



PUBLIC PROTECTOR  
SOUTH AFRICA



# ANNUAL PERFORMANCE PLAN

2024/25



# TABLE OF CONTENTS

Acronyms.....	iii
1. Executive Authority Statement.....	iv
2. Accounting Officer Statement.....	vi
3. Official Sign-Off .....	viii

## **PART A OUR MANDATE ..... 1**

4. Constitutional Mandate.....	2
5. Legislative and Policy Mandates .....	2
6. Institutional Policies and Strategies.....	4
7. Relevant Court Ruling .....	4
8. Roadmap to Strategic Planning.....	5

## **PART B OUR STRATEGIC FOCUS..... 6**

9. Core Principle .....	7
9.1 Vision .....	7
9.2 Mission .....	7
9.3 Institutional Purpose Statement.....	7
9.4 Principle and Values.....	7
9.5 Brand Promise .....	7
9.6 Drivers of institutional excellence.....	7
10. Situational Analysis.....	9
10.1 External Environment.....	10
10.2 Internal Environment Analysis.....	12

## **PART C MEASURING OUR PERFORMANCE..... 15**

11. Institutional Programme Performance Information .....	16
---	----

## **PART D TECHNICAL INDICATOR DESCRIPTIONS ..... 23**

Programme 1: Administration .....	24
Programme 2: Investigations.....	25
Programme 3: Stakeholder Management.....	28

## **ANNEXURE A AMENDMENTS TO THE EXISTING 2020/25 STRATEGIC PLAN ... 29**

Amendments approved in the 2021/22 APP.....	30
Amendments approved in the 2022/23 APP.....	31
Amendments approved in the 2023/24 APP.....	32

## LIST OF TABLES

Table 1: Key legislation and additional laws .....	2
Table 2: PESTEL analysis .....	11
Table 3: Outcomes, outputs, output indicators and targets .....	16
Table 4: Output indicators: annual and quarterly targets .....	16
Table 5: Programme resource considerations .....	17
Table 6: Updated key risks .....	17
Table 7: Outcomes, outputs, output indicators and targets .....	18
Table 8: Output indicators: annual and quarterly targets .....	18
Table 9: Programme resource considerations .....	19
Table 10: Updated key risks .....	20
Table 11: Outcomes, outputs, output indicators and targets .....	21
Table 12: Output indicators: annual and quarterly targets .....	21
Table 13: Programme resource considerations .....	22
Table 14: Updated key risks .....	22
Table 15: Obtain clean audit annually.....	24
Table 16: Number of ICT Enterprise Resource Planning (ERP) system modules developed by 31 March 2025 .....	24
Table 17: Number of cases finalised through investigation .....	25
Table 18: No of cases finalised by means of advice given/assistance rendered.....	26
Table 19: Percentage of adherence to turnaround times in finalisation of cases .....	27
Table 20: No of systemic investigations.....	27
Table 21: Number of activities executed in the implementation plan of an Integrated Access and Stakeholder Management Strategy.....	28
Table 22: Amended Outcome Indicator - Stakeholder Management .....	30
Table 23: Amended Outcome Indicator - Number of outreach methods.....	30
Table 24: Amended Outcome Indicator - Stakeholder Management .....	31
Table 25: Amended Outcome Indicator - Number of outreach methods.....	32
Table 26: Amended key risks table .....	33

## LIST OF FIGURES

Figure 1: 2024-2025 Drivers of institutional performance excellence .....	8
Figure 2 Cases received in the past four years .....	11
Figure 3: Theory of change diagram depicting the impact of the PPSA's work.....	14

# ACRONYMS

<b>ADR</b>	Alternative Dispute Resolution
<b>AGSA</b>	Auditor-General South Africa
<b>AOMA</b>	African Ombudsman and Mediators Association
<b>AORC</b>	African Ombudsman Research Centre
<b>APP</b>	Annual Performance Plan
<b>BBBEE</b>	Broad-Based Black Economic Empowerment
<b>BRICS</b>	Brazil, Russia, India, China and South Africa
<b>CARA</b>	Criminal Asset Recovery Account
<b>CBO</b>	Community Based Organisation
<b>CEO</b>	Chief Executive Officer
<b>CMS</b>	Case Management System
<b>CPSI</b>	Centre for Public Service Innovation
<b>CSM</b>	Complaints and Stakeholder Management
<b>CFO</b>	Chief Financial Officer
<b>COE</b>	Cost of Employment
<b>DoJ</b>	Department of Justice
<b>DPCI</b>	Directorate for Priority Crimes Investigation
<b>ER</b>	Early Resolution
<b>EM</b>	Executive Manager
<b>FY</b>	Financial Year
<b>GGI</b>	Good Governance and Integrity
<b>IOI</b>	International Ombudsman Institute
<b>IPID</b>	Independent Police Investigative Directorate
<b>ICT</b>	Information and Communications Technology
<b>ISD</b>	Institutions Supporting Democracy
<b>MOU</b>	Memorandum of Understanding
<b>MRA</b>	Mobile Referral Application
<b>MTEF</b>	Medium Term Expenditure Framework
<b>N/A</b>	Not Applicable
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-Governmental Organisations
<b>NHBRC</b>	National Home Builders Registration Council
<b>PAIA</b>	Promotion of Access to Information Act
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental, Legal
<b>PII</b>	Provincial Investigations and Integration
<b>PP</b>	Public Protector
<b>PPSA</b>	Public Protector South Africa
<b>PSC</b>	Public Service Commission
<b>RDP</b>	Reconstruction and Development Programme
<b>RSA</b>	Republic of South Africa
<b>RTMC</b>	Road Traffic Management Corporation
<b>SARS</b>	South African Revenue Services
<b>SASSETA</b>	Safety and Security Sector Education and Training
<b>SIU</b>	Special Investigating Unit
<b>SD</b>	Service Delivery
<b>SOP</b>	Standard Operating Procedures



# 1. EXECUTIVE AUTHORITY STATEMENT

**T**he 2024/2025 financial year marks the end of the current five-year mid-term period.

It is my distinct privilege to present the 2024/25 Annual Performance Plan as the Public Protector of the Republic of South Africa, a position that I officially assumed on 03 November 2023.

The Public Protector South Africa (PPSA) is dedicated to advancing priority one outlined in the mid-term strategic framework 2019–2024 to contribute to creating an ethical state driven by the constitutional values and principles of public administration and the rule of law focused on the progressive realization of socio-economic rights and social justice as outlined in the Bill of Rights.

The PPSA acts as a supporting institution for the judiciary, legislature, as well as an oversight mechanism for the executive. The PPSA is able to investigate matters that would not fall within their jurisdiction, such as conduct that is not unlawful, yet could be deemed improper or unfair.

Furthermore, as the Public Protector we can initiate investigations of our own accord, as opposed to courts which require a litigant to bring a matter before it in a trial. Courts are dependent on the evidence brought before them by the attorneys involved and are typically confined by the arguments presented by the parties. On the other hand, the PPSA may gather the evidence necessary to make a complete finding on any issue. Our role is thus more proactive than the courts.

A few of our tactical innovations from the prior year have produced favourable outcomes that are now benefiting recipients of our services. Two Public Service Innovation (CIP) accolades were awarded to the institution last year in recognition of the digital Case Management System (CMS), which was developed in-house by our own Information Communication Technology (ICT) team. The CMS is one of

many ICT Digitization projects currently underway, such as the Enterprise Resource Planning System, an E-Library, a Self-Service Portal and Self-Service Touch Screen Kiosks.

We are pleased to announce that our “call me back” function will be implemented as of 01 April 2024. These interventions will improve our customer service and accessibility by allowing members of the public to contact the PPSA at no cost. Furthermore, the service includes the provision of “SMS bundles” to the PPSA, which will centralize updates to complainants, on the progression of their matters, without the incurrence of data costs by Complainants. In addition thereto, the self-service portal will be launched at the same time.

These achievements are significant positive strides in the direction of digitizing the Institution and assimilating to the Fourth Industrial Revolution(4IR). We are continuing with the automation of our key business processes and the enhancement of our cyber security, as part of a larger project to create an efficient PPSA, that is accessible to all the People of South Africa.

The PPSA has actively engaged in dialogues specifically with persons with disabilities. These dialogues have culminated in the PPSA exploring which material it may produce in Braille, for persons who are visually impaired. To this end, we have piloted printing our quarterly external newsletter – The Public Protector bulletin - and will also be trialled in some of our systemic investigation reports.

Furthermore, our efforts in relation to the enhancement of our relationships with strategic stakeholders are bearing fruit. Our increased focus on Alternative Dispute Resolution mechanisms, coupled with strong relations with our stakeholders, has further increased the timeous resolution of complaints and investigations as well the rate of implementation of remedial action by respondent parties to our investigations.

## “The PPSA acts as a supporting institution for the judiciary, legislature, as well as an oversight mechanism for the executive.”

The rate of implementation of our remedial action continues to increase, and accordingly, the rate of litigation related to investigation reports is steadily decreasing. These improvements are a direct consequence of our enhanced quality assurance processes, and thus an improvement in the quality of our reports.

Furthermore, we acknowledge the cooperation we have been receiving from state role players and encourage others to follow suit. We reiterate the importance of the implementation of our remedial action, which invariably is a contributor to the protection, development and enhancement of good governance reforms in South Africa.

The PPSA has also had the privilege of hosting other ombud institutions from across the continent for bilateral exchanges of essential information on investigation techniques and the nature of corrective action to hold state functionaries accountable to democratic norms and values. These bilateral exchanges solidify the view that the PPSA is largely considered the home of best practice on the African continent. This perspective is likely to be concretized as we move towards further enhancing the quality of our reports and increasing the spectrum of specialized matters, we are involved in.

Our endeavours as far as increased specialization is concerned, are given life to by the PPSA having been granted funding from the Criminal Assets Recovery Account (CARA).

This is a significant milestone in the PPSA's history, as it affirms that the PPSA has adequately articulated its case, that indeed it is an anti-corruption agency. We have detailed programs for the use of the funds, which encompass a range of improvements, from ICT infrastructure to skills development programs for PPSA employees, as well as the procurement of specialist human resources for highly specialized investigations. These programs, among other things, are geared towards placing the PPSA at the centre of excellence in contemporary South Africa's anti-corruption discourse.

With these interventions, we strive to build on the progress we have made in improving the lives of those we serve and keeping state functionaries accountable to the Constitution and the rule of law.

There has been improvement in employee wellness, with an increase in Independent Counselling and Advisory Services (ICAS) engagements by staff and measured decrease in the number of health-related issues reported, while staff are notably participating in personal development programs and training. We consider these as hallmarks of an environment that is gradually improving and placing greater emphasis on the overall wellness of its employees.

In light of the above, it is important to reflect that the PPSA has achieved the measures found in this report with a staggering 218 unfunded posts out of 567.

In order to enhance our already established independence, our focus has been on creating an institution that will be at the forefront of South Africa's constitutional democracy, as well as a centre of excellence that will function as a catalyst for good governance in state institutions. As a key component of bolstering our constitutional democracy, we rely on the ongoing support from Parliament, state organs and civil society in our pursuit of good governance.

As Head of the Institution and in line with the Public Protector Act, I shall ensure that I utilize the skills, experience and expertise of all the PPSA staff to best achieve targets set in this plan.

I humbly thank the people of South Africa, the Parliamentary Committee on Justice and Correctional Services and all our stakeholders for the confidence and support they have shown to this vanguard of South Africa's Constitutional democracy. I give thanks to the accounting officer, executive and senior management, as well as the entire staff of the PPSA, for the development of this APP and wish them great success in its execution, utilising agile mechanisms to achieve the desired outcomes.



