

CELEBRATING

27 YEARS
OF STRIKING AGAINST
CORRUPTION



SIU SA
STRIKING AGAINST CORRUPTION

**ANNUAL
PERFORMANCE
PLAN**

2024-2025



FOREWORD BY THE MINISTER

MR RONALD LAMOLA (MP)

MINISTER OF JUSTICE & CORRECTIONAL SERVICES

It is with great delight that I present the Annual Performance Plan (APP) for the 2024/25 financial year of the Special Investigating Unit (SIU/the Unit). This financial year marks the SIU's final year of implementing its five-year strategy with 14 strategic focus areas. Implementing this strategy has led the SIU to deliver quicker investigation turnaround times and pursue assets or cash recovery through civil litigation at the Special Tribunal and the High Court.

In the previous financial year, the Constitutional Court handed down a judgment that confirmed the Special Tribunal is not a court. However, it still holds the jurisdiction and powers to adjudicate reviews brought by the SIU and to grant orders setting aside unlawful procurement contracts awarded by State institutions. This judgment gives us confidence that our establishment of the Special Tribunal in 2019 waged war against impunity for the perpetrators of corruption. From establishing the Special Tribunal until the end of the 2022/23 financial year, the SIU has enrolled 193 cases at the Special Tribunal with a value of approximately R14.6 billion. From 1998 to April 2023, the SIU pursued 61 cases at the high courts to the value of R68.3 billion. It is evident that the Special Tribunal effectively expedites the wheels of justice. They no longer grind slowly but move effectively to replenish the loss the State has suffered through corruption, fraud, maladministration, and malfeasance.

Our efforts in the fight against corruption mustn't be outdated. To ensure that the SIU is ahead of its game and of those who are corrupt, I have entered into a cooperation protocol agreement with Ms. Catherine Colonna, Minister for Europe and Foreign Affairs of the French Republic, to improve the SIU's cyber forensic capabilities. The agreement aims to strengthen the relationship between South Africa and France by enabling the SIU to develop cyber forensic, financial crimes, and analytical skills. It will result in establishing an anti-corruption academy hosted by the Justice College. The Academy will serve members of the SIU and other law enforcement agencies and anti-corruption agencies within Southern African Development Community member states and Commonwealth and non-Commonwealth countries. This initiative aims to enhance investigative capabilities and prevention measures and promote anti-corruption and public education.

The year 2024 marks the 30th anniversary of South Africa's freedom and establishment of democracy. The centre of democracy is the people. This is why the National Anti-Corruption Strategy (NACS) is premised on the 'whole-of-society' approach in our combat against corruption. Involving every citizen in this fight is crucial to the strategy's success in meeting its targets in 2030.



To ensure that no one is left behind in this combat, the SIU has piloted vulnerable sector anti-corruption forums, with the first being the Health Sector Anti-Corruption Forum (HSACF), which was launched by the President in 2019. The HSACF comprises various institutions within civil society and the public and private sectors. It has made tremendous strides in effectively fighting corruption in the health sector. Its role will be heightened as we move towards implementing the National Health Insurance (NHI) Bill, passed by Parliament in recent months. For the NHI to be successful, the HSACF will play a critical role in protecting its funds and ensuring that the health sector is no longer vulnerable to corruption.

The SIU has since replicated this targeted model against local government and infrastructure corruption and will soon establish this model for border management.

The cost of corruption is seen in the everyday lives of South Africans. From loadshedding measures by Eskom to the hindrance of socio-economic development. The SIU's investigating into state-owned entities that were victims of state capture is vital in the process of picking up the pieces and recovering the loss that South Africa suffered and is still impacted by till this day.



Our 30th year of democracy should be marked with solutions towards rebuilding our nation and creating a zero-tolerance culture and attitude towards corruption.

I believe that the SIU is a key player in ensuring that we create a better and corruption-free South Africa as envisioned in the NACS. Therefore, as the Minister of Justice and Correctional Services, I endorse this APP of the SIU for the 2024/25 financial year as the pathway for what the SIU hopes to achieve.



MR RONALD LAMOLA (MP)
MINISTER OF JUSTICE AND CORRECTIONAL SERVICES





FOREWORD BY THE HEAD OF THE UNIT

ADVOCATE ANDY MOTHIBI
HEAD OF THE UNIT

The 2024/2025 financial year marks the final year in the five-year turnaround strategy. The five-year plan focuses on improving communication and stakeholder relations, public education, investigation turnaround times, legal outcomes, governance, and information and communication technology (ICT).

Over the last four years, we have diligently implemented the strategy. Our communication and stakeholder relations expanded to digital platforms and curated content that is easy for the public to consume, while intensifying public education through the #KnowYourSIU Campaign.

We have made strides in improving our investigation turnaround times. Investigations emanating from Proclamation R23 of 2020, which probed the procurement of goods, works, and services in state institutions during the COVID-19 National State of Disaster, tested our ability to produce high-quality, in-depth investigations within 18 months. The latter investigations covered National Department of Health and all nine provincial departments of health and national and provincial entities.

In the formulation of this strategy, we saw the gap that slowed the progress of our legal outcomes. The delays in our civil litigations stemmed from the long waiting time of being placed on the High Court's roll. To combat this, we

used the provisions of the Special Investigating Units and Special Tribunals Act 74 of 1996 (SIU Act), which was not utilised, and established the Special Tribunal which was processed by the Minister of Justice and Correctional Services and was proclaimed by the President in 2019.

As part of strengthening our governance, we have appointed a Chief Governance Officer, whose mandate is to ensure that the SIU's business processes and systems enable sustainable growth.

In the era of the Fourth Industrial Revolution, artificial intelligence (AI), and high rates of cybercrimes, the SIU cannot afford to fall behind in terms of technology. This has propelled the SIU to prioritise upgrading our ICT infrastructure to give our investigators the tools of trade that they need to improve investigations and related turnaround times, as well as our ability to combat cybercrimes.

As we move to the end of our five-year strategy, we take the lessons we have learned from this period to put the SIU in a better position in executing our mandate and contributing towards the implementation of the National Anti-Corruption Strategy (NACS).



Prevention of Corruption

While fighting corruption plays a central role in what we do, it is fundamental that we move towards developing a comprehensive National Corruption Prevention Framework (NCPF) and creating prevention measures. Our focus should not only be on recovering money that the state has lost, but also on preventing the state purse from bleeding funds through corruption. In the 2022/23 financial year, the SIU has saved the state R2.167 billion. This is potential money that the state could have lost to corruption, maladministration, and malpractice. NCPF will include, amongst others, data analytics, lifestyle audits, risk assessments, scenario analysis, control environment assessment and audit, and systemic improvement recommendations as focus areas.

As we move towards strengthening our corruption prevention mechanisms, the systematic weaknesses that our investigations find must be addressed so that corruption is prevented and nibbed in the bud. Pillar Six of the NACS seeks to: “improve adherence to integrity management and anti-corruption mechanisms and improve consequence management for non-compliance of these across government, business and civil society sectors and protecting corruption vulnerable sectors.” This pillar is critical for the work of the SIU.

Furthermore, the SIU has been tasked with developing the NCPF for South Africa. The proposed corruption prevention framework is aligned with the implementation programmes underlying the six strategic pillars of the NACS. It is envisaged that fraud and corruption risks will be identified, assessed, and managed through risk management programmes to ensure that they are managed effectively through an effective implementation of a ‘whole-of-society’ approach to fighting and combatting of corruption.

Working with Other Law Enforcement Agencies

Combating corruption cannot be a solo exhibition of a law enforcement agency, it is a deliberate and consented effort by law enforcement agencies.

The Fusion Centre that was kicked off by COVID-19-related investigations is evidence of the outstanding achievements we can achieve as law enforcement agencies through collaboration and sharing of resources. The SIU is committed to working with our law enforcement peers, especially when our powers are limited. In line with the SIU Act, the SIU refers the evidence pointing to criminal conduct to the National Prosecuting Authority (NPA) for further action.

For the full completion of the wheel of justice and to ensure that the SIU’s referrals have been followed through, we entered into a memorandum of understanding with the NPA and the Directorate for Priority Crime Investigation (Hawks). The SIU will continue working closely with the Hawks and NPA to close the taps of corruption.

Expanding Public Education and Focusing on Customer Satisfaction

In the financial year 2024/2025, SIU’s Stakeholder Relations and Communications (SRC) Division conducted a pilot project to showcase investigation timelines to the public. The aim was to answer the public’s questions about the SIU’s working process, why some investigations take longer than others, and to illustrate the thorough process of our investigations and legal actions. The feedback from the public has been positive, and this has encouraged us to make the timelines a standard feature of our communication strategy when conveying investigation and legal outcomes.

The SIU’s public education campaign, known as #KnowYourSIU, continues to grow on our digital platform and through traditional media, such as radio and reading material. The new gear of this campaign has kicked off with the SIU’s value chain being translated into the 11 spoken languages of South Africa. In the new financial year, the SRC Division will focus on strategically distributing the material to stakeholders in government and state institutions, as well as the public. The brochures will form part of SIU’s outreach programmes and

stakeholder engagements.

Our objective is to ensure that our communication with the public regarding the SIU is not one-sided. As a solution, SRC has planned to launch a mobile app that will enable us to improve customer experience and satisfaction, while helping whistleblowers keep track of the investigations they have reported and entrusted to the SIU.

In July 2022, we introduced a new logo. Furthermore, we have initiated a project to rebrand all our offices with new signage. The project is still in progress and is expected to be completed by the end of the 2024/2025 financial year. This will contribute to making SIU visible and accessible to members of the public.

Strategic Approach to Combatting Corruption

We are less than seven years from meeting our NACS targets. The NACS's Pillar Nine calls for the focus of programmes to reduce corruption and improve integrity in sectors, particularly those vulnerable to corruption. To fulfil this mandate, the SIU forms part of the HSACF, which was established following the Presidential Health Summit in 2018, and it comprises of various stakeholders, such as civil society, law enforcement agencies, health sector regulators, government departments, and the private sector. President Cyril Ramaphosa launched the HSACF in October 2019. The results from this sector approach speak for themselves. Since its inception in 2019, 29 allegations of corruption referred to the HSACF resulted in formal investigations. The HSACF investigations have received a report of over 100 officials being referred for disciplinary action, including high-level officials.

In 2021, the SIU expanded this model of combating corruption together with the Department of Public Works and Infrastructure and established the

Infrastructure Built Anti-Corruption Forum. As an additional service, the SIU has conducted lifestyle audits in the National Department of Public Works and Infrastructure for all senior management. The department is currently implementing consequence management as per the outcomes of the lifestyle audits conducted. Between March 2022 and April 2023, the Cooperative Governance and Traditional Affairs Minister officially launched the Local Government Anti-Corruption Forum under the chairpersonship of the SIU.

The Sector Approach is part of the collaborative effort between civil society, the private sector, and the public sector, coined as the 'whole-of-society' approach. For South Africa to reach its vision for a corruption-free country, as envisaged by the National Development Plan, it needs the support and buy-in of the whole of society.

Collaborating and Upskilling Investigators

In the age of technology, cybercrimes are rife. As an investigating agency, it's imperative to have the right skills to investigate and to combat cybercrimes. The SIU has an in-house cyber forensic team; however, we need to increase our skills and capacity in this regard. To do this, we have signed a memorandum of understanding with the Council for Scientific and Industrial Research (CSIR) and the Government of France to develop digital investigation tools, digital forensic investigations and analysis, and cloud and high-performance computing to prevent cybercrimes. This will not only help in fighting corruption but help in preventing or detecting it early through the use of data analytics.

In November 2023, the SIU signed a memorandum of understanding with the Interpol National Central Bureau in Pretoria. Through this agreement, the SIU will have direct access to the information systems of Interpol's 185 member states, narrowing the gap for corrupt individuals.



SIU is championing collaboration of anti-corruption authorities in the region and in the continent through participation at anti-corruption committees, associations, and forums. SIU is an executive committee member of the African Association of Anti-Corruption Authorities (AAACA) and a Vice-President of International Association of Anti-Corruption Authorities (IAACA). The Presidency of IAACA is held by Hong Kong Independent Commission Against Corruption.

Digital Transformation Roadmap

To enable the SIU to respond to the continuously changing industry demands, during the 2024/25 fiscal year the Unit will focus on the following key initiatives:

- **ICT investment** - Enterprise resource planning solutions: This will ensure adequate resources are channelled towards an investigations case management system, ICT systems, human capital systems, supply chain management systems, and a customer relations management system, amongst others.
- **Business process re-engineering:** This will require an in-depth analysis of the existing organisational business processes to identify areas for improvement. Short-term priorities are to include the development of front and back office standard operating procedures and continuous business process optimisations are envisaged to continue beyond the 2024/25 financial period.
- **Automation of business processes:** This includes the SIU's value chain, which is another critical area of focus for the Unit, with document management, data governance, data warehousing, mining, and analytics being core priorities. The SIU will perform periodic benchmarking to keep

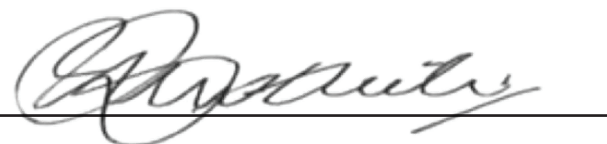
abreast of ICT developments relevant to the organisation and support efforts aimed at ensuring continuous monitoring and improvement.

International Relations

SIU contributes to the country's compliance with regional, continental, and international obligations in accordance with the SADC Protocol Against Corruption, African Union Convention Against Corruption, and United Nations Convention Against Corruption.

Conclusion

As we look to finish strong in the final year of implementation of our five-year strategic plan, we will continue to ensure that the SIU executes its mandate and protects the public purse. We will continue to build stronger relationships with our law enforcement peers in South Africa and outside of our borders. Importantly, we will not leave South Africans behind in the fight against corruption. We will educate and mobilise the public to adopt a 'whole of society' approach in the combat against corruption, as envisioned in the NACS. As South Africa's democracy turns 30, the SIU is committed to striking against corruption and implementing the NCPF to ensure a better life for all South Africans.



ADV. J.L. MOTHIBI
HEAD AND CHIEF EXECUTIVE OF THE SPECIAL INVESTIGATING UNIT

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:


- Was developed by the SIU management under the guidance and support of the Head of the Unit.
- Considers all the relevant policies, legislation, and other mandates for which the SIU is responsible.
- Accurately reflects the outcomes and outputs which the SIU will endeavour to achieve during the 2024/25 financial year.



MS THENJIWE DLAMINI
HEAD: STRATEGY, MONITORING & REPORTING

12 March 2024

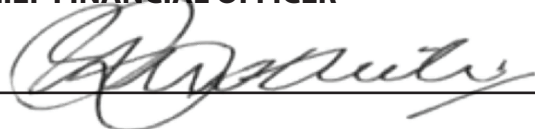
DATE



MR ANDRE GERNANDT
CHIEF FINANCIAL OFFICER

12 March 2024

DATE

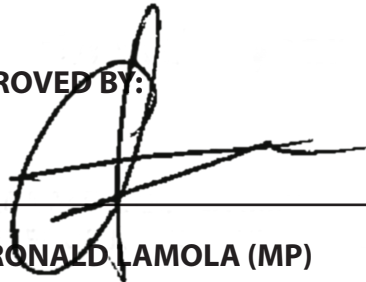


ADV. J.L. MOTHIBI
HEAD OF THE UNIT

12 March 2024

DATE

APPROVED BY:



MR RONALD LAMOLA (MP)
MINISTER OF JUSTICE & CORRECTIONAL SERVICES

14 March 2024

DATE



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ABBREVIATIONS

ACTT	Anti-Corruption Task Team	NDP	National Development Plan, Vision 2030
AfDB	African Development Bank	NPA	National Prosecuting Authority
AFU	Asset Forfeiture Unit	PAA	Prevention, Advisory, and Awareness
AoD	Acknowledgement of Debt	PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
AoL	Acknowledgement of Liability	PIMS	Performance Information Management system
BRICS	Brazil, Russia, India, China, and South Africa	SAPS	South African Police Service
CPI	Corruption Perception Index	SARB	South African Reserve Bank
CRMS	Case Registration Management System	SARS	South African Revenue Services
DPCI	Directorate for Priority Crime Investigation	SIU	Special Investigating Unit (The Unit)
DPME	Department of Planning, Monitoring and Evaluation	SIU Act	Special Investigating Units and Special Tribunals Act 74 of 1996
EVP	Employee Value Proposition	SWOT	Strengths, Weaknesses, Opportunities and Threats
GDP	Gross Domestic Product	US	United States of America
ICT	Information and Communications Technology	WEF	World Economic Forum
IMF	International Monetary Fund		
MTEF	Medium-Term Expenditure Framework		
MTSF	Medium-Term Strategic Framework		
NACS	National Anti-Corruption Strategy		
NATO	North Atlantic Treaty Organization		
NCPF	National Corruption Prevention Framework		

PART A

OUR MANDATE

CELEBRATING
27 YEARS
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1. UPDATES TO THE RELEVANT LEGISLATION AND POLICIES

1.1. CONSTITUTIONAL MANDATE

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

KEY PILLARS OF THE SIU CONSTITUTIONAL MANDATE

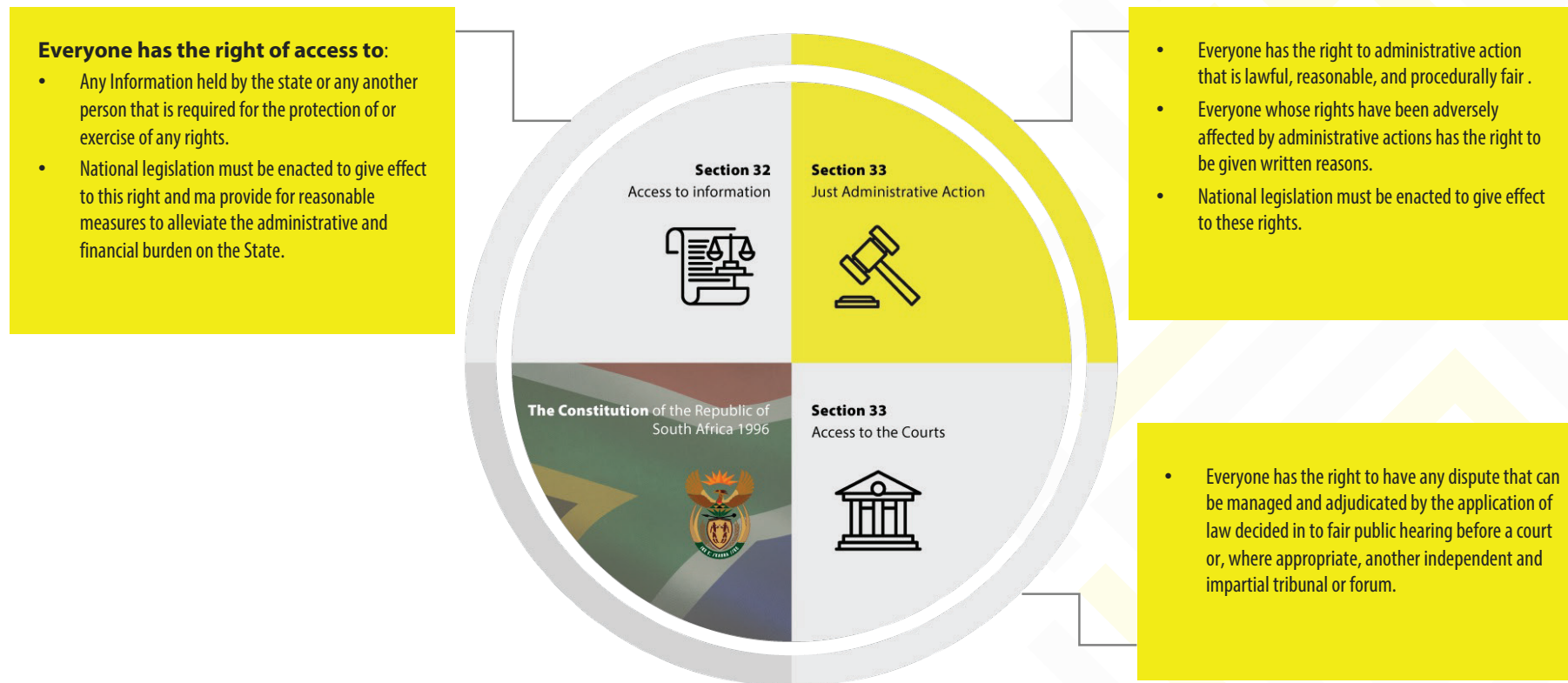


Figure 1: SIU Constitutional Mandate



1.2. RELEVANT LEGISLATIVE MANDATES

There have been no updates to the legislative mandates that govern the work of the SIU, which are outlined in the 2020/21-2024/25 Strategic Plan of the Unit as follows:

1. Special Investigation Units and Special Tribunals Act (No. 74 of 1996) Provides for:

- The establishment of special investigating units for the purpose of investigating serious malpractices or maladministration in connection with the administration of state institutions, states assets, and public funds, as well as any conduct which may seriously harm the interests of the public and of instituting and conducting civil proceedings in any court of law or a special tribunal in its own name or on behalf of state institutions,
- The revenue and expenditure of special investigating units,
- The establishment of special tribunals in order to adjudicate on civil matters emanating from investigations conducted by special investigating units, and
- Matters incidental to investigations conducted by special investigating units.

