

Public Protector South Africa Annual Report 1 April 2007 - 31 March 2008



PUBLIC PROTECTOR
SOUTH AFRICA



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11. ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2008

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REPORT OF THE AUDIT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2008

We are pleased to present our report for the financial year ended 31 March 2008.

Audit Committee members and attendance

The Audit Committee consists of the members listed hereunder and meets twice per annum as per its approved terms of reference. During the current year four meetings were held.

Name of Member	No. of meetings attended
Ms. M. Vuso (Chairperson)	4
Mr. A. Soma	3
Mr. J. Mokwena	3

Audit Committee responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38 (1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriated formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

The system of controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the PFMA, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and management letter of the Auditor-General, it was noted that no significant or material non compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

The quality of in year management and monthly / quarterly reports submitted in terms of the Act and the Division of Revenue Act

The Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Office of the Public Protector during the year under review.





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Report of the Audit Committee**

Evaluation of financial statements

The Audit Committee has:

- reviewed and discussed the audited annual financial statements to be included in the annual report with the Auditor-General and the Accounting Officer;
- reviewed the Auditor-General's management letter and management's response thereto; and
- reviewed significant adjustments resulting from the audit.

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

.....
Chairperson of the Audit Committee
31 July 2008





Report of the Auditor-General to Parliament on the financial statements and performance information of the Office of the Public Protector for the year ended 31 March 2008

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Office of the Public Protector which comprise the statement of financial position as at 31 March 2008, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes as set out on pages 136 to 157.

Responsibility of the accounting officer for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the basis of accounting determined by the National Treasury, as set out in accounting policy note 1 and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA). This responsibility includes:
 - » designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error;
 - » selecting and applying appropriate accounting policies; and
 - » making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing and General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance on whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
6. An audit also includes evaluating the:
 - » appropriateness of accounting policies used;
 - » reasonableness of accounting estimates made by management; and
 - » overall presentation of the financial statements.





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Report of the Auditor-General**

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

8. The Office of the Public Protector policy is to prepare financial statements on the basis of accounting determined by the National Treasury, as set out in accounting policy note 1 to the financial statements.

Opinion

9. In my opinion the financial statements present fairly, in all material respects, the financial position of the Office of the Public Protector as at 31 March 2008 and its financial performance and cash flows for the year then ended, in accordance with the basis of accounting determined by the National Treasury, as set out in accounting policy note 1 and in the manner required by the PFMA.

OTHER MATTERS

Without qualifying my audit opinion, I draw attention to the following matter that relate to my responsibilities in the audit of the financial statements:

Matters of governance

10. The PFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which I have assessed as follows:

Matter of governance	Yes	No
Audit committee		
• The Office of the Public Protector had an audit committee in operation throughout the financial year.	✓	
• The audit committee operates in accordance with approved, written terms of reference.	✓	
• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 3.1.10/27.1.8	✓	
Internal audit		
• The Office of the Public Protector had an internal audit function in operation throughout the financial year.	✓	
• The internal audit function operates in terms of an approved internal audit plan.	✓	
• The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 3.2/27.2.	✓	





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Report of the Auditor-General**

Matter of governance	Yes	No
Other matters of governance		
The annual financial statements were submitted for audit as per the legislated deadlines section 40 of the PFMA.	✓	
The financial statements submitted for audit were not subject to any material amendments resulting from the audit.		✓
No significant difficulties were experienced during the audit concerning delays or the unavailability of expected information and/or the unavailability of senior management.	✓	
The prior year's external audit recommendations have been substantially implemented.	✓	

OTHER REPORTING RESPONSIBILITIES

REPORT ON PERFORMANCE INFORMATION

11. I have reviewed the performance information as set out on pages 24 to 40.

Responsibility of the accounting officer for the performance information

12. The accounting officer has additional responsibilities as required by section 40(3)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Office of the Public Protector.

Responsibility of the Auditor-General

13. I conducted my engagement in accordance with section 13 of the PAA read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008.

14. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

15. I believe that the evidence I have obtained is sufficient and appropriate to report that no significant findings have been identified as a result of my review.

APPRECIATION

16. The assistance rendered by the staff of the Office of the Public Protector during the audit is sincerely appreciated.

