



PUBLIC PROTECTOR
SOUTH AFRICA

Accountability • Integrity • Responsiveness

PUBLIC PROTECTOR SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2020-2021



PUBLIC PROTECTOR VISION 2023

TAKING THE SERVICES OF THE PUBLIC PROTECTOR TO THE GRASSROOTS



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STATEMENT BY THE EXECUTIVE AUTHORITY



I am pleased to present the Public Protector Annual Performance Plan (APP) 2020/21. The plan is an extension of the Strategic Plan we have adopted for the period 2020-2025.

It continues on the path of previous APPs, which sought to breathe life into the constitutional and legislative mandates of the Public Protector through what we call the Public Protector Vision 2023. The vision is a detailed plan through which we seek to take the services of this institution to the grassroots. It is underpinned by eight pillars, namely enhancing access to our services; engaging targeted communities in vernacular; expanding our footprint; and leveraging stakeholder relations, formalising those relationships in Memoranda of Understanding.

Other pillars include empowering people to understand their rights; projecting an image of a safe haven for the downtrodden; encouraging organs of state to establish effective internal complaints resolution units; and ultimately turning communities into being their own liberators.

As can be seen in performance indicators and targets, we want to resolve complaints within stipulated turnaround times, issue a specific number of investigation reports in a year, dispose of backlog cases, deal with systemic bottlenecks which stand in the way of the delivery of quality public services and good governance as well as engage in interventionist dialogues with problematic organs of state.

We also want to be more accessible to those that need our services the most as can be seen in our outreach indicators and targets. At the same time, as one of the leading integrity bodies, we want to lead by example and obtain a clean audit. Where we have adjusted our performance targets, we have done so to be more realistic given the environment within and conditions under which we operate, especially from a resourcing perspective.

There was full participation of management and staff in developing these targets. Accordingly, over the next twelve months, the entire Public Protector Team will roll up their sleeves and put shoulder to the wheel with a view to ensuring that the institutions performs optimally.

A handwritten signature in black ink, which appears to read 'Busisiwe Mkhwebane'. The signature is fluid and cursive.

ADV. BUSISIWE MKHWEBANE
PUBLIC PROTECTOR OF SOUTH AFRICA
PUBLIC PROTECTOR SOUTH AFRICA

FOREWORD BY THE ACTING CHIEF EXECUTIVE OFFICER



The financial year 2020/21 marks the first year of the implementation of the 2020-2025 Strategic Plan. As an institution, we strive to resolve complaints against organs of state alleged to have acted improperly to the prejudice of individuals or communities. We also assist organs of state to establish and maintain efficient administration. Ultimately, the empowerment of citizens to exercise their rights when prejudiced by organs of state remain an important aspect of our vision.

Our achievements in the 2018/19 financial year pertaining to the investigations programme include the finalisation of 46 investigation reports and following up on remedial actions pertaining to all pre selected reports. We also engaged 13 organs of state on systemic challenges that were identified in the course of the financial year. In the same 2018/19 financial year, we managed to finalise 99% of identified cases within turnaround times, reduced backlog cases with finalisation of 77% and finalised 6 systemic investigations. On the accessibility front, we conducted 277 outreach clinics, 69 more than planned. Nine Public Protector Roadshows were held in all provinces, reaching numerous targeted communities. Seven national events were conducted, while 64 radio interviews were held with various radio stations on the offering of PPSA. The Public Protector was able to honour commitments of AOMA and AORC as per the set targets and as President and Chairperson of these bodies respectively.

In the 2020/21 financial year, we will focus on streamlining our intake and assessment processes where among other things, complaints may be referred to other competent bodies with the purpose of expediting finalisation of cases. We also targeted to finalise 80% of cases within approved turnaround times and to hold dialogues with organs of state in cases where emerging systemic challenges are identified. We also intend to begin a process that can potentially assist the institution to supplement its revenue in the long run, thus help in the implementation projects that have been suspended due to financial challenges. In making this office accessible to all persons and communities, in line with our constitutional mandate, we will continue using the modalities of outreach clinics, Public Protector Roadshows and media interviews.

My team and I are energised to work towards achieving the set targets for the 2020/21 financial year.

A handwritten signature in black ink, appearing to read 'Yalekile Lusibane', written over a horizontal line.

MS YALEKILE LUSIBANE
ACTING CHIEF EXECUTIVE OFFICER
PUBLIC PROTECTOR SOUTH AFRICA

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- ▶ Was developed by employees and management of the Public Protector South Africa under the guidance of Advocate Busisiwe Mkhwebane
- ▶ Takes into account all relevant policies, legislation and other mandates for which the Public Protector South Africa is responsible
- ▶ Accurately reflects the Outcomes and Outputs which the Public Protector South Africa will endeavour to achieve over the period 2020/21.

Mr Sibusiso Nyembe

Acting Executive Manager: Administrative Justice and Service Delivery and Good Governance and Integrity

Signature: _____



Ms Nelisiwe Thejane

Executive Manager: Provincial Investigation and Integration (Inland)

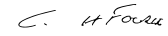
Signature: _____



Adv. Stoffel Fourie

Executive Manager: Provincial Investigation and Integration (Coastal)

Signature: _____



Ms Nthoriseng Motsitsi

Executive Manager: Complaints and Stakeholder Management

Signature: _____



Mr Futana Tebele

Acting Executive Manager: Corporate Services


Signature: _____




Mr Tshiamo Senosi
Acting Chief Financial Officer

Signature:  _____

Ms Machebane Mothiba
Senior Manager: Strategic Support

Signature:  _____

Ms Yalokile Lusibane
Acting Accounting Officer

Signature:  _____

Adv. Kholeka Gcaleka
Deputy Public Protector

Signature:  _____

Approved by:
Adv. Busisiwe Mkhwebane

Signature:  _____
Public Protector of South Africa

CONTENTS

| | |
|------------------------------------------------------------------|-----------|
| Part A: Our Mandate..... | 11 |
| 1. Updates to the relevant legislative and policy mandates | 11 |
| 2. Updates to the Institutional Polices and Strategies. | 14 |
| 3. Updates to Relevant Court Rulings | 14 |
| | |
| Part B: Our Strategic Focus | 16 |
| 4. Situational Analysis | 16 |
| 4.1 External Environmental Analysis | 17 |
| 4.2 Internal Environmental Analysis | 18 |
| | |
| Part C: Measuring Our Performance | 21 |
| 5. Institutional Programme Performance Information | 21 |
| 5.1 Programme 1: Administration | 21 |
| 5.2 Programme 2: Investigations | 24 |
| 5.3 Programme 3: Stakeholder Management | 29 |
| 6. Technical Indicator Descriptions | 34 |
| | |
| Acronyms..... | 46 |

PART A: OUR MANDATE

I. Updates to the relevant legislative and policy mandates

The Public Protector South Africa's mandate is to strengthen constitutional democracy through the pursuit of the Constitution and the following key statutory mandate areas:

1.1 Maladministration and related improprieties

(a) To implement the Public Protector Act 23 of 1994 through investigating maladministration or improper or prejudicial conduct, including abuse of power and abuse of state resources in all state affairs;

(b) To resolve administrative disputes or rectifying any act or omission in administrative conduct through mediation, conciliation or negotiation; and

(c) To advise on appropriate remedies or employing any other expedient means.