2. Criminal Procedure Act (No. 56 of 1995)

- Provides for the consolidation of laws relating to the procedures and related matters in criminal proceedings.

3. Prevention and Combatting of Corrupt Activities Act (No. 12 of 2004)

- Provides for the strengthening of measures to prevent and combat corruption and corrupt activities.
- Provides for investigative measures relating to corruption and related corrupt activities.

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

- a. To investigate all allegations regarding the matter concerned.
- b. To collect evidence regarding acts or omissions which are relevant to its investigation.
- c. To institute and conduct civil proceedings in a special tribunal or any court of law for:
 - i. any relief to which the state institution concerned is entitled, including the recovery of any damages or losses and the prevention of potential damages or losses which may be suffered by such a state institution.
 - ii. any relief relevant to any investigation; or
 - iii. any relief relevant to the interests of a special investigating unit.
- d. To refer evidence regarding or which points to the commission an offence to the relevant prosecuting authority.
- e. To perform such functions which are not in conflict with the provisions of this act, as the president may from time to time request.
- f. From time to time as directed by the president, to report on the progress made in the investigation and matters brought before the special tribunal concerned or any court of law.
- g. Upon the conclusion of the investigation, to submit a final report to the president; and

- h. To at least twice a year submit a report to Parliament on the investigations by, and the activities, composition, and expenditure of such unit.

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

The Special Tribunal functions as an exclusive platform for instituting civil proceedings by the SIU. The establishment of this Tribunal holds substantial significance as it enables the SIU to bypass the conventional civil courts' queues for its cases to be heard.

Acting as a dedicated channel, the Special Tribunal expedites the adjudication of the SIU's civil litigation matters, leading to a reduction in the time required to finalise such cases. This expedited process contributes positively to enhancing perceptions regarding the judiciary's efficiency in resolving civil cases.



1.3 RELEVANT POLICY MANDATES

In compiling the 2024/25 APP, the Unit took into consideration the key contextual strategic factors emanating from:

1. The National Development Plan (NDP), Vision 2030

- Chapter 14 of the NDP specifically focuses on establishing an effective anti-corruption system within the state.
- Key priorities encompass adopting a societal approach to combatting corruption, enhancing the protection of whistleblowers to cultivate a culture of exposing wrongdoing, improving procurement oversight to heighten public sector accountability, fostering a transparent, responsive, and accountable public service, and bolstering judicial governance and the rule of law.
- The SIU aligns with Outcome 3, which states, **“All people in South Africa are and feel safe and secure.”** Output 3 of this outcome specifically aims to combat corruption and maladministration, as outlined in Chapter 14 regarding the tackling of corruption. The SIU contributes through its collaborations with multiple agencies.

2. Revised 2019-2024 Medium-Term Strategic Framework (MTSF)

- Government acknowledges the significance of social cohesion and public trust in realising the NDP’s long-term strategic vision, as underpinned by the seven medium-term priorities outlined in the Revised 2019-2024 MTSF.
- The SIU locates its direct contribution under “Priority 6: Social cohesion and safer communities.”
- The SIU is continuing with efforts to strategically position the Unit to play a leading role in preventing fraud and corruption that continues to undermine the rule of law, as well as impeding government efforts to achieve its socioeconomic development and service delivery objectives.

3. Revised Framework for Strategic and Annual Performance Plans, 2019

- The RFSPAPP promotes accountability for government performance and alignment between planning, budgeting, and reporting processes. It encourages the use of various planning tools, such as the Theory of Change, Log Frame, and Balanced Scorecard, which may be used concurrently with other planning methodologies.
- The SIU has adopted the Theory of Change and the results-based planning methodology to enhance its contribution towards the achievement of development impact through four strategic outcomes.
- Informing the annual outputs of the APP are fourteen strategic focus areas which are reviewed and updated annually to ensure the SIU remains on track towards the achievement of the 2020-2025 Strategic Plan outcomes.

4. The National Anti-Corruption Strategy 2020–2030 (NACS)

- The NACS is premised on a principle of preventing corruption through “good governance, transparency, integrity management, accountability in society, and early detection of potential corrupt practices to supplement the reactive measures executed by law enforcement agencies and other anti-corruption bodies in society”:
- The NACS is built on a ‘whole of society’ premise that every state institution, business sector, and civil society should be involved in uprooting corruption. It is thus intended to serve as a guide to coordinate and support efforts towards reducing corruption, including the work of anti-corruption multi-agency forums.
- The NACS identifies the need for a coordinating entity to be established to implement the strategy through coordination of the existing anti-corruption units.
- The SIU continues to work closely with its partner agencies in the anti-corruption fraternity, as well as state institutions, in preventing corruption and ensuring consequence management is meted out to corrupt individuals and state institutions.
- The SIU remains ideally positioned to play a leading role in contributing thought leadership in the anti-corruption space.

5. Anti-Corruption Task Team (ACTT), 2010

- The ACTT was formed in 2010 as a coordinating arrangement between numerous anti-corruption agencies, including the SIU, Asset Forfeiture Unit (AFU), South African Revenue Services (SARS), Financial Intelligence Centre (FIC), State Security Agency (SSA), National Treasury (NT), South African Police Service (SAPS), Directorate for Priority Crime Investigation (DPCI), and the National Prosecuting Authority (NPA):
- As a multi-agency body it was established to develop and strengthen anti-corruption policies and legislation, ensure compliance with bilateral agreements with other international law enforcement agencies, and improve South Africa’s international standing and general public perceptions relating to corruption.
- The ACTT is regarded as the central structure mandated to give effect to government’s anti-corruption agenda, as collectively informed by the NDP, the MTSF, the NACS, and the country’s international obligations.



2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

In enhancing the SIU's operational efficiency, the below strategies are being developed and/or reviewed.

SIU Governance Framework

The SIU is committed to the application of the highest level of corporate governance practices. It remains focused on its journey of strengthening operational efficiency and corporate governance throughout the organisation to achieve the strategic imperatives and guide effective implementation of the Unit's mandate of addressing corruption and maladministration across all state institutions.

The SIU continues on a positive trajectory, leading by example in embedding sound governance controls and implementing effective governance structures, policies, and practices to improve corporate governance. These practices are continually reviewed by benchmarking them against leading corporate governance standards.

The Unit consistently strives for service excellence, and improving the SIU Governance Framework will be critical for embedding sound governance and controls, contributing to the Unit's goal of becoming a world-class law enforcement agency.

Against this backdrop that the SIU Governance Framework will be reviewed and implemented in line with applicable corporate governance principles. This will encompass, but not be limited to:

- The review of the terms of references/charters of the Accounting Authority's oversight and advisory governance structures, executive committee, and other applicable internal governance structures.

- The review of the Delegation and Levels of Authority Framework.

The socialisation of the Governance Framework and the Delegation and Levels of Authority Framework within the Unit.

National Corruption Prevention Framework

A preventive approach to curbing corruption requires a strategic prevention plan. Accordingly, during the medium-term period, the SIU's focus will extend to the preventative side of dealing with corruption and maladministration. In the 2023/24 financial year, a draft NCPF was developed, adopting a multipronged, proactive, and reactive approach. At the time of drafting this 2024/25 APP, the NCPF is undergoing stakeholder consultation processes.

The NCPF aligns with the SIU's Corruption Risk Management Framework currently under development and follows a preventative risk-based approach to corruption prevention, which is crucial to identify, understand, and effectively manage corruption risks. The framework applies to both the public and private sectors and, ultimately, to broader society.

Figure 2 depicts the key prevention measures outlined in the NCPF.

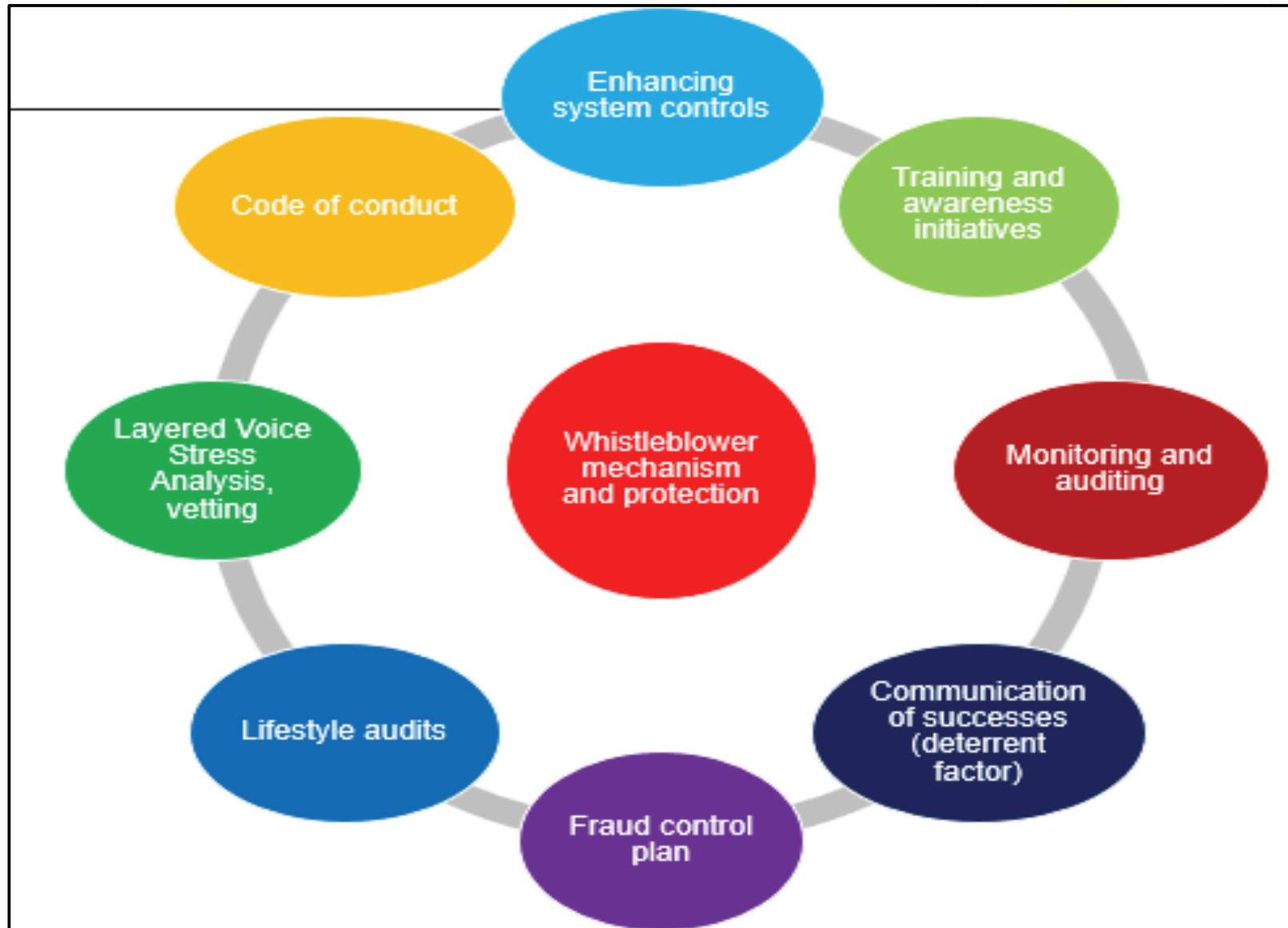


Figure 2: NCPF Prevention Measures



These approaches encompass enhancing systems for capturing and analysing relevant data and intelligence. The goal is to prevent and combat corruption through the use of predictive modelling and trend analysis, among other strategies.

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

The roadmap and next steps concerning the finalisation of the draft NCPF involve presenting it to key stakeholders. These stakeholders include the Justice, Crime Prevention and Security Cluster; the ACTT; the National Anti-Corruption Advisory Council; the Minister of Justice and Correctional Services; as well as Cabinet.

Employee Retention Strategy

The Employee Value Proposition (EVP), talent attraction, and retention remain as key human capital related priorities for the Unit to be able to retain its employees and boost productivity and employee morale in a manner that eventually leads to higher levels of performance. The EVP will, therefore, continue to play a key role in attracting, engaging, and retaining top talent for the SIU.

It remains the responsibility of the relevant senior leadership to ensure a 'fit and proper' organisational structure is in place, as well as the effective utilisation of current and future SIU talent; while the Human Capital Division is responsible for developing relevant talent management tools, an employee retention framework, and enabling human capital policies that will assist the Unit to win the war for talent.

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

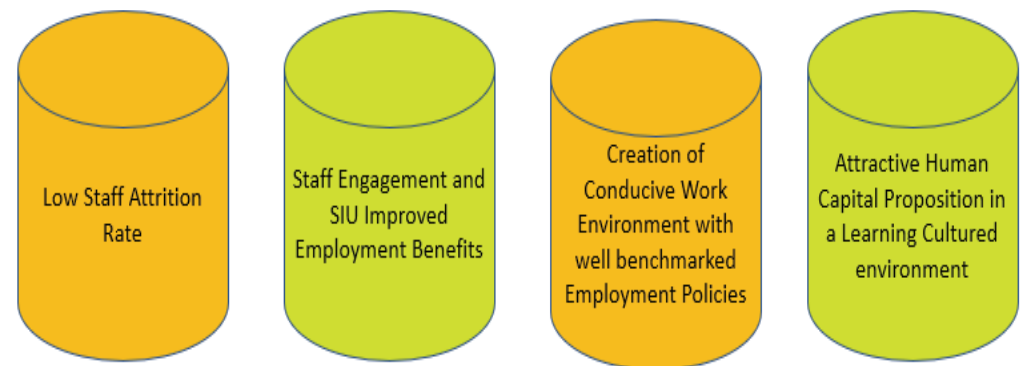


Figure 3: Measuring the Success of the SIU Employee Retention Strategy

The SIU will continue to focus on improving its overall employee retention capability in the 2024/25 financial year and this is to be achieved through a review of the organisation's current Employee Retention Strategy to build a stable base of operations that ultimately delivers efficient and effective results.

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

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

Resourcing Strategy

The work of the SIU continues to be recognised by citizens, national, regional, and international stakeholders and the demand for SIU services is increasing drastically. This reality has placed more pressure on the Unit's resources and changes must continuously occur to keep up with the changing environment

and increasing demand for the SIU's services.

The recruitment and retention of competent employees remain as critical factors for the Unit in order to produce good results; however, this still remains a challenge due to a war of talent in the marketplace. To mitigate this challenge, the SIU will continuously refine its talent acquisition practices to increase diversity, anticipate workforce needs, and attract exceptional talent.

The key objectives of the Resourcing Strategy are thus to:

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



The Resourcing Strategy will enable SIU leaders to define and pursue objectives crucial to mandate success, prioritise resources to achieve those objectives, track progress, address gaps when identified, and, most importantly, to deliver consistent results. The success of the SIU Resourcing Strategy is to be measured as depicted in Figure 4 below:

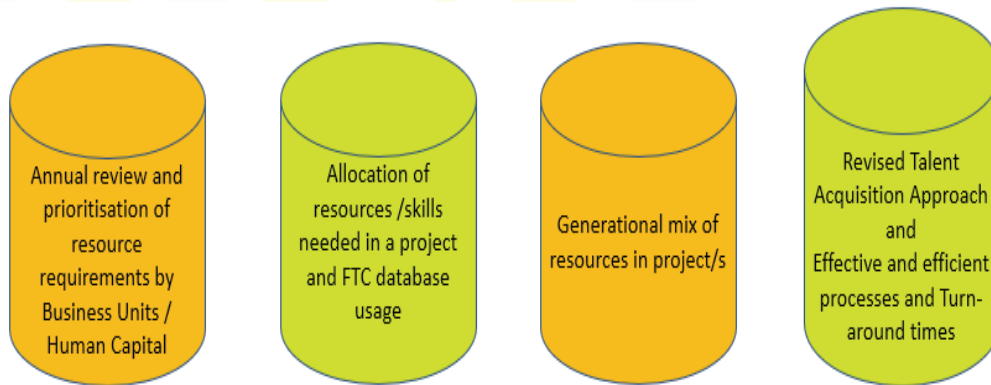


Figure 4: Measuring the Success of the SIU Resourcing Strategy

The strategy will assist SIU leaders to define and pursue objectives crucial to mandate success, prioritise resources to achieve those objectives, track progress, address gaps where identified, and, importantly, deliver consistent results.

Organisational Culture Strategy

Culture sets the tone for productivity, integration, and unity. The SIU plans to create a work environment where employees will collaborate and exchange ideas or expertise and be self-motivated. A strong and sound culture improves morale, engagement, and retention of employees, where employees feel

appreciated and recognised.

As part of working towards this goal and the ultimate vision of being a “state-preferred litigation agency” and becoming an employer of choice, the SIU needs to review its organisational culture strategy to boost its resource strength and especially its human capital.

The rollout of the Organisational Culture Project will continue to aid the SIU in developing a new organisational culture that is informed by the Unit’s values of integrity, cooperation, efficiency, teamwork, professionalism, independence, drive, and passion.

3. UPDATES TO RELEVANT COURT RULINGS

No Court Rulings.





PART B

OUR STRATEGIC FOCUS

CELEBRATING
27 YEARS
OF STRIKING AGAINST
CORRUPTION



The SIU operates in a complex environment that calls for a strategic trajectory that is highly flexible, responsive, and capable of effectively supporting the ongoing fight against corruption and maladministration. The focus of the Unit remains orientated towards: **“ridding society of fraud and corruption in state institutions”**, amongst other key strategic priorities.

In giving effect to the legislative and policy mandates outlined in Part A, the 2020-2025 Strategic Plan articulates the SIU’s strategic focus, namely, its vision, mission, and institutional values, as follows:



OUR VISION

The state’s preferred and trusted anti-corruption, forensic investigation, and litigation agency

OUR MISSION

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

OUR MOTTO

Striking against corruption

Our Values	Description
Integrity	Doing the right thing, even when no one is watching
Cooperation	Support and enabling all stakeholders in the fight against corruption
Teamwork	Fostering synergy in a multidisciplinary and diverse environment
Professionalism	Development and maintaining the highest standards
Efficiency	Doing the right thing in a timely and cost-effective manner
Independence	Acting without fear, favour or prejudice
Drive and Passion	Ensuring that all tasks are performed with the requisite drive and passion

Table 3: SIU Organisational Values



1.2. SIU BUDGET PROGRAMMES

The SIU is structured into three budget programmes, each responsible for ensuring the achievement of the SIU’s mandate. Programme 2 serves as the core mandate function, while programmes 1 and 3 provide enabling functions. These programmes are strategically designed to optimise the SIU’s resources and allocate its budget effectively, facilitating the execution of its mandate and the realisation of its vision and mission.



Figure 5: SIU Budget Programmes and Core Responsibilities

1.3. RESULTS-BASED MANAGEMENT APPROACH

The results-based management approach, as recommended by the DPME, continues to guide the SIU’s planning in the 2020-2025 period, and the 2024/25 APP, as the final year of the current strategic planning period. The 2024/25 APP therefore aims to articulate the key outputs that will contribute towards the realisation of the four outcomes of the 2020-2025 Strategic Plan.