Auditor-General

Pretoria
31 July 2008



AUDITOR - GENERAL





REPORT BY THE ACCOUNTING OFFICER TO THE EXECUTIVE AUTHORITY AND PARLIAMENT OF THE REPUBLIC OF SOUTH AFRICA FOR THE YEAR ENDED 31 MARCH 2008

1. Legislative Mandate

1.1 The Office of the Public Protector (OPP) is an institution established in terms of Chapter Nine of the Constitution of the Republic of South Africa, 1996. Its additional mandate is further provided for in the Public Protector Act, 1994 as amended. The primary objective of Chapter Nine institutions, including the Office of the Public Protector, is to strengthen constitutional democracy. The Office fulfils its mandate by investigating, either at its own initiative or on receipt of complaints from aggrieved persons, allegations of improper conduct by organs of the State. The Office has the power to report and recommend appropriate remedial action.

1.2 The core business of the Office is:

- 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 impropriety or prejudice.
- To mediate, negotiate, conciliate, report and recommend appropriate remedial action.

2. General review of the state of financial affairs

2.1 The OPP operates with four programmes, which are as follows:

Programme	Sub-programme
Programme 1: Investigations and Reporting	Programme 1.1: National Investigations Programme 1.2: Provincial Investigations Programme 1.3: Special Investigations
Programme 2: Executive Management	Programme 2.1: Strategic Management Programme 2.2: Marketing and Communications
Programme 3: Outreach	Programme 3.1: Outreach Programme
Programme 4: Corporate Support Services	Programme 4.1: Human Capital Programme 4.2: Finance and Supply Chain Management Programme 4.3: Knowledge Management Programme 4.4: Information Technology Programme 4.5: Administrative Support Programme 4.6: Security and Risk Management





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Report of the Accounting Officer**

- 2.2 In spite of high turnover of staff, it is pleasing to report that the OPP was successful in achieving its constitutional mandate and has made significant progress in reaching the poorest of the poor through the outreach programme. In support of this statement, see the report on performance against strategic objectives section of this report.
- 2.3 The current manual case management system is insufficient to generate accurate and reliable statistics, which has resulted in errors in the investigations statistics reported in previous years. With the assistance of the internal auditors, a comprehensive file audit dating back to 2002/03 was conducted, and the results of this audit are provided in the case statistics section of this report. I am also pleased to report that the Office has made significant progress in the development of an electronic case management system, which would promote the generation of accurate and reliable statistics. This project is expected to be completed in the 2009/10 financial year, and an amount of R 5 000 000 received during the period under review was deferred to fund this project in the next financial year (refer to note 2 and note 19 of the Notes to the Annual Financial Statements).

3. Capacity constraints

- 3.1 The OPP was able to fill the vacant critical posts of Chief Executive Officer and Senior Manager: Information Technology in the period under review. However, the Chief Executive Officer was dismissed, and this critical post is now vacant. I was appointed Acting Accounting Officer on 18 December 2007. The Office also experienced high turnover of investigative, finance and supply chain management staff. This placed a burden on both the core-function as well as support functions in achieving the objectives set in the strategic plan. A retention strategy will be adopted in the 2008/09 financial year.
- 3.2 A service provider has been commissioned to review the establishment, job levels and compensation structure to bring the OPP in line with market best practises and to optimise our ability to achieve the objectives set in the Strategic Plan.

4. Utilisation of Donor Funds

- 4.1 As disclosed in note 2 of the Notes to the Annual Financial Statements, the Office concluded an agreement with the European Union, whereby the salaries of six (6) OPP employees will be funded for two years, starting from 1 January 2007, by the European Union through the Civil Society Advocacy Programme (CSAP). This has allowed the Office to expand the Outreach Programme.





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Report of the Accounting Officer**

5. Public Private Partnerships (PPP)

5.1 During the financial year under review, the OPP has, along with other National Departments participated in a transversal Public Private Partnership with Phavis-world. This PPP is for a term of five years and is managed by National Treasury and the Department of Transport. The following services are provided for in this PPP:

- Long Term Fleet Rental (5 years)
- Short Term Fleet Rental (day to day)
- Short Medium Term Fleet Rental (more than a month but less than a year)
- 24/7 Call Centre
- Internet Based System with an Electronic Log Book
- Chauffeur and Point to Point Driven Services
- Fuel Management System
- Vehicle Tracking Device for Short, Medium and Long Term Rentals
- Classroom Based Driver Training
- Fleet Consultancy Services

6. Events after the reporting date

6.1 As stated in paragraph 3.1 above, the Chief Executive Officer was dismissed on 13 May 2008.

7. Business Address

Physical Address
175 Lunnon Street
Hillcrest Office Park
HILLCREST
0083

Postal Address
Private Bag X677
PRETORIA
0001





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Report of the Accounting Officer**