**Adv. Kholeka Gcaleka**

Public Protector of the Republic of South Africa  
Public Protector South Africa



## 2. ACCOUNTING OFFICER STATEMENT

The Annual Performance Plan seeks to reaffirm the Public Protector South Africa's (PPSA) commitment to carrying out its constitutional responsibility while maintaining good governance. The review of our controls to identify the root cause of deficiencies that resulted in a regression in our audit outcome was key to our priorities in the current financial year. This was followed by the implementation of the necessary checks and balances to ensure that we once more revert to a clean audit outcome.

Our vision to empower people and ensure accountable public administration contributes towards the achievement of priority one of the medium-term strategic framework, which seeks to build a capable, ethical and developmental state. Accordingly, the CMS that was developed in the previous financial year serves as the foundation on which we intend to put building blocks as we continue to simplify and enhance accessibility to our services through the use of technology. It provides a central repository of all matters reported and ensures that we can account for every complaint, while it provides business intelligence that enables better planning and management. The self-service portal that is currently under development will enable complainants to lodge their complaints and track progress with their investigations from the comfort of their homes.

Experience has taught us as an institution that the quality of reports, informed by good research, understanding and the correct application of the law is key to resolving complaints and minimizing the risk of litigation. A decision was therefore taken to retain the target of 2,000 complaints to be investigated and finalised in the 2024/2025 financial year. This is to enable us to also focus on other aspects critical for building a sustainable and highly competent Institution. Understanding the importance of prompt resolution of matters to alleviate the distress experienced by complainants, we endeavour to increase

the resolution of matters through other alternative dispute resolution mechanisms including settlement agreements and interventions in line with the ombudsman role of the Public Protector.

Furthermore, we take a leaf from the lessons learnt through the analysis of the causes of litigation of the past 7 years as well as the outcome of the work-study investigation and skill audit report. The result of the analysis required us to develop a capacity building programme to address the deficiencies in our processes and systems and address the skills gaps through training interventions.

The work-study also identified a number of inefficiencies in the manner in which we have been conducting our business as an institution, which, in some instances, contributed to our backlog over the years. The review of the service standards, standardise work processes and a review of job profiles to align same to the revised work processes.

In line with the Constitution of the RSA, we are committed to provide a service to all the people in South Africa irrespective of their colour, gender, status or creed. In the 2024/2025, we aim to enhance our partnership with our stakeholders, including civil society formations that represent the rights of women and people with disabilities. Our internal policies have been reviewed to enable direct recruitment through organisations that in particular, represent the interests of people with disabilities. As we implement our Integrated Access and Stakeholder Management Strategy, we will ensure that our outreach programme targets rural women, children and people with disabilities.

Despite the limited resources at our disposal, we continue to endeavour to find different ways of ensuring that we respond to the calls for assistance from complainants from all walks of life. The budget constraints that the

“The CMS serves as the foundation on which we intend to build as we continue to simplify and enhance accessibility to our services through technology.”

Institution has experienced over the years has had a negative impact on the operations. To this end, the filling of a number of vacant posts had to be postponed due to the financial obligation that emanated from the cost-of-living adjustments that was not adequately provided for. This was critical to prevent overspending on the budget.

PPSA is identified by the National Development Plan as one of the institutions that contributes towards the fight against corruption in the country. It is against this backdrop that we applied and obtained approval to be allocated R48,2 million from the CARA Fund, to augment the capacity of the Institution to deliver on its constitutional mandate. The spending on these funds will commence in April 2024 and will be accounted for and audited separately. The allocated funds will be utilised to acquire specialised skills for specialised investigation project, training and development interventions and digitisation of business processes to improve the capacity of the Institution. The intent is to use the allocated CARA Funds to deliver a state of the art capable, responsive and accountable PPSA.

This APP represents the last deliverables as per the current strategic plan. Going forward, both the strategic Plan and APPs will focus on outcomes that the Institution will endeavour to achieve in contributing towards building a capable and accountable state that effectively responds to the needs of the people while maintaining good governance.

The PPSA management team, staff and I commit to supporting the Public Protector in making this institution become a centre of excellence and implementing this annual performance plan successfully for the benefit of all the people of South Africa.

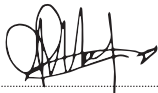


**Ms Thandi Sibanyoni**  
Chief Executive Officer  
Public Protector South Africa

### 3. OFFICIAL SIGN-OFF

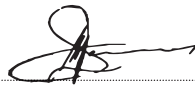
It is hereby certified that the Annual Performance Plan:

- Was developed by employees and management of the PPSA under the guidance of Advocate Kholeka Gcaleka;
- Takes into account all relevant policies, legislation and other mandates for which the PPSA is responsible; and
- Accurately reflects the outcomes and outputs which the PPSA will endeavour to achieve over the period 2024/2025.



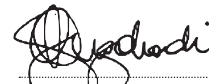
**Ms Pumeza Mafani**

Executive Manager  
Complaints and Stakeholder  
Management



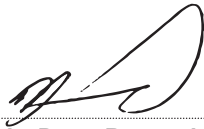
**Ms Nthoriseng Motsitsi**

Provincial Investigations and  
Integration (Inland)



**Ms Ponatshego Mogaladi**

Executive Manager: Investigations



**Adv. Deon Barnard**

Executive Manager:  
Provincial Investigations and  
Integration (Coastal)



**Adv. Nelisiwe Nkabinde**

Chief Operations Officer



**Mr. Mfundo Mdingi**

Chief Financial Officer



**Mr Gumbi Tyelela**

Chief of Staff



**Ms Naomi Webster**

Senior Manager: Strategic Support



**Ms Thandi Sibanyoni**

Chief Executive Officer

**Approved by:**



**Adv. Kholeka Gcaleka**

Public Protector  
of the Republic of South Africa



**PART A**

# **OUR MANDATE**

## 4. CONSTITUTIONAL MANDATE

The Public Protector is an independent institution established by Section 181 of the Constitution of the Republic of South Africa, 1996 (the Constitution), whose mandate is to support and strengthen constitutional democracy and operate in a manner that is subject only to the Constitution and the law. The Public Protector operates as a supreme administrative oversight body by investigating and rooting out improper conduct in all state affairs, while providing services that are universally accessible to all.

Section 182 of the Constitution provides that:

- “(1) The Public Protector has the power, as regulated by national legislation,
- a) To investigate any conduct in state affairs, or in the public administration in any sphere of government

that is alleged or suspected to be improper or to result in any impropriety or prejudice;

- b) To report on that conduct; and
  - c) To take appropriate remedial action.
- (2) The Public Protector has additional powers and functions prescribed by national legislation.
  - (3) The Public Protector may not investigate court decisions.
  - (4) The Public Protector must be accessible to all persons and communities.
  - (5) Any report issued by the Public Protector must be open to the public unless exceptional circumstances, to be determined in terms of national legislation, require that a report be kept confidential.”

## 5. LEGISLATIVE AND POLICY MANDATES

The PPSA executes its mandate through the Public Protector Act 23 of 1994, by investigating and remedying maladministration, improper or prejudicial conduct in state affairs, including the abuse of power and state resources, resolving administrative disputes or rectifying any administrative act or omission through

mediation, conciliation, negotiation or referral of matters to appropriate bodies, as well as providing advice on appropriate remedies or employing any other expedient measures. The following are key statutory mandate areas and additional laws which supplement and inform the Public Protector’s investigative powers.

Table 1: Key Legislation and Additional Laws

SHORT TITLE	PURPOSE
<b>Republic of South Africa Constitution, 1996</b>	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution. The Public Protector is subject only to the Constitution and the law.
<b>Public Protector Act 23 of 1994</b>	Regulates the manner in which the powers conferred by Section 182 of the Constitution may be exercised in relation to any conduct in state affairs or in the public administration in any sphere of government.
<b>Executive Ethics Code as mandated by the Executive Members’ Ethics Act 82 of 1998</b>	To enforce the Executive Ethics Code in governing the conduct of Members of the Executive, Deputy Ministers and Members of Provincial Executive Council.
<b>Prevention and Combating of Corrupt Activities Act 12 of 2004</b>	To investigate allegations of improper or dishonest acts or omissions or offences in terms the Prevention and Combating of Corrupt Activities Act, as mandated by Section 6(4) (a) (iii) of the Public Protector Act.
<b>Protected Disclosures Act 26 of 2000</b>	To receive and address protected disclosures from whistle-blowers as provided for in Section 8(1) of the Protected Disclosures.
<b>Housing Protection Measures Act 95 of 1998</b>	To review decisions of the National Home Builders Registration Council (NHBC).

Table 1: Key Legislation and Additional Laws (continued)

SHORT TITLE	PURPOSE
<b>National Archives and Record Service Act 43 of 1996</b>	The Public Protector must be consulted on investigations into the unauthorised destruction of protected records.
<b>National Nuclear Regulator Act 47 of 1999c</b>	The protection (from civil or criminal liability, dismissal, disciplinary action, prejudice or harassment) of people who make disclosures of health and safety risks or failure to comply with a duty imposed by this Act to the Public Protector.
<b>Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000</b>	Support the duty of the state to promote equality to request any component falling within a definition of the state or any other person to supply information relating to the achievement of equality. To assist and support the state and the Executive in the preparation of an equality plan contemplated in Section 25 (4)(b) of the Act.
<b>Promotion of Access to Information Act 2 of 2000</b>	Access to information disputes under the Promotion of Access to Information Act.
<b>Public Finance Management Act 1 of 1999 and its regulations</b>	The Public Protector must issue a certificate to an Accounting Officer of an organ of state that has received donations or sponsorship from donors or sponsors who wish to remain anonymous, stating that the identity of the donor or sponsor has been revealed to them, that they have noted it and have no objection.
<b>Lotteries Act 57 of 1997</b>	The Public Protector receives bona fide confidential disclosures in respect of publishing any information in connection with any grant application or the grant itself.
<b>Special Investigating Unit and Special Tribunals Act 74 of 1996</b>	The Head of SIU must provide the Public Protector with a copy of the proclamation referred to in Section 2 (1) of the Act. The Head of SIU may refer any matter which, in his or her opinion, could best be dealt with by the Public Protector, to the Public Protector and the latter may, if he or she deems it appropriate, refer any matter which comes to his or her attention and which falls within the terms of reference of SIU.
<b>National Environmental Management Act 107 of 1998</b>	The protection (from civil or criminal liability, dismissal, disciplinary action, prejudice or harassment) of persons who make good faith disclosures of evidence of an environmental risk.
<b>Public Audit Amendment Act 05 of 2018</b>	The expanded mandate of the Auditor-General provides for the power to refer material irregularities to relevant public bodies, including the Public Protector.