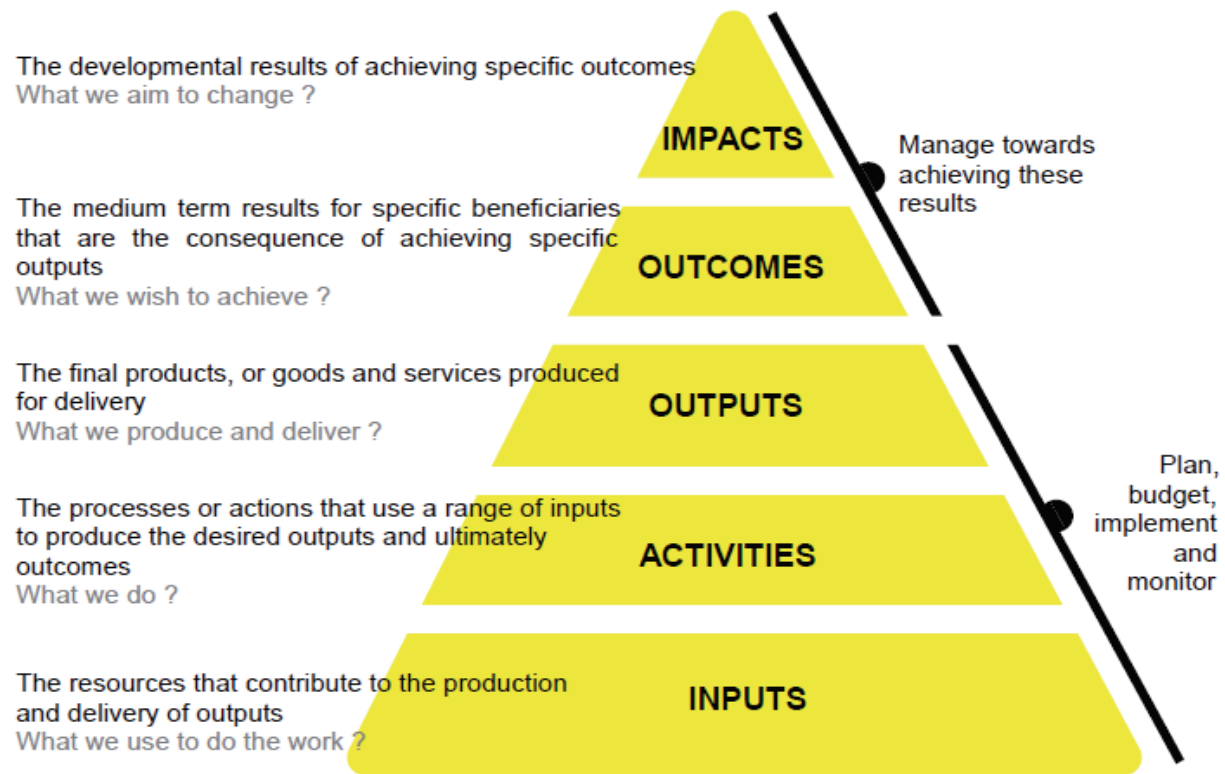


Figure 6: Results-based Concepts Approach



2020-2025 STRATEGIC OUTCOMES

Outcome 1: A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration, and fraud in state institutions.

Outcome 2: State assets and cash resources are protected from maladministration, fraud, and corruption for the realisation of full value-for-money for state programmes.

Outcome 3: Confidence in the governance systems, structures, and policies of the state is restored and maintained.

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

Strategic outcomes are aligned with detailed and measurable APP outputs, offering a means to allocate resources and establish accountabilities for actions as the SIU endeavours to achieve service excellence and become a world-class enforcement agency. The strategy adopted by the Unit in 2019/20 serves as a tool for the SIU's continual improvement over the medium to long term, as illustrated in Figure 7 below.



Figure 7: SIU Path of Continual Improvement

The outputs to guide the path of improvement are informed by strategic areas of focus, which are reviewed and updated on an annual basis. The 2024/25 strategic planning process included progress updates to the focus areas and the incorporation of 'big ticket items' informing planning for the final year of the 2020-2025 planning cycle, discussed below.

2024/25 planning response to the 14 strategic areas of focus:

- 1. Improved turnaround times of investigations:** The SIU currently implements a reporting period of one year (progress reports) for ongoing investigations exceeding a year. However, a decision has been made to reduce this timeframe to six months. Identified 'big ticket items' for the focus area in the 2024/25 period include finalising and implementing the SIU's Resource Management Strategy, ensuring the availability of adequate project support from the commencement of each investigation, and implementing control measures, such as the Case Management System, to ensure adherence to set institutional timelines. Priorities going forward will also include the development of a customer portal with the capability to reflect the status/progress of all investigations.
- 2. Monitoring implementation of SIU referrals and consequence management:** The amendment of the Special Investigating Units and Special Tribunals Act 74 of 1996 (SIU Act) to include statutory powers to refer evidence and hold institutions accountable, as well as the development of a key performance indicator measuring the impact of the SIU, remain critical. A monitoring structure has been established at The Presidency to oversee the implementation of SIU recommendations. Phase 1 of the project (data consolidation) has been completed, and Phase 2 (development of an internal monitoring system) is currently in progress.
- 3. Implementing measures to accelerate civil litigation:** The establishment and full functioning of the Special Tribunal are underway. A Civil Litigation Case Assessment Committee is in place, and a Civil Litigation Strategy and Turnaround plan are being reviewed and developed, respectively, following the Civil Litigation Imbizo. Priorities include considering the use of prepopulated dockets/NPA affidavits to curtail lengthy processes, as well as implementing a Civil Litigation Strategy. Additional priorities involve considering the integration of civil litigation and investigations to enhance the SIU's efficiency.
- 4. Reviewing and strengthening the SIU funding model:** National Treasury has advised that the SIU funding model should remain unchanged at this point. A review of the model will be considered in the future. The SIU is currently undertaking an 'Operational Khokhela' initiative to address the debt. Reinforcing its financial base will require the Unit to consider capitalising funds through the acquisition of assets, maintaining a focus on debt recovery, and leveraging additional revenue-generating streams for the SIU, including, but not limited to, lifestyle audits.
- 5. Implementing targeted prevention and awareness campaigns:** Targeted prevention awareness campaigns are ongoing and continue to gain momentum post the COVID period. The SIU aims to ensure the prevention of corruption and maladministration through a whole-of-society approach and the National Anti-Corruption Forum. The Unit will leverage Thusong community centres for communication engagement and workshops. The exploration of collocation alternatives, as part of interventions aimed at increasing the SIU footprint, will be critical to the success of the whole society approach in driving the fight against corruption.
- 6. Making systemic recommendations to state institutions:** The focus is to prevent the recurrence of corruption, maladministration, malpractice, and malfeasance. The amendment of the SIU Act to include statutory powers to refer evidence and hold institutions accountable remains a



critical focus area. The SIU is working with various state institutions on developing systemic recommendations. Examples include the City of Johannesburg's Fraud Prevention Plan and the German Development Cooperation (GIZ) Transparency, Integrating, and Accountability Programme, which focuses on prevention activities for public education.

- 7. Improving communications and stakeholder relations:** This necessitates the continuous strengthening and management of national and international relationships, leveraging memoranda of understanding with various key strategic partners, including The Presidency. SIU communications and stakeholder relations have seen significant improvement, with increased visibility in the media and social media space, enhanced communication on online platforms, the establishment of a corporate identity manual, and the conduct of a Public Perception Survey in 2021. An action plan is in place to address areas of improvement, and this is currently ongoing.
- 8. Implementing corruption, maladministration, and malpractice data analytics:** A readiness assessment was conducted to gauge the level of readiness in terms of relevant infrastructure, software/systems, and capacity required. A MOU with the Council for Scientific and Industrial Research is in place, with a predictive risk modelling exercise in progress. The SIU is also engaged in an arrangement for data sharing with the SAS Institute. Priorities going forward include capacitating the Digital Forensics (Cyber Forensics) Unit and enhancing the collection and analysis of sectoral data on the impact of SIU interventions.
- 9. Improving on the SIU Governance Framework:** All SIU Governance structures are now fully operational, including an Executive Committee, Audit Committee, Risk Committee, Information and Communications Technology Committee, Human Capital Committee, and a Finance

committee will be established. Governance-related priorities for the SIU include developing a Governance Framework, conducting a review of delegations of authority, as well as engaging in business process re-engineering.

- 10. Introducing a new organisational and individual performance management system:** This will require a review of the SIU operating model and prioritising the examination of the existing organisational structure. Business unit operational plans and individual performance agreements have been put in place. The implementation and monitoring of the organizational and individual performance management system are ongoing.
- 11. Business development (provincial offices):** Decentralisation of critical functions across provinces (business partnerships), development of an SIU-specific business model, and reviewing business planning principles and processes. Provincial independence and sourcing of work by provinces is ongoing.
- 12. Strengthening of Employee value proposition:** The EVP will be strengthened through the development of a Human Capital Strategy and a values-driven organisational culture. Ongoing innovative EVP concepts have been benchmarked. The SIU aims to cultivate a new organisational culture grounded in the values of integrity, cooperation, efficiency, teamwork, professionalism, independence, drive, and passion. The SIU Organisational Culture Project was launched in December 2022 and rolled out in February 2023 according to the project plan. The project concluded in March 2023, and the focus going forward will be on the development and implementation of an organisational culture improvement plan.
- 13. Reintroduction of an Enterprise Project Management Office:** To capacitate and elevate the Project Management Function in the

organisation and ensure the development of an entity-wide project dashboard. Concerning process and project mapping against the core value chain, there is a need to elevate the project management space. This will enable the Executive to have a portfolio view of projects on a single dashboard.

14. Digital transformation: The focus is on automating business processes, including the SIU value chain, ICT investment for enterprise resource planning solutions, and strengthening the SIU's enterprise architecture. The SIU's digital transformation journey involves leveraging innovation fuelled by the explosion of cloud computing, artificial intelligence (AI), and the Internet of Things (IoT) to provide the organisation with new ways to achieve its strategic outcomes. The key focus is on reviewing standard operating procedures and implementing data analytics and data warehousing capabilities as game-changers for 'data-driven,' targeted investigations.

In addition, priority will be given to three additional strategic focus areas identified by the 2024/25 strategic planning process:

1. SIU brand awareness and visibility:

The SIU will consider the open publication of proclamations regardless of the rand value involved as this will serve as a deterrent for individuals and state institutions not to engage in acts of corruption or maladministration. Furthermore, the Unit will prioritise initiatives aimed at increasing the SIU's digital presence as well as the utilisation of post-intervention data to demonstrate the value of the SIU's work to citizens.

2. Revenue enhancement mechanisms:

As part of efforts aimed at improving its financial sustainability and optimising operational efficiency, the SIU will develop a cost-reduction

strategy during the 2024/25 financial year. Additionally, the Unit will prioritise the establishment of a separate unit specifically focused on conducting lifestyle audits. This area of work has been identified as a potentially valuable revenue stream for the SIU.

3. Safety and security of investigators, employees, and whistle-blowers:

The safety of SIU investigators and whistle-blowers is crucial to the SIU and it requires adequate measures to be implemented to safeguard it. Key priorities include strengthening the team responsible for safety and security, and strengthening mechanisms where whistle-blowers can report safely and anonymously.



1. UPDATED SITUATIONAL ANALYSIS

As the SIU progresses with the execution of its mandate, it aims to achieve its strategic intent within an environment influenced by a multitude of national, regional, and global factors. Consequently, the organisation requires a conducive institutional environment to effectively navigate the external factors and enable the delivery of its strategic intent.

This section provides an update to the detailed situational analysis reflected in the 2020–2025 Strategic Plan and discusses salient environmental shifts that may influence the SIU over the medium-term planning period.

1.1 EXTERNAL ENVIRONMENT ANALYSIS

The external environmental analysis below is laid out as a discussion of factors that have an impact on the operations of the SIU under the Political, Economic, Social, Technological, Environmental, and Legal categories. The analysis is compiled from various resources, including reports from the International Monetary Fund (IMF), World Bank, South African Reserve Bank (SARB), African Development Bank (AfDB), United Nations, Statistics South Africa, various monitoring organisations, and media outlets.

POLITICAL FACTORS

A Global Outlook

In October 2023, the Israeli-Palestinian conflict erupted into acts of terrorism, retaliation, and open war. This conflict represents a longstanding global geopolitical flashpoint. Many nations have condemned Israel's treatment of the Palestinians over the years, and only the veto power of the US has saved the country from sanctions. The issue is a divisive one, even among

traditional allies.

In 2018, trade tensions between the US and China heightened as the US imposed tariffs on Chinese imports. This sparked an ongoing trade conflict with far-reaching implications for global trade. Concerns about intellectual property prompted the US to impose restrictions on technology exports to China, exacerbating trade tensions.

Existing members of Brazil, Russia, India, China, and South Africa (BRICS) organisation voted to expand the bloc by six new members during the 2023 summit hosted by South Africa. Much has been made about a BRICS reserve currency as an alternative to the dollar - the idea of members settling trades in their local currencies has been proposed; however, this would be complex in terms of practical application.

An African Outlook

Development on the continent faces many persistent challenges, including political instability resulting in armed conflicts and insurgencies. In 2022, the African Union again faced challenges in addressing the escalating security crises across the continent. In 2023, focal points for these crises are anticipated to be in the western Sahel and Lake Chad Basin, eastern Democratic Republic of the Congo, and northern Mozambique, with all these regions crossing state borders.

A South African Outlook

The National Election in 2024 is likely to be the primary focus of political leadership in the run-up in the early part of the year with indications that coalition arrangements might extend beyond local governance to the provincial and even national levels. Coalition governments, forged by

political parties uniting to secure a majority, present both advantages and challenges. A notable advantage lies in their ability to foster inclusivity, with diverse interests and perspectives represented by multiple parties, resulting in a more representative government.

However, challenges emerge in terms of stability, as differing party ideologies may lead to internal conflicts and potential breakdowns. Decision-making processes might become more prolonged due to the imperative for consensus, and accountability may become diffused as responsibility is shared among coalition partners.

Anti-Corruption Agencies

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

1. **Selective prosecution:** Political motivations may lead to selective prosecution, where anti-corruption units focus on cases that align with certain political objectives, while neglecting others. This can undermine the unit's credibility and impartiality.
2. **Limited resources:** Insufficient funding, staffing, and resources can impede the capacity of anti-corruption units to carry out thorough investigations and implement preventive measures effectively.
3. **Lack of whistleblower protection:** Inadequate protection for whistleblowers can discourage individuals from coming forward with information about corruption due to fear of retaliation. This lack of protection undermines

the unit's ability to gather crucial evidence.

4. **Political will:** The commitment of political leaders to combat corruption is critical. Without strong political will, anti-corruption units may face challenges in implementing reforms, enforcing laws, and fostering a culture of integrity.
5. **Corruption within the unit:** Anti-corruption units themselves may be susceptible to corruption. The presence of corrupt elements within the unit can compromise its integrity and undermine public trust.
6. **Media and public perception:** Negative media coverage or public perception influenced by political factors can erode public trust in anti-corruption efforts. Politically motivated narratives can shape public opinion and impact the perception of the unit's effectiveness.
7. **International relations:** In cases involving cross-border corruption, political considerations may affect international cooperation. Diplomatic relations and geopolitical considerations can influence the extent to which information is shared and action is taken.
8. **Power dynamics:** In situations where power is concentrated in a few hands, tackling corruption may be met with resistance from those unwilling to relinquish their influence.

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



ECONOMIC FACTORS

A Global Outlook

Economic expansion is sluggish, especially in advanced economies, and is anticipated to maintain a subdued pace for the rest of the decade. While the IMF offers a more optimistic growth forecast for 2023 and 2024 compared to the World Bank, both projections fall significantly below the historical average of the IMF. According to the World Bank's baseline scenario, global growth is expected to decelerate from 3.1% in 2022 to 2.1% in 2023, with a modest uptick to 2.4% in 2024 .

An African Outlook

The current elevated global inflation rate stems primarily from the infusion of trillions of dollars into their respective markets by the US Federal Reserve and the European Central Bank during the pandemic. Subsequent interest rate hikes led to a worldwide escalation in debt expenses, which has intensified inflation on the continent and resulted in a dual surge in debt servicing costs - thus increasing the risk of debt distress in countries close to their limits. Furthermore, the prolonged conflict in Ukraine and a new conflict in the Middle East constitute additional significant global risks directly impacting African food security and overall living expenses.

Despite a pandemic, soaring inflation, tight global monetary conditions, and a war in Europe making food supply less secure, **African economies have managed to continue to grow.** The African Development Bank forecast 4.0% growth for 2023, and 4.3% for 2024. The World Bank economic growth estimates for Sub-Saharan Africa are higher than their world average projections in 2023 and 2024 by 1.1% and 1.5%, respectively.

A South African Outlook

In South Africa, the global challenges of low growth and high inflation are further complicated by extraordinarily low employment, widespread poverty, and the most unequal society in the world. However, it is not external factors that have most seriously impeded the country's economic growth, but the failure of major state owned enterprises to deliver on their core functions, and the failure of the state to deal with endemic levels of corruption and crime.

The failure of core infrastructure is weighing heavily on South Africa's potential for growth. Unstable electricity and water supply impedes business operations and reduces confidence and positive sentiment in the market. According to a report by the Minister of Electricity, loadshedding cost the country R300 billion in 2022. The cost of 2023's record setting blackouts will likely be higher, seriously impacting key sectors, such as manufacturing, mining, agriculture, forestry and fishing, as well as transport, storage, and communication.

The Zondo Commission uncovered credible accusations of significant and widespread corruption within the government and the state-owned enterprises. Public perception is that the wheels of justice are turning too slowly. **Endemic crime and corruption is a serious and central challenge to the country's economic stability and growth.** The World Bank estimates that crime costs the South African economy around R700 billion a year.



Growth in South African Crime

A survey conducted by PricewaterhouseCoopers found that South Africa had the highest rate of economic crime in the world. As is expressed in the figure below, 77.0% of South African organisations had experienced some form of economic crime, 28.0% higher than the global average of 49.0%.

PricewaterhouseCoopers estimated the value of global fraud to be 6.4% of world GDP. Applying that figure to South Africa's GDP of approximately R6.5 trillion suggests that the value of fraud and corruption in the country is around R414 billion.

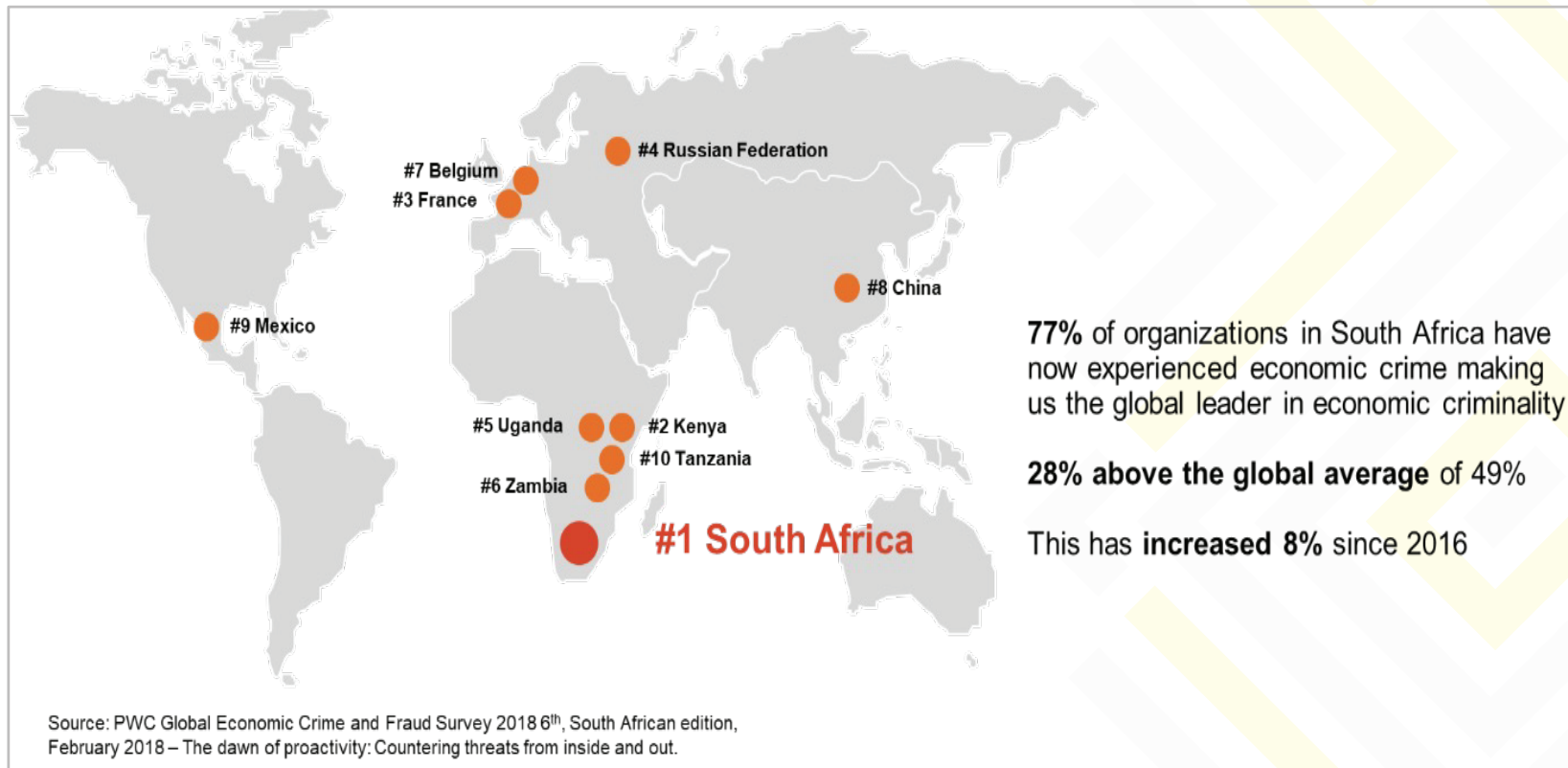


Figure 8: PWC Global Economic Crime and Fraud Survey



SOCIAL FACTORS

A Global Outlook

Two social challenges featured in the World Economic Forum (WEF) top 10 risks for 2023 include the “erosion of societal cohesion and societal polarization” and “large-scale involuntary migration”. Economic pressures are eroding the gains made by the middle class, exacerbating poverty and hunger among the less privileged, and creating conditions conducive to political instability and violent protests. A recent Statista survey gathered the opinions of 20,570 respondents worldwide on the most critical global issues between 21 July and 4 August 2023.

