



PUBLIC PROTECTOR
SOUTH AFRICA

Accountability • Integrity • Responsiveness

PUBLIC PROTECTOR SOUTH AFRICA

2020-2025 STRATEGIC PLAN

MID-TERM PROGRESS REPORT



CONTENTS

Statement by the Executive Authority 3

Statement by the Accounting Officer 7

Part A: Our Mandate 10

1. Constitutional mandate..... 10

2. Legislative and policy mandates. 11

3. Institutional Policies and Strategies governing the five year planning period 14

Part B: Our Strategic Focus..... 15

1. Vision 15

2. Mission..... 15

3. Institutional Purpose Statement 15

4. Principles and Values..... 15

Part C: Measuring Our Performance 16

1. Impact Statement..... 16

2. Progress on the Achievement of Outcomes 17

Acronyms 23

Official sign-off..... 24

STATEMENT BY THE EXECUTIVE AUTHORITY



This report is a reflection of the work the Public Protector South Africa (PPSA) has embarked upon. As an institution, through this document, we reflect on our successes, challenges and lessons learned in order for us to ensure the achievement of what we planned to achieve by 2025.

Our planning is necessarily premised on the Constitutional mandate of this Office and we are committed to ensuring that all the cases which we are entrusted with, receive the attention they deserve and that we investigate them without fear, favour or prejudice. An area of particular importance to this office is the impact we endeavour to realise in making a difference to the lives of people affected by the wrongful actions of organs of state. Public Protector is an integral part of the broader justice system envisaged in section 34 of the Constitution with a focus on administrative justice and the critical importance of the rule of law and democratic governance to the achievements of the objectives of the Constitution: social justice, inclusion, participation, human dignity and basic social and economic needs.

As an institution, we are repositioning ourselves, with our developmental mandate at the heart of our exertion. In this regard, an analysis of the type of cases received by our Office, indicates a pattern of impropriety in organs of state. Our approach, as it relates to our developmental mandate is therefore to, where wrong doing has been identified, craft remedial action which offers swift justice for ordinary people that would help them exact accountability for administrative wrongs in state affairs, that prevent the reoccurrence of the identified misconduct and ensure that proper redress is provided in cases requiring remedial action. An example of this application is found in how we dealt with some of our rapid response cases involving the National Student Financial Aid Scheme (NSFAS). In those cases, we firstly, identified the plight of students who are beneficiaries of NSFAS grants, through the observation of an increased number of complaints received by the PPSA. We responded to these observations by entering into a Memorandum of Understanding (MoU)

with NSFAS wherein which we agreed on cooperation which would lead to and ensure the speedy resolution of complaints pertaining to NSFAS.

Our partnership with NSFAS has been fruitful and effective, though we admit that the higher education system requires a much vigorous investigation, hence we are at an advanced stage of our own initiative investigation into the state of the higher education system. Meanwhile students who have lodged complaints with the PPSA against NSFAS have received outcomes to their complaints, as well as remedies within two to five days of the PPSA's intervention. We have also witnessed a steady decline in the number of new complaints received by the PPSA against NSFAS. We are therefore pleased that the students we assisted will no longer be subjected to the various issues which they have raised as complaints against NSFAS, such as the late payment of their allowances, threats of being financially excluded from institutions of higher learning and eviction from university residences as a result of non-payment by NSFAS. We too have a role to play in realising the constitutional imperative of access to education.

During the period in review the bulk of our investigations and interventions related to service delivery failures which impact the lives of ordinary south Africans, more so the vulnerable and the poor. These matters include incidents on maladministration and improper and prejudicial conduct in relation to social and economic services such as old age and child grants from the South African Social Security Agency (SASSA), and access to social housing. We have intervened in many cases of incorrect billing and the disconnection of essential services of residents, such as water and electricity by several municipalities. In these matters, the PPSA's intervention culminated in the reconnection of those services to the complainants. We have resolved cases pertaining to undue delays in processing pension fund payments and we have also been instrumental in helping complainants receive their Identity Documents (IDs), birth certificates and passports, where those documents were not processed. In the resolution of the matters referred to herein, the PPSA's effective engagement with the relevant organs of state has been fundamental to their successful resolution.