1.2 Executive Ethics Enforcement

To enforce the Executive Ethics Code as mandated by the Executive Members' Ethics Act 82 of 1998.

1.3 Investigating Corruption

To investigate allegations of corruption as mandated by section 6(4) (a) (iv) of the Public Protector Act, read with the Prevention and Combating of Corrupt Activities Act 12 of 2004.

1.4 Protected Disclosures

To receive and address protected disclosures from whistle blowers as mandated by the Protected Disclosures Act

1.5 Review of decisions of the National Home Builders Registration Council (NHBC)

To review decisions of the National Home Builders Registration Council as mandated by the Housing Protection Measures Act 95 of 1998.

1.6 In addition, the following laws either recognise the inherent investigative powers of the Public Protector or assign some administrative role to the office:

1.6.1 Electoral Commission Act 51 of 1996 – The Public Protector must serve as a member of a panel that recommends a list of candidates to a National Assembly Committee that nominates Electoral Commissioners

1.6.2 National Archives and Record Service Act 43 of 1996 – The Public Protector must be consulted on investigations into the unauthorised destruction of records otherwise protected under this Act

1.6.3 National Energy Act 40 of 2004 – The protection (from civil or criminal liability, dismissal, disciplinary action, prejudice or harassment) of people who make disclosures of health and safety risks or failure to comply with a duty imposed by this Act to the Public Protector.

1.6.4 Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 – recognises the Public Protector as an alternative forum to resolve equality disputes.

1.6.5 Promotion of Access to Information Act: Access to information disputes under the Promotion of Access to Information Act (PAIA) 2 of 2000 (The function will no longer rest with the PPSA once the process of transferring this mandate to a specialised information regulator is finalised);

1.6.6 Public Finance Management Act 1 of 1999 – The Public Protector must receive a certificate from an accounting officer of an organ of state that has received donations or sponsorship from donors or sponsors who wish to remain anonymous, stating that the identity of the donor or sponsor has been revealed to them, that they have noted it and have no objection. This provision does not limit the Public Protector from supplying this information to his/her staff, and where she/he deems it in the public interest, to report on this.

1.6.7 Lotteries Act 57 of 1997 – The Public Protector receives bona fide confidential disclosures in respect of publishing any information in connection with any grant application or the grant itself

1.6.8 Special Investigating Units and Special Tribunals Act 74 of 1996 – Referral of cases between the Public Protector and the SIU.

1.6.9 National Environmental Management Act 108 of 1999 – Records and annual reports on environmental conflict management referred to in the Act include proceedings by the Public Protector

1.6.10 Public Audit Amendment Act 05 of 2018 – The expanded mandate of the Auditor-General provides for the power to refer material irregularities to relevant public bodies, including the Public Protector and the Hawks for further investigations.

1.7 Policy mandates

1.7.1 The National Development Plan, 2030 (NDP)

Chapter 14 of the NDP states that corruption undermines good governance, and that poor governance “can critically undermine national development”. The NDP reiterates that it is crucial in an effective and democratic state that political leaders and public officials account to the citizens for their actions.

According to the NDP, the country needs an anti-corruption system that “makes public servants accountable, protects whistle-blowers and closely monitors procurement.”

The NDP singles out four areas in which policies should be implemented towards an accountable state:

- a) Building a resilient anti-corruption system
- b) Strengthen accountability and responsibility of public servants
- c) Create a transparent, responsive and accountable public service
- d) Strengthen judicial governance and the rule of law.

The NDP calls for South Africa’s “anti-corruption arsenal”, including the Public Protector and the Auditor-General “to have the resources, independence from political influence, powers to investigate corruption, and their investigations should be acted upon”. The NDP highlighted that a functioning anti-corruption system requires “sufficient staff and resources with specific knowledge and skills; special legislative powers; high level information sharing and co-ordination; and operational independence”. Independence entails insulating institutions from political pressure and interference. The NDP specifically states that -

“... competent, skilled institutions like the Public Protector and Special Investigating Unit need to be adequately funded and staffed and free from external interference.”

And further “strengthening the anti-corruption system requires increasing the agencies’ specialist resources. More capacity should be created for corruption investigations – more funding is required to employ skilled personnel and sophisticated investigative techniques”.

The following proposals of the NDP impact directly on the mandate areas of the Public Protector:

- a) Strengthen the multi-agency anti-corruption system
- b) Strengthen the protection of whistle-blowers
- c) Greater central oversight over the awarding of large tenders or tenders with long duration
- d) Empower the tender compliance monitoring office to investigate corruption and the value for money of tenders.

1.7.2 The Sustainable Development Goals

The Sustainable development Goals (Goal 16: Peace, Justice and Strong Institutions) Promoting peace and justice is one of 17 Global Goals that make up the 2030 Agenda for Sustainable Development. Peace, stability, human rights and effective governance based on the rule of law are regarded as important conduits for sustainable development.

Goal 16, contains several sub-priorities which are relevant to the role and mandate of the Public Protector, including reducing corruption; developing effective, accountable, and transparent institutions; ensuring inclusive, participatory, and representative decision-making; and ensuring access to information.

2. Updates to the Institutional Polices and Strategies

Key policies and strategies that Public Protector South Africa plans to initiate/implement are the following:

- Vision 2023
- Public Protector rules
- Clean audit strategy
- Institutional Turnaround Strategy

3. Updates to Relevant Court Rulings

3.1. In *Economic Freedom Fighters v Speaker of the National Assembly and Others; Democratic Alliance v Speaker of the National Assembly and Others*[1], the Constitutional Court per Chief Justice Mogoeng stated the following when confirming the powers of the Public Protector:

3.1.1. Complaints are lodged with the Public Protector to cure incidents of impropriety, prejudice, unlawful enrichment or corruption in government circles;

3.1.2. An appropriate remedy must mean an effective remedy, for without effective remedies for breach, the values underlying and the rights entrenched in the Constitution cannot properly be upheld or enhanced;

3.1.3. Taking appropriate remedial action is much more significant than making a mere endeavour to address complaints which was the most the Public Protector could do in terms of the Interim Constitution. However sensitive, embarrassing and far-reaching the implications of her report and findings, she is constitutionally empowered to take action that has that effect, if it is the best attempt at curing the root cause of the complaint;

3.1.4. The legal effect of these remedial measures may simply be that those to whom they are

directed are to consider them properly, with due regard to their nature, context and language, to determine what course to follow;

3.1.5. Every complaint requires a practical or effective remedy that is in sync with its own peculiarities and merits. It is the nature of the issue under investigation, the findings made and the particular kind of remedial action taken, based on the demands of the time, that would determine the legal effect it has on the person, body or institution it is addressed to;

3.1.6. The Public Protector's power to take appropriate remedial action is wide but certainly not unfettered. What remedial action to take in a particular case, will be informed by the subject-matter of the investigation and the type of findings made;

3.1.7. Implicit in the words "take action" is that the Public Protector is herself empowered to decide on and determine the appropriate remedial measure. And "action" presupposes, obviously where appropriate, concrete or meaningful steps. Nothing in these words suggests that she necessarily has to leave the exercise of the power to take remedial action to other institutions or that it is power that is by its nature of no consequence;

3.1.8. She has the power to determine the appropriate remedy and prescribe the manner of its implementation;

3.1.9. "Appropriate" means nothing less than effective, suitable, proper or fitting to redress or undo the prejudice, impropriety, unlawful enrichment or corruption, in a particular case.