The results, outlined above, indicate that concerns about inflation are at the forefront, followed by concerns about poverty and social inequality, crime and violence, unemployment, and financial and political corruption.

An African Outlook

For decades, Africa has grappled with challenges, such as armed conflict, poverty, food insecurity, unemployment, and underdevelopment. However, the most urgent and current issue is the decade-high level of inflation, which is devastating incomes and pushing millions more Africans into food poverty.

Inflation soared in 2022 due to the sudden spike in fuel and food costs and has remained problematically high ever since. Eighteen African nations grappled with double-digit inflation rates, and annual food price inflation climbed above 20.0% in several large economies like Ethiopia, Ghana, and Rwanda. Sub-Saharan Africa has the fastest growing population in the world, which is a potential opportunity; however, the continent also has severe levels

of poverty and infant and child morbidity and mortality. Also, educational outcomes will need to be improved if the new generations of Africans are to be equipped to prosper.

A South African Outlook

Widespread poverty fuelled by mass unemployment remains a challenge for the country and each year the crisis deepens. Unemployed people in South Africa increased from 4.9 million in Q3:2013 to 7.8 million in Q3:2023 and the proportion of those who had not worked in longer than a year increased from 65.5% to 75.3%.

There is a clear link between level of education and opportunities for employment. The unemployment rate among graduates is 8.5%, as opposed to 33.0% among those with matric, and 38.8% of those with less than matric. Social cohesion is another major challenge for the country without an obvious solution, as South Africa quite literally remains the most unequal country in the world.

Corruption Perception Index

Although it is easy to measure corruption after it is known, it is difficult to measure corruption on a scale of bad to good. Many countries rely instead on a proxy as a measure of where their country stands relative to other countries using the Corruption Perception Index (CPI) as determined annually by an independent international non-governmental organisation, Transparency International. The CPI uses a scale of 0 to 100, where 100 is very clean, and 0 is highly corrupt.

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

ranked 21st out of the 37 participants. The latest CPI for 2022 assigns a score of 43/100 to South Africa, placing it 72nd out of 180 countries on the world rankings. South Africa's score has remained largely unchanged over the past ten years with effective governance in the country reported as being on the decline.

There are many tried and tested preventative measures that can be implemented in organisations, which help to prevent the known range of corrupt activities as digitisation continuously changes the nature of corruption. Most anti-corruption activity is reactive, but the most effective way of reducing corruption, or the impact of corruption, is to detect it early or prevent it completely. There are three ways of being more proactive, (i) Making consequence management more effective to deter acts of corruption; (ii) Upgrading processes and controls in every organisation to prevent opportunities for corruption; and (iii) Educating employees, especially those in critical roles that are related to vulnerable areas of an organisation, on how to detect and prevent corruption.

TECHNOLOGICAL FACTORS

A Global Outlook

Technological advancements in numerous industries have not only reduced barriers to entry but also provided cost-effective business administration and support tools, as well as facilitating access to global markets. However, the swift pace of technological change has given rise to a select few massive corporations that wield dominance over global internet infrastructure, operating systems, key platforms, and access portals. These multinational giants often extract value from local markets without paying the requisite taxes. Presently, many governments are scrutinising whether Google and Meta fairly compensate news publishers for the stories disseminated on their

social media channels.

The persistent threat of cyberattacks remains a significant concern, exemplified by Google's October 2023 acknowledgment of an ongoing denial of service attack, the most extensive in the company's history. The increasing sophistication of artificial intelligence, quantum computing, advanced automation, and cutting-edge robotics poses a challenge to jobs across all sectors of the economy. The ongoing technological revolution has the potential to profoundly impact and restructure society in something akin to the transformative effects of the first industrial revolution.

A South African Outlook

Based on Census 2022, the proportion of households with internet access surged from 35.2% in 2011 to 79.0% in 2022. However, access still predominantly reflects patterns of prevalent inequality in the country. Criminals are becoming more organised and are making increased use of technology to defraud organisations and commit acts of corruption. On the other hand, the advent of the fourth industrial revolution presents opportunities for anti-corruption agencies, such as the SIU, to also become more agile through the use of technology.

The DPME's Revised Framework for Strategic and APPs was published with the expressed intent of causing state institutions to be more data driven in their decision making. It is thus imperative that anti-corruption units make more use of digital technology, and that anti-corruption teams possess requisite information technology and data analytical skills.



ENVIRONMENTAL FACTORS

A Global Outlook

Climate risk emerges as one of the most politically contentious topics globally and ranks among the primary environmental risks of 2023. Its implications extend broadly, impacting national security and global stability. The effects of climate change are becoming increasingly apparent through extreme weather events, species extinction, rising sea levels, and the deepening poverty in developing nations.

Geopolitics plays a crucial role in fostering international cooperation to tackle climate change, exemplified by the participation of 196 countries in the adoption of the Paris Agreement in 2015. The absence of unified global efforts to curb global warming could result in dire consequences, including widespread displacement, food and water insecurity, and civil unrest, among other challenges .

An African Outlook

The AfDB sees climate action and green growth as a multitrillion-dollar opportunity for the continent. Africa has significant deposits of many of the minerals essential to the net zero transition.

In terms of building green infrastructure, the low levels of development in Africa are a plus in that there is little need to upgrade old infrastructure and technology, and projects can be built green from the start .

A South African Outlook

South Africa is one of the countries that ratified the United Nations Framework

Convention on Climate Change, which was created to address the negative effects of climate change by stabilising greenhouse gas emissions.

The five key takeaways from the 27th Conference of the Parties held in Sharm el-Sheikh, Egypt were:

1. Establishing a fund for loss and damage.
2. Maintaining a clear intention to keep 1.5 degrees Celsius within reach.
3. Holding businesses and institutions to account.
4. Mobilising more financial support for developing countries.
5. Making the pivot towards implementation .

South Africa participated in the 28th Conference of the Parties which was held from 30 November 2023 to 12 December 2023 in the United Arab Emirates, where the first Global Stocktake assessed progress since adopting the Paris Agreement in 2015. Countries set targets for the Global Goal on Adaptation and its framework to support the creating of a climate-resilient future and guide the assessment of efforts made by countries.

The conference saw the adoption of a Global Stocktake putting a plan forward for closing identified gaps by 2030, as countries were called upon to transition away from fossil fuel so as to reach net zero by the year 2050. Consensus was reached on a new target of tripling the total global renewable power generation capacity and doubling energy efficiency by the end of 2030 to hit the targeted climate goals.

LEGAL FACTORS

A South African Outlook

In its implementation plan, the NACS has recommended that a single state body be created to coordinate anti-corruption activities across all state institutions in collaboration with private institutions, with the intention of:

1. Driving the long-term rollout of the strategy and all its related programmes.
2. Preventing corruption in state institutions through implementation of good governance, transparency, integrity management and accountability in society, and early detection of potential corrupt practices to supplement the reactive measures executed by law enforcement agencies and other anti-corruption bodies in society.
3. Instituting a number of multi-stakeholder anti-corruption interventions.

Legislation must be promulgated to establish this body, which will likely take a number of years. In the meantime, the interventions listed above need to be implemented through the existing anti-corruption institutions. The SIU is ideally positioned to play a leading role in contributing thought leadership in the anti-corruption space and in being the foremost executive agency in implementing the strategy.

Anti-Corruption Agencies

There is a longstanding need to give the SIU a wider scope in the form of a legislative mandate which continues to be pursued. It is becoming ever more necessary to ensure that the SIU can perform certain pre-investigation activities with speedier interventions.

The SIU needs to be able to engage with institutions that are not subject to a proclaimed investigation to offer services, including education and preventative action. The Unit also requires the ability to execute the recommendations it makes to some of its state institution clients.

The macro-environmental analysis is consolidated in the summary PESTEL below, which includes key responses to the environmental factors that the SIU should consider in planning

1.2 INTERNAL ENVIRONMENT ANALYSIS

The internal environmental analysis demonstrates the competence and capability of the SIU to deliver on its core business mandate and operational framework.

1.2.1 CORE BUSINESS OPERATIONAL FRAMEWORK

The SIU is operating within a structured framework that stipulates the core functions of the Unit, its mandate and how these are going to be implemented. The core business value chain and operational framework of Programme 2: Investigations and Legal Counsel is shown in Figure 9 below.

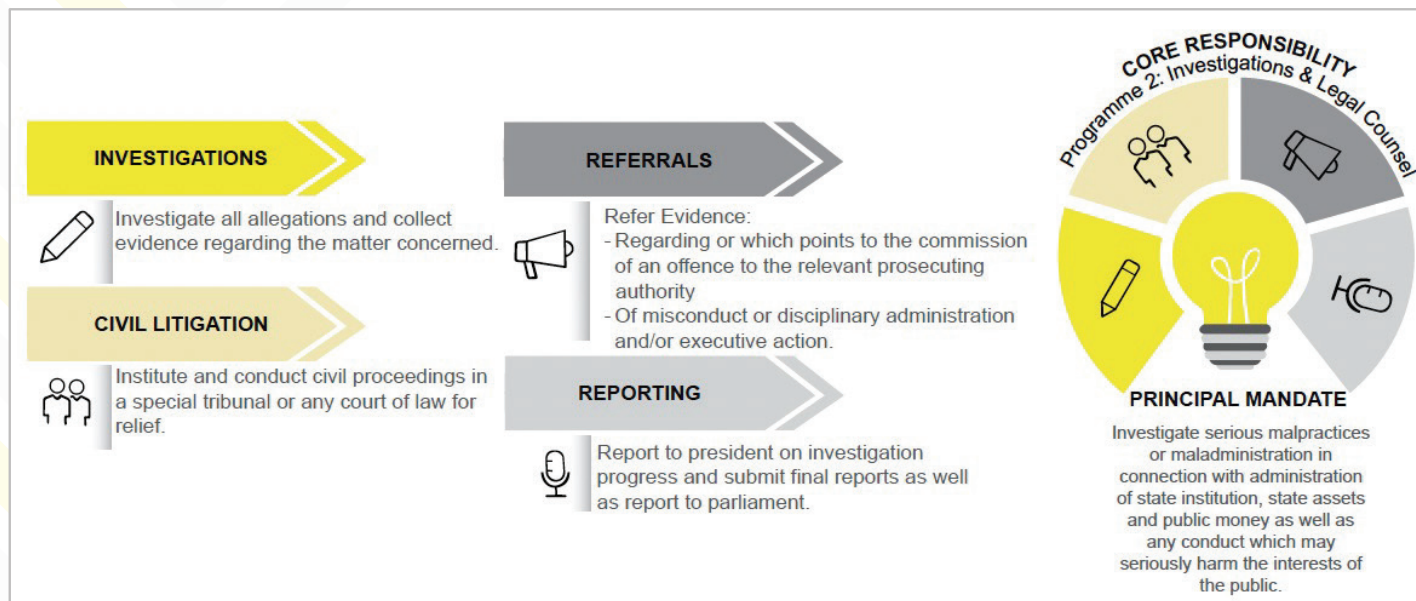


Figure 9: SIU Core Business Operational Framework

1.2.2 CORE BUSINESS PERFORMANCE HIGHLIGHTS AT A GLANCE

The figure below provides a snapshot of the performance of the core business in the 2022/23 financial year. Since the tabling of the 2023/24 APP, the Unit has remained steadfast in ensuring that operational efficiency and corporate governance are prioritised and maintained to implement its mandate of dealing with practices of corruption and maladministration across all state institutions. The below figure is a reflection of the 2022/23 Annual Performance Report.



Figure 10: Core Business 2022/23 Performance Highlights at a Glance



STATUS OF KEY INVESTIGATIONS

Department of Health:

Through the intervention of the SIU, more matters have been removed from the Contingent Liability Register and subsequently reduced the contingent liability of the Department of Health. Some of the plaintiff's attorney's failed to register trusts as instructed in the court orders. The plaintiff's attorney failed to communicate the outcome of High Court civil proceedings to the affected claimants and withhold payments to the respective claimants. The SIU has referred several matters to National Prosecuting Authority for criminal action and to the Legal Practice Counsel for action.

State Capture Investigation:

The SIU constituted a committee, chaired by the Head of SIU to consider the State Capture report and identified matters that will be further investigated to ensure that there is sufficient evidence to proceed. The investigation extended to the following SOEs:

State Owned Entity	Proclamation No.
Eskom	R11 of 2018 and R3 of 2020
Prasa	R51 of 2019
SAA	R.32 of 2019 and R.57 of 2019
Transnet	R11 of 2018 and R3 of 2020
Alexkor	R45 of 2018
Denel	R.32 of 20019
Free State Department of Human Settlement	R39 of 2019

Summary of SIU civil litigation outcomes from 2021 to date included:

- Value of civil litigation already instituted = R64 billion
- Value of civil litigation being prepared = R1.4 billion
- Value of SIU recommendation to cancel contract already implemented = R130 million
- Value of potential cash recoveries (advanced stage) = R2.9 billion
- Value of contract likely to be set aside = R33 billion. The investigations are ongoing and some of the matters will be finalised in the 2024/25 financial year.

Proclamations issued during the 2023/24 financial year:

The following proclamations were issued during the 2023/24 financial year and will continue into the 2024/25 financial year.

Department or State Institution	Sphere of Government	Date Proclaimed
Umgeni Water Board	Provincial Govt	GG 48693 dated 2 June 2023
Office of the Premier: Free State Province	Provincial Govt	GG 48754 dated 9 June 2023
Chris Hani District Municipality	Local Govt	GG 48862 dated 30 June 2023
Office of the Premier: KwaZulu-Natal	Provincial Govt	GG 49029 dated 28 July 2023
Gauteng Department of Health - Tembisa Hospital	Provincial Govt	GG 49217 dated 1 September 2023
Amajuba District Municipality	Local Govt	GG 49296 dated 11 September 2023
Tshwane Metropolitan Municipality	Local Govt	GG 49328 dated 22 September 2023
Gert Sibande Technical and Vocational Education and Training College	Provincial Govt	GG 49792 dated 1 December 2023



Moreover, the SIU is striving for service excellence and positioning itself as a world-class law enforcement agency. The enabling factor is the 2020–2025 Strategic Plan adopted by the SIU, as this strategy serves as a tool to propel the SIU towards a path of growth and impact, particularly in the final year of its implementation as the Unit strives to fortify its game to finish the current five-year term strong. The SIU’s capabilities to achieve this strategic intent is discussed in the next section.

1.2.3 SIU CAPABILITY AS A SOUND ANTI-CORRUPTION AGENCY

Civil litigation as a tool of fighting the scourge of corruption

A Special Tribunal, serving as a dedicated forum for the institution of civil proceedings, has been utilised by the SIU since 2019, and its establishment has increased the legal outcomes of the SIU. The Special Tribunal exclusively adjudicates upon cases instituted by the SIU based on the findings of its investigations undertaken under proclamations issued by the President in terms of Section 2(2) of the SIU Act 74 of 1996.

In efforts to deter recurrent corrupt activities and maladministration, the SIU is actively engaged in recovering cash and/or assets already lost by instituting and conducting civil proceedings through the Special Tribunal. The number of applications by the SIU to the Registrar of the Special Tribunal for the issuing of legal processes has grown gradually, from the 35 achieved in the 2022/23 financial year to planned totals of 45 and 55 for the 2023/24 and 2024/25 financial years, respectively.

The outcomes achieved through the Special Tribunal have significantly bolstered public confidence in the State’s capacity to prevent and combat corruption. Notably, the Tribunal’s judgments and orders have facilitated substantial recoveries of State assets, marking a significant stride in combating corruption. The SIU remains committed to ensuring a reduction

in the duration of time taken to finalise such matters, thereby contributing positively towards improving perceptions related to the time it takes for the judiciary to adjudicate civil cases.

Value of contract or administrative decisions set aside

SIU and Eskom vs ABB matter settled with actual payment paid. The Unit is waiting for the High Court to formally grant this unopposed motion. The value of contract to be set aside is R2.2 billion.

Intendent future plans over the medium-term period towards the realisation of the outcomes of Programme 2

The SIU currently utilises the Office of the State Attorney as a means to bring matters to the Special Tribunal, following the AGSA finding on the irregularly awarded legal panel. The intention is to issue a tender to establish a larger legal panel, thereby increasing the avenues the SIU uses to bring matters to the Special Tribunal.

Internal civil litigation capacity

The SIU is diligently working on establishing internal civil litigation capacity, which will see the Unit utilizing internal resources as a third additional vehicle to bring cases to the Special Tribunal. This initiative should enable the SIU to meet and exceed the targets in support of Programme 2. To this end, consultations are underway with the Legal Practice Council and other stakeholders.

Technology as a tool to enhance accuracy, efficiency, and productivity

Efforts aimed at modernising the SIU during the 2024/25 financial period will include implementing upgraded systems to support the five-year strategy,



optimising the Unit's productivity, and positively increasing its output.

In this regard, the Unit will focus on digitisation and business process re-engineering related to the automation of business processes across the SIU value chain. This includes enterprise resource planning to streamline and integrate front and back-office systems, document management, records management, data governance, and document tracking.

Ensuring adequate ICT investment and implementing upgraded technology will enhance communication among business units, ensuring a continuous flow of data across the organisation and seamless transitions between phases over the system's lifetime, saving the SIU time, money, and resources.

As part of the SIU's digital transformation journey, innovation fuelled by the explosion of cloud computing, AI, and the Internet of Things will provide the Unit with new ways to achieve strategic outcomes.

A key aspect of market data analytics capability for the SIU is to assist and enable corruption risk assessment. Market data analysis should demonstrate corruption risk exposures to public institutions and facilitate a shift towards an improved control environment. The SIU will continue to focus on enhancing its data analytics and data warehousing capability, a market-leading game-changer in 'data-driven,' targeted investigations. This will enable the SIU to take a leading role in South Africa in preventing fraud and corruption, assisting state institutions with preventative measures for the recurrence of reported cases. Priorities include capacitating the Digital Forensics (Cyber Forensics) Unit and improving the collection and analysis of sectoral data on the impact of interventions.

Creating a well-grounded and capable SIU

The SIU is continuously engaged in developing and building talent pools,

moving from a reactive to a proactive talent management database, ensuring operational continuity and the sustainability of the organisation, and retaining the right people with the right skills in the right roles. To ensure that the SIU attracts and retains competent talent and scarce skill and builds capable employees for the attainment of its objectives, the review and implementation of the Unit's Resourcing Strategy and the Employee Retention Strategy will continue to be prioritised in the 2023/24 to 2024/25 financial periods.

