



PUBLIC PROTECTOR
SOUTH AFRICA



STRATEGIC PLAN 2025-2030

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ACRONYMS

ADR	Alternative Dispute Resolution
AGSA	Auditor-General South Africa
AI	Artificial Intelligence
AOMA	African Ombudsman and Mediators Association
AORC	African Ombudsman Research Centre
APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa and other countries
CARA	Criminal Asset Recovery Account
CBO	Community Based Organisation
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMS	Case Management System
COE	Cost of Employment
COO	Chief Operations Officer
CSM	Complaints and Stakeholder Management
DOJCD	Department of Justice and Constitutional Development
DPCI	Directorate for Priority Crime Investigation
EM	Executive Manager
ER	Early Resolution
GGI	Good Governance and Integrity
HRM	Human Resources Management
IOI	International Ombudsman Institute
IPID	Independent Police Investigative Directorate
ICT	Information and Communication Technology
ISD	Institutions Supporting Democracy
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
N/A	Not Applicable
NACS	National Anti-Corruption Strategy

NDP	National Development Plan
NGO	Non-Governmental Organisations
NHBRC	National Home Builders Registration Council
PAIA	Promotion of Access to Information Act 2, 2000
PAJA	Promotion of Administrative Justice Act 3, 2000
PESTEL-S	Political, Economic, Social, Technological, Environmental, Legal, and Security
PII	Provincial Investigations and Integration
PP	Public Protector
PPA	Public Protector Act 23, 1994
PPSA	Public Protector South Africa/ Institution
PSC	Public Service Commission
RTMC	Road Traffic Management Corporation
SARS	South African Revenue Service
SASSETA	Safety and Security Sector Education and Training
SIU	Special Investigating Unit
SD	Service Delivery
SDG	Sustainable Development Goals
SOP	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAT	Turnaround time
TOC	Theory of Change
UN	United Nations



EXECUTIVE AUTHORITY STATEMENT

The Strategic Plan 2025-2030 forms part of the PPSA's journey of the new strategic period (2025-2030) which requires the Institution to review its vision and mission to align to the impact it desires to achieve. The PPSA's new vision is to be a **"Centre of Excellence"** that promotes good governance and ethics in State affairs. Informed by its investigative mandate, the Institution aims to influence a change of behaviour in State affairs in a manner that will improve service delivery to all communities by organs of State and promote accountability. The impact of the work of the PPSA should be demonstrated by the efficiency in complaints handling as well as improved governance in organs of State.

The Strategic Plan of the Public Protector South Africa (PPSA) for the period 2025 - 2030 also coincides with the conclusion of various national and international policy frameworks, including the National Development Plan 2030 (NDP 2030) and the United Nations Sustainable Development Goals 2030 (SDGs).

These policy frameworks played a pivotal role in shaping the Strategic and Annual Performance Plans of the PPSA.

During the inaugural press conference for the NDP 2030, the government articulated a vision for South Africa by the year 2030, emphasising a society that cherishes mutual respect, the sanctity of life and community values. The vision underscores the importance of ethical conduct and aims to foster an environment where individuals feel both liberated and interconnected.

The PPSA's role in realising this vision is reflected in its commitment to achieving good governance and effective service delivery by State institutions by 2030. The words of the former United Nations Secretary-General, Mr. Kofi Annan, highlight the importance of the PPSA's mission:

"Good governance is about creating an environment where citizens can thrive, where their quality of life is improved, and where they can reach their full potential."

However, the challenges faced by the PPSA in achieving its objectives are significant, particularly in light of the rising instances of maladministration, as evidenced by the increasing number of complaints received over the past five years, along with data and reports from government and the Auditor-General South Africa (AGSA). In the second quarter of the 2024/25 financial year, the Public Protector received 1 489 complaints, including 92 related to maladministration and corruption. A total of 652 investigations were concluded, with findings addressing issues such as procurement corruption and abuse of power.

The third country report submitted by South Africa on the SDGs indicated that from 2019 to 2023, no advancements have been made regarding SDG 16, which focuses on the reduction of corruption and bribery in all forms. The Public Protector's work directly contributes to SDG 16 by addressing corruption and promoting transparent governance. However, South Africa's lack of progress on SDG 16 from 2019 to 2023 underscores systemic challenges in the country that require strengthened institutional collaboration and enforcement mechanisms.

The PPSA's Annual Report for 2023/2024 presents a picture of governance at local government level that is both challenging and promising, as interventions have sometimes led to better outcomes. Persistent problems such as financial mismanagement, failures in service delivery, and systemic inefficiencies underscore the ongoing need to improve accountability, integrity and responsiveness in local government. Data from institutions like the AGSA, which show declining audit results at the municipal level, support the PPSA's findings on the deteriorating state of financial accountability and governance in this sector,

often pointing to deeper systemic issues like procurement irregularities, unauthorised spending and legislative non-compliance. The Public Protector's role in addressing these challenges through comprehensive and systemic investigations into municipal governance practices to identify trends and recommend reforms through remedial actions, is crucial for restoring trust in local government accountability mechanisms.

The ideals promoted by the NDP regarding a corruption-free and efficient service delivery system may prove elusive by 2030 unless government and constitutional bodies such as the PPSA engage in collaborative efforts to drive meaningful change. Over the next five years, the PPSA has pledged to advocate for the rights of individuals in our society who have suffered from public maladministration. The resilience of the PPSA will be put to the test as the Institution aims for significant impact, prioritising quality over quantity in its objectives for all its programmes and especially for Investigation and Complaints and Stakeholder Management programmes.

The decrease in the number of cases investigated may raise questions about the perceived disconnect between the PPSA's request for additional resources and the reduced caseload projected for the next five years. The motivation behind this new strategy is to enhance the handling of complaints and to support the State's progressive realisation of socio-economic rights. Through its investigation programme, the PPSA ensures that victims of public maladministration receive redress in accordance with the constitutional principles of dignity and equality.

Additionally, the Complaints and Stakeholder programme will implement a revised approach that emphasises quality interventions, aiming to reach more underserved communities while specifically targeting women, youth and individuals with disabilities. Enhancing service delivery in complaint management will underscore the importance of treating complainants as key stakeholders deserving of efficient services from the PPSA. Central to this service delivery model are the new values that each leader and staff member of the PPSA will uphold, ensuring that responses to complaints are conducted in a professional, empowering, and ethical manner, rooted in the principles of ubuntu and excellence.

The PPSA has established a digitalisation strategy aimed at exploring various technologies, including a 24/7 self-service portal, to enhance accessibility and inclusivity, improve efficiency and expedite the resolution of the complaints. The institution is concentrating on leveraging

data to inform decisions across multiple dimensions. Digital platforms such as the electronic Case Management System, facilitate better management, tracking and reporting of case progress, enhancing transparency in the institution's operations, building trust with stakeholders and the public, reinforcing accountability in the PPSA's actions.

The next five (5) years will set the stage for a PPSA that harnesses the collective efforts of its internal and external stakeholders in creating a model constitutional entity that fights public maladministration, including corruption. The vision of the National Anti-Corruption Strategy 2020 – 2030 (NACS) emphasises accountability among government and public officials regarding service delivery and aims to prevent corruption through the promotion of good governance and ethics.

The six (6) pillars of the NACS align closely with the programme objectives and strategic outcomes of the PPSA. Two (2) new outcomes of the PPSA, which focus on safeguarding the public from maladministration while fostering a culture of good governance within the public sector, aim to ensure that the effective execution of the Institution's constitutional mandate leads to enhanced service delivery for the most vulnerable members of our society.

The formulation of the Strategic Plan 2025 – 2030 has been made possible through the collaborative efforts of the governance structures, leadership and staff of the PPSA. Similarly, the new identity statement of the PPSA (its Vision, Mission and Values) has ushered a change in the way in which the Institution will implement its constitutional mandate.

The PPSA workplace ecosystem will be characterised by collaboration, open communication and ethical culture, which will foster innovation, creativity and achieve a centre of excellence. As the fifth Public Protector of South Africa, I fully endorse this plan and pledge to oversee its effective and efficient implementation.



Advocate Kholeka Gcaleka

Public Protector of the Republic of South Africa



ACCOUNTING OFFICER STATEMENT

The PPSA will, over the planning period 2025 – 2030, position itself as a “Centre of Excellence”, a vision that projects the ideal state of affairs that the Institution desires, while drawing lessons from the previous planning period. The performance during the 2020 – 2025 reporting period provides a baseline which must be enhanced, while identifying new areas to be explored for the Institution to attain its vision.

The previous planning period (2020 – 2025) focused on empowering people and promoting accountable public administration while maintaining a clean audit outcome. For the first two (2) years of the previous reporting period, the PPSA received a clean audit outcome and unqualified audit opinions with findings for the 2022 - 2023 and 2023 – 2024 financial years. The slight regression in the audit outcome was as a result of the non-compliance with the SCM Policy and framework that occurred in the prior years but only identified during the subsequent years’ audits. The Institution consistently achieved 80% and above on its planned targets for the period between 2020 – 2023. As a result of non – achievement of the two (2) out of nine (9) planned targets, PPSA experienced a slight performance decline to 78% during the year 2023 – 2024.

The investigation target for the first two (2) years of the previous reporting period focused on investigation reports signed by the Public Protector. This manner of reporting was found to be inaccurate as it failed to provide a clear picture of the extent of the work of the PPSA as an institution. The target was amended as part of the tabling of the 2023 - 2024 APP. The PPSA reported a decline in the matters finalised during the 2022 – 2023 financial year as a result of the section 194 parliamentary process, which affected internal operations. In spite of this challenge, the Institution fully recovered and recorded an increase in the

number of cases finalised from 5 366 in 2022 - 2023 to 6 205 in 2023 - 2024 financial year. It is worth noting that the target was exceeded regardless of the vacant position of the Deputy Public Protector and the aftermath of the section 194 parliamentary process.

The impact of the work of the PPSA is measured by the extent to which the Public Protector’s remedial action and other recommendations are implemented. The implementation of remedial action significantly increased from two percent (2%) in 2022 – 2023 to twenty-seven (27%) in the 2023 - 2024 financial year. This was as a result of effective engagements with respondent organs of State during the investigations. The quality assurance measures that were introduced since August 2022 greatly contributed to the quality of the reports and remedial action. The strengthened quality assurance also contributed to the decline in the number of reports taken on judicial review, with only four (4) reviews from July 2022 as opposed to twenty-three (23) reviews recorded before June 2022.

The focus for the new planning period will be to strengthen the administration and improve efficiencies within the PPSA while maintaining clean audit outcomes. The investment in Human Resources is key to the achievement of the set targets and maintenance of good governance within the Institution. In this regard, the Institution will implement Human Resources reforms through the implementation of a human capital management strategy, which includes talent acquisition, onboarding, effective performance management, talent learning and development, succession planning, employee engagement initiatives and talent retention. The employee wellness programme will also be strengthened through the appointment of an appropriately qualified in-house resource to continuously identify risks that may negatively impact on employees’ well-being and provide emotional support.