3.1.10. The remedial action taken by the Public Protector has a binding effect. The Constitutional Court further held that: "When remedial action is binding, compliance is not optional, and whatever reservations the affected party might have about its fairness, appropriateness or lawfulness. For this reason, the remedial action taken against those under investigation cannot be ignored without any legal consequences."

PART B: OUR STRATEGIC FOCUS

4. Situational Analysis

In an endeavour to better understand the environment within which PPSA operates, the institution used the SWOT analysis below:

| | |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Strengths</p> | <ul style="list-style-type: none"> ▶ The PPSA derives its mandate from the Constitution and is subject only to the Constitution and the law ▶ The PPSA is part of Chapter 9 institutions that uphold our constitutional democracy ▶ The PPSA is generally regarded as a professional institution with a good reputation for resolving complaints of conduct and service delivery failures by organs of state. ▶ Sound financial management ▶ Knowledgeable and competent staff ▶ Outcomes of the PPSA investigations that changes the lives of ordinary South Africans ▶ Accessible to the public |
| <p>Weaknesses</p> | <ul style="list-style-type: none"> ▶ Inadequate publishing/sharing of good work performed by the PPSA ▶ Absence of a Case Management System ▶ Inadequate subject matter specialists (e.g. forensic investigators) ▶ Inadequate office space |
| <p>Opportunities</p> | <ul style="list-style-type: none"> ▶ Referral of matters in terms of section 6(4) of the Public Protector Act ▶ Sharing resources with other investigative organs of state and stakeholders to improve accessibility. ▶ Income generation (funding model) ▶ Expand PPSA footprint to reach far flung areas ▶ Reach out to people with disabilities ▶ Leverage on PPSA success stories in the media coverage ▶ Intake of interns ▶ Involvement in AOMA and AORC to influence and learn from ombudsman institutions in Africa ▶ Leverage relations with FSD for mutual benefit ▶ Escalate non-implementation of remedial action to Parliament to improve the effectiveness of the office |
| <p>Threats</p> | <ul style="list-style-type: none"> ▶ Inadequate funding ▶ Unstable electricity supply in the country (load-shedding) ▶ Increase in litigation and associated costs ▶ Negative press/media coverage ▶ No security provision in the Provinces and Regions ▶ Non-implementation of remedial action ▶ Decay in governance within the state |

4.1 External Environmental Analysis

During our planning, PESTEL analysis below was used as a tool to take into account and to assess external environmental factors that could potentially affect the implementation of the strategic plan and Annual Performance Plan.

| | |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Political factors</p> | <ul style="list-style-type: none"> ▶ New government policies and/or the failure on the part of organs of state to effectively implement and sustain the impact of existing policies resulting in many complaints to the PPSA |
| <p>Economic factors</p> | <ul style="list-style-type: none"> ▶ Competing demands (e.g. service delivery) on a dwindling budget resulting in less resources being available to fund institutions such as the PPSA. ▶ PPSA is solely dependent on allocations of funding by the national government. ▶ Budget cuts to different spheres of government may lead to more service failure complaints ▶ The slow growth in the country's economy affects allocation of budgets, resulting into the office's operations being negatively affected |
| <p>Social factors</p> | <ul style="list-style-type: none"> ▶ The demographics of the country: the poorest of the poor in vast areas in provinces that do not have access to the services of the PPSA ▶ Media influence to the public on reporting ▶ Impact of service delivery protests ▶ Ordinary people are really benefiting from the PPSA |
| <p>Technological factors</p> | <ul style="list-style-type: none"> ▶ The use of technology to develop a cellular phone application for better accessibility to PPSA and referral services ▶ Impact of the fourth industrial revolution and automation of processes ▶ Technology as a vehicle for communication with complainants ▶ The lack of an electronic Case Management System |
| <p>Environmental factors</p> | <ul style="list-style-type: none"> ▶ The ongoing development of townships and suburbs which result in an increase in the population in certain areas requiring access to basic services, the lack of which will lead to more people approaching to the PPSA for assistance. |
| <p>Legal factors</p> | <ul style="list-style-type: none"> ▶ The PPSA has a strong legal basis in terms of its empowering legislation. ▶ High number of review and other court applications against the Public Protector as a result of binding remedial action ▶ Application and implementation of the relevant jurisprudence and Public Protector Rules |

The PPSA services people in all nine provinces, thus the representation of our offices in all provinces through the provincial and regional offices. We took into account the people who need to access our services in the development of the strategic plan.

The challenges that the PPSA need to address range from organs of state that may not respond to PPSA timeously during investigations to non-implementation of remedial action by organs of state. For PPSA to make an impact in the lives of complainants who were prejudiced by organs of state, cooperation from the same organs of state in the implementation of remedial action is key.

The nature of complaints received by the institution is affected by the environment within organs of state. For example, poor service delivery in certain municipalities may cause a spike in the number of service delivery related issues the institution receive. Another notable trend is the increase in the number of conduct failure complaints against office bearers close to election periods, which are taken into account when planning. There are also a notable receipt of complaints of a similar nature which point to systemic administrative deficiencies in state organs.

Throughout the years, the Auditor-General has been reporting on irregular expenditure and fruitless and wasteful expenditure which could be linked to fraud and corruption. With its expanded mandate to refer material irregularities to relevant public bodies (including the Public Protector), the office is in a position to deal with specific requests for investigations from the Auditor-General.

Organs of state have a right to exercise their legal remedies to take Public Protector's reports on judicial review. This legal right however, has led to certain organs of state taking matters on judicial review even though there are no justifiable grounds. The process of judicial review also prejudices complainants who need their matters resolved timeously.

An increasing number of complaints such as those pertaining to tender irregularities is on the rise, prompting PPSA to prepare for such complex investigations, such as training investigators and coming up with more efficient ways of investigating such matters.

4.2 Internal Environment Analysis

The institution is structured mainly in terms of core and support functions. The institution is also represented in all nine provinces, including nine regional offices. In total, there are nineteen offices across the country. Key to the performance of the institution is our ability to fulfil our legislative mandate and the realisation of vision 2023. We receive cases that are categorised as Early Resolution, Service Delivery and Good Governance. Early Resolution cases are predominantly simple matters that deal with bread and butter issues such as the undue delay in processing a pension pay out. Service Delivery cases deal with alleged failure of organs of state to deliver services to communities such as water provision. Good Governance cases focuses on conduct failure

investigations where allegations such as tender irregularities and conduct of members of the Executive are investigated. Furthermore, it is vital for the Public Protector to work with organs of State on a continuous basis until the remedial action imposed by the Public Protector is implemented.

The institution has an obligation to finalise cases that have already superannuated, while at the same time having to deal with new cases with limited resources at hand. The caseload per investigator is unreasonably high considering the increasing number of complex cases received by the institution. Complex cases take time to be finalised and may require specialised skills in other fields such as forensics, quantity surveying, etc. that the institution does not have in-house.