Employee value proposition

Strengthening the SIU EVP remains a strategic focus area. As part of the EVP and to build and strengthen SIU capability to retain employees with scarce and critical skills, the SIU has embarked on a journey of implementing several key initiatives, including:

1. Upskilling of the SIU management

Leadership development programmes were identified as part of upskilling or capacitating the management and executives of the SIU. The SIU remains committed to building a high-performance and values-driven organisation over the medium-term period by prioritising value proposition initiatives. The establishment of a leadership pipeline is critical for the success and growth of the Unit, and a Resource Management Strategy is to be finalised, with a focus on improving the culture through leadership development and training.

2. Organisational culture

In the SIU's journey towards building a sustainable SIU culture, the leadership has significantly progressed in gaining a deeper grasp of the challenges faced by the organisation, which has launched an Organisational Culture Project to



ensure the SIU builds and inculcates a long-lasting and sustainable business culture. Feedback from the 2023/24 organisational culture survey will aid the development of a culture improvement plan to address identified gaps and support the establishment of a culture underpinned by the SIU values of integrity, cooperation, efficiency, teamwork, professionalism, independence, drive, and passion. This will positively impact the work environment and ensure the SIU becomes a better place to work.

Employment equity

The SIU takes pride in having established itself as a diverse organisation and continues to prioritise the promotion of employment equity in accordance with the transformation agenda of national government. To this end, the Unit's Resourcing Strategy will not only place emphasis on attracting and retaining the talent and skills sets for the SIU but also on ensuring good practice standards are followed so that continuous transformation progress is achieved by the organisation.

In the coming year, the SIU will strive towards meeting and exceeding set employment equity targets, thus accelerating diversity and ensuring a balanced workplace that continuously pursues a transparent and inclusive transformation agenda.

Funding model

National Treasury has indicated that the current funding model, where the SIU is dependent on both grant funding (i.e., funding from the fiscus) and project income (charging for services rendered), cannot be amended at this stage. The SIU had put forward a request to have the grant income to be at least 50.0% of the total revenue over the MTEF. With this development regarding the amendment of the funding model, the SIU needs to ensure that outstanding debts are recovered and measures are put in place to

ensure that the productivity rate of its operational resources are increased for financial sustainability.

However, given that the funding model is likely to remain unchanged in the short to medium term, priorities aimed at enhancing the SIU's financial sustainability will include the development of an organisational Cost-Reduction Strategy, capitalisation of SIU funds through the acquisition of assets, as well as the identification and expansion of additional revenue generation streams, such as lifestyle audits.

Operation "Khokhela"

The SIU has been implementing a focused project to recover outstanding debts owed for services rendered and has internally named it "Operation Khokhela". The intention of the project is to pull in different resources internally and externally to ensure that most of the outstanding debt is recovered or that there is commitment from various stakeholders to make payments. Bilateral meetings between the SIU and various stakeholders, assistance from National Treasury on sending out payment request letters, escalations to executive authorities, and invoking the Inter-Governmental Relations Framework Act are activities being undertaken to affect the project.

The project will continue in the 2024/25 financial year and will be reviewed as part of the process for developing the SIU's new strategic plan for the 2025-2030 planning period. The results are expected to be visible in the reduction of long-outstanding debts in the 2024/25 financial year. Progress will continue to be monitored and reported on a quarterly basis as the Unit strives to progress on its continual improvement pathway and achieve the objective of Service Excellence, thus influencing the business ecosystem

Resuscitation of an Enterprise Project Management Office

The reintroduction of an Enterprise Project Management Office will instil a project-focused mindset and reinforce standardised project management discipline throughout the SIU. Each line function will manage its own function-specific projects, including the deployment of project resources, development of digital solutions, internal workflow, interdepartmental communication, and follow-up on consequence management. Managing cases as projects means that they can be tracked more efficiently and effectively under the overarching constructs of the Enterprise Project Management Office. When projects cross functional lines or affect multiple offices, this office will be ideally positioned to coordinate the various affected parties, resources, and competing priorities.

Investment in awareness and education.

The investment of resources in raising public awareness and educating the public about the SIU and its mandate continue to yield positive outcomes. The review of the institutional operating model and value chain have presented an opportunity for the SIU to introduce prevention, advisory and awareness initiatives, together with market data analytics initiatives. This is aimed at ensuring the adoption of a three-pronged approach for preventing and combating maladministration and corruption. This three-pronged approach focuses on enforcement relating to investigations and litigation, prevention mechanisms relating to the systemic recommendations made pursuant to data modelling and trends analysis in support of preventing the recurrence of investigated irregularities and educational initiatives to proactively re-shape societal values, promote positive mindsets that are premised on ethical values and raise public awareness about the SIU, its mandate and processes.

To this end, the SIU continues with outward communication and stakeholder relations efforts to increase the Unit's visibility. The rollout of community

outreach and public awareness initiatives will remain a priority in the 2024/25 financial year. The SIU will ramp up the implementation of targeted prevention and awareness campaigns, ensuring corruption prevention through a whole-of-society approach and the National Anti-Corruption Forum. It will also leverage Thusong community centres for more effective communication engagement and workshopping.

Lifestyle audits

As part of preventive measures and to address fraud and corruption at its root, a National Anti-Corruption Strategy was developed to ensure the introduction of systems, processes, and instruments that effectively and efficiently deal with matters of fraud and corruption. This strategy includes the use of lifestyle audits to detect and deter wrongdoing.

There has been a growing demand for the SIU to conduct lifestyle audits for state institutions, with the Unit having received requests to conduct lifestyle audits on senior managers and supply chain management officials. As part of ongoing revenue enhancement initiatives, the SIU needs to consider establishing a separate unit with a specific focus on lifestyle audits to ensure optimal potential is realised from this additional revenue generation stream.

Multistakeholder collaboration to combat corruption

Through the ACTT Programme convened by the SIU, multistakeholder collaborative structures to combat corruption in vulnerable sectors have been established. These include the Health Sector Anti-Corruption Forum, Infrastructure-Built Anti-Corruption Forum, and the Local Government Anti-Corruption Forum.

The purpose of these anti-corruption forums is to bring together key stakeholders, such as government and businesses in vulnerable sectors,



to collaborate and coordinate efforts in fighting corruption. The forums collectively implement anti-corruption measures in their respective sectors, underpinned by four pillars: prevention, detection, investigation, and resolution.

Corporate governance

The SIU is committed to the application of the highest level of corporate governance practices. It remains focused on its journey of strengthening operational efficiency and corporate governance throughout the organisation to achieve the strategic imperatives and guide effective implementation of the Unit’s mandate of addressing corruption and maladministration across all state institutions.

The Governance Division will also continue its efforts to coordinate and promote good corporate governance in the SIU, enhancing effective and ethical leadership through the provision of efficient corporate secretariat and governance support.

Legislative amendments

The SIU has submitted draft legislative amendments that are being processed by the Department of Justice and Correctional Services, which seeks to redress all potential legal challenges to the SIU and/or the Special Tribunal. The amendment of the SIU Act to include statutory powers to refer evidence and hold institutions accountable will be critical in enhancing the overall effectiveness of the Unit.

SIU’s accessibility and geographical location

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

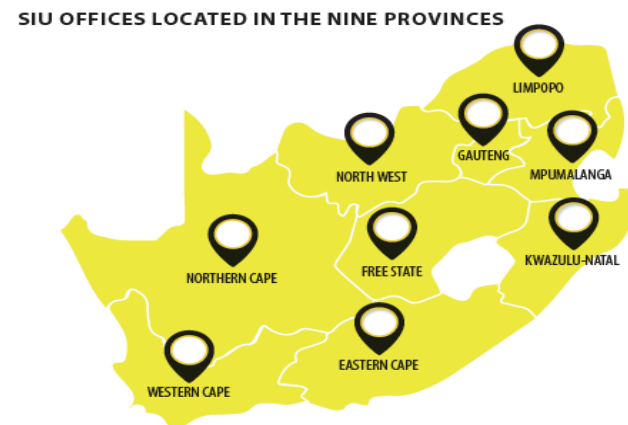


Figure 11: Geographical Location of the SIU

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

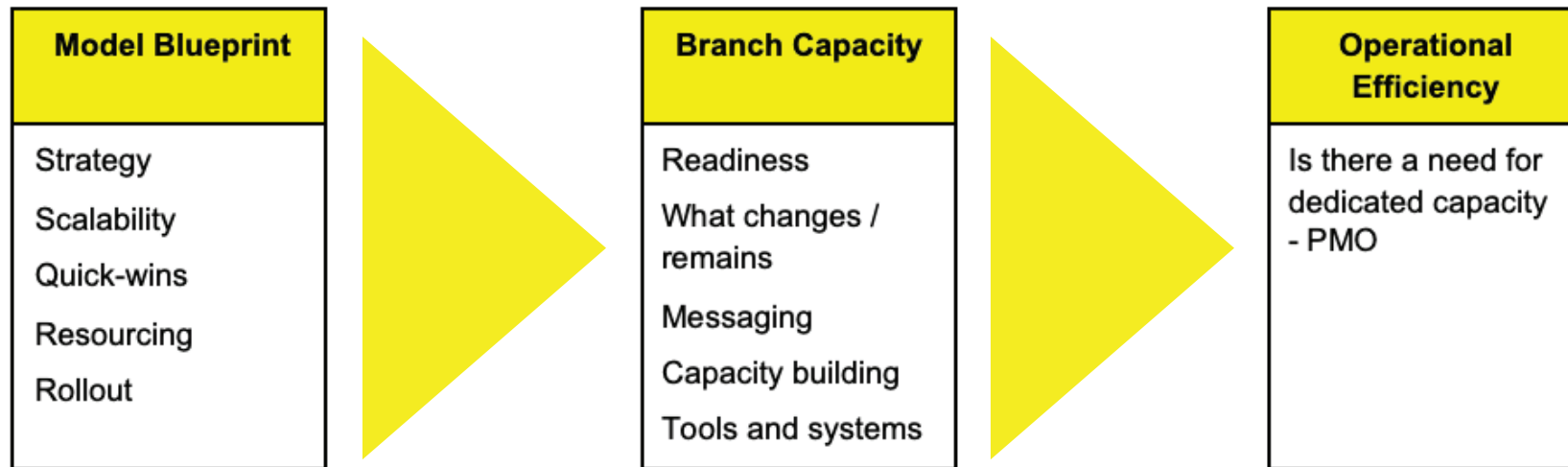


Figure 12: District Ecosystem Anti-Corruption Model

The mapping of corruption hotspots and leveraging strategic partnerships for collocation opportunities is key for ensuring the success of the model, and geospatial mapping will be critical for enhancing brand awareness and visibility while improving the SIU's targeted efforts towards increasing its accessibility.



1.2.4. UPDATED SWOT SUMMARY

Strengths

- Multidisciplinary investigation approach (skills in high demand).
- Guaranteed grant income.
- Sound collaboration and cooperation with internal and external stakeholders.
- Special Tribunal (not competing with other litigants).
- Civil litigation niche.
- SIU brand positioning.
- Rendering high-quality forensic investigations to state institutions.
- Proven track record of SIU integrity.
- Functional governance structures.

Weakenesses

- Externally (mandate) focused organisational culture.
- Funding model needs to be reviewed (options have been presented).
- The current Rate Recovery Model is inadequate.

1.2.4. UPDATED SWOT SUMMARY

Opportunities

- Business process automation to improve efficiency.
- Lifestyle audits – additional revenue stream.
- Single anti-corruption agency – SIU positioned to play a leading role.
- Review SIU legislation to enhance SIU effectiveness.
- National footprint for business development.
- Expanded jurisdictions and mandate.
- Technological advancements / digital platforms (improved customer experience).
- Enhanced public awareness and education.
- Stakeholder collaborations (national, regional, and international).
- Employ predictive skills model – future SIU

Threats

- Proclamation process may impact public perception in relation to SIU's potential lack of independence.
- Growing debt and its impact on sustainability.
- Delays in the issuing of proclamations.
- Threat to life of SIU employees and whistleblowers.
- Threat of political interference.
- Loss of institutional knowledge due to aging workforce.
- Rapidly evolving industry demands (digitalisation).
- War of talent – competing with other anti-corruption agencies.



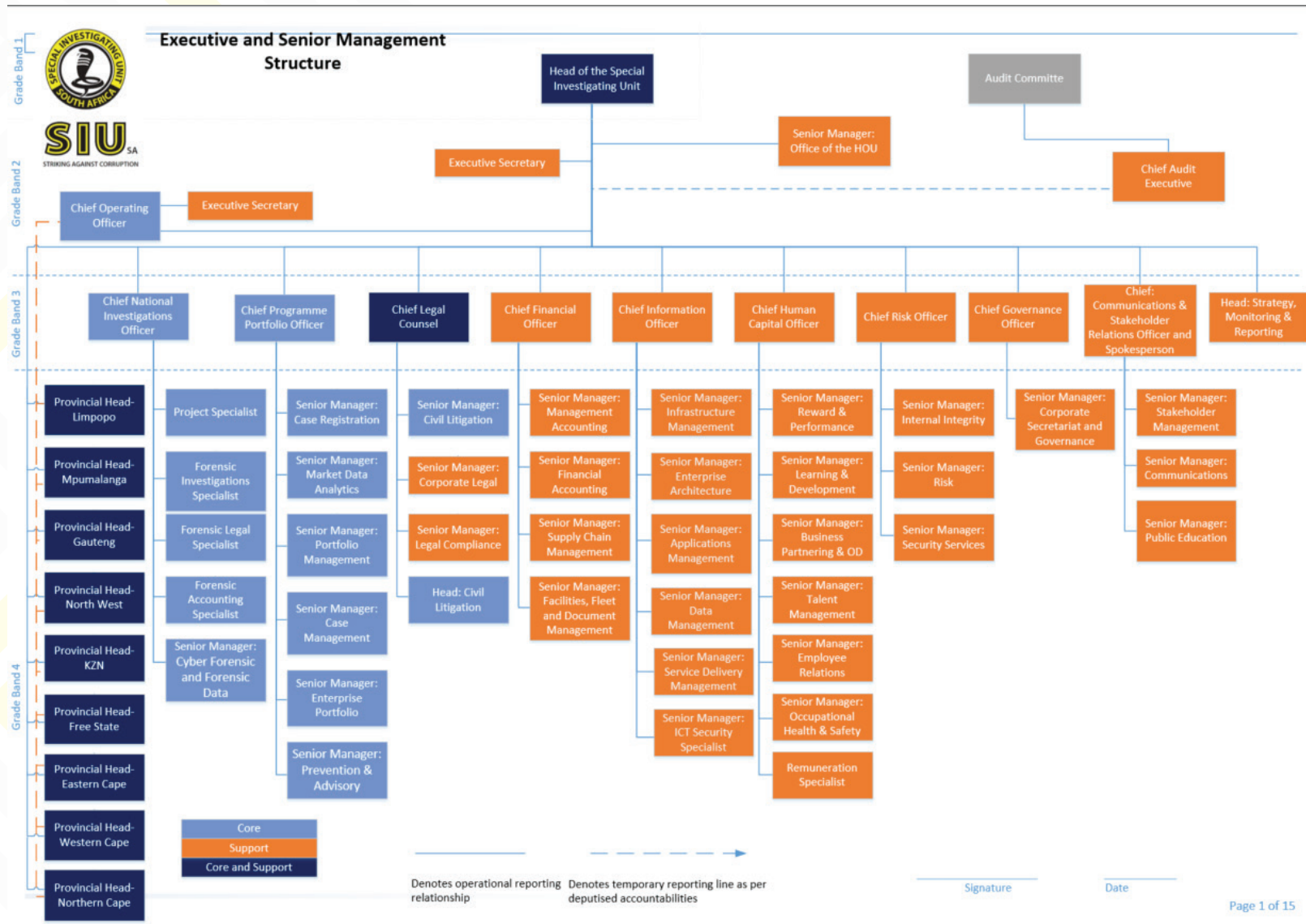


Figure 13: SIU's Top-Level Structure



PART C

MEASURING OUR PERFORMANCE

CELEBRATING
27 YEARS
OF STRIKING AGAINST
CORRUPTION



1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The SIU is constituted by the following programmes, which have informed the development of this 2024/25 APP:

Programme 1: The Administration Programme provides business oversight and enablement services to the core business units of the SIU.

Programme 2: The Investigations and Legal Counsel Programme is primarily responsible for ensuring the adequate execution of the mandated service delivery of the SIU.

Programme 3: The Market Data Analytics and Prevention Programme leads the implementation of relevant and proactive initiatives to prevent the recurrence of fraud and corruption cases as a result of systemic weaknesses in the Public Sector and positively influence the behaviour of South African citizens.

As guided by the legislative and policy mandates and SIU strategic focus, the 2020 – 2025 Strategic Plan outlines the organisational impact statement as follows:

“Ridding society of fraud and corruption in state institutions”.

The below listed strategic outcomes as provided in the 2020 - 2025 Strategic

Plan are aligned to the Revised 2019 – 2024 MTSF:

Outcome 1: A compliant, high-performance SIU that is well capacitated to rid society of corruption, maladministration and fraud in state institutions.

Outcome 2: State assets and cash resources are protected from maladministration, fraud and corruption for the realisation of full value-for-money for state programmes.

Outcome 3: Confidence in the governance systems, structures and policies of the state is restored and maintained.

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

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

1.1 PROGRAMME 1: ADMINISTRATION

1.1.1 PURPOSE

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

Subprogramme	Purpose
1. Financial Management	<ul style="list-style-type: none"> To provide financial management, asset management, facilities, and supply chain management services.
2. Human Resource Management	<ul style="list-style-type: none"> To undertake human resources planning and provide provisioning services.
3. Information Communication and Technology	<ul style="list-style-type: none"> To provide information communication and technology management services.
4. Enablement Services	<ul style="list-style-type: none"> To render services in the areas of stakeholder management, strategic planning, monitoring and reporting, corporate governance, corporate legal, and the Office of the HOU.
5. Assurance	<ul style="list-style-type: none"> To render internal audit, risk management, and internal integrity services.

Programme 1 delivers against the following outcome of the SIU's approved 2020 – 2025 Strategic Plan:

Outcome 1: A compliant, high-performance SIU that is well capacitated to rid society corruption, maladministration and fraud in state institutions.



The 2024/25 Performance Plan of the Administration Programme is reflected in the tables below:

1.1.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTCOME 1	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration, and fraud in state institutions	1.1 Good governance and control environment for positive audit outcomes	1.1.1. Auditor General (AG) audit outcome on previous year's financial performance	Clean audit	Outcome of the 2020/21 external audit is a clean and unqualified audit.	Outcome of the 2021/22 external audit is a clean audit and unqualified audit opinion. Outcome of the 2022/23 external audit is a qualified audit opinion ¹ .	Unqualified audit opinion	Unqualified external audit opinion	Unqualified external audit opinion	Unqualified external audit opinion
	1.2 Low employee turnover rate maintained	1.2.1. Employee turnover rate	New indicator	3.6%	4%	4%	4%	4%	4%
	1.3 SIU stakeholder engagement and conducted awareness initiatives		New indicator	5	6	8	8	9	10

¹ The external audit outcome of the 2022/23 FY is reflected here, as in previous years the indicator measured 'the previous financial year's audit outcome'. As of 2023/24, this indicator will measure the audit outcome of the 'current financial year' under audit. I.e. the 2023/24 Annual Report, will reflect the audit outcome of the 2023/24 FY.

1.1.3 QUARTERLY PERFORMANCE AGAINST OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
1.1.1. Auditor-General (AG) audit outcome on previous year's financial performance	Unqualified external audit opinion	-	Unqualified external audit opinion	-	-
1.2.1. Employee turnover rate	4%	1%	1%	1%	1%
1.3.1. Number of stakeholder engagements and awareness campaign initiatives conducted	8	2	2	2	2



1.1.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Outcome 1: A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration, and fraud in state institutions.

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

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

Output 1.1. Good governance and control environment for positive audit outcomes:

Key strategic outcomes targeted by government over the 2019-2014 five-year term in support of MTSF Priority 1: A Capable, Ethical and Developmental State include improving financial management capability in the public sector and ensuring that 100.0% of public institutions achieve unqualified audits. The SIU will, therefore, aim to obtain an unqualified external audit opinion (with no material findings on its financial performance) from the prior year external audit processes. This is to be achieved through implementation of an effective internal control system and ensuring that all relevant prior year external audit findings and related recommendations are adequately addressed during the 2024/25 financial year.