The PPSA has developed significantly over the recent past, both internally and externally. Due to the efforts and commitment of all PPSA staff members, the PPSA is on track to pursue the outcomes, outputs, output indicators, targets and achievements set out in the PPSA Strategic Plan and Annual Performance Plan. The PPSA performance reports and its

indicators illustrate that the Outcomes, Outputs, Targets and Achievements (including outcomes pursued under Investigations finalised within turnaround times) have similarly not been negatively affected by external developments affecting the Office and the distribution of resources.

In relation to the administration of the PPSA, the leadership, which has been supported by the Executive and Senior Management of the PPSA and all staff members, continued to pursue the planned targets for the administrative programme to enable the PPSA to operate in an efficient environment. We have managed, despite our limited resources and the ongoing section 194 committee, to comply with applicable laws and regulations, whilst supported by recently improved business processes and systems to ensure we too hold the highest standard of good governance.

The period under review has furthermore been utilised to stabilise the operational environment and focus on the wellbeing of staff through inter alia, leadership sessions and visits to provincial and regional offices to assess the state of the organisation and provide appropriate support and interventions.

We have also strengthened the established investigative resources and structures in the PPSA, including the “Full Bench” structure which was established to enhance the peer review and quality assurance of investigative reports. These enable us to improve the integrity of our reports, thus the integrity of this independent constitutional institution.

We also embarked on the review of all the matters before the institution to establish compliance with the law in line with the court judgements, from which we continue to learn and improve.

We have forged partnerships with other institutions, to strengthen stakeholder relations to benefit the impact of our mandate. These partnerships will also bear fruit in the form of a highly skilled workforce, and thus a high quality investigation and reporting by the PPSA.

As the PPSA in the fulfilment of our mandate, we have committed ourselves to utilizing various methods and channels to expand our reach to all the persons and communities of South Africa. These include but are not limited to among others, fostering partnerships with Community Based Organisations and Traditional Leaders as part of making PPSA

accessible to communities in the far flung areas.

We are committed to continue to implement our mandate and serve the people of South Africa through the implementation of these programmes and others which we are in the process of establishing. We are utilising the remaining period to further implement most efficient methods to enhance our mandate.



ADV. KHOLEKA GCALEKA
PUBLIC PROTECTOR FOR THE REPUBLIC OF SOUTH AFRICA
PUBLIC PROTECTOR SOUTH AFRICA

STATEMENT BY THE ACCOUNTING OFFICER



As I am presenting the 2020-2025 Strategic Plan Mid-Term Progress Report, it gives me assurance that the PPSA is still on track to achieve the objectives as set out in the strategic plan.

In the last two (2) years, PPSA has recorded improvements in its performance from 79% in 2019/20, 83% in 2020/21 and 86% 2021/22 financial years respectively. Indeed, our efforts to improve the performance of the institution are bearing fruit.

The key policies and strategies that PPSA prioritised for this period include the implementation of Vision 2023, Public Protector Rules, the Clean Audit Strategy as well as an Institutional Turnaround Strategy.

The focus of Vision 2023 was to employ alternative strategies to increase access to PPSA services to all persons and communities, especially in the remote areas of our country. Furthermore, through different modalities such as Public Protector road-shows and the use of radio, we continuously empower communities to be their own liberators through educating them about how to hold organs of state accountable. Our intention is to ensure that the PPSA becomes the office of last resort, after having exhausted all remedies available to individuals and communities. In an attempt to expand our reach where PPSA does not have footprint, drop boxes are placed within government offices to enable complainants to lodge complaints with ease and next to their places of residence. Thus far, ten drop boxes have been strategically dispatched per province and are serviced regularly.