In terms of remedial action, the compliance unit is under capacitated to effectively deal with all the required follow-ups with organs of state. The effectiveness of this office may be undermined by the non-implementation of remedial action and organs of state are therefore urged to comply with the implementation of remedial action.

Risk Management in the Institution is another important area that complements the efficiencies and effectiveness of the organisation. Early warnings are derived from a risk register and as a result, the institution is in a better position to respond to such early warnings. Therefore the Risk Management Unit needs to have increased capacity.

The expansion of services to comply with the constitutional injunction on universal access has also been severely affected by financial constraints, leading to a strategic decision to partner with other institutions in the coming years. We are exploring options for optimal physical access by approaching organs of State to utilise state owned buildings such as magistrates courts based on the conclusion of relevant Memoranda of Understanding (MOUs) with the Department of Justice and Correctional Services and other institutions such as traditional councils and municipalities.

As a result of budgetary constraints, the institution has had to cut down on important projects or defer them to other financial years. Such projects include implementation of the Disaster Recovery System, having an integrated security system, expanding the footprint of the office as well as training and development of staff. The financial situation has gotten worse and threatens the institution's ability to execute its constitutional mandate effectively.

The approved organisational structure of PPSA has never been fully funded, which hampers its ability to rigorously investigate and finalise cases on time. When compared with the corporate structure of the Auditor General, a fellow Chapter 9 institution with a similar oversight mandate covering the entire state and even more, the PPSA's approved organisational structure is grossly inadequate. PPSA is expected to investigate any conduct in state affairs meaning, the kind of resourcing is inadequate for an institution whose mandate is so broad it covers over a

thousand organs of state including, National Government Departments, Provincial Government Departments, Municipalities, State-Owned Enterprises, universities, etc.

Limited office space also continues to be a challenge. This has resulted in a deterioration of working conditions with several employees being forced to share offices and some offices not meeting the basic requirements of the Occupational Health and Safety Act. Security in various offices has also become a major risk and several break-ins and muggings have been reported in Provincial and Regional Offices. This is a matter of serious concern. Due to financial constraints, PPSA has not been able to relocate high risk Provincial Offices with the required urgency. Over the medium term, PPSA will explore the option of procuring/renting state-owned buildings.

Pertaining to Broad-Based Black Economic Empowerment Act 53 of 2003 compliance, the institution is in a process of acquiring a compliance certificate.

PPSA has a policy on people with disabilities and special needs, with an emphasis on enabling people with disabilities (both employees and clients) to have access to PPSA premises and events. In as much as implementation of the policy is dependent on financial resources, PPSA intends to continue catering for people with disabilities such as having materials printed in braille for visually impaired clients, having sign language translators at big events as well ensuring our offices cater for the needs to people using wheelchairs.

The institution is playing an important role in empowering the youth through a partnership with SASSETA where graduates are employed in different fields ranging from investigations to administration with a focus on providing the graduates with experience. It is envisaged that the experiential training will open opportunities to these graduates to enter into full-time employment.

The institution is a member of the AOMA , where the Public Protector holds the position of President. AOMA's role is to strengthen the Ombudsman Institutions in Africa to become among the best in the world. AOMA established the AORC. AORC's main role is to support AOMA's goals of promoting ombudsmanship, good governance, the rule of law and human rights in Africa. Secondly, AORC seeks to develop the capacity and knowledge of AOMA members. AORC is funded by the Department of International Relations' (DIRCO's) African Renaissance Fund. The Public Protector is the chairperson of AORC.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

5.1 Programme 1: Administration

Purpose: The purpose of administration programme is to create effective systems within the institution to ensure optimal performance and compliance to laws and regulations. The administration programme supports the Public Protector in fulfilling the constitutional mandate.

Outcomes, outputs, performance indicators and targets

| Outcome | Output | Output Indicator | Annual Targets | | | | | | | |
|------------------------------------------------------------------------|--------------------------------|----------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------|--|
| | | | Audited / Actual Performance | | | | Estimated Performance | MTEF Period | | |
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 Target | 2021/22 Target | 2022/23 Target | |
| Clean audit achieved and maintained | Clean audit obtained | Obtain clean audit annually | The institution received an unqualified audit opinion | The institution received an unqualified audit opinion | The institution received an unqualified audit opinion | Clean Audit Strategy reviewed and implemented. The institution to receive an unqualified audit opinion | Obtain a clean audit opinion | Maintain a clean audit opinion | Maintain a clean audit opinion | |
| Implementation of ICT systems to optimally support business objectives | ICT infrastructure implemented | Percentage of implementation of ICT infrastructure | N/A | Video conferencing and integrated telephone management system were not implemented, while e-mail encryption was implemented | Hard drive encryption was implemented at 100% | N/A | 100% implementation of a Mobile Referral Application by 31 March 2021 | 100% implementation of a Case Management Application by 31 March 2022 | N/A | |

Output indicators: annual and quarterly targets

| Output Indicator | 2020/21 Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|----------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Obtain clean audit annually | Obtain a clean audit opinion | Review the clean audit strategy | N/A | 50% Implementation of the clean audit strategy (implementation and monitoring of audit action plan) | 100% Implementation of the clean audit strategy (implementation and monitoring of audit action plan) |
| Percentage of implementation of ICT infrastructure | 100% implementation of a Mobile Referral Application by 31 March 2021 | Submit for approval business case for the development of the Mobile Referral Application (30%) | Finalise the development of the Mobile Referral Application (60%) | Deploy, test and provide training on Mobile Referral Application (80%) | Rollout and implementation of Mobile Referral Application (100%) |

Explanation of planned performance over the medium-term period

PPSA is an integrity institution and it is very important for the institution to obtain and maintain clean audit outcomes from AGSA year on year. The institution has planned to review its clean audit strategy and to implement it in order to attain a clean audit outcome in the 2020/21 financial year and to maintain the clean audit outcome in subsequent financial years.

A functional Case Management Application is crucial to PPSA fulfilling its mandate in assisting investigative staff to finalise cases timeously, therefore benefitting complainants. Since investigators spend more time on reporting using time-consuming manual systems, the CMA will cut reporting time, thus freeing investigators to focus on investigations. PPSA plans implement a Case Management Application in 2021/22 financial year. In the meantime, a Mobile Referral Application will be implemented to assist complainants on appropriate complaints handling mechanism available prior to approaching the Public Protector

Programme Resource Considerations

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--------------------|-----------------|-----------------|-----------------|-----------------|-------------------------|-------------------------|--------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Approved budget | Revised budget estimate | Revised budget estimate | Planning budget estimate |
| Rand thousand | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| Objective/Activity | | | | | | | |
| Administration | 113 519 | 149 285 | 129 626 | 128 972 | 135 554 | 142 555 | 148 801 |
| Total | 113 519 | 149 285 | 129 626 | 128 972 | 135 554 | 142 555 | 148 801 |

Explanation of the contribution of resources towards achievement of outputs

The clean audit strategy is implemented by PPSA employees, thus the allocation is covered under compensation of employees. Furthermore, a budget has been made available to procure an Internal Audit software that is key to strengthening certain internal controls. Provision has also been made for the implementation of the Mobile Referral Application in the 2020/21 financial year. The administration programme is funded from National Treasury allocation to PPSA.