## THE NATIONAL DEVELOPMENT PLAN (NDP) 2030 AND ANTI-CORRUPTION STRATEGIES

- South Africa adopted a multi-agency approach to fighting corruption which includes, among others, the South African Police Service (SAPS), National Prosecuting Authority (NPA), Auditor-General South Africa (AGSA), South African Revenue Service (SARS), the Special Investigating Unit (SIU), Public Protector South Africa (PPSA) and the Public Service Commission (PSC). All these agencies' core functions are aimed at strengthening employee integrity, financial management and the quality of administration within the public service.
- The NDP Vision 2030 envisions a South Africa with zero-tolerance for corruption; where empowered citizens have the confidence and knowledge to hold private and public officials to account and leaders hold themselves to high ethical standards and act with integrity.
- Chapter 12 of the NDP deals with "Building Safer communities", while Chapter 14 focuses on "Promoting Accountability and Fighting Corruption". The former seeks to make crime-fighting institutions more effective and reduce high levels of crime in the country. The latter seeks to implement a national anti-corruption strategy with delegated responsibility to government structures and society.
- Chapter 14 calls for South Africa's "anti-corruption arsenal" to have the resources needed and that a functioning anti-corruption system requires "sufficient staff and resources with specific knowledge and skills, special legislative powers, high level information-sharing, co-ordination and operational independence". The NDP specifically states that: "...competent, skilled institutions like the Public Protector and Special Investigating Unit need to be adequately funded and staffed and free from external interference."
- The NDP prioritised, among other things, the creation of a resilient anti-corruption system. Strengthening South Africa's institutional capacity to fight corruption is a key component of the National Anti-Corruption Strategy (NACS) and its effective functioning, without political interference, is imperative.
- The PPSA continues to experience significant constraints in executing its anti-corruption mandate and functions. State institutions responsible for the legislative administration of the NDP neither costed nor budgeted for its impact on capacity and resources.
- The strategy aims to deliver steady and sustainable improvement in the areas where gaps have been

identified, creating a solid foundation to enhance the PPSA's investigative capacity and resources to combat and prevent corruption in the public sector. This will address the impact of repeated years of underinvestment in the PPSA's expanded mandate areas and the failure to prioritise capacitating the Institution with sufficient staff and resources with

specific knowledge and skills as recommended and envisaged in chapters 12 and 14 of the NDP. The strategy seeks to promote an approach which focuses on sustainable change in the public administration to promote awareness practices and measures that prevent corruption as envisaged in the NACS.

## 6. INSTITUTIONAL POLICIES AND STRATEGIES

Key policies and strategies which the PPSA plans to focus on to effectively execute its constitutional mandate are:

- Public Protector Rules;
- Clean Audit Strategy;
- Integrated Access and Stakeholder Management Strategy; and
- Digitisation Strategy.

## 7. RELEVANT COURT RULINGS

Several court rulings have interpreted the Constitutional mandate of the PPSA.

In the matter of **Air Chefs SOC Limited v Public Protector of the Republic of South Africa and Others (31083/2020) [2024] ZAGPJHC 47 (26 January 2024)**, the Court confirmed the Public Protector's power to pronounce on "unlawful administrative action" as constituting maladministration, but held that the Public Protector does not have the power to "judicially review" and set aside an administrative decision, "*which is a process which falls squarely and exclusively in the province of a Court of Law*". The Court also found that the Public Protector can take remedial action to address 'unlawful or improper prejudice' resulting from maladministration and to "*order the remedial action that she did, notably that Air Chefs was to reimburse Mantelli's direct out of pocket losses*".

It was emphasised nevertheless, that the remedial action taken by the Public Protector, which must be suitable and effective, is binding and aimed "*primarily at helping to uproot prejudice, impropriety, abuse of power and corruption in state affairs, all spheres of government and state-controlled institutions, ... but is not intended as a means or a procedure*

*to recover damages of possible damages suffered by an aggrieved complainant*". (own emphasis)

Another principle clarified by the court is that there must be credible evidence before the Public Protector "*suggesting criminality on the part of any individual*", (and not a mere suspicion) before referring a matter for investigation in terms of section 6(4)(c)(i) of the Public Protector Act.

**Madikizela v Public Protector and Others; Mabuyane v Public Protector and Others; Speaker: Winnie Madikizela Mandela Local Municipality and Others v Public Protector and Others (800/2021; 802/2021; 818/2021) [2023] ZAECBHC 4 (10 February 2023)**

The Court held that section 6(4)(c)(i) of the Public Protector Act allows the Public Protector to refer a matter to the relevant authority for prosecution if, during an investigation within her jurisdiction, she finds evidence of an offence. This subsection does not permit referrals to the South African Police Service (SAPS) or the Directorate for Priority Crime Investigation (DPCI), as they are investigative bodies, not prosecutorial authorities. The Court held that where the Public Protector comes across allegations of crime, including

money laundering, in the course of an investigation that falls properly within her competence, she is empowered to draw these matters to the attention of the SAPS or the DPCI in terms of s 6(4)(c)(ii). “What she cannot do is to proceed to an investigation into the merits and demerits of the alleged crime and to make findings in respect thereof”, which is the SAPS’s function. Therefore, referrals to the SAPS or DPCI must be made under s 6(4)(c)(ii), not s 6(4)(c)(i). In this case, the PP correctly relied on the appropriate section for the referral, ensuring compliance with the legal framework governing her actions.

The Court further held that applying the approach set out in *Economic Freedom Fighters* the legal effect of the remedial action determined by the Public Protector is simply a referral to the DPCI to consider the evidence that she had gathered and to determine for themselves what course to follow.

In the unreported matter of the **Minister of Human Settlement, Water and Sanitation vs The Public Protector And Another (Case No: 80277/19)**, dated 2 November 2023, the Gauteng division of the High Court, Pretoria

highlighted that that while the Public Protector’s decision is not typically subject to review under a specific act (PAJA), it can be reviewed under Section 33 of the Constitution, which requires public powers to be exercised lawfully and fairly. It addresses a specific timeline provision in the PP Act related to complaints, indicating that the PP acted outside her authority by entertaining a complaint without establishing special circumstances as required by section 6(9) of the Act making her decision *ultra vires*.

The Court also emphasized that a lack of evidence showing that the complainant suffered financial harm due to delays in processing their application, undermines the rationale behind the remedial action proposed by the Public Protector to compensate the Complainant financially for the prejudice caused. Implementing this action would potentially lead to a violation of the Public Finance Management Act, which prohibits wasteful expenditure, especially since it would be at the directive of the Public Protector. Therefore, the suggested remedy appears unjustified and illogical given the absence of demonstrated financial prejudice experienced by the second respondent.

## 8. ROADMAP TO STRATEGIC PLANNING

The development of the Annual Performance Plan was guided by the following Frameworks:

- Issued by the Department of Planning, Monitoring and Evaluation (DPME):
  - Revised Framework for Strategic Plans and Annual Performance Plans; and
  - Guidelines for the Implementation of the Revised Framework for Strategic Plans and Annual Performance Plans.
- Issued by the National Treasury
  - Framework for Managing Programme Performance Information

The planning process for the development of the 2024/2025 APP followed a bottom-up approach, which

commenced with a staff online survey, branch/ units/ province pre-strategic planning sessions held between 13 – 17 November 2023 and the final Executive Authority and Senior Management strategic planning session held on 22 and 23 November 2023. The final strategic planning session deliberated on the benchmarking standards, vision 2023, strategic choices of proposed indicators and targets and technical indicator descriptors.

The draft APP considered feedback from DPME, following the compliance submission of 31 October 2023.

Further consultation within the combined assurance model was undertaken and comments and inputs were solicited from management, governance structures, oversight authority levels and branches with focused disciplines on strategic planning.



**PART B**  
**OUR  
STRATEGIC  
FOCUS**

## 9. CORE PRINCIPLE

### 9.1 VISION

Empowered people and accountable public administration.

### 9.2 MISSION

To protect all persons against administrative injustices, improve service delivery and promote good governance in state affairs.

### 9.3 INSTITUTIONAL PURPOSE STATEMENT

A catalyst for change in pursuit of good governance.

### 9.4 PRINCIPLE AND VALUES

Anchored in the pursuit of proper conduct in state affairs and the Batho Pele principles, we seek to uphold and promote the principles of:

- Accountability;
- Integrity;
- Responsiveness; (AIR).

### 9.5 BRAND PROMISE

Enhance access to and communication with the public using advanced technology to deliver services and empower people and communities to know and access their rights in a manner that maximises efficiency and quality in institutions, promote collaborative and accountable service delivery by State institutions as envisaged in Section 195 of the Constitution.

### 9.6 DRIVERS OF INSTITUTIONAL EXCELLENCE

The PPSA commits to improving delivery on its constitutional and legislative mandate. Pillars of institutional performance excellence will ensure that PPSA services are informed by pillars as depicted in Figure 1 overleaf.

2024-2025 DRIVERS OF INSTITUTIONAL PERFORMANCE EXCELLENCE



Figure 1: 2024-2025 Drivers of institutional performance excellence

## 10. SITUATIONAL ANALYSIS

The Constitutional mandate of the Public Protector is to investigate, report on and appropriately remedy any alleged or suspected improper conduct or improprieties in state affairs using a multi-pronged approach in handling complaints. The legal nature of the Institution's mandate requires a high level of skill and competency to minimise errors that may be either detrimental to complainants or a high cost to the State. It further requires the Institution to ensure prompt resolution of complaints to avoid creating further prejudice to complainants or losses to the State.

In response to the above requirements, this year's focus will be on building a culture of excellence within the Institution. To this end, various programmes will be implemented to enhance the Institution's capacity for building a capable, responsive, and agile workforce. Furthermore, various digital systems will be developed and, in some instances, deployed to support business processes and improve efficiencies.

The PPSA receives various complaints relating to service delivery delays, conduct failures and maladministration, which are then classified into different categories to enable proper interventions. The separation of less complex and urgent matters from all reported complaints enables the most appropriate remedy to prevent further delays that may adversely impact on the complainants. It is important to note that a high number of matters dealt with by the Public Protector are resolved through early resolution approaches. These are cases that are normally referred to as "bread and butter" issues that must be speedily resolved as they affect individuals' livelihoods. High profile matters that the Public Protector deals with make up a fraction of the Institution's caseload.

In the previous year, the Institution investigated seven thousand five hundred and eighteen (7 518) and finalised five thousand three hundred and sixty six (5 366) cases. Another five hundred and seventy three (573) cases were referred to other institutions against the one thousand four hundred and five (1 405) referred cases in the previous financial year. This significant decline is attributed to the deployment of the Mobile Referral Application, which enables complainants to determine the most appropriate institution to resolve their complaints and only approach the Public Protector as the office of last resort.

Partnerships play a critical role in the complaints' resolution process, including the creation of different access points for the members of the public who seek the services of the Public Protector. To this end, the Department of Justice and Constitutional Development and the PPSA entered into a memorandum of understanding (MOU) in terms of which the latter has been allocated office space in Magistrate Court buildings to expand its footprint and increase accessibility in remote areas. PPSA currently operates satellite offices in Gauteng, Western Cape and Northern Cape provinces, with an intention to establish more satellite offices in the next year. The Public Protector continuously engages and negotiates the conclusion of MOUs with Premiers, Speakers and other organs of State, Traditional Leaders and Civil Society Organizations (CSO) to enhance collaboration and co-operation regarding information sharing, referral procedures and sharing platforms on outreach and advocacy programmes.

MOUs also advance co-operation during investigations, particularly in implementing the Public Protector's remedial action and accelerating resolution of complaints. In complying with its oversight role of reconciling citizens with the State, the Public Protector seeks to ensure that transgressions by organs of State are corrected, proper diagnosis and correction of any administrative inadequacies is conducted, and that proper redress is provided in cases requiring remedial action, as envisaged in Section 182(1)(c) of the Constitution. The intention is to assist the State to enhance good governance practices.