The PPSA is subject to the constitution and the law, which requires a structured approach to investigations to minimise omissions and/or commissions that may give rise to litigation. To this end, the quality assurance processes have been strengthened to ensure compliance with the key investigation processes promulgated in 2018. We endeavour to finalise service

delivery matters that affect the daily needs of the complainants without any delay using the Alternative Dispute Resolution (ADR) process as provided for in the Public Protector Act.

The number of complaints reported to PPSA remain high in relation to its staff complement, a situation that results in the creation of a significant backlog. The challenge is that out of the total of 567 posts on the PPSA establishment, 191 posts, which represents 34% of the total establishment remain unfunded. To this end, various interventions are being implemented, including projectising the matters to maximise the resources, to deal with backlog cases and to prevent creation of a new backlog.

The implementation of the clean audit strategy that led to improvement in internal controls both in administration and core business assisted the PPSA to maintain a clean audit status for two consecutive years. The internal controls are periodically reviewed and strengthened where weaknesses are identified to maintain the integrity of PPSA financial and performance information, to maintain a clean audit status in the remaining two and half years of the MTEF as planned. While it is expected of an institution such as PPSA to lead by example, we are committed to good governance from within and strive to influence organs of state to also improve good governance within their institutions.

At the beginning of the period, we committed to the development and implementation of a turnaround strategy. A draft strategy was developed and some aspects are already under implementation. The institution's turnaround strategy focuses on two pillars, namely; cost containment as well as organisational review. Part of the implementation of the pillar on cost containment included the procurement of vehicles after the expiry of leases, which resulted in significant savings. The institution also reduced expenditure on travel and accommodation through the use of virtual platforms to conduct its business.

The PPSA has been in existence for more than 25 years, and its mandate has been, over the years, gradually expanded. A need was therefore identified to review whether the institution was still correctly wired and resourced to deliver on its expanded mandate. The services of a service provider were therefore enlisted to conduct an organisational work study, to review PPSA's business model and operations with a purpose of identifying areas of efficiencies. The project is expected to be concluded by the end of the 2022/23 financial year.

The PPSA has put systems and measures in place to improve its efficiencies without compromising the quality of its work. Over the last few years, the PPSA reported that it referred a number of matters to other institutions due to lack of jurisdiction. To this end, a Mobile Referral Application was developed and is being implemented to ensure early detection and referral of non-jurisdiction matters and deploy all available resources to matters that fall within the jurisdiction of the PPSA.

Furthermore, the Case Management System has been developed and is being implemented to minimise manual management of matters, improve security of data/information as well as enable centralisation of management of caseload and consistency of data among other benefits. This is instrumental in ensuring that Complainants are provided with timely updates on their matters. The second phase of the Case Management System, which will include a self-service portal will see many complainants being in a position to lodge complaints electronically on the system and getting real-time updates until finalisation of their matters. In short, these improvements in our ICT systems will ultimately ensure that PPSA provides a better and prompt service.

The PPSA team remains committed to good governance as it implements the 5 year strategic plan.



MS THANDI SIBANYONI

CHIEF EXECUTIVE OFFICER

Public Protector South Africa

PART A: OUR MANDATE

1. Constitutional mandate

The Public Protector as an independent institution established by section 181 (1) (a) of the Constitution of the Republic of South Africa, 1996 (the Constitution) with a mandate to support and strengthen constitutional democracy and operating 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 the 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.”

The additional powers and functions prescribed by national legislation referred to above in Section 182 (2) of the constitution are detailed in the next paragraph dealing with legislative mandates.

2. Legislative and policy mandates

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

2.1 Maladministration and related improprieties

- a) To implement the Public Protector Act 23 of 1994 through investigating maladministration or improper or prejudicial conduct, including abuse of power and abuse of state resources in all state affairs;
- b) To resolve administrative disputes or rectifying any act or omission in administrative conduct through mediation, conciliation or negotiation; and
- c) To advise on appropriate remedies or employing any other expedient means.