As the PPSA embarks on the journey to implement its new vision of building itself to be a “Centre of Excellence”, the plan is to define the curriculum in line with its mandate as well as define an ideal “cadre” for an institution tasked with the responsibility to resolve challenges experienced by those who do not have the means to challenge organs of State. In this regard, the reconfiguration of the institution, coupled with a review of some of the business processes and job functions will be key to align to the new vision.

Good progress has been made working towards moving the Institution from manual to digital operations. The integration of all support functions will be completed during this period through the full implementation of the Enterprise Resource Planning (ERP) system. The intention is to automate business processes to enhance accurate and complete record keeping for audit purposes and accountability. The CMS will be further enhanced to enable remote complaints reporting as well as interface with other sources of data to facilitate proper screening and assessment of reported complaints. Both the ERP system and CMS will be instrumental in ensuring data integrity and providing business intelligence to enable accurate planning, reporting and decision-making.

The PPSA is committed to improving the conditions under which employees work through the procurement of alternative office accommodation, in some instances and refurbishment of existing offices to achieve the same look and feel for all employees irrespective of their geographic location. This is important to give employees a sense of belonging, which will motivate them to give the Institution their best.

On the core business front, the focus will be on strengthening collaborations to ensure prompt and appropriate resolution of complaints. The PPSA aims to be developmental in approach, which focuses on the actual resolution of complaints rather than issuing reports with

remedial action. One of the lessons learnt is that remedial action that is not effectively canvassed is more often than not, an invitation for litigation, which is undesirable. The intention is to engage the respondent organs of State throughout the investigation to enable them to understand the Public Protector’s approach to investigations as well as understand what informs the ultimate remedial action and/ or recommendations. The desired state is for organs of State to resolve service delivery complaints during the investigation and not wait for the investigation reports.

The PPSA will also utilise its powers to resolve matters through alternative dispute resolution mechanism to fast-track the resolution of matters, in particular the service delivery complaints. This will be done through robust engagements with affected organs of State to assist them to understand the cause and impact of the injustice that gave rise to the complaints in the first place. This will afford the respondent State organs the opportunity to identify the weaknesses in their systems and processes, self-correct and design internal controls to prevent recurrence of similar complaints.

Collaboration with stakeholders remains crucial to ensure access to the PPSA services, prompt resolution of complaints as well as bringing services closer to the people. The Institution will strengthen relations with current stakeholders while investing in new partnerships. A number of satellite offices will be established in various provinces in collaboration with other organs of State to ensure accessibility of PPSA services by communities irrespective of their geographic location. Furthermore, plans are in place to enhance digital platforms, including a facility that enables complainants, in particular the younger generation, to send messages and request to be called back without having to physically visit the office. The Institution will also invest in other interventions such as braille and speaking books to ensure access to reports and other critical information to the visually impaired.

Experience has taught the leadership of the PPSA the importance of taking employees along as developments unfold within the Institution. In an effort to ensure that the vision is understood and embraced by all employees, the PPSA will implement a robust change management programme across all its branches and ranks. This is key to ensure that the new way of thinking and doing things differently is effectively adopted to achieve the desired change. The envisaged change will be supported by a robust ethics programme, coupled with ethical leadership, as ethics has been identified as one of the critical values for PPSA to succeed in its endeavour to influence good governance within organs of State.

I wish to acknowledge the contribution of all Employees and Organised Labour during the development of this strategic plan. The oversight provided by the Audit Committee and the AGSA's critical analysis of the strategic plan is

greatly appreciated. I would also like to acknowledge the leadership we continue to receive from the Public Protector, Advocate Kholeka Gcaleka, who continues to encourage us to do more with the limited resources at our disposal as the institution. The PPSA Management team and all Employees, with the leadership of Advocate Gcaleka, are committed to implementing and achieving the targets as set out in this strategic plan.



Ms Thandi Sibanyoni
Chief Executive Officer
Public Protector South Africa

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by employees and management of the Public Protector South Africa under the guidance of Advocate Kholeka Gcaleka;
- Takes into account all relevant policies, legislation and other mandates for which the Public Protector South Africa is responsible; and
- Accurately reflects the impact and outcomes which the Public Protector South Africa will endeavour to achieve over the period 2025/2026 – 2029/2030.



Ms Naomi Webster

Senior Manager: Strategic Support



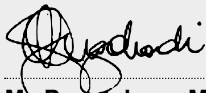
Adv. Deon Barnard

Executive Manager: Provincial
Investigations and Integration
(Coastal)



Ms Pumeza Mafani

Executive Manager: Complaints
and Stakeholder Management



Ms Portatshego Mogaladi

Executive Manager: Investigations



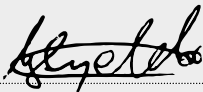
Ms Nthoriseng Motsitsi

Executive Manager: Provincial
Investigations and Integration
(Inland)



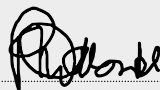
Mr Mfundo Mdingi

Chief Financial Officer



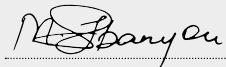
Mr Gumbi Tyelela

Chief of Staff



Adv. Nelisiwe Nkabinde

Chief Operations Officer



Ms Thandi Sibanyoni

Chief Executive Officer

Approved by:

Adv. Kholeka Gcaleka

Public Protector
of the Republic of South Africa



PART A OUR MANDATE

1. 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,
- 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;

- to report on that conduct; and
 - to take appropriate remedial action.
- The Public Protector has additional powers and functions prescribed by national legislation.
 - The Public Protector may not investigate court decisions.
 - The Public Protector must be accessible to all persons and communities.
 - 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.”

2. LEGISLATIVE AND POLICY MANDATES

2.1 LEGISLATIVE MANDATES

The PPSA derives its mandate from the Public Protector Act 23 of 1994, which empowers it to investigate and remedy 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
Constitution of the Republic of South Africa, 1996	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.
Public Protector Act 23, 1994¹	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.
Executive Members’ Ethics Act 82, 1998	To provide for a Code of ethics governing the conduct of members of the Cabinet, Deputy Ministers and members of provincial Executive Councils.

¹ It is anticipated that the PPSA Act will be amended during the Strategic Plan 2025-2030.

Table 1: Key Legislation and Additional Laws (continued)

SHORT TITLE	PURPOSE
Executive Ethics Code	To regulate conduct of Members of the Executive, Deputy Ministers and Members of Provincial Executive Council.
Prevention and Combating of Corrupt Activities Act 12, 2004	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.
Protected Disclosures Act 26, 2000	To receive and address protected disclosures from whistle-blowers as provided for in Section 8(1) of the Protected Disclosures Act.
Housing Protection Measures Act 95, 1998	To review decisions of the National Home Builders Registration Council (NHBRC).
National Archives and Record Service Act 43, 1996	The Public Protector must be consulted on investigations into the unauthorised destruction of protected records.
National Nuclear Regulator Act 47, 1999	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.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	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.
Promotion of Access to Information Act 2, 2000	Access to information disputes under the Promotion of Access to Information Act.
Public Finance Management Act 1, 1999 and its regulations	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.
Lotteries Act 57, 1997	The Public Protector receives <i>bona fide</i> confidential disclosures in respect of publishing any information in connection with any grant application or the grant itself.
Special Investigating Unit (SIU) and Special Tribunals Act 74, 1996	The Head of the SIU must provide the Public Protector with a copy of the proclamation referred to in Section 2 (1) of the Act. The Head of the 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 the SIU.
National Environmental Management Act 107, 1998	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.
Public Audit Amendment Act 5, 2018	The expanded mandate of the Auditor-General provides for the power to refer material irregularities to relevant public bodies, including the Public Protector.

2.2 POLICY MANDATES

The PPSA is influenced by a range of policies, including national, continental and international frameworks that require consideration by constitutional institutions when determining the strategic choices that will be made over the medium term. The table below sets out relevant policy mandates that the PPSA considered for the 2025 – 2030 planning period.

Table 2: Policy Mandates

NATIONAL POLICY MANDATE	
The National Development Plan 2030 (NDP)	<p>The NDP Vision 2030 pillar of “Promoting Accountability and Fighting Corruption” (Chapter 14) seeks to implement a national anti-corruption strategy with delegated responsibility to government structures and society. 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.”</p> <p>The PPSA's legislative mandate resonates with priority areas of Chapter 14 which include strengthening accountability and building anti-corruption system.</p>
The National Anti-Corruption Strategy 2020-2030	<p>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.</p> <p>The NACS 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. The strategy seeks to promote an approach, which focuses on sustainable change in the public administration to promote awareness practices and measures that prevent and combat corruption as envisaged in the NACS.</p>
CONTINENTAL POLICY MANDATE	
African Union Agenda 2063	<p>A key aspiration of the Africa Agenda 2063 is ‘An Africa of good governance, democracy, respect for human rights, justice and the rule of law’. This aspiration is measured against Goal 11 (Democratic values, practises, universal principles of human rights, justice and the rule of law) and Goal 12 (Capable institutions and transformative leadership).</p> <p>Supporting the nation to achieve these Goals requires the PPSA to strengthen its investigative role in maladministration and abuse of power by State functionaries.</p>
INTERNATIONAL POLICY MANDATE	
United Nations (UN) Convention against Corruption 58/4 of 31 October of 2003 (UNCAC)	<p>The UNCAC emphasises the need for independent bodies including ombudsmen and anti-corruption bodies, to effectively carry out their functions and be free from undue influence, and further provides the minimum obligations and duties which institutions are supposed to offer for the protection of whistleblowers. This links directly with the PPSA's mandate to investigate maladministration and corruption as part of the independent anti-corruption arsenal of the State and to support and protect whistleblowers in terms of the PDA.</p>
UN Resolution A/75/478²	<p>The UN Resolution on The Role of Ombudsman and mediator institutions in the promotion and protection of human rights, good governance and The rule of law, sets out specific responsibilities for institutions such as the PPSA. These responsibilities tie with the legislative mandate of the PPSA to identify and address systemic issues in the public administration and to provide a free and accessible complaints mechanism. The UN Resolution also sets out additional responsibilities for the PPSA such as:</p> <ul style="list-style-type: none"> • Conducting awareness-raising activities on its role and functions; • Learning exchanges with other institutions; and • Cooperation with civil society organisations.
Sustainable Development Goals 2030 (SDG)	<p>Goal 16 of the SDG: Peace, Justice and Strong institutions includes the promotion of peaceful and inclusive societies, the provision of access to justice and the establishment of effective, accountable and inclusive institutions for all.</p> <p>Targets 16.5 and 16.6 align with the PPSA mandate and remedial powers to reform administrative and governance systemic failures to reduce corruption and bribery in all forms and support the development of effective, accountable and transparent institutions at all levels.</p>

² UN Resolution on ‘The Role of the Ombudsman and Mediator Institutions in the promotion, protection of human rights, good governance and the rule of law’, December 2020

3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

Key strategies which the PPSA plans to focus on to effectively execute its constitutional and legislative mandates are as follows:



RULES RELATING TO INVESTIGATIONS BY THE PUBLIC PROTECTOR AND MATTERS INCIDENTAL THERETO, 2018 AS AMENDED;



PUBLIC PROTECTOR INVESTIGATION HANDBOOK ON CONDUCTING SUCCESSFUL ADMINISTRATIVE INVESTIGATIONS, 2017;



COMBINED ASSURANCE MODEL (GOVERNANCE MODEL);



HUMAN CAPITAL MANAGEMENT STRATEGY;



CHANGE MANAGEMENT STRATEGY;



INTEGRATED ACCESS AND STAKEHOLDER MANAGEMENT STRATEGY; AND



DIGITALISATION STRATEGY.