Updated Key Risks

| Outcome | Key Risk | Risk Mitigation |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Clean audit achieved and maintained | Inadequate monitoring of internal controls and inadequate implementation of internal controls | Strengthen internal controls and monitoring mechanisms by improving compliance monitoring |
| Implementation of ICT systems optimally support business objectives | Inadequate funding | Use an alternative Open Source System |

5.2 Programme 2: Investigations

Purpose: The purpose of the investigations programme is to ensure speedy resolution of complaints in line with fulfilling the mandate of the Public Protector to strengthen constitutional democracy.

Outcomes, outputs, performance indicators and targets

| Outcome | Output | Output Indicator | Annual Targets | | | | | | |
|--------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------|------------------------------|---------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | Audited / Actual Performance | | MTEF Period | | | | |
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Investigations finalised within turnaround times | Investigations on reports finalised | Number of investigations on reports finalised | N/A | N/A | 46 formal reports were finalised | 56 investigation reports finalised by 31 March 2020 | Finalise 41 investigation reports by 31 March 2021 | Finalise 50 investigation reports by 31 March 2022 | Finalise 50 investigation reports by 31 March 2023 |
| Investigations finalised within turnaround times | Cases finalised within approved turnaround times | Percentage of adherence to turnaround times in finalisation of cases | N/A | N/A | 99% of cases (4757/4803) were finalised within the following turnaround times: ER: 6 months (as at 1 April 2019) | 100% of cases finalised within the following turnaround times: ER: 6 months (as at 1 April 2019) | Finalise 60% of cases within the following turnaround times: ER: 9 months SD: 18 months GGI: 30 months | Finalise 90% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months | Finalise 100% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months (Very complex): 36 months by 31 March 2023 |
| Investigations finalised within turnaround times | 30 months and older cases finalised | Percentage of 30 months and older cases finalised | N/A | N/A | N/A | N/A | Finalise 60% of 30 months and older cases (except GGI very complex matters) by 31 March 2021 | Finalise 80% of 30 months and older cases (except GGI very complex matters) by 31 March 2022 | Finalise 80% of 30 months and older cases (expect GGI very complex matters) by 31 March 2023 |

| Outcome | Output | Output Indicator | Annual Targets | | | | | | |
|--------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------|---------|-----------------------|-------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| | | | Audited / Actual Performance | | Estimated Performance | MTEF Period | | | |
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Investigations finalised within turnaround times | Systemic investigations finalised | Investigation and finalisation of systemic investigations/ interventions/ interventions | 1 | 6 | 6 | 2 | Finalise 2 systemic investigations/ interventions identified in 2019/20 by 31 March 2021 | Identify and investigate 2 systemic investigations/ interventions by 31 March 2022 | Finalise 2 systemic investigations/ interventions identified in 2021/22 by 31 March 2023 |
| Investigations finalised within turnaround times | Dialogues held with State on systemic challenges | Number of dialogues held with State on systemic challenges | N/A | 11 | 13 | 10 | 10 dialogues held with organs of State on systemic challenges by 31 March 2021 | 10 dialogues held with organs of State on systemic challenges by 31 March 2022 | 10 dialogues held with organs of State on systemic challenges by 31 March 2023 |

Output indicators: annual and quarterly targets

| Output Indicators | 2020/21 Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of investigation reports finalised | Finalise 41 investigation reports by 31 March 2021 | Finalise 14 investigation reports | Finalise 4 investigation reports | Finalise 12 investigation reports | Finalise 11 investigation reports |
| Percentage of adherence to turnaround times in finalisation of cases | Finalise 60% of cases within the following turnaround times: ER : 9 months SD : 18 months GGI : 30 months GGI : (very complex) 36 months by 31 March 2021 | Finalise 60% of cases within the following turnaround times: ER: 9 months SD: 18 months GGI: 30 months GGI (very complex): 36 months | Finalise 60% of cases within the following turnaround times: ER: 9 months SD: 18 months GGI: 30 months GGI (very complex): 36 months | Finalise 60% of cases within the following turnaround times: ER: 9 months SD: 18 months GGI: 30 months GGI (very complex): 36 months | Finalise 60% of cases within the following turnaround times: ER: 9 months SD: 18 months GGI: 30 months GGI (very complex): 36 months |
| Percentage of 30 months and older cases finalised | Finalise 60% of 30 months and older cases (except GGI matters) by 31 March 2021 | Finalise 20% of 30 months and older cases (except GGI matters) by the end of the quarter | Finalise 30% of 30 months and older cases (except GGI matters) by the end of the quarter | Finalise 50% of 30 months and older cases (except GGI matters) by the end of the quarter | Finalise 60% of 30 months and older cases (except GGI matters) by the end of the quarter |
| Investigation and finalisation of systemic investigations / interventions | Finalise 2 systemic investigations/interventions identified in 2019/20 by 31 March 2021 | N/A | N/A | N/A | Finalise the 2 systemic investigations/intervention identified in 2019/20 financial year and produce reports signed by the Public Protector |
| Number of dialogues held with organs of State on systemic challenges | 10 dialogues held with organs of State on systemic challenges by 31 March 2021 | 2 dialogues held with organs of State on systemic challenges | 3 dialogues held with organs of State on systemic challenges | 2 dialogues held with organs of State on systemic challenges | 3 dialogues held with organs of State on systemic challenges |

Explanation of planned performance over the medium-term period

The outputs of finalising investigation reports, systemic investigations, finalising cases within turnaround times, prioritising the finalisation of cases that are two years and older as well as continually holding dialogues with organs of state to address systemic challenges are key to achieving the core mandate of PPSA. This is aimed at changing the lives of the complainants we serve once investigations are finalised and appropriate remedies are implemented by relevant organs of state. Women, the youth as well as people with disabilities are welcome to lodge complaints that will be investigated and finalised.

The institution has planned to finalise 50 investigations reports over the MTEF period. The number 50 was arrived at after considering factors such as capacity (number of investigative staff) along with complexity of matters the office has been receiving lately. Pertaining to timeframes within which investigations should be finalised, the plan is to finalise ER cases within 6 months, SD cases within 12 months, GGI cases within 24 months and very complex GGI cases within 36 months. There are however, ER, SD and GGI cases that had already superannuated and are 2 years and older, prompting a focus on ensuring their finalisation.

On systemic investigations, the plan is to finalise two systemic investigations every two years due to their complexity. The purpose of these systemic investigations is to assist organs of state to resolve systemic challenges and to improve service delivery. Related to systemic challenges, when PPSA notes a trend or an influx of complaints pertaining to a specific organ of state, those organs of state are contacted in order for dialogues to take place with the aim of resolving those identified systemic challenges. The target is to hold at least ten dialogues per annum.