Output 1.2 Low employee turnover rate maintained:

To maintain a low turnover rate and retain key strategic positions, the SIU over the medium-term period is planning to review its remuneration policies and practices to ensure that the organisation remains fit for purpose and aligned with the Unit's objectives. Continuous development and enhancement of skills for all employees and management/leadership remains critical for the SIU, with the overarching objective to build capability for an effective management core and retaining people with scarce and critical skills. The Unit will therefore strive towards an employee turnover rate not exceeding 4% during the 2024/25 annual performance cycle.

As part of efforts aimed at strengthening the organisational EVP the SIU plans to enhance the leadership skills and competencies at various management levels. In this regard the EVP, talent acquisition and retention will remain as critical components of the Human Resource Strategy implementation as the Unit strives to attract and retain a competent skills pool to drive its mandate, boost productivity and employee morale.

Output 1.3 SIU stakeholder engagement and conducted awareness initiatives:

In terms of stakeholder relations and communications campaigns, in the medium-term period the SIU will increase its targeted efforts towards raising awareness among public servants, the public and civil society through stakeholder engagement initiatives. Such initiatives are to be conducted through face-to-face communications and workshops, the use of print and broadcast media with emphases on community media, social media, and production of awareness material in all South African official languages. These initiatives will not only aim to raise awareness on the mandate and work of the SIU but also focus on raising awareness of SIU processes and provide updates on outcomes of SIU investigations, recommendations, and consequence management.



In the medium-term period, the SIU will continue to strengthen its processes, governance systems, and tools by developing and implementing a risk-based three-year audit plan and annual plan and expediting the finalisation of procurement processes relating to the audit tool to assist Internal Audit to leverage the use of technology enhancing efficiency in the audit process, as well as ensuring the annual Combined Assurance Plan is developed based on the Strategic Risk Register.

PRIORITIES RELATING TO WOMEN, YOUTH, AND PEOPLE WITH DISABILITIES

The prioritisation of women, youth, and persons with disabilities (PWDs) is an integral part of the SIU Broad-Based Black Economic Empowerment Strategy with ongoing support being provided to the following target groupings:

1. Small, medium, and micro enterprises,
2. Black township/rural-owned enterprises,
3. Women-owned enterprises,
4. Black-owned enterprises,
5. Black youth-owned enterprises, and
6. Black PWD-owned enterprises.

A concerted effort will continue towards ensuring the SIU procurement, skills development, and employment equity initiatives promote the participation of women, youth, and PWDs in SIU programmes.

1.1.5 PROGRAMME RESOURCE CONSIDERATIONS

Description	Audited	Audited	Audited	Approved	Medium-Term Estimates		
	Outcome	Outcome	Outcome	Budget	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue							
Sale of goods and services other than capital assets	0	0	0	0	0	0	0
Other non-tax revenue	30,643	32,376	47,184	64,372	65,522	63,763	61,864
Transfers received	425,853	437,878	452,060	489,839	449,699	459,860	481,157
Total Revenue	456,496	470,254	499,244	554,211	515,221	523,623	543,021
Expenditure							
Compensation of employees	124,584	133,009	141,106	194,484	226,735	252,633	274,647
Goods and services	71,851	152,679	125,797	234,850	235,028	181,380	189,722
Depreciation	7,666	6,656	8,562	36,000	52,000	68,000	71,128
Total Expenditure	204,101	292,344	275,465	465,334	513,763	502,013	535,497
Surplus/Deficit	252,395	177,910	223,779	88,877	1,458	21,610	7,524
Capex	2,996	1,456	24,671	70,000	80,000	80,000	95,000



1.1.5.1 Budget and Financial Performance

Grant revenue is projected to decrease at an average annual rate of -0.6 % over the MTEF period from R489.8 million in 2023/24 to R481,1 million in 2026/27. The allocation is at the sole discretion of National Treasury.

The Administration Programme is allocated an average of 38.3% of the SIU's total budget over the MTEF. The main purpose of the programme is to provide business oversight and enablement services to the core business units within the SIU.

The increase in capital expenditure over the MTEF is mainly due to the planned acquisition of ICT systems, in line with the SIU's business strategy.

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



1.1.6 UPDATED RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-mitigation plans
A compliant, high-performance SIU that is well-capacitated to rid society of corruption, maladministration, and fraud in state institutions.	Inability to provide adequate protection of investigators, witnesses, and whistleblowers against intimidation and threats emanating from SIU investigations.	<p>1. Protracted process to conduct and complete threat risk assessments by the SAPS.</p> <p>2. Inadequate internal capacity to immediately respond to threats experienced by investigators.</p> <p>3. Occupational detriment and/or victimisation arising from blowing the whistle on corruption.</p> <p>4. Failure to keep whistleblowers' identity anonymous due to unsecured reporting channels.</p> <p>5. Inadequate whistle-blowing protection advocacy and awareness programmes</p> <p>6. Budget constraints as provision of close protection comes at a high cost.</p>	I	<p>1.1 Appoint a service provider who is accredited to conduct Threats Risk Assessment (TRAs), which will reduce reliance on SAPS Crime Intelligence.</p> <p>2.1 Appoint a panel of security experts to provide protection for SIU investigators who are intimidated and threatened.</p> <p>3.1 Continuous engagement with Accounting Officers bringing the victimisation of whistleblowers in the state institutions to their attention.</p> <p>4.1 Whistleblowers are continuously encouraged to report allegations via the SIU's whistle-blowing hotline that is managed by an independent service provider.</p> <p>5.1 Identify whistleblowers and witnesses involved in high-risk investigations and conduct awareness sessions with them on whistleblowing and witness protection measures.</p> <p>6.1 Explore the possibility of establishing the in-house resources for provision of close protection.</p>



1.1.6 UPDATED RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-mitigation plans
	Inability to collect revenue generated through invoicing of state institutions being investigated, which impact negatively on the SIU's financial sustainability.	<p>1. Shortcomings in the SIU funding model (e.g. investigations are not budgeted for by state institutions).</p> <p>2. Conflict of interest whereby senior officials subjected to investigations are expected to approve payments to SIU.</p> <p>3. Some of the public entities investigated, such as municipalities, are bankrupt (insolvent).</p> <p>4. Inadequate government grants that account for 60% of the SIU's budget.</p> <p>5. Insufficient billing information and evidence submitted to accounting officers to authorise SIU payments.</p> <p>6. Outdated charge-out rates that are not cost-reflective.</p>	II	<p>1.1 Continuous engagement with the National Treasury to review the SIU funding model, which will ensure financial sustainability.</p> <p>2.1 Consider imposing interest on SIU debts, which will be reflected as fruitless expenditure by AG and serve as a deterrent for non-payment.</p> <p>3.1 Consolidate all SIU debts and escalate non-payments to relevant structures (e.g. provincial and national treasuries, Standing Committee on Public Accounts, etc.).</p> <p>4.1 Submit annual motivation to National Treasury to keep and maintain surplus.</p> <p>5.1 Ensure that invoices are accompanied by investigation progress reports to all accounting officers.</p> <p>5.2 Monitor the implementation of "Operation Khokhela" to recover the outstanding debts owed to SIU.</p> <p>6.1 Review the SIU charge-out rates for conducting investigations, including secondment rate.</p>

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-mitigation plans
	<p>Inadequate human resources capacity to execute and meet the growing demand of the SIU services.</p>	<ol style="list-style-type: none"> 1. Inflexible SIU remuneration model and/or policy. 2. Inadequate financial resources to fill vacant positions. 3. Critical skills scarcity and shortage in the market (forensic accountants and cybersecurity). 4. Inflexible recruitment practices make it difficult to timeously 5. Inability to retain critical or scarce skills (e.g. forensic accountants, and data analyst, etc). 6. Limitations imposed by transformation requirements (employment equity and persons with disability). 	<p>III</p>	<ol style="list-style-type: none"> 1.1 Ensure approval and implementation of the reviewed SIU Remuneration Policy. 2.1 Appoin t fixed-term contract employees for a specific period when they are needed. 3.1 Continuous outsourcing of critical services where there is a shortage of skills internally. 3.2 Collaborate with institutions of higher learning to build capacity where there is a shortage of skills. 4.1 Develop and implement the Resources Management Strategy. 5.1 Enhance the EVP to enable the organisation to attract and retain talent. 5.2 Continuous monitoring of the SIU vacancy rate and maintain it at 12%. 6.1 Conduct annual review of the Employment Equity Plan to reflect strategic skills and groups required by the organisation.



1.2 PROGRAMME 2: INVESTIGATIONS AND LEGAL COUNSEL

1.2.1 PURPOSE

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

1. Central Case Registration and Monitoring

- Central registering all allegations received.
- Management of allegation registration communication channels.
- Updating the central database to reflect case status.
- Centrally ensuring relevant external reporting, follow-ups and communication.
- Monitoring and evaluation of all remedial action.
- Providing financial management, asset management, facilities, and supply chain management services.

2. Case Assessment

- Assess the adequacy of corroboratory evidence pertaining to allegations received, assess whether the allegations fall within the statutory mandate of the SIU cases, and proceed.
- Analyse case reports.
- Scope proclamations and maintain criteria.
- Approve all recommended remedial action and presidential reports undertake human resources planning and provide provisioning services.

3. Case Management and Investigations

- Allocate, coordinate, and manage internal and outsourced teams.
- Develop project strategy, identify and execute the necessary actions.
- Conduct investigations per focus and specialist areas.
- Maintain and monitor investigation standards.
- Provide specialist support to investigation teams as and when required.
- Execute project governance, reporting, and stakeholder management.
- Refer evidence pointing to the commission of an offence to the relevant prosecuting authority accompanied by the relevant supporting evidence.
- Refer evidence for the institution of disciplinary and/or administrative action.
- Refer evidence and recommend remedial action.
- Identify performance improvements.
- Project close out and evaluation of the investigation.

4. Forensic Legal and Civil Litigation

- Allocate, coordinate, and manage internal and outsourced teams.
- Conduct prelitigation procedures.
- Institute civil proceedings in the Special Tribunal and seek appropriate relief.
- Defend/oppose civil proceedings in the appropriate court, where applicable.



Programme 2 delivers against the following outcomes of the SIU’s approved 2020 – 2025 Strategic Plan:

Outcome 2: State assets and cash resources are protected from maladministration, fraud, and corruption for the realisation of full value-for-money for state programmes.

Outcome 3: Confidence in the governance systems, structures, and policies of the state is restored and maintained.

The 2024/25 Performance Plan of the Investigations and Legal Counsel Programme is reflected in the tables below:

1.2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 2: State assets and cash resources are protected from maladministration, fraud, and corruption for the realisation of full value-for-money for state programmes	2.1 Civil and other legal proceedings to recover cash and assets, and set aside contracts and administrative actions that are deemed to be invalid	2.1.1. Rand value of potential cash and/or assets to be recovered	R819m	R5,97bn	R846m	R400m	R700m	R770m	R847m
		2.1.2. Rand value of actual cash and/or assets recovered	R1.8bn	R436m	R389m	R300m	R600m	R660m	R726m
		2.1.3. Rand value of contract(s) and/or administrative decisions/action(s) set aside or deemed invalid	R7.2bn	R5bn	R300m	R1.9bn	R10bn	R11bn	R12bn
		2.1.4. Rand value of potential loss prevented	R2.8bn	R6.3bn	R2.166bn	R700m	R800m	R880m	R968m

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1 The estimated performance reflected is the planned 2023/24 target

1.2.3 QUARTERLY PERFORMANCE AGAINST OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 April – Jun 2024	Q2 July – Sept 2024	Q3 Oct – Dec 2024	Q4 Jan – Mar 2025
2.1.1. Rand value of potential cash and/or assets to be recovered	R700m	-	R350m	-	R350m
2.1.2. Rand value of actual cash and/or assets recovered	R600m	-	R300m	-	R300m
2.1.3. Rand value of contract(s) and/or administrative decisions/ action(s) set aside or deemed invalid	R10bn	-	R5bn	-	R5bn
2.1.4. Rand value of potential loss prevented	R800m	-	R400m	-	R400m



1.2.4 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 3: Confidence in the governance systems, structures, and policies of the state is restored and maintained	3.1 Legal proceedings and other due processes to conclude investigation, refer investigations for necessary action and submit mandatory status reports to the President	3.1.1. Number of referrals made for disciplinary action against officials and or executives	5,749	469	376	185	190	210	220
		3.1.2. Number of referrals made for administrative action	41,187	24,786	67,087	125	130	140	150
		3.1.3. Number of referrals made to the relevant prosecuting authority	435	570	680	260	270	300	320
		3.1.4. Number of investigations closed under a published proclamation	42,117	28,135	70,537	1,550	1,600	1,750	1,780
		3.1.5. Rand value of matters where evidence was referred for the institution or defence/opposition of civil proceedings	R64.8bn	R3.4bn	R2.471bn	R2.3bn	R2.6bn	R2.86bn	R3.146bn
		3.1.6 Number of cases issued in the Special Tribunal and the High Court	40	54	35	45	55	65	75
		3.1.7. Number of reports submitted to The Presidency	15	19	21	25	30	33	38

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1 The estimated performance reflected is the planned 2023/24 target

1.2.5 QUARTERLY PERFORMANCE AGAINST OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 April – Jun 2024	Q2 July – Sept 2024	Q3 Oct – Dec 2024	Q4 Jan – Mar 2025
3.1.1. Number of referrals made for disciplinary action against officials and or executives	190	50	55	40	45
3.1.2. Number of referrals made for administrative action	130	35	40	30	25
3.1.3. Number of referrals made to the relevant prosecuting authority	270	70	70	60	70
3.1.4. Number of investigations closed under a published proclamation	1,600	390	400	400	410
3.1.5. Rand value of matters where evidence was referred for the institution or defence/opposition of civil proceedings	R2.6bn	-	R1.3bn	-	R1.3bn
3.1.6 Number of cases issued in the Special Tribunal and the High Court	55	15	15	15	10
3.1.7. Number of reports submitted to The Presidency	30	7	8	7	8



1.2.6 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

In support of government's recognition of the importance of social cohesion and public trust for ensuring the long-term strategic vision of the NDP is achieved within the targeted timeframes, Programme 2 of the SIU primarily contributes towards the realisation of the following medium-term national priority as provided by the revised 2019-2024 MTSF – Priority 6: Social Cohesion and Safe Communities.

Outcome 2: State assets and cash resources are protected from maladministration, fraud, and corruption for the realisation of full value-for-money for state programmes

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

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

Output 2.1 Civil and other legal proceedings to recover cash and assets, and set aside contracts and administrative actions that are deemed to be invalid:

Part of the planned performance under this outcome is to intensify the fight against corruption by conducting real-time investigations and freezing the assets of all involved. The freezing of assets helps with deterrence and thereby prevents corruption. The goal is to ensure that everybody involved in corrupt activities is held accountable by being investigated, after which the case will be either referred for disciplinary action or blacklisting. The SIU

remains committed to ensuring that civil action is instituted to recover ill-gotten gains.

Over the medium-term period, targets have been gradually increased on the rand value of cash and/or assets recovered or that are potentially recoverable, the rand value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid, actual cash and/or assets recovered, as well as the rand value of potential loss prevented. The 2024/25 performance targets related to these priority areas can be summarised as follows:

- A rand value total of R700 million of potential cash and/or assets is to be recovered by the SIU.
- The anticipated rand value of actual cash and/or assets to be recovered during the financial year is R600 million.
- The value of contract(s) and/or administrative decision(s)/action(s) envisaged to be set aside or deemed invalid during 2024/25 totals R10 billion, while on the other hand, a rand value sum of R800 million is anticipated to be prevented as a potential loss by the Unit.

The SIU has proved itself by achieving positive legal outcomes at the Special Tribunal against perpetrators of maladministration and corruption. The Special Tribunal remains instrumental to the outcomes of the SIU civil litigation cases ensuring that monies lost to the state are recovered. The SIU continues to participate in the Financial Action Task Force (FATF) meetings and the contribution from the SIU will assist government in getting a better rating assessment by the FATF thereby ultimately increasing investor confidence.

Outcome 3: Confidence in the governance systems, structures, and policies of the state is restored and maintained.

The SIU continues its efforts to assist government to ensure that its governance ecosystem and policies are much more resilient and resistant to attacks by corrupt individuals, and to reduce vulnerability in its governance structures. South Africa desperately needs laws to stop procurement corruption. However, laws and procedures can only stop corruption if they are adhered to or when the failure to do so leads to consequences for those responsible.

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME'S OUTPUTS

Output 3.1 Legal proceedings and other due processes to conclude investigation, refer investigations for necessary action and submit mandatory status reports to the President:

Over the medium-term period the SIU aims to expedite the sourcing and implementation of a Case Management System, which will assist in digitising the investigation process and integrating processes involved in the investigation.

To speed up the investigation of referrals from SIU to the NPA, there is a combined MOU that was concluded with the NPA, the DPCI, and the SAPS, whose purpose is to:

- Establish a working methodology in connection with the cases referred by the SIU to the NPA, which are, in turn, referred by the NPA to the SAPS / DPCI.

- Adopt and implement reporting mechanisms in respect of the cases.
- Ensure that the cases referred by the SIU to the NPA, and further referred by the NPA to the SAPS / DPCI, are investigated.
- Ensure the development of a common database in respect of all SIU matters and include the status of each matter, progress in respect of its investigations, and the outcome in respect of its finalisation.

The 2024/25 performance targets that will contribute towards Outcome 3 can be summarised as follows:

- A total of 190 referrals are to be made for disciplinary action against officials and/or executives during the financial year.
- The SIU plans to make 130 referrals for administrative action.
- Some 270 referrals will be made to the relevant prosecuting authority.
- The Unit will ensure 1,600 investigations are closed under a published proclamation.
- The anticipated rand value of matters where evidence was referred for the institution or defence/opposition of civil proceedings amounts to R2.6 billion.
- A total of 55 cases are to be issued in the Special Tribunal.
- The SIU will ensure at least 30 reports are submitted to The Presidency.



The SIU remains committed to ensuring that, over the medium-term period, investigations that are finalised are closed, mandatory status reports are submitted to The Presidency on time, and cases are referred to the relevant authorities either for disciplinary action, civil proceedings, or prosecution. The intention of the SIU is to restore public confidence in the good work done by law enforcement agencies through the communication of outcomes.

1.2.7 PROGRAMME RESOURCE CONSIDERATIONS

Description	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium-Term Estimates		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue							
Sale of goods and services other than capital assets	299,530	466,860	435,174	503,287	662,916	843,738	954,149
Other non-tax revenue	0	0	0	0	0	0	0
Transfers received	0	0	0	0	0	0	0
Total Revenue	299,530	466,860	435,174	503,287	662,916	843,738	954,149
Expenditure							
Compensation of employees	311,409	350,018	402,155	518,156	600,892	680,454	759,816
Goods and services	149,931	187,380	177,910	132,453	142,383	149,502	156,379
Depreciation	0	0	0	0	0	0	0
Total Expenditure	461,340	537,398	580,065	650,609	743,275	829,956	916,195
Surplus/Deficit	(161,810)	(70,538)	(144,891)	(147,322)	(80,359)	13,782	37,954

1.2.7.1 Budget and Financial Performance

Project income is planned to increase from R 503.3 million in 2023/24 to R 954.1 million in 2026/27 at an average growth rate of 23.8% over the period. This projection is based on the number of active proclamations in a particular year. The number and timing of proclamation approvals are not within the ambit of the SIU’s control, posing a challenge to accurately predict this amount.

The Investigations and Legal Counsel Programme, whose main objective is to ensure the execution of the SIU’s mandate, is allocated an average of 59.1% of the SIU’s total budget over the MTEF. This programme is responsible for the core functions of the SIU, and hence, the largest percentage of the SIU’s budget is allocated to this programme. Due to the functions performed within this programme, which are mainly investigations-related, personnel expenditure in this program is projected to increase from R 518.2 million in 2023/2024 to R 759.8 million in 2026/2027. The projection in this programme is mainly driven by the anticipated influx in proclamations over the MTEF for which resources will be required to deliver.

