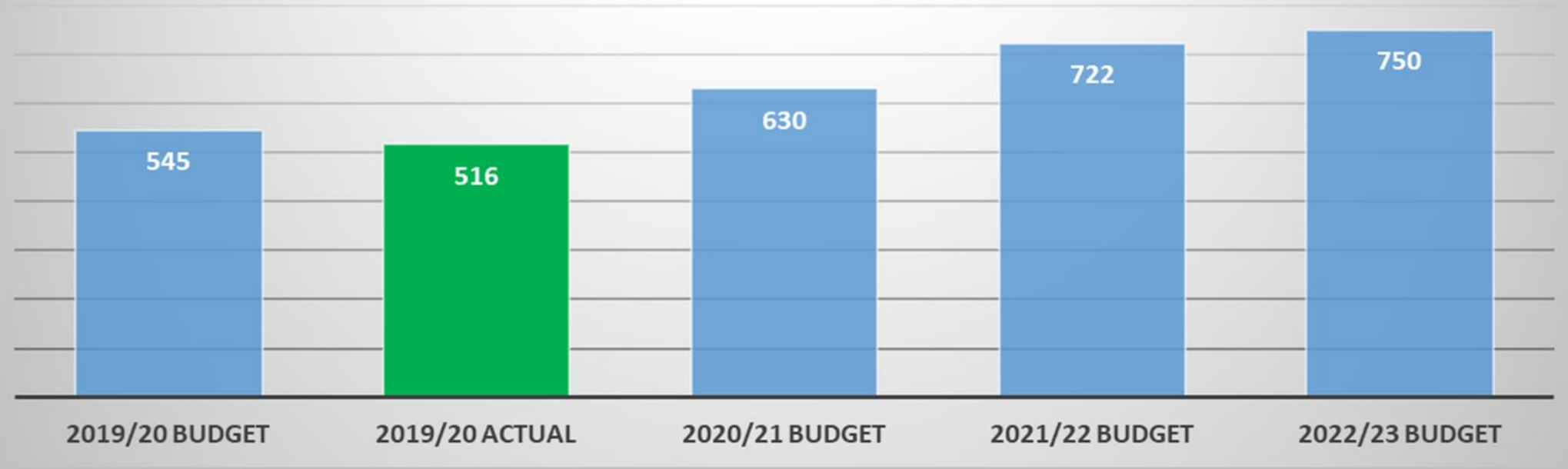
11. OVERVIEW OF 2020/2021 BUDGET AND MTEF ESTIMATES

2019/20 Actuals vs Medium Term Expenditure R '000



12. HUMAN CAPITAL

2019/20 Actuals vs Medium Term Employee headcount



12. HUMAN CAPITAL

Employment Equity (EE) Plan: 1 May 2019- May 2022

EE PLAN OBJECTIVES

- 1. To achieve a target of at least 2% (14) of people with disabilities through recruitment
- 2. To increase the representation of women at Senior Management and Professionally Qualified levels through targeted recruitment and selection practices
- 3. To develop and promote strategies to accelerate career advancement of designated groups
- 4. To ensure development and job exposure
- 5. To continuously create a corporate culture that affirms diversity.