8. Statement of Responsibility

- 8.1 The OPP is responsible for the preparation, integrity and fair presentation of the annual financial statements. The annual financial statements presented on pages 142 to 157, have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practices (GAAP) including any interpretations of such Statements issued by the Accounting Practices Board, with the effective Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statement.
- 8.2 The Office considers that, in preparing the financial statements, the most appropriate accounting policies were used, consistently applied and are supported by reasonable and prudent judgements and estimates.
- 8.3 The going-concern basis has been adopted in preparing the annual financial statements. There is no reason to believe that the OPP will not be able to continue its operations in the foreseeable future, based on forecasts and available cash resources. These annual financial statements support the viability of the OPP.
- 8.4 The OPP has always assumed full accountability for maintaining compliance with all applicable legislation, its established policies, systems and processes and for reporting its results with objectivity and the highest degree of integrity. It is critical for users of the Office's annual financial statements to have confidence that the financial information provided is timely, complete, relevant, and accurate.
- 8.5 The OPP has established and maintains a strong ethical environment so that its affairs are conducted to the highest standards of professionalism and corporate conduct. The Office has also established an effective system of internal control that provides reasonable assurance as to the integrity and accuracy of these financial statements. The internal audit function maintains critical oversight over the key areas of its business and financial processes and controls, and reports directly to the Audit Committee.
- 8.6 The OPP's external auditors, the Auditor-General, is responsible for reporting on the fair presentation of these financial statements.
- 8.7 The OPP is committed to and fully understands and embraces all its fiduciary and legislative responsibilities. The Office is dedicated to ensuring that the high standards of financial accounting and reporting as well as the underlying system of internal controls are maintained.





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Report of the Accounting Officer**

9. Approval

The annual financial statements set out on pages 136 to 157 have been approved by the Acting Accounting Officer.

S Thoke
Acting Accounting Officer
31 May 2008



Office of the Public Protector
 Annual Financial Statements for the year ended 31 March 2008
 Statement of Financial Performance for the year ended 31 March 2008

	Notes	2008 Actual R'000	2007 Actual R'000
REVENUE			
Grants and transfers	2	81,480	61,598
Other income	3	3	1
Finance income	4	2,337	1,342
TOTAL REVENUE		83,820	62,941
EXPENDITURE			
Administrative expenses	5	14,285	10,036
Staff costs	6	51,472	42,863
Financial transactions in assets and liabilities	7	37	0
Other operating expenses	8	12,778	6,841
Depreciation	9	2,682	2,626
Finance Costs	10	167	51
TOTAL EXPENDITURE		81,421	62,417
Surplus for the year		2,399	524



**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Statement of Financial Position as at 31 March 2008**

	Notes	2008 Actual R'000	2007 Actual R'000
ASSETS			
Non-current assets			
Property, plant and equipment	11	10,101	8,657
Intangible assets other than goodwill	12	3,039	0
		22,452	21,389
Current assets			
Trade and other receivables	14	1,312	269
Inventory	15	231	0
Cash and cash equivalents	16	20,909	21,120
		35,592	30,046
Total assets			
EQUITY AND LIABILITIES			
Capital and reserves			
Accumulated Surplus		12,727	10,328
		1,530	1,272
Non-current liabilities			
Non-current finance lease liability	20	1,530	1,272
		21,335	18,446
Current liabilities			
Trade and other payables	17	9,105	6,497
Provisions	18	6,875	5,293
Deferred Income	19	5,000	6,500
Current finance lease liability	20	355	156
		35,592	30,046
Total equity and liabilities			





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Changes In Net Assets for the year ended 31 March 2008**



Accumulated surplus

Notes

Balance as at 1 April 2005

Net surplus for the period 31 March 2006

Balance as at 31 March 2006

Net surplus for the period 31 March 2007

Balance as at 31 March 2007

Net surplus for the period 31 March 2008

Balance as at 31 March 2008

Accumulated surplus
R'000
8,776
1,028
9,804
524
10,328
2,399
12,727





Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Cash Flow Statement for the year ended 31 March 2008

		2008	2007
		Actual	Actual
		R'000	R'000
	Notes		
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash received from grants and other income		80,440	61,598
Cash paid to suppliers and employees		(76,078)	(49,380)
Cash flows from operating activities	21	4,362	12,218
Interest paid	10	(167)	(51)
Net cash generated from operating activities		4,195	12,167
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(3,422)	(2,898)
Purchase of intangible assets		(3,039)	0
Interest received	4	2,337	1,342
Net cash generated from investing activities		(4,124)	(1,556)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings		(282)	(112)
Net cash generated from financing activities		(282)	(112)
Net increase/(decrease) in cash and cash equivalents		(211)	10,499
Cash and cash equivalents at the beginning of the year	16	21,120	10,621
Cash and cash equivalents at end of the year		20,909	21,120