2.2 Executive Ethics Enforcement

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

2.3 Investigating Corruption

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

2.4 Protected Disclosures

To receive and address protected disclosures from whistle blowers as mandated by the Protected Disclosures Act 26 of 2000.

2.5 Review of decisions of the National Home Builders Registration Council (NHBRC)

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

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

2.6.1 Electoral Commission Act 51 of 1996 – The Public Protector must serve as a member of

a panel that recommends a list of candidates to a National Assembly Committee that nominates Electoral Commissioners

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

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

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

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

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

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

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

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

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

2.7 Policy mandates

2.7.1 The National Development Plan, 2030 (NDP)

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

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

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

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

The NDP calls for South Africa’s “anti-corruption arsenal”, including the Public Protector and the Auditor-General “to have the resources, independence from political influence, powers to investigate corruption, and their investigations should be acted upon”. The NDP highlighted that a functioning anti-corruption system requires “sufficient staff and resources with specific knowledge and skills; special legislative powers; high level information sharing and co-ordination; and operational independence”. Independence entails insulating institutions from political pressure and interference. The NDP specifically states that - “... competent, skilled institutions like the Public Protector and Special Investigating Unit need to be adequately funded and staffed and free from external interference.” And further “Strengthening the anti-corruption system requires increasing the agencies’ specialist resources. More capacity should be created for corruption investigations – more funding is required to employ skilled personnel and sophisticated investigative techniques”.

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

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

2.7.2 The Sustainable Development Goals

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

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

3. Institutional Policies and Strategies governing the five year planning period

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

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

PART B: OUR STRATEGIC FOCUS

1. Vision

Empowered people and accountable public administration

2. Mission

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

3. Institutional Purpose Statement

A catalyst for change in pursuit of good governance.

4. Principles 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)

Furthermore our Institutional Value System is articulated by (PULE):

Passion	we will conduct our investigations with passion to ensure that no one suffers prejudice
Ubuntu	we respect the constitutionally protected dignity of all those we interact with as we deliver services and manage our affairs and serve professionally with humanity, empathy, compassion, understanding and respect for every person's human rights
Leadership	we intend to lead by example in how we conduct ourselves in the institution; from the lowest to the highest position
Efficiency	we will deal with our customers and stakeholders with a high level of professionalism, skill, good judgement while ensuring speed and responsiveness in the delivery of our services

PART C: MEASURING OUR PERFORMANCE

1. Impact statement

1.1 **Impact statement:** Empower everyone at all levels of society to effectively engage organs of state about any injustice, service delivery failure or improper conduct and assist organs of state to establish and maintain efficient and effective governance and administration.

1.2 Progress made towards the achievement of the impact statement

PPSA had made strides in implementing programmes that will ensure that the impact statement become a reality. The outreach programmes are generally geared to educate the public about PPSA mandate as well as its service offering. In doing so, the members of the public are made aware of their rights and the channels they need to follow within organs of state to ensure that their complaints are resolved. The PPSA has been in engagements with organs of state to establish effective internal complaints handling mechanisms in order to ensure that PPSA indeed serves as an office of last resort. Some institutions the PPSA engaged in the last two and half years include National Student Financial Aid Scheme, the Department of Home Affairs and the City of Tshwane Metropolitan Municipality. Relationships built with these institutions enables PPSA to refer matters to them for swift resolution.

2. Progress on the Achievement of Outcomes

2.1 Table of Outcomes, Indicators and Targets

Outcome	Outcome indicator	Baseline (2019/20)	2024/25 target	Actual achievement as at 30 September 2022	Data Sources (refer to TIDS)	Improvements required for the remainder of the planning period
Programme 3: Stakeholder Management						
Accessible PPSA services	Number of outreach methods employed to reach people and communities	3 (clinics, Public Protector roadshows and Radio interviews)	4 (clinics, Public Protector Roadshows, Radio interviews and Mobile Referral Application)	3 (Public Protector Roadshows, Radio interviews and Mobile Referral Application)	Reports Attendance registers recordings	N/A
	Number of new service points established	0	3	90 new service points were established through drop boxes	MOU's on the establishment of the service points, Registers	N/A
	Number of activities executed in the implementation plan of an Integrated access and Stakeholder	Integrated access and Stakeholder Management Strategy is approved	Execute 393 activities in the annual implementation plan of an	183	Attendance registers/screenshot s for webinars, registers or signed letters/form by radio stations as evidence	N/A