The Institution provides services to all communities on a needs basis. With over sixty-two million (62 000 000) people in South Africa, the PPSA faces constraints in ensuring that all persons know and understand its mandate. Despite the different channels the Institution uses to reach community members, it has become clear that there are still sectors of the community that find it difficult to access the Public Protector's services. Reference is made to accessibility of services by some vulnerable groups, particularly rural women and people with various forms of disabilities, who may, in some instances, have to rely on others to lodge complaints on their behalf. PPSA statistics show gender disparity in the uptake of complaints with 60% males and 28% females complainants in the 2021/22 financial year. The Institution reached out to the disability sector in the Western Cape, Eastern Cape and KwaZulu-Natal, and intends to expand its reach to other vulnerable groups

through further partnerships with CSOs and Traditional Leaders nationally.

The implementation of remedial action by respondent organs of state is critical to measure the impact of the Public Protector's services. Only 2% of the Public Protector's remedial action was implemented in the 2022/2023 financial year, although the situation significantly improved to 17% during the second quarter of the 2023/2024 financial year. The institution has adopted an approach of engaging respondent State organs during the early stages of the investigation to ensure that there is an understanding of the intended remedial action to be taken and obtain buy-in. This approach has boosted the implementation of remedial action as indicated above.

The increase in the implementation of remedial action is commended, however, more strategies are required to ensure 100% implementation. In this regard, it is imperative that the Institution develops an enforcement mechanism through the amendment of the Public Protector Act to give effect to practical implementation to this remarkable jurisprudential development. Consequently, the PPSA is reviewing the Public Protector Act to address the identified gaps that impact on its efficiency and operations, including the enforcement of remedial action.

The parliamentary Section 194 enquiry to remove the former Public Protector adversely impacted on the resources and operations. The significant spending on legal fees impacted on the Institution's ability to settle other financial obligations that were consequently deferred to the current financial year. Over and above the costs associated with the Section 194 Enquiry, the Institution continues to receive cost and court orders resulting from its litigations in the preceding years, that have to be settled in the current financial year.

Budget cuts coupled with the lack of additional allocation to fund the cost-of-living agreement entered into with organised labour, continues to put a strain on the Institution's budget and the Institution had to suspend the filling of some positions. This contributed to a decline in finalised investigations from six thousand eight hundred and eighty six (6 886) in the 2021/2022 financial year (which includes cases carried over from the previous financial year) to five thousand three hundred and sixty six (5 366) in the 2022/2023 financial year. The NDP identifies the Public Protector as one of the institutions that contribute to the fight against corruption, and correspondingly, the Institution applied for and was allocated forty eight, two million rands (R48, 2 million) from the CARA Fund, which will be utilised to enhance systems, processes and the capability of the employees.

## 10.1 EXTERNAL ENVIRONMENT

It is critical that the Public Protector considers the external context of its performance environment. In this regard, the Public Protector considers the impact of national and international trends in executing its mandate together with the economic, social, technological, legal and environmental factors within the performance environment.

Government faces numerous service delivery protests due to communities' dissatisfaction with perceived abuse of resources and poor service delivery. According to the Municipal IQ, a local government data and intelligence organisation and the SAPS, service delivery protests increased from hundred and ninety three (193) to two thousand four hundred and fifty five (2 455) in 2022 and this number will continue to rise in the lead up to the 2024 national elections. The lack of accountability and consequence management, misappropriation and misuse of funds, fraud and corruption, nepotism and flawed procurement processes to name a few, are factors that are alleged to contribute to the current state of affairs. These factors negatively affect service delivery, starting with the basic services such as shelter, water and sanitation, waste removal, roads and education. In addition, there are continuous delays by some organs of State to provide critical services such as issuance of identity and travel documents, social grants, pensions and municipal rates billing, which are a necessity for community members.

The Institution has been inundated with cases for investigation, from individuals and communities alike and has, in some instances, conducted systemic investigations as empowered by section 7(1) of the Public Protector Act 23 of 1994. Remedial action was taken and communicated to the respondent State organs and follow-ups continue to ensure implementation. In the 2022/23 financial year, over 30 formal investigation reports on service delivery complaints were issued. Over five thousand (5 000) service delivery matters were resolved through either interventions, negotiations, settlement agreements or other rapid response mechanisms.

The high unemployment rate, reported by Statistics South Africa (StatsSA) at 32.9%, contributes to frustrations experienced by communities, who mostly rely on public services for survival. It is unfortunate that the frustrations experienced by communities lead to service delivery protest, some of which result in further damages that impact on the provision of other services such as roads, public infrastructure and businesses with further dire consequences to the economy and sometimes the unfortunate loss of lives.

The need for PPSA services is clear as shown in the table below, which displays the number of new cases received.

### CASES RECEIVED

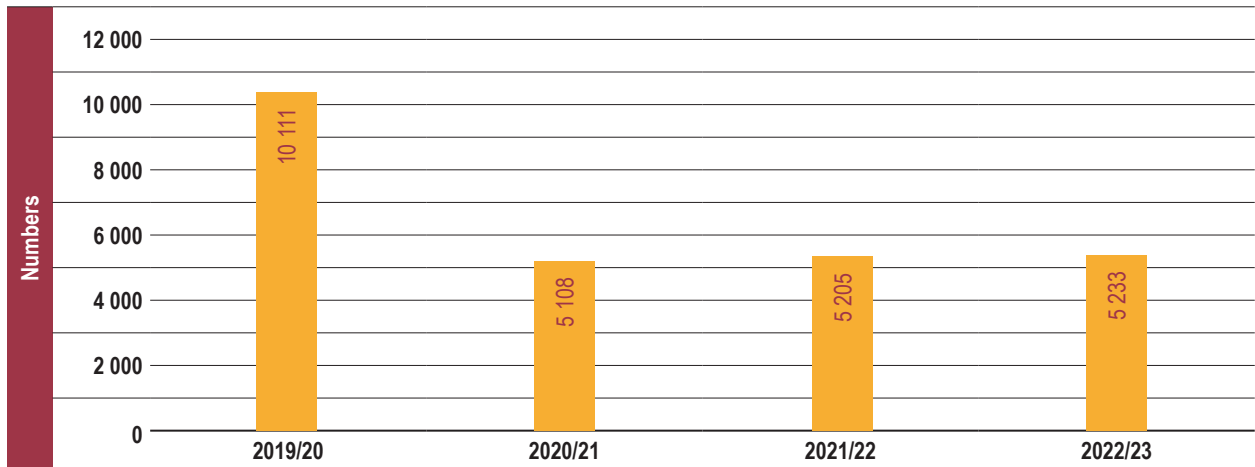


Figure 2: Cases received in the past four years

The number of cases received in both the 2020/2021 and 2021/2022 financial years decreased significantly, which was likely due to the COVID-19 restrictions in place at the time. Consequently, the decline in the number of cases presented the Institution with an opportunity to review its performance targets and consider internal mechanisms to strengthen quality assurance in the investigation processes. In moving towards its next Strategic Plan, the Institution will structure its deliverables in a manner that reflects the impact of its work on its clients and stakeholders.

During the planning process, the political, economic, social, technological, environmental and legal (PESTEL) analysis was used as a tool to consider and assess external environmental factors that could potentially affect the implementation of the Strategic Plan and Annual Performance Plan.

Table 2: PESTEL analysis

<b>Political factors</b>	<ul style="list-style-type: none"> <li>• Political interference with an endeavour to influence investigations</li> <li>• Instability in Local government</li> <li>• Service delivery and other protests during election season leading to more complaints; and</li> <li>• The rise in politically motivated complaints resulting from enforcement of the Executive Members Ethics Act</li> </ul>
<b>Economic factors</b>	<ul style="list-style-type: none"> <li>• Rising inflation affecting economy of the country as a whole resulting in budget cuts across all departments and affecting the PPSA operations</li> <li>• Economic impact of loadshedding</li> <li>• The potential impasse on wage negotiations</li> <li>• Unemployment rate</li> <li>• Crime</li> </ul>
<b>Social factors</b>	<ul style="list-style-type: none"> <li>• The trust deficit between the public and the state resulting in pressure on the PPSA</li> <li>• Industrial action by public sector employees</li> <li>• Rise in corruption incidents</li> <li>• Population growth and the expansion and development in townships putting pressure on already strained resources</li> <li>• Language barrier – (e.g. sign language and other languages)</li> <li>• Immigration</li> <li>• Poverty</li> <li>• Inequality</li> </ul>

Table 2: PESTEL analysis (continued)

<b>Technological factors</b>	<ul style="list-style-type: none"> <li>• Unstable ICT systems due to loadshedding and vandalism of network infrastructure</li> <li>• Public access to technology</li> <li>• Cybersecurity</li> </ul>
<b>Environmental factors</b>	<ul style="list-style-type: none"> <li>• Climate change (e.g. floods, droughts, etc.)</li> <li>• Just transition (e.g. using clean power vs. coal-fired plants)</li> </ul>
<b>Legal factors</b>	<ul style="list-style-type: none"> <li>• Litigious environment</li> <li>• Development in jurisprudence</li> <li>• Enabling legislation amendments</li> </ul>

The Public Protector Act, 23 of 1994 and its subsequent amendments, will undergo further review and amendments during the financial year. A process, which will culminate in an amended enabling Act for the PPSA, has been developed through the DOJ&CD. Through the process facilitated by DOJ&CD, the Draft Bill will be subjected to external engagements to ensure that the amended legislation is responsive to changes to the PPSA mandate and demands.

The Public Protector further faces a tangible increase in political pressure as it is the only institution mandated to investigate and enforce the Executive Ethics Code in terms of the Executive Members’ Act, 82 of 1998. The Act requires the Public Protector to investigate any alleged breach of the Executive Ethics Code upon receipt of a complaint and to submit a report on the alleged breach of the Code. Consequently, an increase in complaints from political parties is anticipated in light of the upcoming 2024 general elections. The Public Protector is subject to the Constitution and the law and must execute its mandate without fear or favour, impartially and without prejudice and in this regard, will continue to perform its functions irrespective.

Dependence on social grants as a result of the high unemployment rate has also seen an escalation in complaints, which continue to put pressure on the Institution’s limited resources.

The Public Protector is a Chapter 9 Institution, which is mandated to strengthen constitutional democracy, as such, it must discharge its mandate in accordance with the law. Even though much of its work is Ombudsman related, the Public Protector’s functions and duties are guided by the jurisprudence developed through the courts from reports of the Public Protector taken on judicial review. The approach and methodology followed by the Public Protector is informed by the regulatory framework that governs the Public Protector’s powers and functions, including legislation,

service standards, and standard operating procedures and best practice, as enhanced by the increasing portfolio of jurisprudence that serve to guide and clarify important aspects and principles of the work of the Public Protector through the courts.

The Public Protector chairs the African Ombudsman Research Centre (AORC), which is the first institution of its kind in the world that provides research, information, capacity building and advocacy to support the work of the Ombudsman across the African continent. By virtue of being chairperson of AORC, the Public Protector is a board member of the African Ombudsman and Mediators Association (AOMA), which has a membership of forty (40) National Ombudsman and five (5) sector Ombudsman. AOMA was formed to encourage the establishment, development and promotion of African Ombudsman institutions, with the aim of promoting good governance, human rights and the rule of law. The Public Protector was also elected to the board of directors of the International Ombudsman Institute (IOI) for the African Region. The IOI is the only global organisation for the cooperation of more than 200 independent Ombudsman institutions from more than 100 countries worldwide and has been working to establish a relationship with the United Nations, culminating in the adoption of UN resolution 72/186 on the role of Ombudsman and mediator institutions, which was adopted by the UN General Assembly on 16 December 2020, and subsequently the conclusion of a Memorandum of Understanding with the United Nations Institute for Training and Research (UNITAR). This requires the Public Protector’s participation in global platforms, conferences and meetings. In addition, South Africa, as is Brazil, Russia, India and China, are (BRICS) alliance members of an economic block, BRICS. The Public Protector is in the process of engaging the Department of International Relations & Cooperation (DIRCO) to explore options within

the BRICS Cooperation mechanisms for cooperation and professional exchange of ideas between Ombudsman-like institutions of the BRICS countries, as well as the enhancement of oversight and governance capacities for the promotion of sustainable governance and Executive accountability. The participation is critical for PPSA to tap into the skills, knowledge, information and best practices from both the IOI and BRICS. However, this participation requires time and resources, prompting the Institution to consider other options of raising resources to enable its adequate participation in the events of both IOI and BRICS.