**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Notes to the Annual Financial Statements**

1. Accounting Policies

1.1 Statement of Compliance

The financial statements have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practices (GAAP) including any interpretations of such Statements issued by the Accounting Practices Board, with the effective Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statement as follows:

Standard of GRAP	Replaced Statement of GAAP
GRAP 1: Presentation of financial statements	AC101: Presentation of financial statements
GRAP 2: Cash flow statements	AC118: Cash flow statements
GRAP 3: Accounting policies, changes in accounting estimates and errors	AC103: Accounting policies, changes in accounting estimates and errors

Currently the recognition and measurement principles in the above GRAP and GAAP Statements do not differ or result in material differences in items presented and disclosed in the financial statements. The implementation of GRAP 1, 2 & 3 has resulted in the following changes in the presentation of the financial statements:

1. Terminology differences:

Standard of GRAP	Replaced Statement of GAAP
Statement of financial performance	Income statement
Statement of financial position	Balance sheet
Statement of changes in net assets	Statement of changes in equity
Net assets	Equity
Surplus/deficit	Profit/loss
Accumulated surplus/deficit	Retained earnings
Contributions from owners	Share capital
Distributions to owners	Dividends

2. The cash flow statement can only be prepared in accordance with the direct method.
3. Specific information has been presented separately on the statement of financial position such as:
 - a. Receivables from non-exchange transactions, including taxes and transfers
 - b. Taxes and transfers payable;
 - c. Trade and other payables from non-exchange transactions;



**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Notes to the Annual Financial Statements**

4. Amount and nature of any restrictions on cash balances is required.

Paragraph 11 – 15 of GRAP 1 was not implemented due the fact that the budget reporting standard has not been developed by the local standard setter and the international standard is not effective for this financial year. Although the inclusion of budget information would enhance the usefulness of the financial statements, non-disclosure will not affect the objective of the financial statements.

1.2. Basis of preparation

The financial statements have been prepared on the historical cost basis. The following are the principle accounting policies which are, in all material respects, consistent with those applied in the previous year, except as otherwise indicated:

1.3 Currency

These financial statements are presented in South African Rands since that is the currency in which the majority of the Office of the Public Protector's transactions are denominated.

1.4 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is recognised when it is probable that future economic benefits will flow to the enterprise and these benefits can be measured reliably.

Grants and transfers

Grants and transfers constitutes transfer payments from the Department of Justice and Constitutional Development and the European Union through the CSAP Programme.

Grants and transfers are recognised as revenue in the statement of financial performance:

- a. when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity
- b. when the amount of the revenue can be measured reliably
- c. to the extent that there has been compliance with any restrictions associated with the grant.

To the extent that the above three conditions are met, the full grant amount will be recognised immediately in the statement of financial performance.

Income from investments

Income from investments constitutes interest accrued on favourable balance with commercial banking institutions. Interest revenue is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Notes to the Annual Financial Statements**

receipts through the expected life of the financial asset to that asset's net carrying amount.

1.5 Irregular and fruitless and wasteful expenditure

Irregular expenditure means expenditure, other than authorised expenditure, incurred in contravention of, or not in accordance with a requirement of any applicable legislation, including:

- The Public Finance Management Act

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised.

All irregular and fruitless and wasteful expenditure is charged against income in the period in which they are incurred.

1.6 Debts written off

The office has adopted a policy, consistent with Treasury Regulations issued in terms of the Public Finance Management Act, with regards to the writing off of debts. In terms of this policy, debt is written off if:

- The debtor is untraceable and it would not be economically viable to employ tracing agents.
- The debt cannot be supported by adequate supporting documentation.
- Recovery of debt would be uneconomical.
- Recovery would cause undue hardship to the debtor or his/her dependents.
- It is advantageous for the State to effect settlement of the claim or to waive the claim.

All debts written off require the express written authorisation of the Accounting Officer.

1.7 Employee Benefits

Retirement benefit costs

The Office of the Public Protector offers its employees the option of choosing both a defined contribution plan and a defined benefit plan. The defined benefit plan offered to employees is the Government Employees Pension Fund (GEPF). In terms of the rules of the GEPF, the National Revenue Fund is responsible for any potential liability that might arise as a result of this plan. This implies that once contributions are paid, the Office of the Public Protector has no further payment obligations. Therefore, the defined benefit obligation, the related current service cost, the past service cost (if applicable), and any actuarial gains or losses are not recognized in the annual financial statements of the Office of the Public Protector, but is disclosed in the financial statements of the National Revenue Fund.

Payments to both defined contribution and defined benefit plans are charged to the income statement in the year to which they relate.