Outcome	Outcome indicator	Baseline (2019/20)	2024/25 target	Actual achievement as at 30 September 2022	Data Sources (refer to TIDS)	Improvements required for the remainder of the planning period
	Management Strategy	(2021 baseline)	Integrated Access and Stakeholder Management Strategy (42 in 2021/22 and 117 in subsequent years)		of radio slots having taking place, signed MOUs	
Ongoing engagements with ombudsman and organs of state	Number of bodies being engaged on Ombudsman related matters	The body PPSA is part of is AOMA, while ombudsman we entered into MOUs with in the past two years are the Health Ombudsman and the Tax Ombudsman. PPSA also entered into MOUs with CCMA, SAPO and AGSA	6 (AOMA, and 4 institutions to be identified)	6	MOUs and attendance registers for meetings	N/A

Outcome	Outcome indicator	Baseline (2019/20)	2024/25 target	Actual achievement as at 30 September 2022	Data Sources (refer to TIDS)	Improvements required for the remainder of the planning period
Programme 2: Investigations						
Successful resolution of complaints	Percentage of investigations finalised within approved turnaround times	99%	80%	90%	Investigation files / statistical reports / investigations reports / closing letters / register of cases	N/A
	Number of systemic investigations finalised	2 systemic investigations were identified in 2019/20 financial year	6	4	Investigation files / investigation reports signed by the Public Protector / register of systemic investigations	N/A
Programme 1: Administration						
Clean audit achieved and maintained	Number of clean audit outcomes over a 5 year period	0	5	2	AGSA audit reports	N/A
Implementation of ICT systems to optimally support business objectives	Functional Mobile Referral Application	No Mobile Referral Application	Implement a functional Mobile Referral Application	The Mobile Referral Application is functional and is being implemented	Mobile Referral Application	N/A

Outcome	Outcome indicator	Baseline (2019/20)	2024/25 target	Actual achievement as at 30 September 2022	Data Sources (refer to TIDS)	Improvements required for the remainder of the planning period
	Functional Case management Application	No Case Management Application (manual excel spreadsheets are used to manage data)	Implement a functional Case Management Application	The Case Management Application is at 94% implementation	Electronic Case Management Application	N/A

2.2 Explanation of Achieved Performance Over the Mid-Term Period

Clean Audit

The institution continues to demonstrate its commitment to good governance throughout the MTSF and has thus far achieved two clean audits during the last three financial years. PPSA is committed to continue in this trajectory over the MTSF and beyond. These achievements were a result of concerted efforts by PPSA employees to adhere to established internal controls. Management and the Executive Authority played a vital role in monitoring of adherence to established internal controls.

Implementation of ICT systems to optimally support business objectives

Mobile Referral Application

The purpose of the Mobile Referral Application is to act as a first contact that complainants can utilise to determine if the complaints they wish to lodge with PPSA fall within its mandate. Should those matters not meet the criteria for investigation by the PPSA, the complainants will be referred to the appropriate institutions that can assist them to deal with such complaints. The expected effects of this system is the reduction of no-jurisdiction as well as cases that are likely to be referred to other institutions.

Case Management Application

The Case Management Application on the other hand is meant to modernise the manner in which investigation files are handled: a move from a manual paper based system to an electronic one. The system was developed and its implementation is currently at 94%. The benefits PPSA expects to derive from the electronic system include among others, centralisation and consistency of data, real time information at PPSA's fingertips, security of information as well as more accurate data. The system will also be beneficial to investigators who will spend less time maintaining a manual system thus spend more time on the core business of investigating cases.