## 10.2 INTERNAL ENVIRONMENT ANALYSIS

The PPSA is structured mainly in terms of core and support functions and has seventeen (17) offices across the country. Key to the performance of the Institution is its ability to fulfil its legislative mandate, which continues to be adversely impacted by financial constraints.

The Institution's approved organisational structure provides for a staff compliment of five hundred and sixty seven (567) posts of which three hundred and forty nine (349) posts are funded; two hundred and eighteen (218) posts remain unfunded, which hampers its ability to rigorously investigate and finalise cases within the set turnaround times. The major impediment is that the Public Protector Act 23 of 1994 is silent on how the Institution shall derive its funding. The Institution receives revenue through a transfer from one of the sub-programmes under Programme 5 (Auxiliary and Associated Services) of the Department of Justice and Constitutional Development (DoJ&CD). Between the 2017/2018 and 2019/2020 financial years, the Institution was insolvent as its liabilities exceeded its assets. The transfer revenue has always been insufficient to acquire and maintain adequate capacity to execute the mandate and digitise the necessary corporate services processes to render efficient administrative support to the core business.

The above situation was remedied by the DoJ&CD, which provided additional funding of approximately twenty million rand (R20 million) a year, in the absence of which the insolvency would have worsened. The additional budget allocation, usually implemented after the adjustment budgets, is unsustainable as it only results in an accumulation of retained surplus. There is a dire need to correct the anomaly as the Institution has to resort to delaying the filling of vacant posts, and the situation will worsen should the DoJ&CD cease to augment the current transfer revenue, which is excessively inadequate.

The PPSA received its allocation letter through the DoJ&CD, which indicated a budget cut of R37,4 million in the 2024/ 2025 financial year. This budget reduction will have an adverse impact on the Institution's ability to fulfill its constitutional mandate. PPSA has forwarded communication to the Notional Treasury and the Minister of Finance to raise its concerns regarding this unexpected budget reduction.

The Institution acquired a BBBEE certificate in September 2023, however due to the nature of its operations, it did not receive a rating for the following reasons:

- No points were scored on equity ownership as PPSA is a constitutional institution and does not issue shares;
- Very low points were scored on skills development because the financial situation forces PPSA to allocate too little funds to staff training and development; and
- No points were scored on socio-economic development because financial constraints prevented the PPSA from engaging in any socio-economic development initiatives beyond programme three initiatives.

The PPSA has a policy on people with disabilities and special needs, with emphasis on enabling them (both employees and clients) to have access to the PPSA premises and as well as enable them to access jobs in the Institution. In as much as the implementation of the policy is dependent on financial resources, the PPSA will continue to cater for people with disabilities through various programmes. These include the PPSA ensuring that its information material is printed in Braille for visually impaired clients, having sign language interpreters at major events and as well as ensuring that its offices, cater for the needs of people with physical mobility disabilities. Furthermore, the Institution intends building partnerships with relevant CBOs and CSOs to extend its services to the disability sector.

The Institution plays an important role in empowering the youth through a partnership with the Safety and Security Sector Education and Training (SASSETA), where graduates are employed in different fields ranging from investigations to administration with a focus on an intention to provide them with Workplace experience. According to the SASSETA's 2023 Annual Report, it exceeded its annual target of placing five hundred (500) graduates and through the partnership with PPSA, it intends to continue to exceed the annual target of learnership placement in the future. It is envisaged that the experiential training will open opportunities for graduates to enter full-time employment.

The PPSA receives cases that are categorised as Early Resolution, Service Delivery as well as Good Governance and Integrity.

- Early Resolution cases are predominantly simple matters that deal with bread and-butter issues such as the undue delay in processing an application for a pension.

- Service Delivery cases deal with the alleged failure by organs of state to deliver services to communities such as water provision.
- Good Governance and Integrity cases focus on conduct failure investigations, where allegations such as tender irregularities and the conduct of members of the Executive are investigated.

**THEORY OF CHANGE DIAGRAM DEPICTING THE IMPACT OF THE PPSA'S WORK**

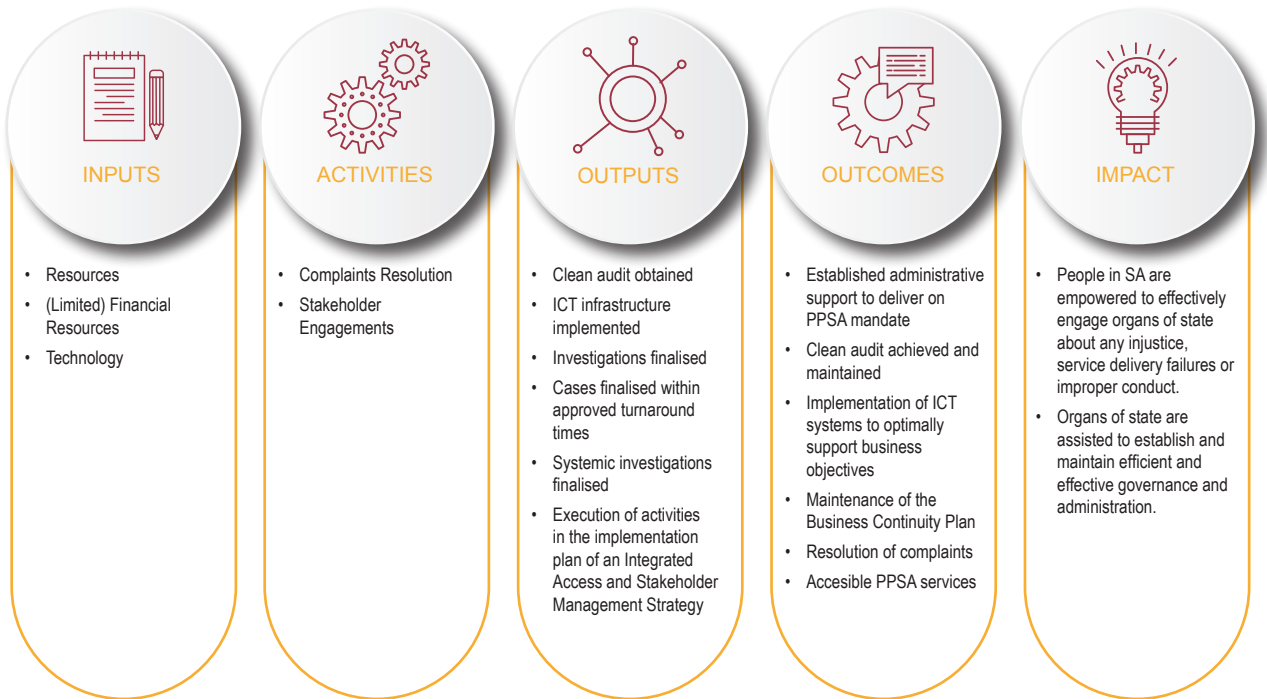


Figure 3: Theory of change diagram depicting the impact of the PPSA's work



**PART C**

# **MEASURING OUR PERFORMANCE**

# 11. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

## PROGRAMME 1: ADMINISTRATION

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

Table 3: Outcomes, outputs, output indicators and targets

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
<b>Clean audit achieved and maintained</b>	Clean audit obtained	Obtain clean audit annually	The institution received a clean audit opinion	The institution received a clean audit opinion	Maintained a clean audit opinion for 2021/22 FY	Maintain a clean audit opinion for 2023/24 FY	Obtain a clean audit opinion annually	Maintain a clean audit opinion	Maintain a clean audit opinion
<b>Implementation of ICT systems to optimally support business objectives</b>	ICT Enterprise Resource Planning (ERP) system modules developed	Number of ICT ERP system modules developed by 31 March 2025	NA	NA	NA	Development of the ERP system by 31 March 2024	Development of three (3) ICT ERP system modules <sup>1</sup>	Development of six (6) ICT ERP system modules	Development of nine (9) ICT ERP system modules

Table 4: Output indicators: annual and quarterly targets

OUTPUT INDICATOR	2024/25 TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Obtain clean audit annually</b>	Obtain a clean audit opinion annually	N/A	N/A	N/A	Obtain a clean audit opinion
<b>Number of ICT ERP system modules developed by 31 March 2025</b>	Development of three (3) ICT ERP system modules	User requirement analysis report	Infrastructure analysis report	1 ICT ERP system module developed	2 ICT ERP system modules developed and tested (system test plans sign-off)

### EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The PPSA, as an institution of integrity, must obtain and maintain clean audit outcomes from AGSA year-on-year. The Institution obtained an unqualified audit outcome in the 2022/23 financial year due to material findings of non-compliance with the Preferential Procurement Policy Framework Act (PPPFA). This related to inadequate processes followed to select legal firms from two panels of attorneys appointed through a tender process in the previous financial year. The shortcomings were corrected in the financial year, and the Institution continues to implement controls to revert to a clean audit outcome in subsequent financial years.

The process to develop an Enterprise Resource Planning (ERP) system commenced in 2023/2024 FY and is a two-year project that includes development of modules to simplify and digitise manual processes. In the remaining year, different modules will be developed focusing on Human Resources (HR) management.

<sup>1</sup> The three modules may include: 2024/25: Modules – Human Resources: Employee Profiles, Leave Management, Migration of ESS Data to the new module.

The solution will enable the PPSA to digitise and integrate Human Resources, Finance and Supply Chain Management (SCM) processes into one platform. Currently, systems managing these elements are fragmented and result in inefficiencies in the management and execution of day-to-day operations.

Table 5: Programme resource considerations

OBJECTIVE/ ACTIVITY	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000
<b>Administration</b>	158 623	156 179	161 491	149 973	171 431	178 700	189 121
<b>Total</b>	<b>158 623</b>	<b>156 179</b>	<b>161 491</b>	<b>149 973</b>	<b>171 431</b>	<b>178 700</b>	<b>189 121</b>

### EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS OUTPUT ACHIEVEMENT

The clean audit strategy is implemented by PPSA employees, thus, the allocation is covered under compensation of employees. All PPSA employees play a critical role in contributing to a clean audit outcome. The allocation of these resources will enhance operational efficiency and facilitate the maintenance of a clean audit opinion. The allocation of resources to the self-service portal will contribute to its finalisation, thus improving efficiencies and accuracy of information while reducing the amount of time investigators spend on manual processes. Developing the ERP system modules will ensure automated Finance, SCM and HRM business processes and strengthen the PPSA financial data integrity and accuracy.

Part of the motivation for the Criminal Asset Recovery Account (CARA) was to enable the PPSA to develop and maintain a digital resource centre, which is critical for investigations. The system will enable maintenance of up-to-date *jurisprudence* while serving as a repository for all legislation and investigation reports.