Programme Resource Considerations

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---------------------|-----------------|-----------------|-----------------|-----------------|-------------------------|-------------------------|--------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Approved budget | Revised budget estimate | Revised budget estimate | Planning budget estimate |
| Rand thousand | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| Objective/ Activity | | | | | | | |
| Investigations | 174 673 | 181 991 | 180 795 | 180 567 | 192 457 | 203 523 | 213 836 |
| Total | 174 673 | 181 991 | 180 795 | 180 567 | 192 457 | 203 523 | 213 836 |

Explanation of the contribution of resources towards achievement of outputs

The biggest cost driver for PPSA investigations is compensation of employees since investigative staff is responsible for investigating, finalising cases and referring the matters. The service provided by PPSA is labour intensive and manual. The Investigations programme is funded from National Treasury allocation to PPSA.

Updated Key Risks

| Outcome | Key Risk | Risk Mitigation |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Investigations finalised within turnaround times | <ul style="list-style-type: none">▶ Lack of cooperation from organs of state▶ Possible budget cuts that can potentially lead to fewer investigators being in the employ of PPSA and limited funding to acquire specialised skills (e.g. forensic investigators) to assist in certain investigations | <ul style="list-style-type: none">▶ Apply the Public Protector rules▶ Adjust targets in line with investigative capacity |

5.3 Programme 3: Stakeholder Management

Purpose: The purpose of the programme is to enhance accessibility of Public Protector services to all persons and communities as well as to assist in improving complaints handling mechanisms in organs of state and ombudsman institutions.

Outcomes, outputs, performance indicators and targets

| Outcome | Output | Output Indicator | Annual Targets | | | | | | |
|--------------------------|-------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------|
| | | | Audited Performance | | | Estimated Performance | MTEF Targets | | |
| | | | 2016/17 | 2017/18 | 2018/19 | | 2020/21 Target | 2021/22 Target | 2022/23 Target |
| Accessible PPSA services | Outreach clinics conducted across the country | Number of outreach clinics conducted across the country | 784 clinics were conducted across the country | 815 clinics were conducted across the country | 277 clinics were conducted across the country | 208 were conducted outreach clinics across the country by 31 March 2020 | N/A | Conduct 208 outreach clinics across the country by 31 March 2022 | Conduct 208 outreach clinics across the country by 31 March 2023 |
| | | | N/A | N/A | 7 national events were conducted | 9 Public Protector Roadshows (including national events) conducted by 31 March 2020 | Conduct 5 Public Protector webinars / national events by 31 March 2021 | Conduct 5 Public Protector webinars / national events by 31 March 2022 | Conduct 5 Public Protector webinars / national events by 31 March 2023 |
| | Public Protector webinars / national events conducted | Number of Public Protector webinars / national events conducted | N/A | N/A | 64 radio slots were conducted | 2 radio slots conducted per province by 31 March 2020 | Conduct 87 radio interviews nationally by 31 March 2021 | Conduct 4 radio interviews per province per annum | Conduct 4 radio interviews per province per annum |

| Outcome | Output | Output Indicator | Annual Targets | | | | | | |
|--------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | Audited Performance | | Estimated Performance | | MTEF Targets | | |
| | | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| Ongoing engagements with ombudsman and organs of state | Bilateral agreements entered into | Number of bilateral agreements entered into annually | N/A | A bilateral agreement was entered into with the Health Ombudsman | A bilateral agreement was entered into with the Tax Ombud | I bilateral agreement entered into with an ombudsman or organ of state by 31 March 2020 | Enter into 1 bilateral agreement with an ombudsman institution or assist an organ of state to strengthen its internal complaints handling mechanisms by 31 March 2021 | Enter into 1 bilateral agreement with an ombudsman institution or assist an organ of state to strengthen its internal complaints handling mechanisms by 31 March 2022 | Enter into 1 bilateral agreement with an ombudsman institution or assist an organ of state to strengthen its internal complaints handling mechanisms by 31 March 2023 |
| | AORC board meetings chaired by the Public Protector | Percentage of AORC board meetings chaired by the Public Protector | The Public Protector chaired all AORC board meetings | N/A | The Public Protector chaired all AORC board meetings | The Public Protector chaired all scheduled AORC board meetings by 31 March 2020 | Public Protector to chair 100% of scheduled AORC board meetings by 31 March 2021 | Public Protector to chair 100% of scheduled AORC board meetings by 31 March 2022 | Public Protector to chair 100% of scheduled AORC board meetings by 31 March 2023 |
| | AOMA meetings chaired by the Public Protector | Percentage of AOMA meetings chaired by the Public Protector | The Public Protector attended the AOMA EXCO meetings | N/A | The Public Protector attended all AOMA EXCO meetings | The Public Protector attended all scheduled AOMA meetings by 31 March 2020 | Public Protector to chair 100% of scheduled AOMA meetings by 31 March 2021 | Public Protector to chair 100% of scheduled AOMA meetings by 31 March 2022 | Public Protector to chair 100% of scheduled AOMA meetings by 31 March 2023 |

Output indicators: annual and quarterly targets

| Output Indicator | 2020/21 Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Number of Public Protector webinars / national events conducted | Conduct 5 Public Protector webinars / national events by 31 March 2021 | N/A | Conduct 3 Public Protector webinars / national events (Mandela Day, Women's Day and Heritage Day) by the end of the quarter | Conduct 1 Public Protector webinar / national event (16 days of Activism) by the end of the quarter | Conduct 1 Public Protector webinar / national event by the end of the quarter |
| Number of radio interviews conducted | Conduct 87 radio interviews nationally by 31 March 2021 | Conduct 6 radio interviews by the end of the quarter | Conduct 27 radio interviews nationally by the end of the quarter | Conduct 27 radio interviews nationally by the end of the quarter | Conduct 27 radio interviews nationally by the end of the quarter |
| Number of bilateral agreements entered into annually | Enter into 1 bilateral agreement with an ombudsman institution or assist an organ of state to strengthen its internal complaints handling mechanisms by 31 March 2021 | Identify an ombudsman institution to enter into a bilateral agreement with or identify an organ of state to assist in strengthening its internal complaints handling mechanisms | Negotiate with the identified ombudsman institution/organ of state and draft a bilateral agreement | Conclude and sign the bilateral agreement | Implement the bilateral agreement |
| Percentage of AORC board meetings chaired by the Public Protector | Public Protector to chair 100% of scheduled AORC board meetings by 31 March 2021 | Public Protector to chair any scheduled AORC board meeting | Public Protector to chair any scheduled AORC board meeting | Public Protector to chair any scheduled AORC board meeting | Public Protector to chair any scheduled AORC board meeting |
| Percentage of AOMA meetings chaired by the Public Protector | Public Protector to chair 100% of scheduled AOMA meetings by 31 March 2021 | Public Protector to chair any scheduled AOMA meeting | Public Protector to chair any scheduled AOMA meeting | Public Protector to chair any scheduled AOMA meeting | Public Protector to chair any scheduled AOMA meeting |

Explanation of planned performance over the medium-term period

The outputs concerning conducting of clinics across the country, Public Protector roadshows and radio interviews are pivotal in making PPSA accessible to as many people in South Africa as possible, in fulfilling the institution’s mandate as stipulated in Section 182 (4) of the Constitution of being accessible to all persons and communities. Planned targets for outreach clinics is to reach communities through conducting at least 208 clinics per annum. Nine roadshows are planned to take place each financial year. As for radio interviews, it is expected that every province will conduct at least four interviews every financial year.