Accessible PPSA

To make PPSA accessible, an Integrated access and Stakeholder Management Strategy was approved and implemented with a plan to ensure that at least 393 activities are implemented. These activities include, public awareness sessions that were conducted using radio as a means of communication, the commemoration of national days through national events, as well as collaboration with CBO's on advocacy matters at the grassroots

level. Drop boxes were also placed at strategic locations throughout South Africa to allow complainants access to PPSA services. Thus far, PPSA's performance is at a satisfactory level of performance to reach and exceed its intended targets. It has to be borne in mind that the implementation of the strategy happened at a time when the COVID-19 pandemic was rife and restrictions on physical meetings were imposed. This is one of the main reasons radio was mainly used as well as the drop boxes.

Successful resolution of complaints

The institution in fulfilling its mandate of investigating cases lodged against organs of state found it critical to finalise these cases within their allocated turnaround times. The three classification of cases are Early Resolution (bread and butter matters), Service Delivery and Good Governance and Integrity (conduct failure). The PPSA was able to finalise 90% of cases within their stipulated turnaround times in the last two and half years. This means of the total 10 007 cases investigated, 9 113 cases were finalised within their turnaround times.

The systemic investigations finalised thus far are a good predictor of good progress made towards the achievement of the 5 year target. With investigations underway and planned in the next two years, this target stands to be exceeded.

In conclusion, the progress made on outcomes of the three programs is good. The PPSA will continue to strive to improve the current performance as staff, management and the Executive Authority are working in unison to achieve great results in the short to long term.

Ongoing engagements with ombudsman and organs of state

The outcome on "Ongoing engagements with ombudsman and organs of state" was revised in 2021/22 financial and moved to operational plans.

ACRONYMS

AGSA	Auditor-General South Africa
AIR	Accountability, Integrity and Responsiveness
AOMA	African Ombudsman and Mediators Association
CCMA	Commission for Conciliation, Mediation and Arbitration
ICT	Information and Communications Technology
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NHBRC	National Home Builders Registration Council
PAIA	Promotion of Access to Information Act
PPSA	Public Protector South Africa
PULE	Passion, Ubuntu, Leadership and Efficiency
SAPO	South African Post Office
SIU	Special Investigating Unit

OFFICIAL SIGN-OFF

Ms Ponatshego Mogaladi
Executive Manager: Investigations

Signature: 


Adv. Elsabe de Waal
Acting Executive Manager: Provincial Investigation and Integration (Inland)

Signature: 

Adv. Deon Barnard
Executive Manager: Provincial Investigation and Integration (Coastal)

Signature: 

Ms Nthoriseng Motsitsi
Executive Manager: Complaints and Stakeholder Management

Signature: 

Mr Gumbi Tyelela
Acting Executive Manager: Corporate Services

Signature: 

Adv. Nelisiwe Nkabinde
Acting Chief Operations Officer

Signature: 

Mr Tshiamo Senosi
Acting Chief Financial Officer

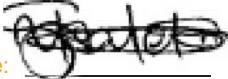
Signature: 

Ms Thandi Sibanyoni
Chief Executive Officer

Signature: M. Sibanyoni

Approved by:

Adv. Kholeka Gcaleka

Signature: 

Public Protector for the Republic of South Africa

Date: 30 November 2022



175 LUNNON ROAD, HILLCREST OFFICE
PARK, PRETORIA, 0001
PRIVATE BAG X677, PRETORIA 0001
WEBSITE: WWW.PUBLICPROTECTOR.ORG

Contact Info

-  TEL: (012) 366 7000/7112,
- FAX: (012) 362 3473
- TOLL-FREE LINE: 0800 11 20 40
-  REGISTRATION2@PPROTECT.ORG
-  WWW.PPROTECT.ORG
-  @PUBLICPROTECTOR
-  PUBLIC PROTECTOR SOUTH AFRICA

ISBN NO. 978-1-998969-47-0