Table 6: Updated key risks

OUTCOME	KEY RISK	RISK MITIGATION
<b>Clean audit achieved and maintained</b>	Non-compliance which may result in an Adverse audit opinion.	Maintaining and monitoring the implementation of adequate and effective internal controls, compliance to laws and regulations and adherence to applicable reporting framework.
<b>Implementation of ICT systems to optimally support business objectives</b>	Inadequate human capacity to accommodate requirements of the fourth industrial revolution.	Build internal capacity through recruitment of ICT specialists and train employees

## PROGRAMME 2: INVESTIGATIONS

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

Table 7: Outcomes, outputs, output indicators and targets

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
Resolution of complaints	Investigations finalised	Number of cases finalised through investigations	NA	NA	80 investigation reports finalised	Finalise 2000 cases through investigations by 31 March 2024	Finalise 2000 cases through investigations by 31 March 2025	Finalise 2500 cases through investigations by 31 March 2026	Finalise 2500 cases through investigations by 31 March 2027
	Cases finalised by means of advice given	Number of cases finalised by means of advice given	N/A	N/A	N/A	Finalise 500 cases by means of advice given by 31 March 2024	Finalise 1700 cases by means of advice given by 31 March 2025	Finalise 2000 cases by means of advice given by 31 March 2026	Finalise 2500 cases by means of advice given by 31 March 2027
	Cases finalised within approved turnaround times	Percentage of adherence to turnaround times in finalisation of cases	85% (3189/3732) of cases were finalised within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 36 months	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 2023	82% (2766/3385) of cases were finalised within turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 36 months by 31 March 2023	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 2024	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 2025	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 2026	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months GGI (Very complex): 2027
<b>Resolution of complaints</b>	Systemic investigations /interventions finalised	Number of systemic investigations /interventions finalised	2 systemic investigations /interventions were identified 2 systemic investigations /interventions were finalised	Finalise 3 systemic investigations /interventions by 31 March 2023	No systemic investigations /interventions were finalised by 31 March 2023	Finalise 2 systemic investigations /interventions by 31 March 2024	Finalise 2 systemic investigations /interventions by 31 March 2025	NA	Finalise 1 systemic investigations /interventions by 31 March 2027

Table 8: Output indicators: annual and quarterly targets

OUTPUT INDICATOR	2024/25 TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	<b>Number of cases finalised through investigations</b>	Finalise 2 000 cases through investigation by 31 March 2025	Finalise 500 cases through investigation by the end of the quarter	Finalise 1 000 cases through investigation by the end of the quarter	Finalise 1 500 cases through investigation by the end of the quarter
<b>Number of cases finalised by means of advice given</b>	Finalise 1700 cases by means of advice given by 31 March 2025	Finalise 400 cases by means of advice given by the end of the quarter	Finalise 850 cases by means of advice given by the end of the quarter	Finalise 1200 cases by means of advice given by the end of the quarter	Finalise 1700 cases by means of advice given by the end of the quarter

Table 8: Output indicators: annual and quarterly targets (continued)

OUTPUT INDICATOR	2024/25 TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>Percentage of adherence to turnaround times in finalisation of cases</b>	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months by 31 March 2025	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months by the end of the quarter	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months by the end of the quarter	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months by the end of the quarter	Finalise 80% of cases within the following turnaround times: ER: 6 months SD: 12 months GGI: 24 months GGI (Very complex): 36 months by the end of the quarter
<b>Number of systemic investigations / interventions finalised</b>	Finalise 2 systemic investigations / interventions by 31 March 2025	N/A	N/A	N/A	Finalise 2 systemic investigations / interventions by 31 March 2025

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs on the investigations programme relate to finalising cases through investigations, finalising systemic investigations and finalising cases within turnaround times. The programme's intended outcome is the resolution of complaints that are lodged with the PPSA. Resolution of the complaints will assist complainants who were prejudiced by Organs of State to receive appropriate remedies within a reasonable time.

The PPSA will ensure that through its partnerships, enabled by MOUs with various civil society organisations, vulnerable groups such as women and people with disabilities, have access to the services irrespective of their geographic location and type or extent of their disability.

The Institution planned to finalise two thousand (2 000) matters (financial year 2023/24), two thousand three hundred (2 300) matters (financial year 2024/2025) and two thousand and eight hundred (2 800) matters (2025/2026) through investigations over the MTEF period. These numbers were determined based on factors such as complaint trends analysis which revealed complexities of complaints, limited capacity within the investigation branches and the need to strengthen quality assurance mechanisms to ensure the delivery of quality investigative reports. It is important to note that the PPSA had over-achieved its performance target of number of matters investigated as at Mid-term of the Strategic Plan 2020 – 2025. Notably, the targets for investigation reports in previous years were only focused on the reports signed by the Public Protector and excluded matters investigated and finalised at provincial and branch level. This target did not reflect the extent of the work of the PPSA as the majority of the reports are signed at different levels.

The Institution remains committed to finalising 80% of its cases within the prescribed turnaround times as this is critical to prevent further undue delays and prejudice.

Regarding systemic investigations, the plan is to finalise at least two (2) systemic investigations in the 2024/25 financial year, and one (1) systemic investigation in the 2026/27 financial year. The purpose of these systemic investigations is to assist Organs of State to resolve systemic challenges and improve service delivery as well as resolve the root cause of individual complaints reported to the Public Protector.

Table 9: Programme resource considerations

OBJECTIVE/ACTIVITY	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000
<b>Investigations</b>	181 265	173 559	195 335	201 121	209 721	218 947	224 360
<b>Total</b>	<b>181 265</b>	<b>173 559</b>	<b>195 335</b>	<b>201 121</b>	<b>209 721</b>	<b>218 947</b>	<b>224 360</b>

## EXPLANATION OF THE CONTRIBUTION OF RESOURCES TO ACHIEVING OUTPUTS

The major cost driver for the core business is compensation of employees and thus, the cost of employment (CoE) accounts for the bulk of the budget under the investigations programme. The allocation under this programme is for the Institution’s core function in line with the targets projected for the financial year. The Investigations programme is funded from National Treasury allocation to the PPSA. In short, the bulk of PPSA resources are dedicated to this programme to ensure that cases are resolved promptly.

The allocated CARA funds brought relief as the Institution will utilise same to fund complex investigations that require specialised expertise such as engineers and forensic accountants, to augment the capacity within the investigation branches. Furthermore, the CARA funds will be used to build digital systems to support investigation business processes.

Table 10: Updated key risks

OUTCOME	KEY RISK	RISK MITIGATION
Resolution of complaints	Institutional reputational damage due to failure to resolve matters as required by the Rules	Enforce compliance to standards, guidelines, SOPs Strengthen quality assurance
	Failure to make an impact (due to non-implementation of remedial action)	Strengthen relations with organs of state, Parliament and provincial legislatures

## PROGRAMME 3: STAKEHOLDER MANAGEMENT

**Purpose:** The purpose of the programme is to enhance accessibility of Public Protector services to all persons and communities, as well as to assist in improving complaints handling mechanisms in Organs of State and Ombudsman institutions.

Table 11: Outcomes, outputs, output indicators and targets

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
<b>Increased accessibility of PPSA services to people of South Africa</b>	Execution of activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy	Number of activities executed in the implementation plan of an Integrated Access and Stakeholder Management Strategy	N A	103 activities were executed in the implementation plan of an Integrated Access and Stakeholder Management Strategy (97 radio interviews were conducted, + 5 National events were conducted + 1 Good Governance Week conducted)	Executed 159 activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by 31 March 2023. (141 public awareness sessions conducted, + 5 National Events + 1 Good Governance Week +12 collaborations with CBOs on advocacy cases at grassroots level)	Execute 328 activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by 31 March 2024 (328 = 324 public awareness and stakeholder sessions + 1 Good Governance Week + 3 collaborations with Community-Based organisations on advocacy matters at the grass- roots level)	Execute 328 activities <sup>2</sup> in the implementation plan of an Integrated Access and Stakeholder Management Strategy by 31 March 2025	Execute 328 activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by 31 March 2026	Execute 328 activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by 31 March 2027

Table 12: Output indicators: annual and quarterly targets

OUTPUT INDICATOR	2024/25	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	TARGET				
<b>Number of activities executed in the implementation plan of an Integrated Access and Stakeholder Management Strategy</b>	Execute 328 activities <sup>2</sup> in the implementation plan of an Integrated Access and Stakeholder Management Strategy by 31 March 2025	Execute the following activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by the end of the quarter: (conduct 81 public awareness sessions/stakeholder engagements, identify 3 CSOs for collaboration on advocacy matters)	Execute the following activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by the end of the quarter: (conduct 81 public awareness sessions/stakeholder engagements, negotiate with 3 CSOs for collaboration on advocacy matters)	Execute the following activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by the end of the quarter: (conduct 81 public awareness sessions/stakeholder engagements, conduct 1 Good Governance Week, 3 cooperation/ collaboration letters signed)	Execute the following activities in the implementation plan of an Integrated Access and Stakeholder Management Strategy by the end of the quarter: (conduct 81 public awareness sessions/stakeholder engagements)

### EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The implementation of the Integrated Access and Stakeholder Management Strategy (IASMS) is pivotal in ensuring that the PPSA is accessible to as many people in South Africa as possible. This enables the Institution to fulfil its constitutional mandate as stipulated in Section 182 (4) of the Constitution, which requires PPSA to be accessible to all persons and communities. The implementation of the IASMS includes public awareness sessions through outreach

2 328= 324 public awareness sessions and stakeholder engagement +1 Good Governance Week+ 3 collaborations with Civil Society organisations on advocacy matters.

engagements, roadshows, radio and television programmes and social media platforms. The planned activities will be undertaken by both head office and the provinces.

Collaborations with Civil Society Organizations (CSOs), which include Traditional Leaders, and CBOs have been instrumental in creating a platform for individuals and communities to engage with PPSA in their own language, which enhances their chances of being heard. The collaboration with three CSOs is meant to assist communities with access to PPSA services, where the CSOs can advise communities on how to utilize PPSA services.

With the implementation of these programmes, more people in South Africa will be aware of the services offered by PPSA, as well as the various modalities through which the PPSA can be reached by those who wish to lodge complaints.

Good Governance Week is a campaign that seeks to raise awareness about the importance of clean administration. These events are mainly aimed at Organs of State (to improve their services to the people and ensure accountability). Where Organs of State heed the call to act ethically and prioritise service delivery, communities will experience better service delivery.

Table 13: Programme resource considerations

OBJECTIVE/ ACTIVITY	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000
<b>Stakeholder management</b>	13 002	13 330	33 355	14 964	15 516	16 490	17 413
<b>Total</b>	<b>13 002</b>	<b>13 330</b>	<b>33 355</b>	<b>14 964</b>	<b>15 516</b>	<b>16 490</b>	<b>17 413</b>

## EXPLANATION OF THE CONTRIBUTION OF RESOURCES TO ACHIEVING OUTPUTS

The budget allocation for the Stakeholder Management programme is apportioned in line with targets set to ensure that the goals of accessibility to PPSA service are attained, especially to those people residing in remote areas and those with special needs. The public awareness sessions funded through this programme include outreach engagements, roadshows and collaborations with CSO on advocacy matters. The Stakeholder Management programme is funded from National Treasury allocation to PPSA.