Numerical goals for all employees, including people with disabilities: 2019-2022

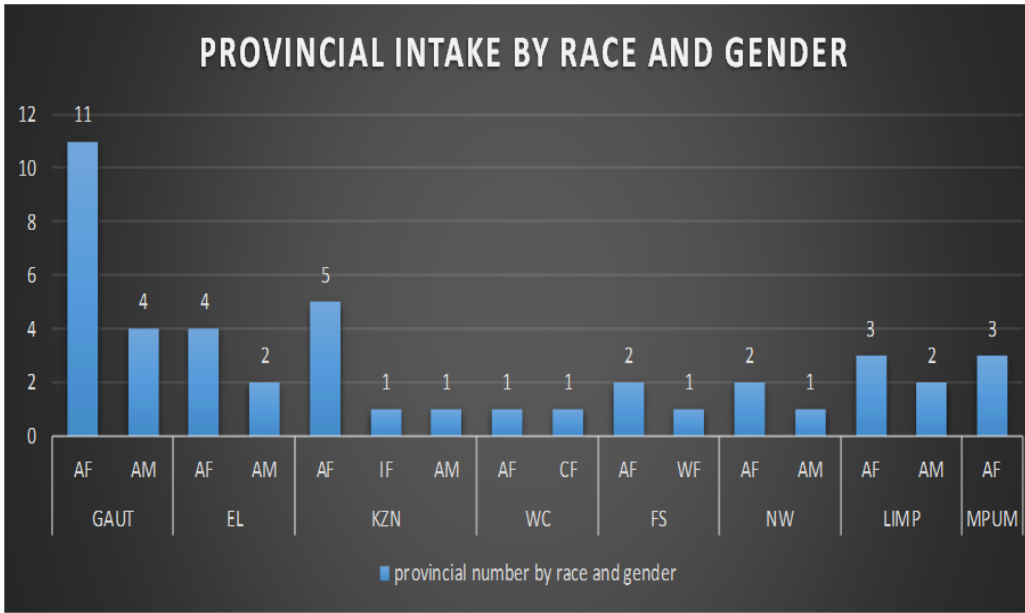
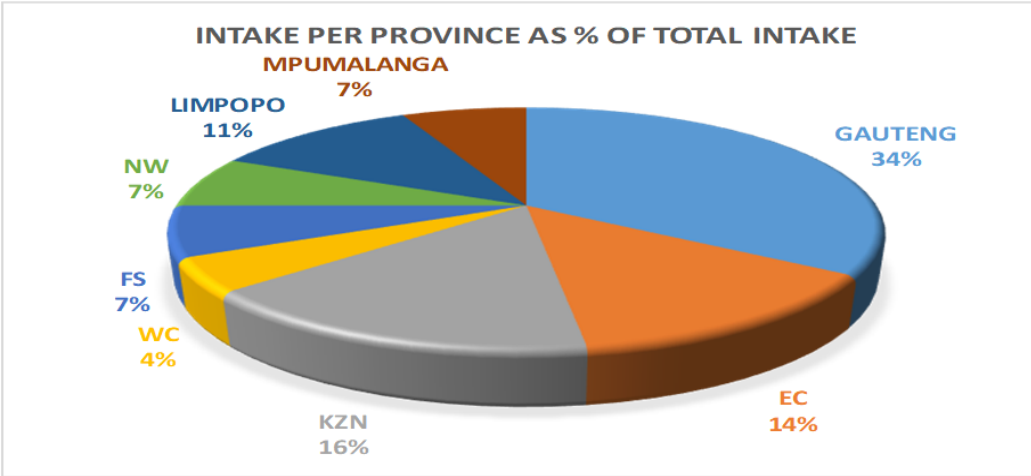
| Occupational Levels | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|------|----|----|----|--------|----|----|----|-------------------|--------|-------|
| | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | 9 | 1 | 1 | 1 | 8 | 1 | 0 | 0 | 0 | 0 | 21 |
| Senior management | 49 | 3 | 1 | 10 | 41 | 4 | 2 | 4 | 0 | 0 | 114 |
| Professionally qualified and experienced specialists and mid-management | 74 | 13 | 17 | 34 | 50 | 3 | 4 | 22 | 0 | 0 | 217 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 145 | 11 | 10 | 9 | 149 | 14 | 17 | 30 | 0 | 0 | 385 |
| Semi-skilled and discretionary decision making | 16 | 1 | 0 | 0 | 43 | 4 | 2 | 5 | 0 | 0 | 71 |
| Unskilled and defined decision making | 0 | 0 | 0 | 0 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| TOTAL PERMANENT | 293 | 29 | 29 | 54 | 304 | 26 | 25 | 61 | 0 | 0 | 821 |
| Temporary employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GRAND TOTAL | 293 | 29 | 29 | 54 | 304 | 26 | 25 | 61 | 0 | 0 | 821 |

The proposition on Women employed at Senior and Top Management is 24, which represent 7% of the total Management workforce. Annual targets have been set and will be monitored, taking into consideration the Medium Term Expenditure Framework (MTEF) reporting cycles. The Unit has Ring-fence positions earmarked for Persons with Disability. EE Disability target for this financial year is 2% (10). So far 8 positions were advertised at DoL (ESSA), 5 unskilled, 2 semi-skilled and 1 skilled.

12. HUMAN CAPITAL

Learning & Development Programme

- 1. The Forensic Investigator Development Program is aimed at providing work based knowledge and experience to unemployed young LLB graduates, 23, and to provide a career path opportunity to qualifying SIU Admin Officers, 20.
- 2. The SIU is considering to employ the young graduates, all factors are being taken into consideration. The Programme duration has come to an end on 15 April 2020 and due to lockdown, their contracts were extended until end June.
- 3. The organization has also identified scarcity of skills in the following areas: Cyber Forensic Specialist, Forensic Accountants and Data Analytics and have entered into an agreement with the UNW to fund 10 undergraduate students and 3 post-graduate students for year 2020.
- 4. The Unit has identified the need to accelerate leadership skills and is implementing Leadership Programme in FY2020. The programme comprises of the following: Executive Leadership Programme, Management Development Programme- aimed at middle management and Management Acceleration Programme for Team Leaders/Aspiring Leaders.