4. RELEVANT COURT RULINGS

The PPSA tracks and analyses court judgements that have implications for its mandate and operations in order to draw lessons to improve its core business. Two (2) key points were made by the Constitutional court in *Public Protector and Others v President of the Republic of South Africa and Others* [2021] ZACC [19] on the mandate of the PPSA:

- The Public Protector's constitutional and legislative mandate should not be deviated from in the exercise of its power: *'In our law, where the exercise of public power depends on the existence of certain conditions, such power cannot be validly exercised in the absence of those conditions'*; and
- The importance of the Public Protector's role in supporting constitutional democracy: *'the overall thrust of the Public Protector's democracy entrenching mandate is to rid our State of all forms of impropriety and unethical conduct, particularly at the level of the Executive'*.

In *Economic Freedom Fighters v Speaker of the National Assembly and Others; Democratic Alliance v Speaker of the National Assembly and Others* [2016] ZACC 11, the court held that the constitutional supremacy of the Public Protector's binding remedial action supersedes its founding legislation and that the Public Protector is *'empowered to decide on and determine the appropriate remedial measure'*.

Constitutional court judgements on the Public Protector's powers and functions reemphasise the importance of section 237 of the Constitution, which requires all constitutional obligations to be performed diligently and without delay.





PART B

OUR STRATEGIC FOCUS

1. VISION

A Centre of Excellence that promotes good governance and ethics in State affairs.

2. MISSION

Enhance good governance and ethics in State affairs and improve service delivery for all persons and communities through timeous resolution of complaints without fear, favour and prejudice.

3. VALUES

In line with the Vision statement, the Institutional values are defined as **PEEEU**:

- **P**rofessionalism
- **E**thics
- **E**xcellence
- **E**mpowerment
- **U**buntu

4. SITUATIONAL ANALYSIS

The new Strategic Plan 2025 - 2030 will usher in a new way of executing operations with a focus on impact. The introduction of two (2) new targets under the investigation programme calls for the PPSA to re-configure itself to be able to deliver on these targets. The focus for this period will be to augment the capacity, retrain, match and place existing employees accordingly to enable them to deliver best value. Key to the achievement of the new targets will be a focused approach to leadership development, employee engagement and continuous learning to foster a culture that aims to exceed expectations.

The socio-economic divide in South Africa requires the PPSA to design and deploy diverse and innovative channels to ensure access by the less privileged and people with disabilities, who utilise legacy modes of communication. In this regard, the Institution has developed a call-me-back capability, which will prompt the PPSA call-centre agents to revert to the client. In addition, to cater for people who are visually and hearing impaired, the PPSA will deploy the services of speaking books, which use audio as a means of communication. This is over and above the braille communication means that are currently in use by the Institution.

The first year of the planning period will also see the finalisation and deployment of the Enterprise Resource Planning (ERP) system to support business imperatives and enhance efficiencies. The Case Management System (CMS) will also be enhanced, in particular the deployment of the 24/7 self-service portal to enable complainants to lodge complaints and access updates on investigations at their convenience.

In order to achieve the above, the PPSA recognises that its employees are its greatest asset as the achievement of the set targets is dependent on their active participation and valuable contribution. In light of these transformative initiatives, the PPSA will roll out a robust change management programme to prepare the employees to adapt to the change. The change management programme will be supported by a strengthened employee wellness service to provide for the employees' emotional well-being.

The investigative work of the PPSA exposes the employees to various risks, including verbal and physical abuse as well as threats to their lives, which ultimately affect the emotional well-being of those affected. The Institution,

with the support of the relevant agencies, will conduct a detailed threat risk assessment of all its offices and develop a security plan aimed at improving the safety and security of employees in the work place. This assessment will identify the most appropriate security measures to be deployed per office.

The PPSA is committed to the maintenance of good governance, demonstrated by a clean audit outcome. In this regard, the Institution will enhance the capability of its finance and supply chain management (SCM) teams as well as all employees involved in SCM processes while strengthening the capacity of governance structures to monitor compliance with prescripts.

Good strides were made during the 2024-2025 financial year to increase the percentage of remedial action implemented from two percent (2%) in 2022-2023 to twenty-nine percent (29%) in 2023 – 2024 and to thirty-eight percent (38%) by 31 March 2025. The Institution plans to increase the level of implementation to at least fifty percent (50%) in 2025 - 2026 and ultimately to eighty percent (80%) by the end of the 2025- 2030 planning period, through robust engagement with respondent institutions during investigations as well as regular dialogues with the Executive. The thirty-eight percent (38%) implementation of remedial action is low considering that same is aimed at redressing the injustices suffered by complainants as well ensuring the implementation of controls and consequence management to correct maladministration and other malfeasants to prevent similar incidents.

The PPSA, in its proposed amendments to the Public Protector Act, 1994 advocates for the creation of a statutory enforcement framework to broaden the types of conduct that could be considered contempt of the Public Protector. This will include the deliberate failure or refusal to adhere to the Public Protector's remedial action, except when a judicial review application is filed. In the interim, the Institution is embarking on alternative measures through the involvement and capacitation of the internal Legal Services Unit, to enhance enforcement of remedial action as opposed to merely monitoring implementation.

The PPSA will, over the 2025 - 2030 period, have a special focus on vulnerable groups, specifically women, children and people with disabilities. The trigger for the special focus was the report of the Public Protector on Gender-Based Violence, which highlighted the plight of women and children, who suffer at the hands of, not only men

who victimise them, but also State institutions that are in most instances poorly equipped to effectively deal with challenges that affect the vulnerable. It is unfortunate that, because of the vulnerable state of these sectors of society, their challenges are only identified after they have fallen victim to the perpetrators. The intent is to create a platform for these vulnerable groups to raise their concerns and challenges with the PPSA and seek interventions.

The PPSA, in line with its constitutional mandate, recognises the importance of partnering and /or collaborating with various stakeholders in the execution of its mandate. To ensure access to its services, the PPSA will continue to collaborate with its stakeholders, including Community Based Organisations (CBOs), Traditional and Khoi San Leaders, the Public and Private sectors and other constitutional institutions. These stakeholders play a critical role in ensuring accessibility of PPSA services to their communities while collaborations with other constitutional institutions ensure proper coordination to avoid duplication of efforts.

The PPSA will capitalise on its partnerships with continental and global partners, such as the African Ombudsman and Mediators Association (AOMA) and the International Ombudsman Institute (IOI) to learn and share best practices to the benefit of both the Institution, country and its peers in the continent. The PPSA is a recognised stakeholder in the promotion of good governance, upholding the rule of law and the promotion and protection of human rights in Africa and around the globe. It also participates in the developmental and governance agenda of international fora such as the UN Working Group at the IOI, the Commonwealth of Nations, BRICS Group of Countries and the G20. The PPSA is engaged in strategic international partnerships with stakeholders such as the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC) to harness opportunities through benchmarking, learning opportunities, information exchange and best practice sharing. These collaborations are linked to the Sustainable Development Goals (SDGs) of the United Nations (UN), in particular SDG 16, which urges the global community to promote peaceful and inclusive societies for sustainable development. The importance of continuous improvement through learning and best practice between the PPSA and other regional and international ombudsman and anti-corruption institutions, cannot be over-emphasised.

The ten percent (10%) budget cut the Institution experienced in the 2024 -2025 financial year required scaling down on the filling of posts, which resulted in an increase in the case load per investigator. This resulted in burn-out, which negatively impacted on the well-being of some employees, with twenty-eight percent (28%) of employees in need of wellness support. After numerous engagements with the National Treasury, an additional R20 million in 2025/2026, R25 million in 2026/2027 and R28 million in 2027/2028 has been allocated. It is important to note that the R20 million, although welcomed, is still below the 10% (R37 million) budget cut effected in the 2024 - 2025 financial year. Nonetheless, the additional R20 million allocation in the 2025 - 2026 will enable the Institution to increase its capacity through the filling of posts that were previously suspended.

Furthermore, the allocation of R48 million over three (3) years from CARA funds has brought some financial relief to the Institution. The CARA funds will be utilised to source specialised skills and augment the investigation capacity of the PPSA in accordance with the purpose for which they were allocated. The allocation from CARA funds was subsequent to an application, which was supported by the PPSA Anti-Corruption business plan and a detailed CARA Funding Business Case and Project Plan. The project plan and strategy for which the CARA funding was approved, centres on four key objectives, namely; improving the quality and turnaround times of investigations, building professional practice, enhancing research and knowledge management capabilities and investing in information technology to support investigations. The Institution is in the process of finalising the appointment of subject matter experts for specialist investigations, digital forensic services and for training and development interventions. These services and resources will be deployed to strengthen the PPSA's ability to efficiently handle complex corruption-related cases.

The Institution is also in the process of finalising the implementation of library management software (digital library), access to legal subscription databases, e-books, the establishment of an electronic gateway hub as well as the review of the Public Protector investigation material. The establishment of mini libraries at PPSA Provincial Offices is a strategic move to ensure that all employees have equitable access to up-to-date research resources. These initiatives are aligned to the deliverables and outcomes of programme 3 of the CARA project to improve

the research and knowledge management capabilities within the PPSA for accessing information resources, monitoring and sharing corruption related trends, systemic issues and developments in policy and legislation.

The Strategic Plan 2025 – 2030 is informed by a review of the PPSA's internal and external factors. The Institution aims to leverage on the PPSA's strengths and opportunities whilst being responsive to its weaknesses and threats. This analysis is presented in the table below.