Table 14: Updated key risks

OUTCOME	KEY RISK	RISK MITIGATION
<b>Accessible PPSA services</b>	Inability to reach all communities to enable access to PPSA services	Proper planning of Outreach interventions; Use of different languages for awareness material Effective stakeholder management
	Unintended consequences of partnerships	Clear criteria for determining relevant stakeholders Purpose of partnerships and rules of engagement clearly defined



**PART D**

**TECHNICAL  
INDICATOR  
DESCRIPTIONS**

## PROGRAMME 1: ADMINISTRATION

Table 15: Obtain clean audit annually

INDICATOR TITLE	OBTAIN CLEAN AUDIT OPINION
<b>Definition</b>	The PPSA to obtain a clean audit opinion from Auditor- General South Africa. A clean audit outcome includes adherence to good governance standards and practises.
<b>Source of data</b>	AGSA audit report
<b>Method of calculation/assessment</b>	Verification against audit opinion expressed in the AGSA audit report
<b>Means of verification</b>	AGSA audit report
<b>Assumptions</b>	The AGSA will express an audit opinion
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: NA Target for youth: NA Target for people with disabilities: NA
<b>Spatial transformation (where applicable)</b>	NA
<b>Calculation Ttpe</b>	Non-Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	To obtain a clean audit opinion
<b>Indicator responsibility</b>	Chief Financial Officer All executive and senior managers All PPSA employees

Table 16: Number of ICT Enterprise Resource Planning (ERP) system modules developed by 31 March 2025

INDICATOR TITLE	NUMBER OF ICT ERP SYSTEM MODULES DEVELOPED BY 31 MARCH 2025
<b>Definition</b>	The ICT system will include ERP system modules, which is an electronic system used to integrate business units in a single entity and optimise resources. The ICT Enterprise Resource Planning (ERP) system modules are intended to improve the efficiency of PPSA Administration programme.
<b>Source of data</b>	SAP ESS Enterprise Resource Planning System
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	Reports System plan test sign-off (Modules)
<b>Assumptions</b>	ICT systems enable institutional effectiveness.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: NA Target for youth: NA Target for people with disabilities: NA
<b>Spatial transformation (where applicable)</b>	NA
<b>Calculation Ttpe</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Three (3) ICT ERP modules developed by 31 March 2025
<b>Indicator responsibility</b>	Senior Manager: ICT Senior Manager: HMR Senior Manager: Finance Senior Manager: SCM 3 Executive Manager: Corporate Services Chief Financial Officer

## PROGRAMME 2: INVESTIGATIONS

Table 17: Number of cases finalised through investigations

INDICATOR TITLE	NUMBER OF CASES FINALISED THROUGH INVESTIGATIONS
<p><b>Definition</b></p>	<p>The indicator refers to investigations that are finalised by the PPSA and that are classified as Early Resolution, Service Delivery, Good Governance and Integrity and Good Governance and Integrity (very complex). The matters are finalised through:</p> <ul style="list-style-type: none"> <li>• Closing reports – these reports are issued after an investigation has confirmed that the allegations were unsubstantiated. Closing reports are signed by Provincial Representatives/Chief Investigators/Executive Managers/Chief Operations Officer/Deputy Public Protector/Public Protector</li> <li>• Formal reports with findings and remedial action – these refer to a report issued at the conclusion of the investigation, where the allegations are substantiated. The report covers the findings and detailing the remedial action to be taken. Formal reports are signed by Executive Managers/Chief Operations Officer/Deputy Public Protector/Public Protector.</li> <li>• Advisory reports – reports issued to communicate the Public Protector’s point of view or recommendation in respect of a matter investigated by her, or to refer a matter for action by another appropriate public body or authority, without necessarily having made a finding or taking remedial action as envisaged in Section 182(1) (b) and (c) of the Constitution. Advisory reports are signed by the Executive Managers/Chief Operations Officer/Deputy Public Protector/Public Protector</li> <li>• Intervention reports – An intervention report seeks to communicate the action taken by the Public Protector in terms of Section 6(4)(c)(ii) of the Public Protector Act, 1994 before or during an investigation to communicate clear and simple observations of the cause of problems experienced as well as proposed or required remedial measures and improvements to the processes of a public body or authority, to address any a specific problems or trends identified (as opposed to substantive Public Protector’s findings into the merits of a complaint and remedial action as envisaged in Section 182(1)(b) and (c) of the Constitution). Intervention Reports are signed by Executive Managers/Chief Operations Officer/ Provincial Representatives/Deputy Public Protector/Public Protector</li> </ul>
<p><b>Source of data</b></p>	<p>Investigation files/ CMS report/ Formal report/Closing report/intervention report/advisory report/assessment form/complaint form</p>
<p><b>Method of calculation/assessment</b></p>	<p>Simple count</p>
<p><b>Means of verification</b></p>	<p>Assessment form with classification or reclassification of the cases as ER, SD, GGI or GGI (very complex) on the Case Management Application/System Formal report/Closing report/intervention report/advisory report</p>
<p><b>Assumptions</b></p>	<p>Alleged violations of rights will occur in an unequal society and in public administration.</p>
<p><b>Disaggregation of beneficiaries (where applicable)</b></p>	<p>Target for women: NA Target for youth: NA Target for people with disabilities: NA</p>
<p><b>Spatial transformation (where applicable)</b></p>	<p>NA</p>
<p><b>Calculation Ttpe</b></p>	<p>Cumulative (year-to-date)</p>
<p><b>Reporting cycle</b></p>	<p>Quarterly</p>
<p><b>Desired performance</b></p>	<p>Performance higher than the one targeted is desired</p>
<p><b>Indicator responsibility</b></p>	<p>Chief Operations Officer/, Executive Managers for: Investigations and PII (Inland and Coastal)</p>

Table 18: No of cases finalised by means of advice given

INDICATOR TITLE	NUMBER OF CASES FINALISED BY MEANS OF ADVICE GIVEN
<b>Definition</b>	<p>The indicator refers to cases that are finalised by PPSA by means of advice given. These are cases with classifications of either Referral, Rejection and No jurisdiction complaints.</p> <p>Closing letter: This is a letter that is submitted to a complainant at the closure of a matter. These closing letters are signed by Senior Investigator/Provincial Representative/Chief Investigator/Executive Managers/Chief Operations Officer.</p> <p>Closing notes: Summarised notes detailing the processes an investigator followed in closing a case. These closing notes are signed by Senior Investigator/Provincial Representative/Chief Investigator/Executive Managers/Chief Operations Officer.</p> <p>Referral letters of complaints to a public body or authority are signed by Senior Investigator/Provincial Representative/Chief Investigator/Executive Managers/Chief Operations Officer.</p> <p>Consultation form is used by PPSA to record no-jurisdiction cases that walk-in complainants wished to lodge with the office. An investigator on duty would fill and sign the consultation form.</p>
<b>Source of data</b>	Investigation files / consultation forms issued for non-jurisdiction cases
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	List of cases that are finalised by PPSA by means of advice given/ referral. Closing letters/ referral letters/ consultation forms issued for non-jurisdiction cases
<b>Assumptions</b>	Alleged violations of rights will occur in an unequal society and in public administration.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: NA Target for youth: NA Target for people with disabilities: NA
<b>Spatial transformation (where applicable)</b>	The spatial impact area is in all nine provinces within South Africa
<b>Calculation Ttpe</b>	Cumulative (year-to-date)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance higher than the one targeted is desired
<b>Indicator responsibility</b>	COO, Executive Managers for: Investigations and PII (Inland and Coastal)

Table 19: Percentage of adherence to turnaround times in finalisation of cases

INDICATOR TITLE	PERCENTAGE OF ADHERENCE TO TURNAROUND TIMES IN FINALISATION OF CASES
<b>Definition</b>	The indicator measures the percentage of cases that get finalised within stipulated timeframes [from the date of receipt by PPSA] of six 6 months for Early Resolution (simple) cases, 12 months for Service Delivery cases, 24 months for Good Governance and Integrity (conduct failure) cases and 36 months for very complex Good Governance and Integrity (conduct failure) cases.
<b>Source of data</b>	Investigation files / investigations reports / closing letters / intervention letters / reports / advisory reports
<b>Method of calculation/assessment</b>	Percentage = Numerator: number of finalised cases within turnaround times / Denominator: total number of cases finalised X 100
<b>Means of verification</b>	Complaint form/complaint e-mail/complaint letter with the date on which the complaint was received. Alternatively, the date as captured on the Case Management System/application; Alternatively, the assessment appearing on the Case Management System/Application Formal report/Closing report/closing letter/advisory report/intervention letters
<b>Assumptions</b>	Alleged violations of rights will occur in an unequal society and in public administration.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: NA Target for youth: NA Target for people with disabilities: NA
<b>Spatial transformation (where applicable)</b>	NA
<b>Calculation Ttpe</b>	Cumulative (Year to date)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance higher than the one targeted is desired
<b>Indicator responsibility</b>	COO/, Executive Managers for: CSM, Investigations and PII (Inland and Coastal)

Table 20: No of systemic investigations/interventions finalised

INDICATOR TITLE	NUMBER OF SYSTEMIC INVESTIGATIONS/INTERVENTIONS FINALISED
<b>Definition</b>	The indicator pertains to the finalisation of systemic investigations and/or interventions. Systemic investigations: Challenges that result in systemic investigations and/or interventions that may result in a higher impact on communities or are recurring problems in organs of state that usually result in similar complaints reported to PPSA. Resolving systemic challenges in organs of state, benefits recipients of services as they will not experience these types of challenges thereafter, as the investigation will address the root causes, thus minimising the number of complaints.
<b>Source of data</b>	Investigation files / investigations reports (formal reports or closing reports or advisory reports or stakeholder engagements and dialogues) and the register of finalised systemic investigations/ interventions.
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	Systemic investigation
<b>Assumptions</b>	Alleged violations of rights will occur in an unequal society and in public administration.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: NA Target for youth: NA Target for people with disabilities: NA
<b>Spatial transformation (where applicable)</b>	NA
<b>Calculation Ttpe</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	Finalise 2 systemic investigations as undertaken
<b>Indicator responsibility</b>	COO Executive Managers for: Investigations and PII (Inland and Coastal)

## PROGRAMME 3: STAKEHOLDER MANAGEMENT

Table 21: Number of activities executed in the implementation plan of an Integrated Access and Stakeholder Management Strategy

INDICATOR TITLE	NUMBER OF ACTIVITIES EXECUTED IN THE IMPLEMENTATION PLAN OF AN INTEGRATED ACCESS AND STAKEHOLDER MANAGEMENT STRATEGY
<b>Definition</b>	<p>The PPSA has an approved Integrated Access and Stakeholder Management Strategy which specifies broad focus areas on how to make the institution accessible, as well as dealing with stakeholders.</p> <p>The implementation plan pertaining to the Integrated Access and Stakeholder Management Strategy details how the strategy will be implemented.</p> <p>The implementation plan aims to execute:</p> <ul style="list-style-type: none"> <li>• Stakeholder engagements – stakeholder engagements that take on different forms and at multiple levels</li> <li>• Public awareness sessions – public awareness sessions address and/or engage stakeholders on issues pertaining to the PPSA mandate and its service offering. These are executed using outreach clinics, radio as a medium of communication, television, social media or roadshows.</li> <li>• Road shows: These are meetings to engage with stakeholders for better cooperation and , to promote the PPSA's interest in line with its our mandate;</li> <li>• Good Governance week: – awareness campaign and commemoration of good governance and ethics in the Republic;</li> <li>• Outreach: Public education and advocacy</li> <li>• Radio: Radio interviews and engagements with media houses</li> <li>• Social media – Engaging on various platforms</li> <li>• CSOs - collaborations with Civil Society organizations</li> </ul> <p>The Good Governance Week will take place through either simulcast streaming / radio/ webinars/ hybrid event or physical meetings.</p>
<b>Source of data</b>	<p>Attendance registers for outreach engagements and roadshows</p> <p>Registers or signed letters/ forms or email confirmation by radio stations as evidence of public awareness sessions having taken place.</p> <p>Confirmation by service provider of simulcast streaming of Good Governance Week</p> <p>Signed letters of cooperation by PPSA and CBOs.</p> <p>Invitations by stakeholders and confirmation of attendance</p>
<b>Method of calculation/assessment</b>	Simple count
<b>Means of verification</b>	<p>Attendance registers for outreach engagements</p> <p>Attendance registers for roadshows</p> <p>Photographic evidence showing date of events held</p> <p>Completed forms by PPSA and radio stations or email confirmation by radio stations as evidence of public awareness sessions having taken place</p> <p>Good Governance Week attendance registers/screenshots of online meetings/recording of online meetings or confirmation by service provider of simulcast streaming of Good Governance Week</p> <p>Minutes of meetings held with identified civil society organisations</p> <p>Signed letters of cooperation by PPSA and CSOs</p> <p>Invitations by stakeholders and confirmation of attendance.</p>
<b>Assumptions</b>	Accessibility of PPSA benefits society.
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>Target for women: 1500</p> <p>Target for youth: 1500</p> <p>Target for people with disabilities: 1000</p>
<b>Spatial transformation (where applicable)</b>	NA
<b>Calculation Ttpe</b>	Cumulative (year-to-date)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance higher than the one targeted is desired
<b>Indicator responsibility</b>	Executive Manager: CSM