13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.1 Administration

| OUTCOME 1 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|--|--|--|------------------------------|-------------|-------------|-----------------------|---------------------|-------------------|-------------------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration and fraud in State institutions | Good governance and controls environment for positive audit outcomes | Maintain an unqualified overall AG audit outcome on previous year's performance | Clean audit | Clean audit | Clean audit | Unqualified audit | Unqualified audit | Unqualified audit | Unqualified audit |
| | Risk management measures to improve high levels of risk maturity | Maintain SIU's risk maturity level 5 in accordance with the following National Treasury ERM Maturity rating system: Level 1: Start up, Level 2: Development, Level 3: Control, Level 4: Information, Level 5: Managed, Level 6: Optimising | - | - | Level 4 | Level 5 | Level 5 | Level 6 | Level 6 |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.1 Administration- Cont'd

| OUTCOME 1 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|--|--|--|------------------------------|---------|---------|---|---|---|---|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration and fraud in State institutions | Prescribed SIU annual plans to provide strategic support and ensure compliance | Submission of 2020/21 APP to Minister of Justice & Correctional Services as per prescribed timeframe | - | - | 1 | 2020-2024 Strategic Plan and 2020/21 APP to Minister of Justice & Correctional Services no later than 31 January 2020 | 2021/22 APP submitted to the Minister no later than 31 January 2021 | 2022/23 APP submitted to the Minister no later than 31 January 2022 | 2023/24 APP submitted to the Minister no later than 31 January 2023 |
| | Filled vacancies of funded key SIU positions | Percentage of vacancies in funded posts | - | 15% | 12% | 12% | 14% | 13% | 12% |
| | Standard performance management system in place | Percentage implementation of the performance management system | - | - | - | New Indicator | 100% | 100% | 100% |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.1 Administration- Cont'd

| OUTCOME 1 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|--|---|--|------------------------------|---------|---------|-----------------------|--|--|---|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration and fraud in State institutions | SIU stakeholders managed through outcomes of biennial stakeholder perception surveys | Implementation of the 2018/19 stakeholder survey recommendations | - | - | 1 | New Indicator | 60% implementation of approved intervention plan-based recommendations from findings | 80% implementation of approved intervention plan-based recommendations from findings | 100% implementation of approved intervention plan-based recommendations from findings |
| | Develop and deploy a plan to leverage technology to create a globally competitive high-performance organisation | Percentage implementation of an approved ICT Plan | - | - | 50% | 75% | 80% | 90% | 100% |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.2 Investigations and Legal Counsel

| OUTCOME 2 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---|---|--|------------------------------|---------|---------|-----------------------|---------------------|---------|---------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| State assets and cash resources are protected from maladministration, fraud and corruption for the realisation of full value-for-money for State programmes | Civil and other legal proceedings to recover cash and assets and set aside contracts and administrative actions that are deemed to be invalid | Rand value of potential cash and/or assets to be recovered | R126.9m | R298.6m | R33.4m | R140m | R148m | R157m | R166m |
| | | Rand value of actual cash and/or assets recovered | R43.5m | R33.5m | R103.4m | | R60m | R80m | R100m |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.2 Investigations and Legal Counsel- Cont'd

| OUTCOME 2 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---|---|--|------------------------------|---------|---------|-----------------------|---------------------|---------|---------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| State assets and cash resources are protected from maladministration, fraud and corruption for the realisation of full value-for-money for State programmes | Civil and other legal proceedings to recover cash and assets and set aside contracts and administrative actions that are deemed to be invalid | Rand value of contract(s) and/or administrative decision(s)/action (s) set aside or deemed invalid | R4 bn | R797m | R999m | R800m | R900m | R1 bn | R1.5bn |
| | | Rand value of potential loss prevented | R106.5m | R406.6m | R53.4m | R30m | R300m | R350m | R400m |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.2 Investigations and Legal Counsel- Cont'd

| OUTCOME 3 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|--|--|---|------------------------------|---------|---------|-----------------------|---------------------|---------|---------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Confidence in the governance systems, structures and policies of the State is restored and maintained. | Legal proceedings and other due processes to conclude investigations, refer investigations for necessary action and submit mandatory status reports to the President | Number of referrals made for disciplinary action against officials | 137 | 48 | 107 | 100 | 150 | 175 | 200 |
| | | Number of referrals made for executive and/or administrative action | 0 | 269 | 228 | | 100 | 125 | 150 |
| | | Number of referrals made to the relevant Prosecuting Authority | 108 | 148 | 331 | 75 | 200 | 250 | 300 |
| | | Number of investigations closed under a published proclamation | 1 186 | 1 556 | 3 430 | 1 300 | 1400 | 1500 | 1600 |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.2 Investigations and Legal Counsel- Cont'd