Table 3: SWOT Analysis

	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> • Enabling constitutional and legislative mandate • Contributor to South Africa's constitutional democracy • Specialist mandate of investigating members of the Executive • Committed and experienced staff • Experienced leadership and management • Adaptability to new technology • Innovative ICT product development • Governance frameworks that support efficient decision- making • Accessibility through the PPSA footprint and other measures 	<ul style="list-style-type: none"> • Limited specialist investigation skills and related support system • Structure not fully funded • Organisational structure not fit for purpose (or mandate) • Centralisation of support services • Lack of integration of systems • Inadequate Knowledge Management system • Unsafe working environment for PPSA personnel • Lack of complaints response system
	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Amendment of the Public Protector Act • Stakeholder relations through operationalisation of Memorandum of Understanding • Technological advancement • Diversification of financial resources (alternative sources of funding) • Expansion of knowledge and skills base • Influence good governance 	<ul style="list-style-type: none"> • Process of amending the Public Protector Act • Political and administrative fluidity that impacts on implementation of remedial action • Societal tolerance of corruption • Financial constraints • Cyber attacks • Environmental challenges because of climate change • High expectations of complainants

5. EXTERNAL ENVIRONMENT ANALYSIS

The PPSA investigates both governance and service delivery failures within organs of State. The PPSA recorded an increase from thirty-seven percent (37%) to sixty-two percent (62%) in the number of complaints subsequent to the COVID-19 pandemic, which signifies a high demand for its services. However, the data indicates low reporting by vulnerable groups, which requires the PPSA to strengthen its strategy to reach out to these groups, namely; women, youth and people with disabilities. In addition, the challenges experienced by the youth over the years, in particular students who wish to further their studies, require the PPSA to strengthen its collaboration with relevant State institutions to address the educational needs of the young people of South Africa. The collaboration will advance the PPSA's objective to promote good governance and ethics in these institutions.

The PPSA operates in an ever-changing political landscape. Over the next five (5) years, both the local (in 2026) and national and provincial (in 2029) government elections will continue to usher changes in the composition of the different levels of government, which have a potential to create administrative uncertainty within the organs of State³. This will require the PPSA to continuously raise awareness about its constitutional and legislative mandate with stakeholders within the political landscape.

The PPSA conducted a benchmarking visit to the United Kingdom's Parliamentary and Health Service Ombudsman and the Ombudsman of the Netherlands, to align the people, process and technology framework, aimed at reinforcing the Institution's rebuilding and repurposing efforts. The primary objective was to explore best practices that the PPSA can adopt regarding international outreach programme standards, capacity building for the establishment of a learning academy and the application of technology to enhance governance. The lessons learnt from the benchmarking initiative were used to improve the Institution's outreach strategy, facilitate the development of a strategic human capital management plan and contributed to the creation of an e-learning resource hub.

Women and children continue to face various challenges, which negatively impact on their ability to access

government services such as access to courts and child maintenance. These challenges were detailed in the Public Protector's report on Gender-Based Violence, and if left unattended, have a potential to perpetuate their vulnerability. The challenges include language barriers, lack of human dignity and inequality when they need to access social and court services. A collaborative effort between the PPSA, the relevant state institutions and other constitutional institutions is required to address every factor that contributes or have a potential to contribute to gender-based violence. These include the South African Human Rights Commission, the Pan South African Language Board (PANSALB) and the Commission for Gender Equality (CGE).

The concept of politics-administration dichotomy in public administration requires a separation of roles between policy-making and implementation. Ideally, the elected officials should make policy decisions and appointed functionaries to focus on implementation of the policies. This is important to maintain neutrality and the level of competence required to translate policy decisions into actions. The separation between politics and administration is imperative to strengthen governance and accountability to fast track the realisation of the professional, capable and ethical State. The PPSA's focus for the next five (5) years will be working towards ensuring redress of identified and reported areas of poor service delivery and to strengthen the PPSA's oversight and investigative powers to pro-actively and re-actively deal with governance and integrity failures.

A recent study undertaken by Good Governance Africa found that the levels of satisfaction with municipal governance declined from forty five percent (45%⁴) in 2019 - 2020 to thirty percent (30%) in 2021. The Department of Planning, Monitoring and Evaluation (DPME) Policy Brief⁵ found that public trust in government varied; national at forty-two percent (42%), provincial at thirty-six percent (36%) and local at thirty-four percent (34%). Corruption was reported as a key factor contributing to the erosion of trust, with the highest reported occurring within national and local government.

3 Institute for Security Studies Africa – Scenario planning in South Africa, Dr J. Cilliers, September 2024 and the Indlulamithi SA 2035 Scenarios

4 Governance Performance Index South Africa, 2024, Good Governance Africa

5 DPME Policy Brief; 'Trust in Government' August 2021

The impact that the PPSA strives to achieve is good governance within State institutions, ultimately ensuring that organs of State deliver effective services to the public. Factors such as corruption, lack of transparency and accountability, ineffective and unethical leadership impede good governance. Corruption in all its manifestations stands out as the most insidious factor as it erodes public trust and creates a culture of impunity, thus undermining good governance. A key recommendation on public procurement made by the Zondo Commission⁶ was the creation of a National Charter against corruption in public procurement, which requires relevant constitutional institutions to commit thereto. In this regard, the PPSA has been allocated R48 million over three (3) years from CARA funds to implement the projects that are aimed at fighting corruption and maladministration in State affairs. The implementation of the project is underway to build the required capacity to enable the PPSA to execute this task.

The PPSA's systemic investigation into allegations of inadequate and/ or lack of provision of essential services and basic infrastructure⁷ raised findings and issued remedial action against various municipalities in the Eastern Cape. The PPSA's complaints data for 2023 -2024 indicate that eighty four percent (84%) of complaints were municipal service delivery related, thus demonstrating the need for urgent interventions within local government.

According to the Transparency International Corruption Index 2023, South Africa's score on public perception of corruption within the public service is forty-one (41) out of top one hundred (100) countries. The level of trust in public institutions declined between 2019 and 2021⁸. Survey respondents reported experiences of corruption but noted that there was a decline in corruption involving payment of bribes for government services. These findings were confirmed by the research conducted by Corruption Watch, which confirmed that trust in public institutions in South Africa was reported low at twelve percent (12%) compared to trust levels for media, religious and spiritual institutions at twenty six percent (26%).⁹

A. PESTEL-S ANALYSIS

The PPSA operates amidst the complexities and challenges of a transforming South African society. The work of the PPSA is greatly influenced by external factors, which must be considered when developing plans on how it will best service its stakeholders. The factors that have a potential to hinder the effective realisation of the PPSA's strategic outcomes were considered. The analytical tool to inform an understanding of external environment included the PESTEL-S. Results from the analysis are presented in the tables below.

Table 4: PESTEL-S Analysis

	ISSUE	ANALYSIS	IMPLICATION FOR PPSA OUTCOMES
POLITICAL	<ul style="list-style-type: none"> Political and administrative fluidity Increase in Service delivery protests 	The disagreement on policy issues may threaten the functioning of the Multi-Party Government and Coalition governments at local government level.	Delays in PPSA investigations and implementation of remedial action.
ECONOMIC	<ul style="list-style-type: none"> Slow economic growth contributes to high unemployment, inequality and poverty Rising inflation costs 	The high unemployment rate will result in a high demand for government services and create opportunities for maladministration and corrupt practises which in turn might lead to an increase in complaints lodged with the PPSA.	Budget cuts which impact on the PPSA's ability to achieve its targets. Limited access by the public to PPSA services (due to increasing transportation costs for the public).
SOCIAL	<ul style="list-style-type: none"> Increased levels of crime Social disharmony Decline in public trust in State organs Increased spate of service delivery protests 	Factors such as unemployment contribute to increasing levels of crime. Gender and race relations contribute to crimes especially gender-based violence (GBV) and racial discrimination.	Focused investigations and interventions on administrative and social deficiencies especially for women, children, youth and persons with disabilities.

6 Judicial Commission of Inquiry into allegation of State Capture, Corruption and Fraud in the Public sector including organs of state

7 Systemic investigation into allegations of inadequate and/ or lack of provision of essential services and basic infrastructure by various organs of state in certain villages within the province of Eastern Cape, 2023-2024

8 Statistics SA Report 'Governance, Public Safety and Justice' October 2023

9 'The impact of corruption – Insights from perceptions and experiences survey' – Corruption Watch, May 2024

	ISSUE	ANALYSIS	IMPLICATION FOR PPSA OUTCOMES
TECHNOLOGY	<ul style="list-style-type: none"> Rapid development in ICT technologies Use of Artificial intelligence and the 5th Industrial Revolution 	<p>The fast pace with which developments are taking place creates potential for new forms of cyber-crimes: rendering PPSA's systems vulnerable.</p> <p>Creates an opportunity for integration with other sources of data.</p>	<p>Digitisation and digitalisation of PPSA business processes.</p> <p>Implementation of digitalisation strategy.</p> <p>Upgrade of PPSA ICT systems.</p>
LEGAL	<ul style="list-style-type: none"> Legislative development process Limited compliance with laws and policies 	<p>Political and administrative fluidity will impact the finalisation of legislation.</p> <p>Increasing non-compliance with legislation, especially within procurement and immigration space has the potential to increase complaints for PPSA.</p>	<p>Track amendments of PP Act and develop training on new and relevant legislation.</p> <p>Support the development of organ of State's internal complaint resolution mechanisms.</p>
ENVIRONMENT	<ul style="list-style-type: none"> Climate change and natural disasters Health crisis because of violations of environmental standards Electricity and water crisis 	<p>Inadequate Disaster management and the impact of health crisis on the personnel of the PPSA.</p> <p>Delays in the provision of disaster relief by Organs of State.</p> <p>Electricity and water challenges impact on delivery of the PPSA services.</p>	<p>PPSA operations will be adversely affected due to electricity and water outages and health challenges.</p> <p>Increased in the number of complaints regarding delays in the provision of disaster relief.</p>
SECURITY	<ul style="list-style-type: none"> Precarious situation of whistleblowers Impact of security breaches within the country 	<p>In addition to gaps in legal framework for the protection of whistleblowers, limited public awareness has been done on the role of whistleblowers in the fight against corruption.</p> <p>Delayed legislative reforms of whistleblower protection and uncertainty in respect of firm location of the mandate.</p>	<p>Reputational risk for the PPSA in the management of whistleblowers</p> <p>Improper use of whistleblower legislation by complainants.</p>

B. STAKEHOLDER MANAGEMENT

The achievement of the PPSA's five (5) year outcomes is partly dependent on the efficacy with which it manages its stakeholders. The process of planning included identification of key stakeholders in a relationship matrix as set out in the table below.