At least one bilateral agreement is planned to be entered into between the Public Protector and ombudsman institutions/organs of state annually. These bilateral agreements are at the heart of assisting the complainants PPSA is created to assist in expediting resolution of their matters. On the one hand, the bilateral agreements with ombudsman institutions among others, talks to referral of complaints to more appropriate bodies, therefore improving efficiency. Furthermore, bilateral agreements with organs of state focus mainly on assisting organs of state to establish internal complaints handling mechanisms in order for complainants to be assisted within the institutions they complain about. In short, the abovementioned bilateral agreements will assist complainants to be assisted expeditiously.

The Public Protector as president of AOMA and chairperson of AORC is expected to attend and chair key meetings of these bodies. These bodies are key to assisting Ombudsman Institutions in Africa to become among the best in the world. In this way, the Public Protector is engaged in a process that will see complainants in the rest of Africa being assisted.

Programme Resource Considerations

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------|-----------------|-----------------|-----------------|-----------------|-------------------------|-------------------------|--------------------------|
| | Audited Outcome | Audited Outcome | Audited Outcome | Approved budget | Revised budget estimate | Revised budget estimate | Planning budget estimate |
| Rand thousand | 000 | 000 | 000 | 000 | 000 | 000 | 000 |
| Objective/Activity | | | | | | | |
| Stakeholder management | 5 275 | 13 937 | 12 045 | 13 087 | 13 804 | 14 535 | 15 285 |
| Total | 5 275 | 13 937 | 12 045 | 13 087 | 13 804 | 14 535 | 15 285 |

Explanation of the contribution of resources towards achievement of outputs

The budget allocation for the stakeholder management programme is apportioned in line with the targets set to ensure that some of the goals of vision 2023 are attained and contribute towards making PPSA more accessible, especially to those people staying in remote areas within the country. In addition, the contribution to ombudsman institutions in Africa is also catered for through the budget allocated to AOMA and AORC activities. The Stakeholder Management programme is funded from National Treasury allocation to PPSA.

Updated Key Risks

| Outcome | Key Risk | Risk Mitigation |
|--------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accessible PPSA services | Inability to reach people in remote areas/Inadequate inaccessibility to rural/remote areas | Outreach interventions to target far flung/remote areas will include: ▶ The use of local radio stations to get the message PPSA needs to communicate to those communities ▶ Outreach clinics being held in some of the identified remote areas |

6. Technical Indicator Descriptions

Programme I: Administration

| Indicator title | Obtain clean audit annually |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Definition | The Public Protector South Africa to obtain and sustain a clean audit opinion from Auditor-General South Africa |
| Source of data | Clean Audit Action Plan, quarterly reports on implementation of Clean Audit Action Plan, AGSA audit report |
| Method of calculation / Assessment | Verification against AGSA audit report if the clean audit is obtained |
| Assumptions | Operational systems of producing financial statements |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) of Clean Audit Action Plan, AGSA audit report | N/A |
| Calculation Type | N/A |
| Reporting cycle | Quarterly |
| Desired performance | 100% achievement of target |
| Indicator responsibility | CFO, all executive managers, all senior managers |

| Indicator title | Percentage of implementation of ICT infrastructure |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | PPSA will develop a Mobile Referral Application (MRA) that will serve as a guide to prospective complainants on appropriate complaint handling mechanisms available prior to approaching the Public Protector |
| Source of data | MRA |
| Method of calculation / Assessment | Functional MRA |
| Means of verification | Review of the functionality of the MRA |
| Assumptions | People have access to mobile technology |

| Indicator title | Percentage of implementation of ICT infrastructure |
|----------------------------------------------------|--------------------------------------------------------------------------------------------|
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | Prospective complainants in all provinces will benefit from the MRA |
| Calculation Type | N/A |
| Reporting cycle | Quarterly |
| Desired performance | 100% achievement of the target |
| Indicator responsibility | Senior Manager: ICT, Executive Manager: CSM and Manager: Knowledge Management |

Programme 2: Investigations

| Indicator title | Number of investigation reports finalised |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | <p>The indicator refers to investigations that are concluded where investigation reports (formal and closing reports) which are signed off by the Public Protector are produced.</p> <p>Technical Terms: Formal Report: An investigation report signed by the Public Protector in which the Public Protector makes finding against those investigated Closing report: An investigation report signed by the Public Protector where no findings are made against those investigated.</p> |
| Source of data | Investigation Branches and Provincial reports; formal and closing reports signed by the Public Protector; register of finalised cases |
| Method of calculation / Assessment | Simple count |
| Means of verification | Investigation reports signed by the Public Protector (formal and closing reports) |
| Assumptions | All investigation reports followed processes stipulated in PPSA policies, manuals and procedures |
| Disaggregation of Beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |

| Indicator title | Number of investigation reports finalised |
|--------------------------|-----------------------------------------------------|
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | Performance higher than the one targeted is desired |
| Indicator responsibility | Executive Managers for:AJSD, GGI and PII |

| Indicator title | Percentage of adherence to turnaround times in finalisation of cases |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | The indicator measures the number of cases that get finalised within stipulated timeframes of 9 months for Early Resolution (simple) cases, 18 months for Service Delivery cases, 30 months for Good Governance and Integrity (conduct failure) cases and 36 months for very complex Good Governance and Integrity (conduct failure) cases |
| Source of data | Investigation files / Statistical reports / investigations reports / closing letters and register of cases finalised falling within the set parameters/ cases register |
| Method of calculation / Assessment | Percentage = number of finalised cases within turnaround times/total number of cases finalised X 100 |
| Means of verification | <ol style="list-style-type: none"> List of cases finalised indicating the date on which files were received, the classification of cases (ER, SD, GGI, GGI (complex matters) and the date of finalisation of cases Complaint form/complaint e-mail/complaint letter with date on which the complaint was received Assessment form or investigation file cover indicating how the cases were classified or reclassified as ER, SD, GGI or GGI (complex matters) Formal report/Closing report/closing letter/closing note |
| Assumptions | All finalised investigations followed processes stipulated in PPSA policies, manuals and procedures |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | 100% achievement of target |
| Indicator responsibility | Executive Managers for: CSM,AJSD, GGI and PIII |

| Indicator title | Percentage of 30 months and older cases finalised |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | These are cases that will be 30 months and older at the time of reporting till from 1 April 2020 till 31 March 2021. It should be noted that this is a moving target as cases age daily. The abovementioned cases are considered a backlog. The target exclude very complex GGI as their turnaround for finalisation is 36 months |
| Source of data | Investigation files / Statistical reports / investigations reports / closing letters and register of 30 months and older cases |
| Method of calculation / Assessment | Percentage = number of finalised 30 months and older cases / total number of 30 months and older cases X100 |
| Means of verification | <ol style="list-style-type: none"> 1. List of cases that are 30 months months and older (both finalised and active cases) except for very complex GGI cases with turnaround times of 36 months 2. Complaint form/complaint e-mail/complaint letter with date on which the complaint was received by PPSA 3. Formal report/Closing report/closing letter/closing note |
| Assumptions | All finalised investigations followed processes stipulated in PPSA policies, manuals and procedures |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |
| Calculation Type | Cumulative (Year to date) |
| Reporting cycle | Quarterly |
| Desired performance | Performance higher than the one targeted is desired |
| Indicator responsibility | Executive Managers for:AJSD, GGI and PII |