## **ANNEXURE A**

# **AMENDMENTS TO THE EXISTING 2020/25 STRATEGIC PLAN**

## AMENDMENTS APPROVED IN THE 2021/22 APP

- Page 24: the outcome indicator; “Number of outreach methods employed to reach people and communities” was replaced with the indicator below because of COVID-19 restrictions on large gatherings:

Table 22: Amended Outcome Indicator - Stakeholder Management

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
<b>PROGRAMME 3: STAKEHOLDER MANAGEMENT</b>			
Accessible PPSA	Number of activities executed in the implementation plan of an Integrated Access and Stakeholder Management Strategy	Approved Integrated Access and Stakeholder Management Strategy	Execute 777 activities in the annual implementation plan of an Integrated Access and Stakeholder Management Strategy (42 in 2021/22 and 245 in subsequent years)

- On page 24, outcome indicator on “number of new service points established” is removed because of COVID-19 restrictions.
- On page 24, the outcome: “Investigations finalised within turnaround times” is replaced with “Successful resolution of complaints” due to better phrasing of the outcome.
- On page 25, the outcome of “ongoing engagements with ombudsman and organs of state” is removed due to shifting of the target to operations.
- On page 26, the risk pertaining to outcome: “Ongoing engagements with ombudsman and organs of state” is removed following the removal of the outcome “ongoing engagements with ombudsman and organs of state”
- On page 27, the table with indicator title: “Number of outreach methods employed to reach people and communities” is deleted and replaced with the table below because of the changed indicator:

Table 23: Amended Outcome Indicator - Number of outreach methods

INDICATOR TITLE	NUMBER OF ACTIVITIES EXECUTED IN THE IMPLEMENTATION PLAN OF AN INTEGRATED ACCESS AND STAKEHOLDER MANAGEMENT STRATEGY
<b>Definition</b>	<p>PPSA has an approved Stakeholder Management Strategy, which specifies broad focus areas on how to make the institution accessible as well as dealing with stakeholders. The implementation plan pertaining to the Stakeholder Management Strategy details how the strategy will be implemented.</p> <p>The implementation plan aims to execute:</p> <ul style="list-style-type: none"> <li>Radio interviews – Radio interviews attended by PP or delegated official to address and/or engage listeners on</li> <li>Issues pertaining to PPSA mandate and service delivery.</li> <li>MOUs – Partnership agreements entered into with stakeholders for mutual benefit as well as to assist organs of state to establish complaints handing mechanisms</li> <li>National events - Public Holidays and ordinary period to commemorate specific events – Youth Day, Women’s Day,</li> <li>The National events and Good Governance Week will take place through either simulcast streaming / regional radios/ webinars/ hybrid event.</li> </ul>
<b>Source of data</b>	Attendance registers/screenshots for webinars, registers or signed letters/form by radio stations as evidence of radio slots having taking place, signed MOUs
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	None
<b>Disaggregation of beneficiaries (where applicable)</b>	NA
<b>Spatial transformation (where applicable)</b>	The execution of the implementation plan will cover all the nine provinces within South Africa
<b>Desired performance</b>	Performance higher than the one targeted is desired
<b>Indicator responsibility</b>	Executive Manager: CSM

- 7. On page 28, the table with indicator title: “Number of new service points established” is removed following the removal of outcome indicator “number of new service points established
- 8. On page 29, the table with indicator title: “Number of systemic investigations finalised”: under definition, “The indicator on systemic investigations/interventions pertains to identification of 2 systemic investigations in one financial year and completion in the next financial year” is removed. The reason for the revision is based on the fact that the PPSA resolved to finalise systemic investigations every financial year.
- 9. On page 31: the table with indicator title: “Number of bodies being engaged on Ombudsman related matters” is removed following the removal of the outcome “Ongoing engagements with ombudsman and organs of state”

## AMENDMENTS APPROVED IN THE 2022/23 APP

Amendments to the Strategic Plan below were prompted by the Disaster Management Act (No. 57 of 2002), in response to the COVID-19 pandemic that limits large gatherings and made it necessary to review the outcome on “Accessible PPSA”. It was also necessary to review the risks PPSA faces in the implementation of the Strategic Plan.

- 1. Page 24: the outcome indicator; “Number of outreach methods employed to reach people and communities” is replaced with the indicator below because of COVID-19 restrictions:

*Table 24: Amended Outcome Indicator - Stakeholder Management*

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
<b>PROGRAMME 3: STAKEHOLDER MANAGEMENT</b>			
<b>Accessible PPSA</b>	Number of activities executed in the implementation plan of an Integrated access and Stakeholder Management Strategy	Integrated access and Stakeholder Management Strategy is approved	Execute 393 activities in the annual implementation plan of an Integrated Access and Stakeholder Management Strategy (42 in 2021/22 and 117 in subsequent years)

- 2. On page 27, the table with indicator title: “Number of outreach methods employed to reach people and communities” is deleted and replaced with the table below because of the change in the indicator:

## AMENDMENTS APPROVED IN THE 2023/24 APP

Amendment approved in the 2023/2024 APP was done due to a human error that occurred with capturing the financial year under indicator 1 ‘Obtain clean audit annually’.

- Page 32: the target: ‘Maintain a clean audit opinion for 2022/23 FY’ is deleted and replaced as ‘Maintain a clean audit opinion for 2023/2024 FY’.

Table 25: Amended Outcome Indicator - Number of outreach methods

INDICATOR TITLE	NUMBER OF ACTIVITIES EXECUTED IN THE IMPLEMENTATION PLAN OF AN INTEGRATED ACCESS AND STAKEHOLDER MANAGEMENT STRATEGY
<b>Definition</b>	<p>The PPSA has an approved Stakeholder Management Strategy which specifies broad focus areas on how to make the institution accessible as well as dealing with stakeholders.</p> <p>The implementation plan pertaining to the Stakeholder Management Strategy details how the strategy will be implemented.</p> <p>The implementation plan aims to execute:</p> <ul style="list-style-type: none"> <li>Public awareness sessions – public awareness sessions attended by PP or delegated officials to address and/or engage listeners on issues pertaining to PPSA mandate and its service offering. These are executed using radio as a medium of communication.</li> <li>National events - Public Holidays and ordinary period to commemorate specific events – Youth Day, Women’s Day, Heritage Day, 16 Days of Activism and Human Rights Day</li> <li>Good Governance week – awareness campaign and commemoration of good governance and ethics in RSA</li> <li>Collaborations with Community-Based Organisations on advocacy matters at the grassroots level. The purpose is to enter into collaboration with CBOs to access densely populated, rural and far-flung areas to promote accessibility and awareness.</li> </ul> <p>The National events and Good Governance Week will take place through simulcast streaming / radios/ webinars/ hybrid event or physical meetings.</p>
<b>Source of data</b>	Attendance registers/screenshots for National events and Good Governance Week, registers or signed letters/ forms or email confirmation by radio stations as evidence of public awareness sessions having taken place, confirmation by service provider of simulcast streaming of National events and Good Governance week, signed letters of cooperation by PPSA and CBOs
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Cooperation from stakeholders
<b>Disaggregation of beneficiaries (where applicable)</b>	NA
<b>Spatial transformation (where applicable)</b>	The execution of the implementation plan will cover all the nine provinces
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Performance higher than the one targeted is desired
<b>Indicator responsibility</b>	Executive Manager: CSM

3. Page 26: The table on key risks is replaced by the following table due to the COVID-19 work environment:

Table 26: Amended key risks table

OUTCOME	KEY RISK	RISK MITIGATION
<b>Accessible PPSA services</b>	Inability to access full PPSA services	Outreach interventions to target far flung/remote areas will include: <ul style="list-style-type: none"> <li>Increased use of public awareness sessions, mainly done through radio to communicate PPSA messages</li> <li>PPSA to collaborate with CBOs on advocacy matters at the grassroots level</li> </ul>
	Inadequate visibility of PPSA offices due to lack of signage	Communications Unit to audit available signage and obtain approval from municipalities to place the signage
	Insufficient budget to take services to the people	Constant engagement with the National Treasury for additional funding
<b>Successful resolution of complaints</b>	Lack of cooperation from organs of state	Apply the Public Protector rules and PPA (subpoena, search and seizure)
	Lack of capacity to conduct specialised investigations	Strengthen project management Appointing investigations staff with varied skills (e.g. forensic investigators, auditors, etc.) Institutionalise training and development through: <ul style="list-style-type: none"> <li>Conducting on the job training such as file inspections</li> <li>Training investigators with the assistance of other institutions such as AORC, SIU, FIC, etc.</li> <li>Creation of e-library</li> </ul>
	Litigation	Continuously reviewing, adapting and improving the PPSA investigation operating procedures to incorporate lessons learned from observations and findings of the Courts involving the Public Protector, with the view to try and manage the risk of investigations ending up in judicial review. Strengthening business processes through the implementation of technology (for example, the CMS)
<b>Clean audit achieved and maintained</b>	Negative audit opinion	Strengthen internal controls Monitor implementation of internal controls Strengthen implementation of the combined assurance model
<b>Implementation of ICT systems to optimally support business objectives</b>	Inadequate capacity to accommodate requirements of the fourth industrial revolution (e.g. virtual meeting, saving large amounts of data, digitalising the work environment)	Implementation of critical ICT solutions

4. Page 28: The method of calculation on indicator “Percentage of investigations finalised within approved turnaround times” changed to Percentage = number of finalised cases within turnaround times / (total number of cases finalised + active cases that have already exceeded their turnaround times) X 100. The reason for the amendment is to consider cases not yet finalised yet have exceeded their turnaround times.









**Telephone:** (012) 366 7000/7112  
Toll-Free Line: 0800 11 20 40

**Email:** [registration2@pprotect.org](mailto:registration2@pprotect.org)

**Address:** 175 Lunnon Road  
Hillcrest Office Park  
Pretoria, 0001

**PO Box:** Private Bag X677,  
Pretoria, 0001

**Web:** [www.pprotect.org](http://www.pprotect.org)

**ISBN:** 978-1-7764955-3-5