Table 5: Stakeholder Management Relationship Matrix 2025–2030

STAKEHOLDER	INFLUENCE: LOW, MEDIUM, HIGH	AREA OF ENGAGEMENT	EXPECTATIONS
Complainants	High	Investigation of complaints.	<ul style="list-style-type: none"> Complaints resolution. Cooperation.
Members of the Public	High	Education and awareness on the PPSA services	<ul style="list-style-type: none"> Information regarding the PPSA services
Constitutional Institutions	Medium	Collaboration on public awareness Referrals Joint investigations	<ul style="list-style-type: none"> Signing and implementation of MOUs Collaborative workshops Information sharing

STAKEHOLDER	INFLUENCE: LOW, MEDIUM, HIGH	AREA OF ENGAGEMENT	EXPECTATIONS
Continental and International stakeholders	Medium	Knowledge sharing and capacity building	<ul style="list-style-type: none"> • Learning exchanges • Webinars • Workshops • Conferences • Exhibitions
Civil society organisations and Traditional and Khoi San Leaders	Medium	Education and awareness.	<ul style="list-style-type: none"> • Signing of MOUs for collaboration • Advocacy • Collaborative workshops • Information sessions
Organs of State	High	<ul style="list-style-type: none"> • Strategic engagements • Good Governance initiatives 	<ul style="list-style-type: none"> • Respond ethically during investigations • Implementation of Remedial action
Parliament	High	<ul style="list-style-type: none"> • Approval of plans • Performance reporting • Tabling of Investigation reports 	<ul style="list-style-type: none"> • Approval of Strategic Plan, APP and Budget • Consideration of PPSA Annual Reports • Hold the Executive accountable
Provincial Legislatures	High	<ul style="list-style-type: none"> • Investigation reports • Memorandum of Understanding (MoU) 	<ul style="list-style-type: none"> • Monitoring the implementation of remedial action • Mutual cooperation in terms of MoU
Private sector partners	Low	<ul style="list-style-type: none"> • Potential source of financial and technical support 	<ul style="list-style-type: none"> • Financial and technical support
Media	High	<ul style="list-style-type: none"> • Media reporting on the work of the PPSA • Partnering in identifying areas for investigation and the implementation of remedial action/ recommendations 	<ul style="list-style-type: none"> • Media engagements • Accurate reporting on the work of the PPSA

6. INTERNAL ENVIRONMENT ANALYSIS

The Strategic Plan 2025 - 2030 is informed by the PPSA's new vision, mission and values, which were collectively defined by the Institution's leadership, employees and organized labour. Working effectively, the PPSA's internal stakeholders will drive the attainment of the impact anticipated to be achieved during the 2025 – 2030 planning period.

The organisational structure of the PPSA provides for 567 posts, however, only 372 have remained funded over the years. The baseline allocation of R388 million for the 2025 -2026 financial year is inadequate to considerably change the picture. This state of affairs impacts on the PPSA's ability to adequately and timeously investigate all the reported complaints, which results in the accumulation of a backlog. This undesirable situation has serious implications for the complainants, who report matters to the PPSA as an office of last resort after organs of State have failed and/ or delayed to resolve their challenges and/ or disputes.

The engagements between the PPSA and the National Treasury regarding the correction of the baseline have started to bear fruit as demonstrated by an additional allocation of twenty million rands in the 2025 -2026 financial year, R25 million and R28 million in subsequent years respectively. The PPSA will further leverage on the CARA funds that were already allocated in the 2024-2025 financial year.

The objective of the CARA funds is to source the services of subject matter experts, specialists and dedicated teams to enhance the investigative capacity of the PPSA in complex investigations of maladministration, improper or dishonest acts and offences. The agreement with the external resources will be structured in a manner that ensures the transfer of skills to the PPSA investigators. In addition, the funds will be utilised to develop a Resource-Hub, which will serve as a repository for all legislation, case law, policy and regulatory frameworks of organs of State and public institutions, as well as research material on specialised areas of public administration.

The PPSA's Digitalisation strategy informs advancements to be made within the Information, Communication and Technology space. The full deployment of the ERP System during the medium term will result in the integration of all support systems to improve efficiencies as well as enhance the integrity of the PPSA's data. In addition, the enhancement to the CMS will provide critical business intelligence to inform business strategies, operations and ensure accurate reporting.

Enhancing internal operations is a key driving factor in the achievement of the Strategic Plan 2025 - 2030. The PPSA's commitment to improving delivery on its constitutional and legislative mandate is defined in seven (7) drivers of institutional performance excellence as depicted in the figure below.



Figure 1: 2025–2030 Internal Focus - Drivers of Institutional Performance Excellence

The PPSA Leadership will ensure that each driver, as unpacked below, supports the achievement of the Centre of Excellence:

- **Harnessing Human Resources:** The PPSA recognises its human resource capital as an invaluable internal stakeholder for the achievement of its vision and mission and will focus on talent acquisition and maintenance focusing on learning and development. Performance monitoring, coaching and effective feedback as well as cordial employer/employee relations will be key in this regard. The intent over the next five years is also to optimise the workplace environment through the provision of conducive office accommodation to promote work-life harmony and effective management of performance.
- **Ethical PPSA Culture:** Ethical behaviour is a cornerstone of an excellence-driven culture and one of the key values that the PPSA has adopted for the next five (5) years is 'ethics'. In an endeavour to build trust and integrity, the PPSA will set clear expectations, provide training and recognise those who exemplify ethical behaviour. The PPSA will, through the established Ethics Committee, embark on a roadshow to raise awareness and communicate the expected standard of conduct in line with its Ethics Policy, which was approved in 2023.
- **Compliance with laws, policies and procedures:** The PPSA is an institution tasked with the promotion of good governance in State affairs. In this regard, it is befitting that it should lead by example in ensuring full compliance with all relevant laws and policies. Furthermore, the internal policies and procedures will be revised for relevance and to align them to any new developments, including the anticipated amendment to the Public Protector Act and Supply Chain Management laws. Information sessions will be held with employees to ensure clear understanding, which is critical to facilitate compliance.
- **Governance:** The PPSA subscribes to good governance as one of the pillars to achieve excellence. The Institution will strengthen its governance structures to ensure greater transparency and accountability. These structures will play a critical role in monitoring compliance to prescripts as well as hold individual employees and teams accountable for their performance and conduct at the work place. Each employee's performance agreement will include core management criteria that measures compliance with policies and ethical conduct, which will be considered during employee performance assessments.

- **Corrective and consequence management:**

The PPSA considers corrective and consequence management as interventions to correct the wrong and not as punishment. Consequence management will be applied consistently and fairly for the benefit of both employees and the Institution as the employer. The Internal Audit and AGSA reports as well as reports of various governance structures will serve as a guide to identify areas of weakness that require corrective action. The Institution will strengthen the employer/employee relations to minimise conflicts, which may result in labour disputes.

- **Digitalisation and data management:** Recognising the rapid technological advancements that the PPSA will need to adapt to, the digitalisation strategy will ensure more efficiency in operations and use the results of data analysis to drive optimal performance and decision-making. In an endeavour to be efficient and responsive to the needs of the stakeholders, the PPSA will invest in digital infrastructure to enhance its physical infrastructure. This will include improvement of network connectivity in all the PPSA offices to ensure uninterrupted system availability. Furthermore, the Institution will install self-service kiosks, with enabled video conferencing, to facilitate remote communication between the PPSA and members of the public.

The drivers of Institutional performance will be informed by the Strategic Human Capital Management Strategy, bolstered by a robust Change Management Strategy to ensure that all employees are brought on board, understand the desired change and embrace it. Digitisation of business operations will be undertaken to simplify workflows to enhance internal efficiencies and service offering to stakeholders. All these initiatives are aimed at ensuring the realisation of the PPSA's vision and mission, which greatly relies on the internal environment to be resilient against external changing realities.

Repositioning the Institution to be more impactful will require a highly skilled and adequate workforce, financial and technological resources. The PPSA will need to continue to work with the National Treasury to determine an ideal budget for the Institution to fulfil its constitutional and expansive legislative mandate. As demonstrated in the previous strategic plan, technological innovation such as the development of a CMS enabled performance monitoring to ensure resolution of complaints within the prescribed turnaround times. The next planning period will see the enhancement of the system to enable direct and easy registration of complaints and tracking thereof by the complainants. This is part of the PPSA's innovation and learning strategies towards building the Institution to be the centre of excellence in line with its vision.

Learning and development of the PPSA employees will feature in all aspects of programme delivery. The PPSA's commitment to creating excellence will be supported through specialist training, particularly for the investigation team. Through the establishment of an E-Resource Hub, all employees will be required to be proficient in their core work and be change-leaders within their areas of responsibility.

The PPSA, as an institution tasked with promoting good governance in State affairs, has a duty to lead by example. In this regard, during the planning period, the PPSA will enhance corporate governance, which will include streamlining governance structures, strengthening internal controls, monitoring adherence to policies and fostering an ethical culture. Through regular governance reviews and continuous improvement initiatives, the PPSA intends to be a leading institution to be emulated by others.

The PPSA submitted the legislative proposals for amendments to the PP Act, together with a draft Amendment Bill, to the DoJ&CD on 05 June 2023 and additional amendments were submitted on 18 October

2024. The proposed amendments seek to align the PP Act to the final Constitution, 1996 and relevant provisions of the PFMA. These proposals include, amongst others, measures to enable the Public Protector to effectively enforce remedial action for greater impact; additional powers to enhance the Public Protector's legal capacity to effectively deal with protected disclosures reported to him or her and measures to protect whistle-blowers from retaliation or occupational detriment by public institutions.

MEASUREMENT OF EXCELLENCE

The PPSA recognises that to earn the accolade of 'excellence', the Institution must meet recognised standards in all aspects of its operations. Consequently, it will assess its performance based on how well it meets internal and external expectations balancing quantity and quality over the next five (5) years. The PPSA's understanding and measurement of excellence is depicted in the figure below. These measures will be translated into proxy indicators against planned programme outcomes for the reporting period 2025 - 2030.