| Indicator title | Investigation and finalisation of systemic investigations/ interventions |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | <p>The indicator for the 2020/21 financial year pertains to finalisation of systemic investigations/interventions that were identified in the 2019/20 financial year.</p> <p>Systemic challenges that result in systemic investigations/interventions are recurring problems in organs of state that usually increase the number of cases received by PPSA.</p> <p>By resolving systemic challenges in organs of state, recipients of services benefit as they will not experience the type of challenges that would have been addressed</p> |
| Source of data | Investigation files / investigations reports (formal and closing reports) and register of systemic investigations |
| Method of calculation / Assessment | Simple count |
| Means of verification | Systemic investigations reports signed by the Public Protector (formal and closing reports) |
| Assumptions | All finalised investigations followed processes stipulated in PPSA policies, manuals and procedures |
| Disaggregation of beneficiaries (where applicable) | <p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> |
| Spatial Transformation (where applicable) | The spatial impact area is limited to Gauteng Province as both systemic investigations are conducted in Gauteng Province |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Annual |
| Desired performance | Performance higher than the one targeted is desired |
| Indicator responsibility | Executive Managers for: AJSD and PII |

| Indicator title | Number of dialogues held with organs of State on systemic challenges |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | Identify organs of State with identified systemic challenges and hold dialogues with them for the purpose of resolving those challenges. |
| Source of data | <ol style="list-style-type: none"> 1. List of cases that prompted the classification of specific matters as systemic challenges. 2. Screenshots of online meetings showing the names of attendees signed off by the chairperson or attendance registers. 3. Minutes or recordings of meetings were systemic challenges were discussed 4. Register of dialogues |
| Method of calculation / Assessment | Simple count |
| Means of verification | <ol style="list-style-type: none"> 1. Screenshots of online meetings showing the names of attendees signed off by the chairperson or attendance registers. 2. Minutes or recordings of meetings were systemic challenges were discussed |
| Assumptions | Meetings on systemic challenges addressed the matters identified |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | Performance higher than the one targeted is desired |
| Indicator responsibility | Executive Managers for PII, AJSD and Provincial Representatives |

Programme 3: Stakeholder Management

| Indicator title | Number of Public Protector webinars/national events conducted |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | Webinars are events where the Public Protector addresses the public and/or stakeholders about the service offering of PPSA. National events to be commemorated refer to events that take place during the months of selected national events of Mandela Day, Women's Day, Heritage Day and 16 Days of activism. |
| Source of data | Information is collected from webinars / national events, attendance registers / screenshots of online meetings and reports |
| Method of calculation / Assessment | Simple count |
| Means of verification | Attendance registers/ Screenshots of online meetings showing the names of attendees |
| Assumptions | Attendees to webinars / national events are able to use the modalities / technology employed |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | 100% achievement of target |
| Indicator responsibility | Executive Manager: CSM |

| Indicator title | Number of radio interviews conducted |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | Radio interviews are to be conducted by the Public Protector or delegated officials nationally/in the nine provinces of South Africa. The radio stations used vary from community radio stations to national radio stations |
| Source of data | Recordings or registers or e-mail confirmations |
| Method of calculation / Assessment | Simple count |
| Means of verification | Registers or letters signed by radio stations as evidence of radio interviews having taken place or e-mail confirmations of radio interviews having taken place or interview recordings |
| Assumptions | PPSA officials conducting radio interviews are authorised to do so |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | Performance higher than the one targeted is desired |
| Indicator responsibility | Executive Manager: PII, Provincial Representatives and Senior Manager: Communications |

| Indicator title | Number of bilateral agreements entered into annually |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | Bilateral agreements are MOU's entered into with either an ombudsman institution or an organs of state for the purpose of contributing towards ombudsman development as well as development of internal complaints handling mechanisms within organs of state in South Africa |
| Source of data | Signed bilateral agreement/MOU between Public Protector South Africa and an ombudsman institution or between the PP and an organ of state. Register of bilateral agreements. |
| Method of calculation / Assessment | Simple count |
| Means of verification | Signed MOU/bilateral agreement |
| Assumptions | Signatories to the MOU/bilateral agreement are authorised to sign it |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | The spatial impact area is in all nine provinces within South Africa |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | Performance higher than the one targeted is desired |
| Indicator responsibility | Executive Manager: CSM |

| Indicator title | Percentage of AORC board meetings chaired by the Public Protector |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | AORC board meetings attended and chaired by the Public Protector against scheduled meetings |
| Source of data | Invitations to AORC Board meetings, minutes of board meetings and register for AORC Board meetings held |
| Method of calculation / Assessment | Percentage = number of AORC board meetings chaired by the Public Protector/total number of scheduled AORC board meetings in the financial year X 100 |
| Means of verification | Minutes of board meetings |
| Assumptions | All board meetings held met requirements as set out in the AOMA constitution |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | N/A |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | 100% achievement of target |
| Indicator responsibility | Executive Manager: CSM |

| Indicator title | Percentage of AOMA meetings chaired by the Public Protector |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Definition | AOMA EXCO meetings chaired by the Public Protector against the scheduled meetings for the purpose of interacting with ombudsman institutions across Africa for sharing best practices and new research developments |
| Source of data | Minutes of AOMA meetings |
| Method of calculation / Assessment | Percentage = number of AOMA meetings chaired by the Public Protector/total number of scheduled AOMA meetings in the financial year X 100 |
| Means of verification | Minutes |
| Assumptions | All AOMA meetings held met requirements as set out in the AOMA constitution |
| Disaggregation of beneficiaries (where applicable) | Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A |
| Spatial Transformation (where applicable) | N/A |
| Calculation Type | Cumulative (Year-end) |
| Reporting cycle | Quarterly |
| Desired performance | 100% achievement of target |
| Indicator responsibility | Executive Manager: CSM |

ACRONYMS

| | |
|--------|------------------------------------------------------------------|
| AGSA | Auditor-General South Africa |
| AIR | Accountability, Integrity and Responsiveness |
| AJSD | Administrative Justice and Service Delivery |
| AOMA | African Ombudsman and Mediators Association |
| AORC | African Ombudsman Research Centre |
| CCMA | Commission for Conciliation, Mediation and Arbitration |
| CFO | Chief Financial Officer |
| MRA | Mobile Referral Application |
| CSM | Complaints and Stakeholder Management |
| FISD | Forum for Institutions Supporting Democracy |
| GGI | Good Governance and Integrity |
| ICT | Information and Communications Technology |
| MOU | Memorandum of Understanding |
| N/A | Not Applicable |
| NDP | National Development Plan |
| NHBRC | National Home Builders Registration Council |
| PAIA | Promotion of Access to Information Act |
| PESTEL | Political, Economic, Social, Technological, Environmental, Legal |
| PII | Provincial Investigations and Integration |
| PPSA | Public Protector South Africa |
| PULE | Passion, Ubuntu, Leadership and Efficiency |
| CMA | Case Management Application |
| SIU | Special Investigating Unit |
| SWOT | Strengths, Weaknesses, Opportunities, Threats |



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