| OUTCOME 3 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---|--|--|------------------------------|---------|---------|-----------------------|---------------------|---------|---------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Confidence in the governance systems, structures and policies of the State is restored and maintained | Legal proceedings and other due processes to conclude investigations, refer investigations for necessary action and submit mandatory status reports to the President | Rand value of matters in respect of which evidence was referred for the institution or defence/opposition of civil proceedings | R3.8 bn | R2.7 bn | R7.9 bn | R1.5 bn | R1.6bn | R1.7bn | R1.8 bn |
| | | Number of cases issued in the Special Tribunal | | | | New Indicator | 20 | 25 | 30 |
| | | Number of reports submitted to the Presidency | 6 | 15 | 20 | 13 | 15 | 18 | 20 |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.3 Market Data Analytics and Prevention

| OUTCOME 4 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---|--|---|------------------------------|---------|---------|-----------------------|---------------------|---------|---------|
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Corruption, maladministration and fraud deterred through proactive preventative mechanisms and effective enforcement of consequence management measures | Awareness campaigns targeted at specific audiences | Number of targeted awareness campaigns conducted | - | - | 0 | 1 | 1 | 2 | 2 |
| | Insights on corruption and maladministration generated from surveys | Number of annual trend reports generated | | | | New Indicator | 1 | 1 | 1 |
| | Data from concluded matters to develop improvement plans (for clients) | Number of systemic improvement plans developed in conjunction with targeted state institutions or sectors | - | - | 0 | 1 | 1 | 2 | 2 |

13. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

13.3 Market Data Analytics and Prevention- Cont'd

| OUTCOME 4 | OUTPUTS | OUTPUT INDICATORS | AUDITED / ACTUAL PERFORMANCE | | | ESTIMATED PERFORMANCE | MEDIUM-TERM TARGETS | | |
|---|--|---|------------------------------|---------|---------|-----------------------|----------------------------|---------------------------|----------------------------|
| | | | 2016/17 | 2017/18 | 2018/19 | | 2020/21 | 2021/22 | 2022/23 |
| Corruption, maladministration and fraud deterred through proactive preventive mechanisms and effective enforcement of consequence management measures | Recorded allegations received electronically in a central location to facilitate ease of tracking | Percentage of allegations centrally recorded for electronic tracking | - | - | 97% | 100% | 100% | 100% | 100% |
| | Develop and implement a comprehensive strategy on data analytics | Establishment and development Data analytics capability | - | - | - | New Indicator | Programme design developed | 50% programme implemented | 100% programme implemented |
| | Access for the Assessment Committee to duly undertake assessment of all centrally registered allegations | Percentage of centrally registered allegations assessed by the Assessment Committee | - | - | 100% | 100% | 100% | 100% | 100% |

14. STRATEGIC RISKS - HEAT MAP

SIU Top Risks

1. Inability to financially sustain SIU operations in the short-medium term due to shortcoming in funding model.
2. Inability to timeously commence SIU investigations due to protracted approval process for proclamations.
3. Failure by State Institutions to implement SIU legal recommendations
4. Inability to pro-actively assist public institutions to prevent corruption and maladministration practices
5. Insufficient preparedness to respond to physical threats to investigators and security breaches
6. Inability to achieve forensic investigation's legal outcomes
7. Inability to conduct forensic investigations according to predetermined standards
8. Inability to attract adequate and high performing workforce that is suitably skilled and properly managed
9. Ineffective collaboration with external and internal stakeholders
10. Failure to process and finalize civil matters enrolled in the Special Tribunal Court
11. Inability to provide appropriate ICT services across SIU business.

Heat Map

| | | | | | | | |
|-------------------|----------|--------------------|-----|-----|-----|-----|----|
| Likelihood | E | III | II | II | 1-4 | I | I |
| | D | III | III | II | II | 5 | I |
| | C | IV | III | III | 6-9 | 10 | I |
| | B | IV | IV | III | III | II | 11 |
| | A | IV | IV | IV | III | III | II |
| | | 6 | 5 | 4 | 3 | 2 | 1 |
| | | Consequence | | | | | |



THANK YOU

Hotline: 0800 037 774

Website: <https://www.siu.org.za>

E-mail: info@siu.org.za

Follow Us



@RSASIU