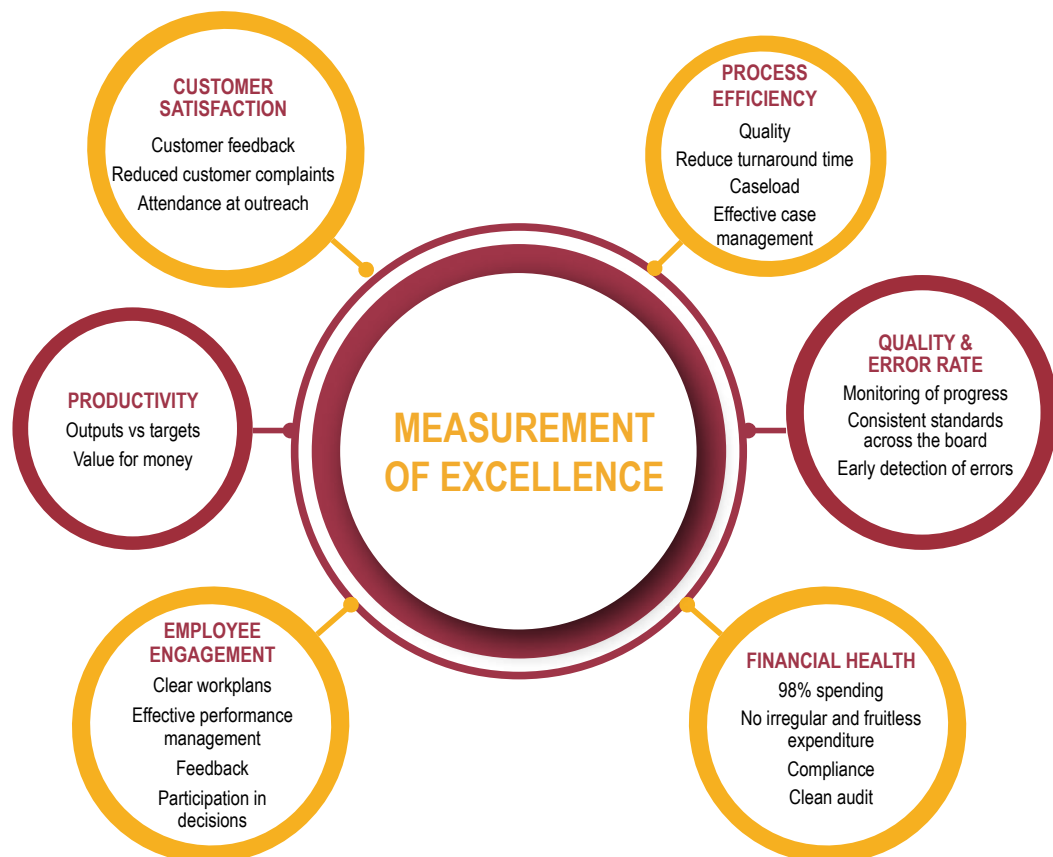


Figure 2: PPSA's Measurement of Excellence

The above figure requires the PPSA to implement measures to ensure achievement of specific, measurable, achievable, realistic and time bound targets to the satisfaction of both internal and external stakeholders while ensuring accountability.



PART C

MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

The PPSA will focus its efforts towards being a centre of excellence in the fulfilment of its constitutional and legislative mandates. This Strategic Plan was informed by the strategic planning deliberations, environmental analysis and results of the Strategic Plan 2020 – 2025 End of Term Report. The strategic planning sessions were held in June and September 2024 and adopted a consultative process, bottom-up and top-down engagement, involving multi-disciplinary experts in scenario planning, forecasting and change management.

A final strategic planning session was held in February 2025 with the participation of all the PPSA employees across the country. The aim of the session was to explain the new vision, mission statements, and the deliverables to all employees to ensure common understanding of the trajectory of the Institution. This was critical as the PPSA embarks on its new five (5) year journey towards being a centre of excellence.

2. IMPACT STATEMENT

Good governance, ethics and effective service delivery by state institutions.

3. OUTCOMES

The strategic outcomes are defined in line with the Vision, Mission and Impact that the PPSA aspires to achieve in the next five years. The figure below depicts the strategic outcomes for the next five (5) years.

Figure 3: 2025–2030 Strategic Outcomes

OUTCOME 1 <i>Improved Institutional effectiveness and efficiency</i>	OUTCOME 2 <i>Protection of the public against conduct failure and maladministration</i>
OUTCOME 3 <i>Enhanced accessibility of the PPSA services to all stakeholders</i>	OUTCOME 4 <i>Improved culture of good governance and ethics in public service</i>

3.1 MEASURING OUR OUTCOMES

3.1.1 THE PPSA'S CONTRIBUTION TO THE NATIONAL AGENDA

The PPSA, as a constitutional institution, will use its mandate to support the national agenda as espoused by the Medium-Term Development Plan (MTDP).

The MTDP Priority 3 which is '*Building a capable, ethical and developmental State*', is underpinned by respect for constitutionalism, accountability, transparency, evidence-based policy and decision-making, professionalism of the public service, integrity and good governance. These principles find expression in the strategic outcomes for the next five (5) years.

Table 6: PPSA's Support of the Medium-Term Development Plan (MTDP)

MTDP PRIORITY 2024-2029			
MTDP OUTCOME		MTDP OUTCOME INDICATOR	
Improved service delivery at local government		<ul style="list-style-type: none"> Strengthen the ability of national and provincial government to intervene in municipalities which fail to meet minimum norms and standards. Bring stability to governance in metros and restore the delivery of service. 	
A capable and professional public service		<ul style="list-style-type: none"> Strengthen the public procurement system, in line with the Public Procurement Act, for efficiencies, effectiveness and to stimulate demand. 	

PPSA OUTCOME	PPSA OUTCOME INDICATOR	BASELINE	FIVE (5) YEAR TARGET
Protection of the public against conduct failure and maladministration	Complaints resolved through interventions provided for in the PP Act.	Number of complaints against metros for the past five years	To investigate service delivery complaints against Municipalities and take remedial action to address the identified weaknesses.
Improved culture of good governance in public service	Good governance ¹⁰ interventions held with the Accounting, Executive and Oversight structures	Number of good governance interventions activities for the past five years	Engagement with the Executive on systemic weaknesses impacting on good governance.

MTDP OUTCOME		MTDP OUTCOME INDICATOR	
Safer communities and increased business confidence		Strengthen whistleblower protection through stronger legislation and implementation of the National Anti-Corruption Strategy (NACS)	

PPSA OUTCOME	PPSA OUTCOME INDICATOR	BASELINE	FIVE (5) YEAR TARGET
Protection of the public against conduct failure and maladministration	Complaints resolved through investigation	Number of complaints on maladministration	Investigate corruption and maladministration and engage the Executive on the implementation of the remedial action. Table selected reports to the National Assembly, NCOP, Legislatures and Councils. Use the PPSA powers to hold State organs accountable.

10 The United Nations Office of the High Commissioner for Human Rights defines good governance as 'the process whereby public Institutions conduct public affairs, manage public resources and guarantee the realisation of human rights'. PPSA's good governance month is a dedicated Institutional focus of engaging organs of State at the three-tier level, on improving good governance within their departments. Good governance week includes; but not limited to; meetings with leaders of organs of State wherein PPSA investigative reports are presented; monitoring of remedial action through inspection in loco, and provision of information sessions on the investigative mandate of PPSA.

3.2 STRATEGIC OUTCOMES, INDICATORS AND TARGETS

The prevailing circumstances and the trajectory of the country informed the strategic choices of the five-year plan. The insufficient budget, the erosion in governance which negatively impacts on the delivery of services by local government and the developing political landscape in the country are key factors that informed the outcomes for the next five (5) years. Table 7 below sets out a summary of Strategic outcomes, indicators and targets.

Institutional delivery of strategic outcomes will be achieved through the following programmes:

- A. Programme 1: Administration
- B. Programme 2: Investigation
- C. Programme 3: Complaints and Stakeholder Management

Table 7: Summary of Strategic Outcomes, Indicators and Targets 2025–2030

OUTCOME	OUTCOME INDICATOR	BASELINE ¹¹	FIVE YEAR TARGET
ADMINISTRATION PROGRAMME			
1. Improved Institutional effectiveness and efficiency	Effective corporate governance and compliance	Three (3) unqualified AGSA audit opinions	Five (5) unqualified AGSA audit opinions with no material findings
	Integrated ICT system	1 ICT ERP system module	5 ICT ERP modules deployed Enhance the Contact Centre (call centre) Implement a Digital business intelligence tool Case Management System (CMS) integration with 1 State Entity Implement self-service Kiosk Call back facility implemented
	Strategic Human Resources management ¹²	2 Specialised programmes implemented	Number of Curriculum developed, Number of PPSA staff developed, Established PPSA Learning Academy, Number of Employee Wellness interventions, Succession, Retention and Talent Acquisition and Management plan implemented
	Established culture of knowledge application and management	N/A (New Indicator)	Percentage usage of E-Resource Hub
INVESTIGATION PROGRAMME			
2. Protection of the public against conduct failure and maladministration	Effective resolution of complaints through investigations	6 433 cases ¹³	10 000 cases
	Resolution of identified complaints through ADR	N/A (New Indicator)	80% of complaints categorised to be resolved through ADR
	Implementation of Remedial Action	N/A (New Indicator)	80% implementation of Remedial Action
	Effective adherence to Turnaround time (TAT)	86% adherence to TAT	80% adherence to TAT
	Effective resolution of backlog cases	N/A (New Indicator)	80% resolution of backlog cases
	Impactful Systemic investigations	5 systemic investigations	10 systemic investigations ¹⁴

¹¹ To be updated at the end of reporting period for 2023-2024 (August 2024)

¹² Components include Specialist Staff training, Employee Wellness Strategy, Succession planning, Retention and Talent acquisition and management strategy

¹³ Inclusive of investigation and reports signed by Public Protector

¹⁴ One systemic investigation may focus on children's rights (for example maintenance/ abuse of social security grants)

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
COMPLAINTS AND STAKEHOLDER MANAGERMENTS PROGRAMME			
3. Enhanced accessibility of PPSA services to all stakeholders	Awareness and education engagements and outreach sessions held with stakeholders. ¹⁵	1 394 public awareness sessions	1 450 awareness and education sessions held
	Focused interventions held for women, youth and persons with disabilities	N/A (New indicator)	100 focused interventions for women, youth and persons with disabilities
	Increase in customer service complaints resolution in line with PPSA Service Charter	N/A (New Indicator)	95% customer service complaints resolved in line with PPSA Service charter
4. Improved culture of good governance and ethics in public administration	Number of good governance interventions	5 annual good governance interventions	5 annual good governance interventions
	Multilateral/Bilateral engagements held between the PPSA and organs of State.	10 Multilateral/Bilateral engagements	50 Multilateral/Bilateral engagements

3.3 THEORY OF CHANGE

The PPSA's Theory of Change that it aims to achieve in the next five (5) years is based on the desired impact, which is good governance and effective service delivery by State institutions. The role of the State in exemplifying good governance to enable effective service delivery is one of the goals included in the United Nations (UN) Sustainable Goals 2030. Goal 16 is 'Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels', and a specific target included under the goal is '*Develop effective, accountable and transparent institutions at all levels*'.

The United Nations Sustainable Development Goals Report 2024 revealed that South Africa's progress towards the achievement of the SDGs is lagging stating that unemployment, poverty and inequality have deepened. The Report further noted a decline in public trust of State institutions and proposed government priorities for addressing challenges. Amongst the proposals that were identified in the Report, are fighting corruption and making government work and this partly informs the priorities that PPSA wants to contribute to over the next five (5) years.

Service delivery by State institutions is measured through reports on the provisions of local government services issued by Statistics South Africa. Coupled with annual audit reports issued by the AGSA, this measure can be extrapolated to the general challenges of service delivery by State institutions. Challenges related to the provision

of electricity, water and infrastructure are some of the complaints that the PPSA has consistently received from complainants over the years. The PPSA's 2022 - 2023 systemic investigation into allegations of inadequate and/or lack of provision of essential services in the Eastern Cape confirmed service delivery challenges, thus giving impetus to the Institution's desired impact and outcomes for the next five (5) years.