1.2.8 UPDATED RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-mitigation plans
State assets and cash resources protected from maladministration, fraud, and corruption for the realisation of full value-for-money for state programmes.	Inability to expedite and timeously conclude civil matters and other legal proceedings enrolled at the Special Tribunal.	<ol style="list-style-type: none"> 1. Unavailability of presiding officers to preside over matters in the Special Tribunal. 2. Inadequate human resources capacity in the Civil Litigation Unit. 3. Delays in provision of legal services by State Attorney’s Office. 4. Unavailability of legal counsels due to heavy schedules and diaries. 5. Inability to timeously institute civil proceedings due to delays in concluding investigations (matters not ripe for enrolment). 	II	<ol style="list-style-type: none"> 1.1 Ensure speedy re-enrolment of civil matters delayed due to unavailability of presiding officers. 2.1 Fill vacant positions in the Civil Litigation Unit as per the approved structure. 3.1 Procure the panel of attorneys to expedite the provision of legal services for civil matters. 3.2 Build legal capacity by creating the SIU internal legal firm. 3.3 Procure attorneys to litigate on civil matters below the threshold of R500,000. 3.4 Develop the implementation plan for the Civil Litigation Strategy. 4.1 Brief other available counsels to ensure that civil matters continue when other counsels are not available due to heavy schedules and diaries. 5.1 Implement integration from project planning to closure for investigations by allocating civil litigation lawyers to guide the litigation outcomes.



1.2.8 UPDATED RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-mitigation plans
	Failure to complete investigations as per the approved project plans and timeframes.	<ol style="list-style-type: none"> 1. Investigators allocated to multiple projects. 2. Open-ended proclamations with a wide scope. 3. Insufficient forensic investigations skills set. 4. Inadequate control measures to ensure that project timelines are adhered to. 5. Delays in obtaining evidence (e.g., witnesses not cooperating and documents missing). 6. Lack of integrated approach to investigations project planning 7. Inadequate cyber and Fordad capacity. 8. Protracted procurement process 9. Inconsistent approach on how project reviews are conducted. 	II	<ol style="list-style-type: none"> 1.1 Develop and implement the Resources Management Strategy. 2.1 Develop and implement a phased approach investigations project plan. 3.1 Develop and implement forensic investigations capacity development programmes 4.1 Procure and implement the integrated case management system, which will assist in monitoring compliance with project timeframes. 5.1 Invoke and issue Section 5(2)(b) notices in terms of the SIU Act. 6.1 Develop project management methodology that will be implemented in all investigations. 7.1 Capacitate Fordad and cyber units with skilled and qualified personnel. 8.1 Review and appoint panel of experts based on project resources requirements. 9.1 Develop and implement project reviews or monitoring guidelines.

1.2.8 UPDATED RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-mitigation plans
Confidence in the governance systems, structures, and policies of the state is restored and maintained.	Inability to provide adequate monitoring on the implementation of the SIU legal recommendations.	<ol style="list-style-type: none"> 1. The SIU has no powers to enforce the implementation of legal recommendations. 2. Inadequate follow up of implementation of legal recommendations. 3. Lack of clearly defined monitoring mechanism for implementation of legal recommendations. 4. Inadequate human resource capacity in the Chief Programme Portfolio Officer Monitoring Unit. 	III	<ol style="list-style-type: none"> 1.1 Amend the SIU Act to include statutory powers to hold institutions accountable and intervene when legal recommendations are not implemented. 2.1 Collaborate with DPME in finalising the development of monitoring system that will assist in monitoring the implementation of disciplinary referrals. 2.2 Develop key performance indicators which measure the implementation of SIU legal recommendations (consequence management). 3.1 Monitor the implementation of the MOU between SIU, NPA, and SAPS on the referrals for criminal prosecution. 4.1 Capacitate the Monitoring Unit through the recruitment and filling of positions as per the approved structure. 4.2 Continuous communication of investigation outcomes and consequence management to stakeholders.



1.3 PROGRAMME 3: MARKET DATA ANALYTICS AND

PREVENTION

1.3.1 PURPOSE

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

Programme 3 delivers against the following outcome of the SIU's approved 2020 – 2025 Strategic Plan:

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

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

1.3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

The 2024/25 Performance Plan of the Market Data Analytics and Prevention Programme is reflected in the tables below:

OUTCOME 4	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	Medium-Term Estimates		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Corruption, maladministration and fraud deterred through proactive preventative mechanisms and effective enforcement of consequence management measures	4.1 Recorded allegations received electronically in a central location to facilitate ease of tracking	4.1.1. Percentage of allegations received from the SIU whistleblower hotline centrally recorded for electronic tracking	100%	100%	100%	100%	100%	100%	100%
	4.2 Access for the Assessment Committee to duly assess all centrally registered allegations	4.2.1. Percentage of centrally registered allegations assessed by the Assessment Committee	100%	100%	100%	100%	100%	100%	100%
	4.3 Multisectoral stakeholder engagements on anti-corruption initiatives	4.3.1. Number of anti-corruption forum meetings convened for vulnerable sectors	-	-	New indicator	Six anti-corruption forum meetings convened by 31 March 2024 (2 per sector: Health Sector Infrastructure Sector and Local Government Sector)	12	16	20



1.3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTCOME 4	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	Medium-Term Estimates		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	4.4 Lifestyle audits conducted	4.4.1 Number of lifestyle audits conducted as per requests received from state institutions	New indicator	New indicator	New indicator	Lifestyle audits conducted as per requests received from state institutions	9	13	15
Corruption, maladministration and fraud deterred through proactive preventative mechanisms and effective enforcement of consequence management measures	4.5 Data analytics plan implemented to create a globally competitive data-driven high-performance organisation	4.5.1. Implementation of the data analytics capability	New indicator	Market data analytics conceptual architecture document developed	SIU partnered with the CSIR through an MOU to assist with their expertise in data analytics implementation An independent fixed-term contractor (FTC) was appointed as a dedicated resource and, amongst other activities, is conducting a needs analysis and project prioritisation assessment	Implementation of Phase 3 of the data analytics milestones planned	Trend analysis report	Trend analysis report	Trend analysis report

1.3.3 QUARTERLY PERFORMANCE AGAINST OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
		Q1 April – Jun 2024	Q2 July – Sept 2024	Q3 Oct – Dec 2024	Q4 Jan – Mar 2025
4.1.1. Percentage of allegations received from the SIU whistleblower hotline centrally recorded for electronic tracking	100%		100%		100%
4.2.1. Percentage of centrally registered allegations assessed by the Assessment Committee	100%	–	–	–	100%
4.3.1. Number of anti-corruption forum meetings convened for vulnerable sectors	12	3	3	3	3
4.4.1 Number of lifestyle audits conducted as per requests received from state institutions	9	-	3	3	3
4.5.1. Implementation of the data analytics capability	Trend analysis report	Trend analysis report	Trend analysis report	Trend analysis report	Trend analysis report



1.3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

In support of government’s recognition of the importance of social cohesion and public trust for ensuring the long-term strategic vision of the NDP is achieved within the targeted timeframes, Programme 3 of the SIU primarily contributes towards the realisation of the following medium-term national priority as provided by the revised 2019–2024 MTSF -Priority 6: Social cohesion and safe communities.

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

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

KEY ACTIVITIES AND INTERVENTIONS TO DELIVER THE PROGRAMME’S OUTPUTS

Output 4.1 Influence the systemic and behavioural root causes of maladministration and corruption:

The SIU embarked on a journey of digital transformation with the development and adoption of an ICT Strategic Plan in 2019. The plan consists of multiple projects and initiatives focused on stabilising the hardware and software infrastructure, optimising processes by removing duplications from systems, and digitising and automating SIU operations to ensure the effective functioning of the Unit.

Subsequently, the SIU has started utilising all data gathered from investigations to optimise processes and use data analytics models. Regarding the role to be played by the Unit in influencing systematic and behavioural root causes of corruption, there will be four trend analysis reports issued during the financial year.

Output 4.2 Assist state institutions with the prevention of the reoccurrence of reported cases:

By creating a fully digital workspace, the SIU is not only streamlining productivity but also increasing efficiency, which effectively improves the achievement of the Unit’s objectives and investigation turnaround times. The Unit will continue its efforts aimed at assisting state institutions in developing measures to prevent the reoccurrence of reported cases, in accordance with the SIU mandate.

Positioning the SIU as a market leader in ‘data-driven’ and targeted investigations will enable the Unit to lead South Africa’s efforts towards preventing fraud and corruption, thereby assisting state institutions in implementing preventative measures to safeguard against the reoccurrence of reported cases. To this end, the SIU will develop four systemic improvement plans in conjunction with targeted state institutions in the financial year.

Output 4.3 Recorded allegations received electronically in a central location to facilitate ease of tracking:

The SIU embarked on a journey of digital transformation with the development and adoption of an ICT Strategic three-year plan in 2019. The plan consists of multiple projects and initiatives focused at stabilisation of the hardware and software infrastructure, optimisation of processes removing duplications from systems and digitisation and automation of SIU operations to ensure



effective functioning of the organisation. Subsequently SIU has started utilising all data gathered from investigations to optimise processes and use data analytics models. Performance priority areas for 2024/25 will include ensuring that 100.0% of the allegations received from SIU whistleblower hotline are centrally recorded for electronic tracking.

Output 4.4 for the Assessment Committee to duly assess all centrally registered allegations:

The plans to digitise remain a priority and the Unit's focus is shifting from data-gathering and process development/optimisation to full digitisation. In future the SIU will reach a stage where the Unit will be able to develop its own systems and/or make use of existing systems that will be integrated with one another to ensure every process is covered in the business. By creating a fully digital workspace, the SIU is not only streamlining productivity, and increasing efficiency this in effect improves the organisation's objectives investigation turnaround times. The Unit seeks to ensure that all allegations are duly registered in the CRMS, ready for assessment and assessed on an equal and consistent basis. The Unit also aims to ensure 100.0% of all centrally registered allegations are assessed by the Assessment Committee during the coming financial year.

Output 4.5 Multisectoral stakeholder engagements on anti-corruption initiatives:

As a proactive measure to combat corruption in vulnerable sectors, a multistakeholder collaborative structure has been established. The SIU continues to actively champion multistakeholder collaboration to fight corruption in sectors classified as vulnerable to incidents of corruption and unethical behaviour. This approach helps identify structural weaknesses that may facilitate corruption, provides a framework for every level of authority

in an organisation to take part in identifying risk factors and risk-mitigation measures, and embeds corruption prevention within the Unit's Governance Framework. Twelve anti-corruption forum meetings for vulnerable sectors are scheduled to be convened during the 2024/25 period.

Output 4.6 Lifestyle audits conducted:

One of the preventative measures underway is to conduct lifestyle audits on government institutions. The SIU continues to receive requests from various government institutions to conduct lifestyle audits on all senior management and supply chain management officials. This has been identified as a critical addition to the Unit's existing revenue streams, and it will be duly leveraged to ensure continued financial sustainability for the SIU. Quarterly priorities will include conducting lifestyle audits as per requests received from state institutions.

Output 4.7 Data analytics plan implemented to create a globally competitive data-driven high-performance organisation:

To provide proper and informative analyses, various levels of analysts throughout the organisation require access to an analytics platform. This platform enables users to retrieve, access, and join data from a variety of sources and generate simple statistics to descriptive, prescriptive, and predictive models. The SIU must implement 'true' data-driven investigations, improving effectiveness, efficiency, and optimising the use of the SIU's limited but expert resources. The SIU will ensure that the data analytics capability milestones is implemented by the end of the 2024/25 financial year.



1.3.5 PROGRAMME RESOURCE CONSIDERATIONS

Description	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium-Term Estimates		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue							
Sale of goods and services other than capital assets	299,530	466,860	435,174	503,287	662,916	843,738	954,149
Other non-tax revenue	0	0	0	0	0	0	0
Transfers received	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Expenditure							
Compensation of employees	6,539	4,984	9,053	11,149	16,072	17,664	26,934
Goods and services	16,346	17,125	15,152	16,142	16,885	17,729	18,544
Depreciation	-	-	-	-	-	-	-
Total Expenditure	22,885	22,109	24,205	27,291	32,957	35,393	45,478
Surplus/Deficit	(22,885)	(22,109)	(24,205)	(27,291)	(32,957)	(35,393)	(45,478)

1.3.5.1 Budget and Financial Performance

The Market Data Analytics and Prevention Programme, with the main purpose of implementing relevant and proactive initiatives to prevent the recurrence of fraud and corruption cases due to systemic weaknesses in the public sector and positively influencing the behaviour of South African citizens, is allocated an average of 2.6% of the SIU's total budget over the MTEF.

Expenditure related to the compensation of employees is projected to increase from R11.1 million in 2023/2024 to R26.9 million in 2026/2027. The cost driver for this increase is mainly the need to capacitate this programme to ensure it meets its objectives. Once capacitated, the programme will better be able to foster public support in combating corruption and conduct market research to determine sector risk factors.

1.3.6 UPDATED RISKS

Outcomes	Key strategic risks	Contributing factors	Rating	Risk-Mitigation plans
Corruption, maladministration, and fraud deterred through proactive preventative mechanisms and effective enforcement of consequence management measures.	Inability to assist public institutions to prevent corruption and maladministration.	1.1 Inadequate mechanisms to monitor the implementation of action plans emanating from corruption risk assessments. 2.1 Lack of data software analytical tools. 3.1 Inadequate human resources capacity. 4.1 Corruption prevention initiatives not aligned with SIU systemic recommendations.	III	1.1 Develop a monitoring tool to track the implementation of action plans emanating from corruption risk assessments. 2.1 Procure market data analytics solution to enable the roll out of data analytics project. 3.1 Recruit and fill the vacant positions in the Market Data Analytics Unit as per the approved structure. 3.2 Recruit and fill the vacant positions in the Prevention, Advisory and Awareness Unit as per the approved structure. 4.1 Implement targeted corruption prevention and awareness programmes to address systemic weaknesses. 4.2 Develop and finalise the NCPR.



2. OVERVIEW OF THE 2024/25 BUDGET AND MTEF ESTIMATES

	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium-term estimate		
R'000	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Administration	204,101	292,344	275,465	465,334	513,763	502,013	535,497
Investigations and legal counsel	461,340	537,398	580,065	650,609	743,275	829,956	916,195
Market data analytics and prevention	22,885	22,109	24,204	27,291	32,957	35,393	45,478
Total expense	688,326	851,851	879,734	1,143,234	1,289,994	1,367,361	1,497,170

	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Medium-term estimate		
R'000	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue							
Sale of goods and services other than capital assets	299,530	466,860	435,174	503,287	662,916	843,738	954,149
<i>Other non-tax revenue</i>	30,643	32,376	47,184	64,372	65,522	63,763	61,864
Transfers received	425,853	437,878	452,060	489,839	449,699	459,860	481,157
Total revenue	756,026	937,113	934,418	1,057,498	1,178,137	1,367,361	1,497,170
Expenses							
Current expenses							
Compensation of employees	442,532	488,011	552,314	723,789	843,699	950,751	1,061,397

2. OVERVIEW OF THE 2024/25 BUDGET AND MTEF ESTIMATES

R'000	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Medium-term estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Goods and services	238,128	357,184	318,858	383,445	394,295	348,610	364,645
Depreciation	7,666	6,656	8,562	36,000	52,000	68,000	71,128
Total expenses	688,326	851,851	879,734	1,143,234	1,289,994	1,367,361	1,497,170
Surplus/deficit	67,700	85,262	54,684	(85,736)	(111,857)	0.00	0.00
Capital expenditure	2,996	1,456	24,671	70,000	80,000	80,000	95,000
Employee count	531	586	601	725	800	850	900





PART D

TECHNICAL INDICATOR DESCRIPTIONS

CELEBRATING
27 YEARS
OF FIGHTING CORRUPTION



1. PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1.1 Unqualified external audit opinion.
Definition	This indicator measures the results of the audit on the annual financial statements undertaken annually by the Auditor-General that is given after the annual financial statements have been audited according to statutory requirements as prescribed by the Public Finance Management Act.
Source of data	Availability of the external or Auditor-General's audit opinion typically issued during quarter 2, based on the audit of the current year annual financial statements.
Method of calculation	External audit / Auditor-General's audit report on the annual financial reports.
Assumptions	<ul style="list-style-type: none"> • That the annual financial statements are prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP). • That the desired performance to achieve and maintain an unqualified audit outcome with no material findings will continually be supported through rigorous internal risk and financial management processes by the Finance Division and all SIU personnel. • That there are no legislative or policy changes to the current auditing plans and cycles.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Annually
Desired performance	Unqualified external audit opinion
Indicator responsibility	Chief Financial Officer



Indicator Title	1.2.1 Employee turnover rate
Definition	This indicator seeks to determine the rate of employees exiting the SIU voluntary from funded posts across the organisation to determine the organisation's ability to retain key and skilled employees occupying strategic and critical positions. Voluntary refers to resignation.
Source of data	Reports from the VIP Payroll and Human Resources systems.
Method of calculation	A number of voluntary terminated employees as reflected in the Human Capital System at the time of reporting divide by an average of SIU headcount for the reporting period * 100. Average (a total headcount at the beginning of the period and the headcount at the end of the period /2).
Assumptions	There are retention or value proposition factors expected to retain key skills.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	4% employee turnover rate
Indicator responsibility	Chief Human Capital Officer

Indicator Title	1.3.1 Number of stakeholder engagements and awareness campaign initiatives conducted
Definition	The indicator is aimed at raising awareness to the public and stakeholders about the SIU's services and easy access by relevant stakeholders through awareness campaign initiatives, media, and interactions.
Source of data	Presentations, dated pictures of the events, attendance registers (where possible), and emails as a confirmation of the scheduled event.
Method of calculation	Simple count of stakeholder engagements and awareness campaign initiatives conducted.
Assumptions	<ul style="list-style-type: none"> • All necessary resources like budget and equipment will be placed at the disposal of Stakeholder Relations and Communication to successfully discharge the role of promoting access to the SIU and stakeholder engagements. • All experts within the SIU and heads of departments will furnish Stakeholder Relations and Communication with relevant information to share with the public and stakeholders.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	8 stakeholder engagements and awareness campaign initiatives conducted
Indicator responsibility	Chief Stakeholder Relations and Communications Officer.