The long-term goals that have been identified to realise the impact include:

- Improved culture of good governance and ethics in public administration;
- Enhanced accessibility of the PPSA services to all stakeholders;
- Protection of the public against conduct failure and maladministration; and
- Improved institutional effectiveness and efficiency.

Collectively, the goals identified in the listing above may result in more effective public services, especially benefiting the most vulnerable members of the South African society.

Improving the culture of good governance and ethics in public administration is premised on the existing national imperatives of government's commitment to a better life for all. Through various engagements that the PPSA will implement, such as dialogues and accountability forums with State institutions and civil society organisations, the elements of good governance such as ethical, transparent and accountable leadership, will be encouraged to enable effective delivery of government services. What is key to

15. Includes Dialogues. Engagements between the PP and the Executive, Legislators and critical stakeholders where reports are presented.

improve good governance will be for organs of State to replicate the lessons learnt from the implementation of remedial action of the Public Protector. The PPSA will, over the next five years, deploy every feasible avenue to influence behavioural change amongst those charged with governance and oversight.

Enhancing accessibility of PPSA services to all stakeholders will not only benefit those whose human rights have been violated but equally important, assist those responsible for enforcement of rights. Accessibility of services will go beyond physical access and will include access facilitated through technology, thus making the PPSA complaints resolution more efficient. Access also includes provision of education and awareness on rights for both rights holders and duty bearers. The focus for the next five (5) years will be on access for vulnerable groups: namely women, children, youth, persons with disabilities and the elderly.

Key to the achievement of the PPSA's long-term goals is the protection of the public against conduct failures and maladministration, which is part of the Institution's constitutional mandate. The PPSA encourages complainants to exhaust internal remedies with affected organs of State, prior to lodging service-delivery complaints with the Institution. This affords relevant organs of State an

opportunity to resolve the challenges/disputes to prevent long drawn-out investigations that may perpetuate the injustice.

The utilisation of alternative dispute resolution (ADR) mechanisms has been identified as a more efficient manner of resolving certain categories of complaints that are identified for ADR utilisation. This will clearly demonstrate to organs of State the importance of cooperation by all involved to ensure that the needs of the ordinary members of society are responded to without delays. This method of complaints resolution will also shorten the time taken to resolve complaints and reduce the cost associated with lengthy investigations.

The desired impact of long-term governance improvements in State institutions for the betterment of the people of South Africa can be achieved when the PPSA is able to operate as effectively and efficiently as possible. Some of the interventions that will support the achievement of the outcome, include compliance with Institutional governance frameworks, implementing strategic human resource management and harnessing the PPSA digitalisation strategy. By 2030, the PPSA will exemplify a model constitutional institution charged with contributing to improving the lives of people of South Africa.

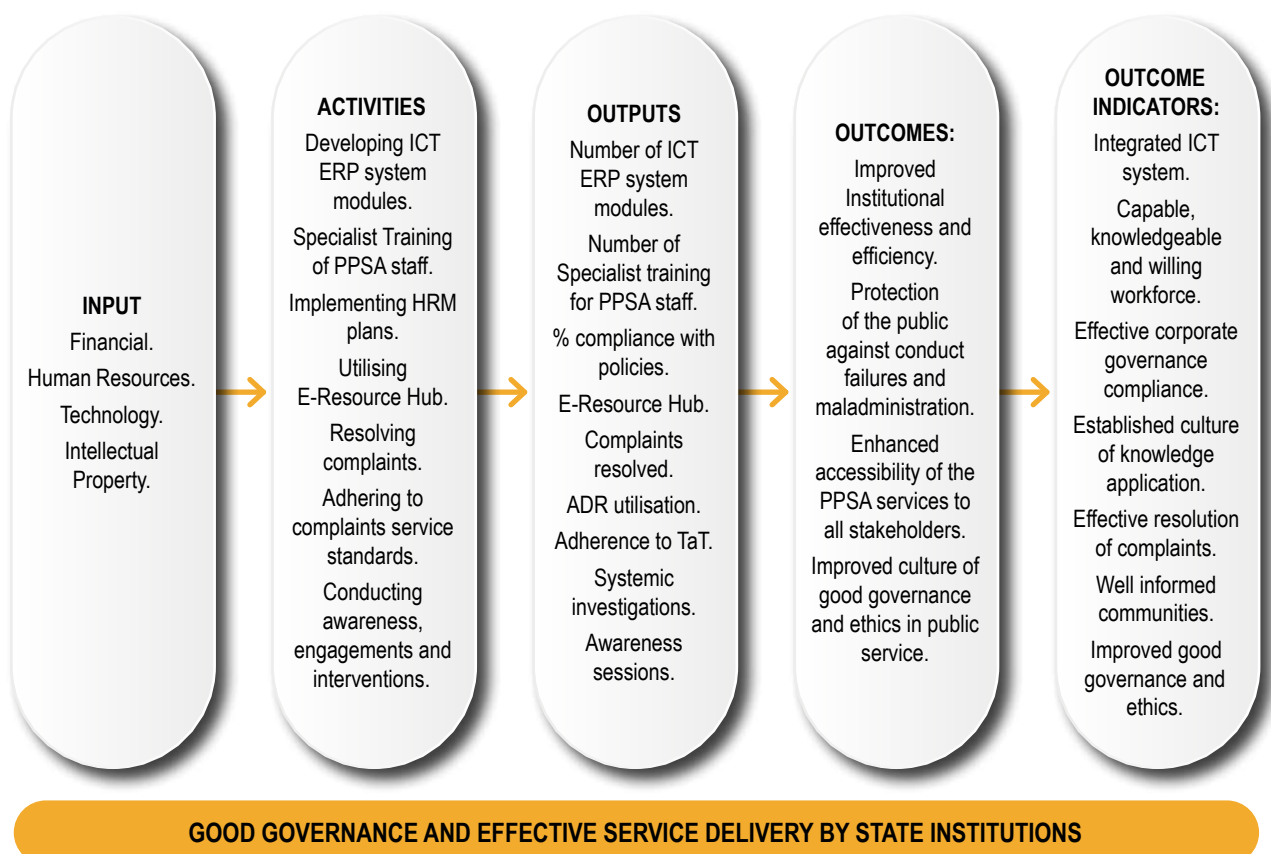


Figure 4: The Theory of Change

4. KEY RISKS

Table 8: Risks per Strategic Outcome

OUTCOME	RISK/S	RISK MITIGATION
1. Improved Institutional effectiveness and efficiency	Adverse audit outcome due to non-compliance with legislation	<ul style="list-style-type: none"> • Review and update internal controls • Apply consequence management
	Inability to achieve planned targets due to budget constraints	<ul style="list-style-type: none"> • Explore additional funding opportunities • Collaboration with institutions charged with similar mandates • Use of ADR where appropriate
	Inefficiencies due to lack of integration of ICT systems	<ul style="list-style-type: none"> • Investment in ICT upgrades to integrate systems
2. Protection of the public against conduct failure and maladministration	<ul style="list-style-type: none"> • Institutional reputational damage due to failure to resolve matters as required by the Rules • Loss of funds due to cases lost in court • Failure to make an impact (due to non-implementation of remedial action) 	<ul style="list-style-type: none"> • Revision of Service standards to address issues identified through quality assurance processes • Enforce compliance to standards, guidelines, and SOPs • Strengthening of Quality Assurance Governance structures • Apply consequence management • Structured strategic engagement with organs of State • Strengthen relations with organs of State, Parliament and provincial legislatures
3. Enhanced accessibility of the PPSA services to all stakeholders	<ul style="list-style-type: none"> • Inability to reach rural/ remote communities due to limited financial resources 	<ul style="list-style-type: none"> • Explore alternative financial resources • Collaboration with other constitutional institutions
	<ul style="list-style-type: none"> • Scarcity of active CSOs in remote areas 	<ul style="list-style-type: none"> • Focused strategy to identify active CSOs in remote areas
4. Improved culture of good governance and ethics in the public administration	Lack of cooperation from organs of State	<ul style="list-style-type: none"> • Strengthen stakeholder relations with the Executive and Administrators • Strengthen relationships with Legislatures
	Inconsistent level of commitment to implement remedial action	<ul style="list-style-type: none"> • Education on the role and benefits of collaborating with the PPSA • Use PP Act and relevant jurisprudence when communicating with organs of State



PART D

TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

Table 9: Number of Unqualified AGSA Opinion

INDICATOR TITLE	NUMBER OF UNQUALIFIED AGSA OPINION WITH NO MATERIAL FINDINGS
Definition	The PPSA to obtain a clean audit opinion from Auditor- General South Africa (AGSA). A clean audit outcome includes adherence to good governance standards and practices.
Source of data	AGSA audit report
Method of calculation/assessment	Verification against audit opinion expressed in the AGSA audit report.
Means of verification	AGSA audit report
Assumptions	The AGSA will express an audit opinion.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	To obtain unqualified audit opinion with no material findings
Indicator responsibility	Chief Financial Officer All executive and senior managers All PPSA employees

Table 10: Number of ICT Enterprise Resource Planning (ERP) system modules deployed

INDICATOR TITLE	NUMBER OF ICT ERP SYSTEM MODULES DEPLOYED
Definition	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 the PPSA Administration programme.
Source of data	SAP ESS Enterprise Resource Planning System
Method of calculation/assessment	Simple count
Means of verification	Reports System User Acceptance Test plan signed-off per Modules Kiosk machines and pilot reports
Assumptions	ICT systems enable institutional effectiveness.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Six (6) ICT ERP modules developed by 31 March 2030
Indicator responsibility	Senior Manager: ICT Senior Manager: HMR Senior Manager: Finance Senior Manager: SCM Executive Manager: Corporate Services Chief Financial Officer

Table 11: Number of PPSA Staff Trained

INDICATOR TITLE	NUMBER OF PPSA STAFF DEVELOPED
Definition	Development for all staff of the PPSA to be implemented in a phased approach.
Source of data	Annual PPSA Training plan
Method of calculation/assessment	Simple count
Means of verification	Reports Evaluation forms
Assumptions	Development will improve institutional performance.
Disaggregation of beneficiaries (where applicable)	Target for women: 875 PPSA staff members Target for youth: 175 PPSA staff members Target for people with disabilities: 4 PPSA staff members
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Curriculum developed and Specialised programmes implemented Establishment of PPSA Learning Academy
Indicator responsibility	Senior Manager: HMR Executive Manager: Corporate Services Chief Financial Officer

Table 12: Percentage utilisation of E-Resource Hub

INDICATOR TITLE	PERCENTAGE UTILISATION OF E-RESOURCE HUB
Definition	E-Resource Hub is PPSA's centralised online platform that provides access to a wide range of digital resources, tools and services.
Source of data	Knowledge management records
Method of calculation/assessment	Simple
Means of verification	Approved project plan
Assumptions	Knowledge enhances understanding of work requirements
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: 4
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Establishment of E-Resource Hub
Indicator responsibility	Senior Manager: Legal Services Executive Manager: Corporate Services Chief Financial Officer

PROGRAMME 2: INVESTIGATIONS

Table 13: Number of cases resolved through investigation by 31 March 2030

INDICATOR TITLE	NUMBER OF CASES RESOLVED THROUGH INVESTIGATION BY 31 MARCH 2031
Definition	<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"> • Closing reports – these reports are issued after an investigation has confirmed that the allegations were unsubstantiated. Closing reports are signed by Public Protector (PP) or a person so delegated by the PP. • Formal reports with findings and remedial action – these refer to reports issued at the conclusion of the investigation, where the allegations are substantiated. The report covers the findings and detailing the remedial action taken. Formal reports are signed by the Public Protector. • 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, in terms of section 6(4)(c)(ii) of the PP Act, 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 Public Protector or a person so delegated by the PP. • Intervention – An intervention refers to action taken by the Public Protector in terms of Section 6(4)(b)(ii) of the PP Act before or during an investigation to address any specific problems or trends identified. Intervention Letters/ Reports are signed by Public Protector or a person so delegated by the PP. • Resolution reports/letter – This is a report/letter that in terms of Rule 37 (2) of the Rules is submitted to the complainant at the successful resolution of a matter through any other means that may be expedient in the circumstances, other than mediation, conciliation or negotiation. These resolution reports/ letters are signed by the Public Protector or a person so delegated by the PP. • Withdrawal letter – This is a letter issued to the complainant on receipt of information regarding the resolution of the matter by the parties, without the intervention by the PP. These are matters where the complainant informs the PPSA about the resolution of the complaint between the parties after the matter has been allocated to the investigator and the investigation has commenced that has not been finalised (withdrawals).
Source of data	Investigation files/ CMS report/ Formal report/Closing report/closing letter/intervention report/advisory report/ assessment form
Method of calculation/ assessment	Simple count
Means of verification	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/closing letter/intervention report/advisory report/withdrawal
Assumptions	Alleged violations of rights will occur in an unequal society and in public administration.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	10 000 cases resolved through investigation by 31 March 2030
Indicator responsibility	Chief Operations Officer Executive Managers for: Investigations and PII (Inland and Coastal)

Table 14: Percentage of identified complaints resolved through ADR

INDICATOR TITLE	PERCENTAGE OF COMPLAINTS RESOLVED THROUGH ADR
Definition	Before, or during an investigation the Public Protector may, by applying a combination of one or more methods of dispute resolution by way of conciliation, negotiation or mediation facilitate engagements with the parties individually and collectively with the view to achieve a resolution or settlement agreement between the complainant(s) and the institution complained against, without having to adjudicate the complaint, to decide whether or not it is substantiated.
Source of data	Case Management System
Method of calculation/assessment	Total population of identified complaints for ADR divided by total complaints where ADR was utilised x 100
Means of verification	ADR reports
Assumptions	Alleged violations of rights will occur in an unequal society and in public administration.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative Year to date
Reporting cycle	Quarterly
Desired performance	80% of complaints categorised to be resolved through ADR
Indicator responsibility	COO Executive Managers for: Investigations and PII (Inland and Coastal)

Table 15: Percentage Finalisation of Cases within Prescribed Turnaround Times

INDICATOR TITLE	PERCENTAGE FINALISATION OF CASES WITHIN PRESCRIBED TURNAROUND TIMES
Definition	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.
Source of data	Investigation files / Investigation reports / Withdrawal letters / intervention letters /formal reports/ advisory reports and register of finalised cases and aged cases per classification of ER, SD, GGI, GGI (very complex)
Method of calculation/assessment	Percentage = Numerator: number of finalised cases within turnaround times divided by Denominator: total number of cases finalised X 100
Means of verification	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 Alternatively, the assessment appearing on the Case Management System Formal report/Closing report/closing letter/advisory report/intervention letters
Assumptions	Alleged violations of rights will occur in an unequal society and in public administration.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation Ttpe	Cumulative (Year to date)
Reporting cycle	Quarterly
Desired performance	80% finalisation of cases within prescribed TAT
Indicator responsibility	COO, Executive Managers for: CSM, Investigations and PII (Inland and Coastal)

Table 16: Percentage Reduction of Backlog Cases

INDICATOR TITLE	PERCENTAGE REDUCTION OF BACKLOG CASES
Definition	Backlog cases are those cases/complaints that were not resolved within the required period and are carried over to the following reporting period.
Source of data	Case Management System
Method of calculation/assessment	Total population from the previous financial year divided by total population of backlog cases x 100
Means of verification	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 Formal report/Closing report/closing letter/advisory report/intervention letters
Assumptions	Alleged violations of rights will occur in an unequal society and in public administration.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative Year to date
Reporting cycle	Quarterly
Desired performance	80% reduction of backlog cases
Indicator responsibility	COO Executive Managers for: Investigations and PII (Inland and Coastal)

Table 17: Number of systemic investigations finalised by 31 March 2030

INDICATOR TITLE	NUMBER OF SYSTEMIC INVESTIGATIONS/INTERVENTIONS FINALISED BY 31 MARCH 2030
Definition	The indicator pertains to the finalisation of systemic investigations. Systemic investigations/interventions: where the root causes of the service failures that are most recurring are established and that may result in a higher impact on communities. Resolving systemic challenges in organs of State, benefits recipients of services as they will not experience these types of challenges, thus minimising the number of similar complaints.
Source of data	Investigation files / investigations reports (formal reports or closing reports or advisory reports or stakeholder engagements and dialogues)
Method of calculation/assessment	Simple count
Means of verification	Systemic investigation (formal reports or closing reports or advisory reports or interventions reports)
Assumptions	Alleged violations of rights will occur in an unequal society and in public administration.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Finalise 10 systemic investigations/interventions by 31 March 2030
Indicator responsibility	COO Executive Managers for: Investigations and PII (Inland and Coastal)

PROGRAMME 3: COMPLAINTS AND STAKEHOLDER MANAGEMENT

Table 18: Number of awareness and education outreach sessions held with stakeholders

INDICATOR TITLE	NUMBER OF AWARENESS AND EDUCATION OUTREACH SESSIONS HELD WITH STAKEHOLDERS
Definition	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.
Source of data	PPSA Integrated Stakeholder Strategy
Method of calculation/assessment	Simple count
Means of verification	Attendance registers for outreach clinics Attendance registers for roadshows Invitation letters Photographic evidence showing date of events held Completed forms by PPSA and radio stations or email confirmation by radio stations as evidence of public awareness sessions having taken place
Assumptions	Accessibility of PPSA benefits society.
Disaggregation of beneficiaries (where applicable)	Target for women: 2 500 Target for youth: 3 500 Target for people with disabilities: 1 500
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	1 450 awareness and education outreach sessions held with stakeholders
Indicator responsibility	Chief Operations Officer Executive Manager: CSM

Table 19: Number of Focused interventions held for women, youth and persons with disabilities

INDICATOR TITLE	NUMBER OF FOCUSED INTERVENTIONS HELD FOR WOMEN, YOUTH AND PERSONS WITH DISABILITIES
Definition	Focused interventions are those sessions that include workshops, presentations, information sessions, training that are focused on women, youth and persons with disabilities. These interventions may include specific issues and rights of women, youth and persons with disabilities.
Source of data	PPSA Integrated Stakeholder Strategy
Method of calculation/assessment	Simple count
Means of verification	Attendance registers Photographic evidence showing date of events held Registers or signed letters/ forms or email confirmation by radio stations as evidence of public awareness sessions having taken place. Acknowledgement and/or Thank you letters
Assumptions	Accessibility of PPSA benefits society.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	300 Focused interventions held for women, youth and persons with disabilities
Indicator responsibility	Chief Operations Officer Executive Manager: CSM

Table 20: Number of annual good governance interventions

INDICATOR TITLE	NUMBER OF ANNUAL GOOD GOVERNANCE INTERVENTIONS
Definition	<p>Good Governance intervention: – awareness campaign and commemoration of good governance and ethics in South Africa.</p> <p>The Good Governance Interventions will take place through either simulcast streaming / radio/ webinars/ hybrid event or physical gatherings.</p>
Source of data	<p>PPSA Integrated Stakeholder Strategy</p> <p>Approved Annual Good Governance Concept Paper</p>
Method of calculation/assessment	Simple count
Means of verification	<p>Good Governance attendance registers/screenshots of online meetings/recording of online meetings or confirmation by service provider of simulcast streaming of Good Governance Week</p> <p>Report on good governance intervention</p>
Assumptions	Accessibility of PPSA benefits society.
Disaggregation of beneficiaries (where applicable)	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	5 Good governance interventions
Indicator responsibility	<p>Chief Operations Officer</p> <p>Executive Manager: CSM</p> <p>Chief of Staff</p>

Table 21: Number of bilateral engagements between PPSA and Organs of State

INDICATOR TITLE	NUMBER OF MULTILATERAL/BILATERAL ENGAGEMENTS BETWEEN PPSA AND ORGANS OF STATE
Definition	<p>Multilateral/Bilateral engagements include meetings or inspections in loco between the PPSA and the Executive/Legislature.</p> <p>These engagements also include presentation of the PPSA Investigative Reports to the Legislatures.</p>
Source of data	<p>PPSA Integrated Stakeholder Strategy</p> <p>Annual Bilateral Engagement plan</p>
Method of calculation/assessment	Simple count
Means of verification	<p>Attendance Registers</p> <p>Email confirmation</p> <p>Minutes of meetings</p> <p>Report on engagements</p>
Assumptions	Accessibility of PPSA benefits society.
Disaggregation of beneficiaries (where applicable)	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	50 Multilateral/Bilateral engagements between PPSA and Organs of State
Indicator responsibility	<p>COO</p> <p>Chief of Staff</p> <p>Executive Manager: CSM</p>

Table 22: Percentage complaints resolved in line with the PPSA Customer Service Charter

INDICATOR TITLE	PERCENTAGE COMPLAINTS RESOLVED IN LINE WITH THE PPSA CUSTOMER SERVICE CHARTER
Definition	Complainants are key stakeholder of the PPSA and to improve complaints service delivery, all complaints against the PPSA services are to be resolved in line with the PPSA Customer Service Charter.
Source of data	The PPSA Customer Service Charter Customer Care Report from Case Management system
Method of calculation/assessment	Percentage = Numerator: number of complaints resolved within 5 working days divided by Denominator: total number of cases resolved X 100
Means of verification	Complaint form/complaint e-mail/complaint letter with the date on which the complaint was received. Information captured on the Case Management System
Assumptions	Alleged violations of rights will occur in an unequal society and in public administration.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	90% complaints resolved in line with PPSA Customer Service Charter
Indicator responsibility	COO Executive Managers for: CSM

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