2. PROGRAMME 2: INVESTIGATIONS AND LEGAL COUNSEL

Indicator Title	2.1.1 Rand value of potential cash and/or assets to be recovered
Definition	The indicator measures the rand value of in cash or cash equivalent of money and/or assets potentially recoverable for the state.
Source of data	Depending on the nature of the remedial action to be taken, the data sources may vary and include, but not be limited to, the documents included under the method of calculation. All the relevant documents are obtained from the investigation team and captured on a central system (Performance Information Management System (PIMS)).
Method of calculation	<p>The indicator is calculated by adding any of the values of the following items together:</p> <p>Acknowledgement(s) of debt (AoD(s))/acknowledgement(s) of liability (AoL): It is the actual amount owing at the time of signing the AoD/AoL plus interest per annum at the legal rate, up until the principal amount is fully paid (if applicable). The date of calculation is the date on which the AoD / AoL is signed by the debtor/defendant/respondent.</p> <p>Restraining order(s): It is the value of money and/or assets, as reflected in a restraining order issued by the court or obtained from the NPA and/or the AFU. The date of calculation is the date stamp that appears on the restraining order issued by the court or the NPA and the AFU.</p> <p>Civil order(s) (i.e., court orders and/or arbitration awards): It is the value of the money and/or assets, as reflected in a court order issued by the court or an arbitration award issued by an arbitrator. The date of calculation is the date that appears on the court order or arbitration award.</p> <p>Settlement agreement(s): It is the value of the money and/or assets as reflected in the settlement agreement signed by the parties. The date of calculation is the date that appears on the settlement agreement.</p> <p>Compensation order(s): These are orders made in criminal cases, e.g., through Section 297 or Section 300 of the Criminal Procedures Act or fines issued by any regulatory authority. It is the value of the compensation order as reflected in an order issued by the court or the value of the fine imposed by the regulatory authority. The date of calculation is the date when the order is issued by the court or the regulatory authority.</p> <p>SARS referrals: It is the value of claims that are referred to SARS by the SIU for potential recovery where a potential loss has already been identified. The date of calculation is the date that SARS acknowledges receipt of the SIU referral.</p> <p>Recommendations to stop payments: It is the value of the payment due to be paid by a state institution where the SIU recommends that the state institution withhold such payment. The date of calculation is the date that the state institution acknowledges receipt of the SIU recommendation.</p> <p>Recommendations to recover overpayments made or monies not due and owing: It is the value of an overpayment or any monies that are not due and owing that have been identified by the SIU, where the SIU has recommended that said overpayments/monies be recovered by the state institution. The date of calculation is the date that the state institution acknowledges receipt of the SIU recommendation.</p>
Assumptions	<ul style="list-style-type: none"> • That the outcomes of any court proceeding find in favour of the state through the SIU. • That the cash and/or assets awarded to the state are recoverable. • That outcomes are not delayed by a third-party reliance and the availability of information, records, and/or witnesses, among others. • That individual high-value matters do not have significant influence. • That there are no delays due to the overburdened court rolls and legal / technical points included in motions prepared for civil proceedings.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Bi-annually
Desired performance	R700 million
Indicator responsibility	Chief Legal Counsel

Indicator Title	2.1.2 Rand value of actual cash and/or assets recovered
Definition	The indicator measures the value of money and/or assets that have been recovered for the state and/or relevant third parties, as envisaged in Section 2(2)(g) of the SIU Act.
Source of data	<p>Depending on the nature of the remedial action to be taken, the data sources may vary and include, but are not limited to, the following:</p> <ul style="list-style-type: none"> • A summary of the SIU accounts indicating the AoD and AoL repayments which are obtained from the AoD enforcement department. • Reports and any other relevant document on money and/or assets recovered by state Institutions, confiscation orders, forfeiture orders, documents received from the Sheriff of the Court, credit notes, indication of set-off or acknowledgement of recovery by SARS. All data is captured on a central system (PIMS).
Method of calculation	<p>The indicator is calculated by adding the values of the following items together:</p> <ul style="list-style-type: none"> • SIU accounts: The value of money paid by debtors, AoD debtors, AoL debtors, defendants, and respondents into the SIU account. The date of calculation is when the money appears in the SIU's bank account. • Credit note(s) passed or amount(s) recovered by means of set-off: The value of credit notes passed and/or the value of money recovered by means of a set-off made in favour of the state institution or the relevant third party, as a result of SIU action or through use of SIU evidence. The date of calculation is the date appearing on the credit note or the date that the state or third party acknowledges that recovery was made by means of a set-off that had been affected against debts owing by the state or the relevant third party to the debtor, defendant, or respondent. • Money and/or assets recovered by state institutions or relevant third parties: The sum of the value of money and/or assets recovered by state institutions or the relevant third parties, as a result of SIU action or through the use of SIU evidence. The date of calculation is the date when the state institution or the relevant third-party reports or acknowledges the final recovery of the money or receipt of the asset to the SIU investigation team. • Money/assets recovered through execution of civil orders or arbitration awards: The sum of the value of money/assets recovered through the execution of civil orders as a result of SIU actions or through the use of SIU evidence. • AFU confiscation or final forfeiture orders: It is the value of money or assets as reflected in the final confiscation or forfeiture order(s). The date of calculation is the date that appears on the final confiscation or forfeiture order issued by the court. • SARS confirmations of recoveries: It is the value of money received by SARS. The date of calculation is the date that SARS's documents are obtained that show payment made to SARS.
Assumptions	<ul style="list-style-type: none"> • That the outcomes of any court proceeding find in favour of the state through the SIU. • That the cash and/or assets awarded to the state are recoverable. • That outcomes are not delayed by a third-party reliance and the availability of information, records, and/or witnesses, among others. • That individual high-value matters do not have significant influence. • That there are no delays due to the overburdened court rolls and legal/technical points included in motions prepared for civil proceedings.
Disaggregation of beneficiaries	Bi-annually
Spatial transformation	R600 million
Reporting cycle	Chief Legal Counsel



Indicator Title	2.1.3 Rand value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid
Definition	<p>This is the rand value of any contract and/or administrative decision/action which, through the SIU's interventions, has been successfully set aside or deemed invalid, evidenced mainly by the following results:</p> <ul style="list-style-type: none"> • The prevention of the taking of an administrative decision/action. • The prevention of an award of a tender, grant, or licence. • The termination/cancellation of a contract (including the renewal or extension of an existing contract). • The termination/cancellation of a contract and/or the withdrawal of an administrative decision, grant, or licence. • Payment stoppage or the halting of delivery or a transfer of goods, assets, or property. • The removal of a recurrent payment, such as a social grant or any other payment due under an existing contract or grant or other administrative decision or action. <p>By the SIU or by state institutions relying on SIU evidence.</p>
Source of data	<p>Depending on the nature of the remedial action to be taken, the data sources may vary and include, but are not limited to, the following:</p> <ul style="list-style-type: none"> • Letter and/or agreement that a proposed administrative decision/action has been terminated/set aside or is void/invalid or deemed as such. • Letter and/or agreement that contract and/or administrative decision/action has been terminated or set aside. • Letter and/or agreement that a contract has not been concluded, renewed, or extended. • Letter and/or agreement that a tender, grant, or license has not been made or been withdrawn. • Letter and/or agreement that payment was stopped, or the delivery or transfer of goods, assets, or property has been stopped. • Letter and/or agreement that a recurrent payment has been cancelled. • Order of the special tribunals or by order of any court or arbitration award. <p>The source documents are obtained from the investigation team and are captured on a central system (PIMS).</p>



Indicator Title	2.1.3 Rand value of contract(s) and/or administrative decision(s)/action(s) set aside or deemed invalid
Method of calculation	<p>It is the face value of contracts, administrative decisions, or actions that are set aside or terminated by agreement between the parties, by the state institution having terminated it or having withdrawn it, by the opposing/other party having terminated or relinquished it by order of the Special Tribunal or by order of any court or arbitration award or by the state institution concerned dealing with it as void/invalid. The date of calculation is the date upon which:</p> <ul style="list-style-type: none"> • A proposed administrative decision/action has not been taken. • The award of a tender, grant, or license has not been made. • The contract has not been concluded, renewed, or extended. • The contract has been terminated/cancelled. • The administrative decision/action or the grant/license has been withdrawn. • A payment was stopped or the delivery or transfer of goods, assets, or property was halted. • The recurrent payment has been cancelled. <p>The SIU or the state institution initiated civil proceedings or counter civil proceedings.</p>
Assumptions	<ul style="list-style-type: none"> • That the outcomes of the court or Special Tribunal proceedings find in favour of the state or the SIU. • That there are no challenges pertaining to the reliance on external counsel and the availability of information, records, and/or witnesses, among others. • That outcomes are not delayed by a third-party reliance and the availability of information, records, and/or witnesses, among others. • That there are no delays due to the overburdened court rolls and legal/technical points included in motions prepared for civil proceedings. • That there are no delays or any other constraints concerning the complexity of matters and significant legal challenges.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Bi-annually
Desired performance	R10 billion
Indicator responsibility	Chief Legal Counsel



Indicator Title	2.1.4 Rand value of potential loss prevented
Definition	<p>•This is the rand value that could have been lost to the state but that is averted through a range of interventions, such as:</p> <ul style="list-style-type: none"> • The prevention of the taking of an administrative decision/action. • The prevention of an award of a tender, grant, or license. • The prevention of the conclusion of a contract (including a renewal or extension of an existing contract). • The termination/cancellation of a contract and/or the withdrawal of an administrative decision, grant, or license. • Payment stoppage or the halting of delivery or a transfer of goods, assets, or property. • The removal of a recurrent payment such as a social grant or any other payment due under an existing contract/grant. <p>Any other administrative decision/action by the SIU or state institutions relying on SIU evidence.</p>
Source of data	<p>Depending on the nature of the remedial action to be taken, the data sources may vary and include but are not limited to the following:</p> <ul style="list-style-type: none"> • Letter and/or agreement that a proposed administrative decision/action has been terminated/set aside or is void/invalid or deemed as such. • Letter and/or agreement that contract and/or administrative decision/action has been terminated/set aside. • Letter and/or agreement that a contract has not been concluded, renewed or extended. • Letter and/or agreement that a tender, grant, or license has not been made or been withdrawn. • Letter and/or agreement that payment was stopped or the delivery/transfer of goods, assets, or property has been stopped. • Letter and/or agreement that a recurrent payment has been cancelled. • Order of the special tribunals or by order of any court or arbitration award. <p>The source documents are obtained from the investigation team and are captured on a central system (PIMS).</p>
Method of calculation	<p>The value of the potential loss prevented is the difference between the expenditure that a state institution would have incurred should there have been no intervention by the SIU, and the actual expenditure incurred subsequent to the intervention by the SIU. The date of calculation is the date upon which:</p> <ul style="list-style-type: none"> • A proposed administrative decision/action has not been taken. • The award of a tender, grant, or license has not been made. • The contract has not been concluded, renewed or extended. • The contract has been terminated/cancelled. • The administrative decision/action or the grant/licence has been withdrawn. • A payment was stopped or the delivery/transfer of goods, assets, or property was halted. • The recurrent payment has been cancelled. <p>The SIU or the state institution initiated civil proceedings or counter civil proceedings.</p>
Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Bi-annually
Desired performance	R800 million
Indicator responsibility	Chief Legal Counsel

Indicator Title	3.1.1 Number of referrals made for disciplinary action against officials and/or executives
Definition	The total sum of referrals of SIU evidence pointing to misconduct or irregular conduct on the part of: <ul style="list-style-type: none"> • Employees of state institutions. • Councillors of municipalities. • Members of the Executive Council.
Source of data	Letters of referral with proof of submission obtained from the investigation team.
Method of calculation	A simple count of the total number of officials and/or executives where disciplinary action has been recommended to the state institutions and authorities and they acknowledge receipt of the referral letter.
Assumptions	<ul style="list-style-type: none"> • That there will be cases that will require such referrals as described. • That the receiving authority will duly acknowledge receipt of the referral letter.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	190
Indicator responsibility	Chief National Investigations Officer



Indicator Title	3.1.2 Number of referrals made for administrative action
Definition	Quantification of a total sum of referrals of SIU evidence pointing to misconduct or irregular conduct on the part of: <ul style="list-style-type: none"> • Vendors, contractors, suppliers, and/or service providers of state institutions (e.g., for blacklisting purposes, etc.); and/or • Members subject to the regulatory authorities (e.g., estate agents, engineers, security service providers, counsel, attorneys, accountants, health professionals, etc.). • Board members.
Source of data	Letters of referral with proof of submission obtained from the investigation team.
Method of calculation	The count of the total number of individuals and/or entities where administrative action has been recommended with an acknowledgement of receipt for the referral letter. The date of calculation is the date upon which the receiving authority acknowledges receipt of the referral letter.
Assumptions	<ul style="list-style-type: none"> • That there will be cases that will require such referrals as described. • That the receiving authority will duly acknowledge receipt of the referral letter.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	130
Indicator responsibility	Chief National Investigations Officer

Indicator Title	3.1.3 Number of referrals made to the relevant prosecuting authority
Definition	This is the total sum of referrals of evidence pointing to the commission of offences to the relevant prosecuting authority (e.g., the NPA or foreign prosecuting authorities, etc.). This includes evidence referred to the AFU (which forms part of the NPA).
Source of data	Letter of referral of evidence pointing to the commission of offences with an acknowledgement of receipt is obtained from the investigation team and captured on a central system (PIMS).
Method of calculation	The count of the total number of individuals and/or entities where evidence pointing to the commission of offences has been referred with an acknowledgement of receipt for the referral letter. The date of calculation is the date upon which the relevant prosecuting authority acknowledges receipt of the referral letter.
Assumptions	<ul style="list-style-type: none"> • That there will be cases that will require such referrals to be made. • That the relevant prosecuting authority will duly acknowledge receipt of the referral letter.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	270
Indicator responsibility	Chief National Investigations Officer



Indicator Title	3.1.4 Number of investigations closed under a published proclamation
Definition	This is the total sum of investigations that are closed out under a published proclamation.
Source of data	The signed closure memo is obtained from the investigation team and is captured on a central system (PIMs).
Method of calculation	This is the count of the total sum of the number of investigations closed out under a published proclamation. The date of calculation is the date on which the closure memo is signed.
Assumptions	<ul style="list-style-type: none"> • That the SIU will expedite processes to close out investigations. • That there will be occurrences that will necessitate investigation by the SIU in terms of its mandate.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	1600
Indicator responsibility	Chief National Investigations Officer

Indicator Title	3.1.5 Rand value of matters in respect of which evidence was referred for the institution or defence/opposition of civil proceedings
Definition	This the rand value of the matters in respect of which the SIU instituted or facilitated civil proceedings or where civil proceedings (including arbitration or counter civil proceedings) were instituted or opposed/defended by means of SIU evidence in a court or special tribunal or private arbitration or dispute resolution meeting.
Source of data	Depending on the nature of the remedial action to be taken, the data sources may vary and include, but are not limited to, the following: <ul style="list-style-type: none"> • Court documents for civil proceedings instituted in either the court or the special tribunal. • Arbitration documents or other documents supporting a counter civil proceeding. The source documents obtained from the investigation team are captured on a central system (PIMS).
Method of calculation	This is the count of the sum of the value of all matters in instances where the SIU is an actual party to the civil proceedings. The date of calculation is the date upon which the SIU institutes civil proceedings or intervenes/joins in civil proceedings. In instances where the SIU does not become an actual party to the civil proceedings but provides support to a state institution, for instance, by providing the evidential material required for the civil proceedings, the date of calculation is the date upon which the SIU receives written confirmation from the relevant state institution, the Office of the State Attorney, or attorneys/counsel acting for such state institution, that civil proceedings, arbitration proceedings, or counter civil proceedings have been instituted, defended, or opposed following the referral of evidential material by the SIU.
Assumptions	<ul style="list-style-type: none"> • That there will be occurrences that will necessitate investigation by the SIU in terms of its mandate. • That the outcomes of any court proceeding or special tribunal finds in favour of the state through the SIU. • That there are no challenges pertaining to the reliance on external counsel and the availability of information, records, and/or witnesses, among others. • That outcomes are not delayed by a third-party reliance and the availability of information, records, and/or witnesses, among others. • That there are no delays due to the overburdened court rolls and legal / technical points included in motions prepared for civil proceedings. • That there are no delays or any other constraints with respect to the complexity of matters and significant legal challenges.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Bi-Annually
Desired performance	R2.6 billion
Indicator responsibility	Chief Legal Counsel



Indicator Title	3.1.6 Number of cases issued in the Special Tribunal and the High Court
Definition	Quantification of the total sum of civil proceedings (action and/or motion) by the SIU to the Registrar of the Special Tribunal and Registrar of the High Court for the issuing.
Source of data	Notice of motion and summons with a case number and a dated stamp from the Special Tribunal and/or the High Court.
Method of calculation	A simple count of the total sum of civil proceedings under case numbers issued in the Special Tribunal and High court.
Assumptions	There would be a duly appointed Registrar to the Special Tribunal and the High Court.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	55
Indicator responsibility	Chief Legal Counsel

Indicator Title	3.1.7 Number of reports submitted to The Presidency
Definition	Final and progress reports submitted to The Presidency with an acknowledgement receipt is obtained and captured on a central system (PIMS).
Source of data	This is the count of the sum of all signed progress and final reports submitted to The Presidency with an acknowledgement of receipt for the reports. The date of calculation is the date upon which The Presidency acknowledges receipt of these reports.
Method of calculation	This is the count of the sum of all signed progress and final reports submitted to The Presidency with an acknowledgement of receipt for the reports. The date of calculation is the date upon which The Presidency acknowledges receipt of these reports.
Assumptions	<ul style="list-style-type: none"> • That there are no challenges relating to outcomes being delayed by reliance on specialist skills or external counsel/parties. • That outcomes are not delayed by a third-party reliance and the availability of information, records, and/or witnesses, among others.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	30
Indicator responsibility	Chief National Investigations Officer



3. PROGRAMME 3: MARKET DATA ANALYTICS AND PREVENTION

Indicator Title	4.1.1 Percentage of allegations received from the SIU Whistle-blower hotline centrally recorded for electronic tracking
Definition	<p>This indicator seeks to ensure that allegations received from the SIU whistle-blower hotline are centrally registered in the case registration management system (CRMS) for electronic tracking. This is to ensure that the SIU central CRMS registration database contains a record of all matters received by the SIU from the SIU whistle-blower hotline.</p> <p>The tracking and monitoring of the allegations throughout their lifecycle are a built-in mechanism and part of the CRMS workflow after being registered.</p> <p>The SIU whistle-blower hotline is the platform that the SIU invites the public to report allegations.</p>
Source of data	SIU whistle-blower hotline summary reports and CRMS registration database report showing allegations received from the hotline and are duly registered on the CRMS.
Method of calculation (Quantitative) / Assessment (Qualitative)	Number of SIU whistle-blower hotline allegations reported to the SIU that are registered bi-annually and financial year-end against the number of allegations received from whistle-blower hotline bi-annually and at financial year-end *100.
Assumptions	<ul style="list-style-type: none"> • That the SIU maintains the requisite technology that operates reliably and optimally to facilitate the registration of allegations. • That there will be allegations received from the SIU whistle-blower hotline.
Disaggregation of Beneficiaries (where possible)	N/A
Spatial transformation	N/A
Reporting cycle	Bi-annual
Desired performance	To ensure that all allegations received from the SIU whistle-blower hotline are duly registered on the case registration management system for tracking.
Indicator responsibility	Chief Programme Portfolio Officer

Indicator Title	4.2.1 Percentage of centrally registered allegations assessed by the Assessment Committee.
Definition	The indicator seeks to ensure that allegations registered in the case registration management system (CRMS) are ready for assessment and are assessed on an equal and consistent basis. This is to eliminate bias and to allow for objective assessment.
Source of data	CRMS summary report drawn annually on the last working day of the last month of 4th quarter showing registered allegations which are ready for assessment have been assessed.
Method of calculation (Quantitative) / Assessment (Qualitative)	Number of centrally registered allegations assessed by the Case Assessment Committee against the total number of allegations in the “ready for assessment” state as per the CRMS summary report drawn annually on the last working day of the last month of 4th quarter *100.
Assumptions	<ul style="list-style-type: none"> • That there will be allegations received and centrally registered for assessment by the Assessment Committee on an equal and consistent basis. • That the SIU maintains the requisite technology that operates reliably and optimally to facilitate the assessment of allegations.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Annually
Desired performance	To ensure that all allegations received from the SIU whistle-blower hotline are duly assessed.
Indicator responsibility	Chief Programme Portfolio Officer



Indicator Title	4.3.1 Number of anti-corruption forum meetings convened for vulnerable sectors
Definition	The indicator measures multisectoral collaboration in the fight against corruption through convening anti-corruption forums in sectors that have been classified as vulnerable to incidents of fraud and corruption.
Source of data	Minutes of the forum meetings and quarterly reports submitted to the ACTT invitation for the forum meetings.
Method of calculation	Simple count of the anti-corruption forum meetings convened for vulnerable sectors.
Assumptions	That the key stakeholders in the anti-corruption forums will be available for the meetings.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	12
Indicator responsibility	Chief Risk Officer

Indicator Title	4.4.1 Number of lifestyle audits conducted as per requests received from state institutions
Definition	The indicator measures the effectiveness of lifestyle audits in the fight against corruption through conducting lifestyle audits at the requests of the departments and or state entities on secondment basis.
Source of data	Quarterly reports and requests from state institutions.
Method of calculation	Simple count of quarterly reports.
Assumptions	More departments may request the lifestyle audits during the financial year and the second assumption is poor lack of cooperation from the personnel.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	9
Indicator responsibility	Chief Risk Officer



Indicator Title	4.5.1 Implementation of Market Data Analytics Capability
Definition	The indicator measures the implementation of the market data analytics capability through the preparation of trend analysis reports by the SIU market data analytics unit. The trend analysis identifies sector risk factors and allows the SIU to make recommendations in terms of, amongst others, possible systemic improvements, to avoid recurring cases of fraud, maladministration and corruption.
Source of data	Approved Trend Analysis Reports
Method of calculation	Simple count of approved trend analysis reports prepared
Assumptions	<ul style="list-style-type: none"> • Procurement of the necessary tools of trade/appointment of necessary service providers for market data analytics • That costs of targeted tools do not escalate beyond the SIU's affordability. • Availability of relevant data in order to complete accurate and meaningful trend analyses • That appropriately skilled and experienced personnel are hired to perform the duties where vacancies exist
Disaggregation of beneficiaries	Appointment of service providers/procurement of tools of trade will be guided by supply chain management prescripts
Spatial transformation	N/A
Reporting cycle	Quarterly
Desired performance	Trend analysis reports prepared and approved
Indicator responsibility	Chief Programme Portfolio Officer

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