**Office of the Public Protector
Annual Financial Statements for the year ended 31 March 2008
Notes to the Annual Financial Statements**

Short-term employee benefits

The cost of all short-term employee benefits is recognised during the period in which the employee renders the related service. Accruals have been made for benefits where the employer has a present obligation to pay the benefit as a result of the employees' services rendered to balance sheet date. This represents a change in accounting policy. Refer to note 3. The accruals have been calculated at undiscounted amounts based on current salary rates.

Gratuity

In terms of the Public Protector's conditions of service, the Public Protector is entitled to a taxable lump sum gratuity on vacation of his office. The gratuity calculation is based on his basic salary, and his period in office. The provision raised in the annual financial statements is therefore the actual amount that would be payable had the Public Protector vacated his office on last day of the respective financial year.

1.8 Extraordinary items

All items of income and expense arising in the ordinary course of business are taken into account in arriving at the surplus. Where items of income and expense are of such size, nature or incidence that their disclosure is relevant to explain the performance of the Office, they are separately disclosed and appropriate explanations are provided.

1.9 Property, plant and equipment

Property, plant and equipment comprises of computer equipment, furniture and fittings, office equipment and motor vehicles. These assets are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is charged so as to write off the cost or valuation of assets over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

The assets are depreciated on the straight-line method over the following periods, considered to be their estimated useful lives:

Computer equipment	4 – 8 years
Furniture & fittings	5 – 16 years
Office equipment	5 – 8 years
Motor Vehicle	5 years





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Annual Financial Statements for the year ended 31 March 2008
Notes to the Annual Financial Statements**

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease.

Any proceeds arising from the disposal or retirement of an item of property, plant and equipment is recognized as a current liability, due to the requirements of Section 13 of the Public Finance Management Act which requires any such receipt received by the Office to be deposited into the National Revenue Fund. The loss arising on the disposal or retirement of an item of property, plant and equipment is therefore determined as the carrying amount of the asset and is recognized in the determination of the surplus or deficit.

1.10 Intangible assets other than goodwill

Intangible assets other than goodwill consists of computer software. Intangible assets other than goodwill are stated at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is charged so as to write off the cost or valuation of assets over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Intangible assets other than goodwill are depreciated on the straight-line method over the following periods, considered to be their estimated useful lives:

Computer software	3 – 7 years
-------------------	-------------

1.11 Inventory

Inventory comprises of consumables on hand at balance sheet date. Inventory is valued at the lower of cost and net realizable value, and impairment losses are recognized as an expense immediately. Inventory costs are assigned using the First in First out (FIFO) costing method.

1.12 Impairment of assets

At each balance sheet date, the office reviews the carrying amount of its tangible and intangible assets to determine whether there is any indication that those assets maybe impaired. If any such indication exists, the recoverable amount of the assets is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount for an individual asset, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset (cash –generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash generating) is reduced to its recoverable amount. Impairment losses are immediately recognised as an expense, unless the relevant is carried at a revalued amount under another standard, in which case the impairment loss is treated as a revaluation decrease under the standard.





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Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash generating unit) in prior years. A reversal of an impairment loss is recognised as income immediately, unless the relevant asset is carried at a revalued amount under another standard, in which case the reversal of the impairment loss is treated as a revaluation increase under that other standard.

1.13 Leases

Finance leases as per the Treasury Regulations refers to a contract that transfers the risks, rewards, rights and obligations incident to ownership to the lessee and is recorded as a purchase of equipment by means of long-term borrowing; All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets of the entity/group at their fair value at the date of acquisition. The corresponding liability to the lessor is included in the balance sheet as a finance lease obligation. Finance costs, which represent the difference between the total leasing commitments and the fair value of the assets acquired, are charged to the income statement over the term of the relevant lease so as to produce a constant periodic rate of interest on the remaining balance of the obligations for each accounting period.

Rentals payable under operating leases are charged to income on a straight-line basis over the term of the relevant lease.

1.14 Financial Instruments

Recognition

Financial assets and financial liabilities are recognised on the balance sheet when the office becomes a party to the contractual provisions of the instrument.

All "regular way" purchases and sales of financial liabilities are recognised using trade date accounting.

Measurement

Financial instruments are initially measured at cost, which includes transaction costs. Subsequent to initial recognition these instruments are measured as set out below.

Financial assets

The office's principle financial assets are accounts receivable and cash equivalents.

- Accounts receivables

Accounts receivables are stated at their nominal value as reduced by appropriate allowances for estimated irrecoverable amounts.





**Office of the Public Protector
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Financial liabilities

The office's principle financial liabilities are accounts payable.

All financial liabilities are measured at amortised cost, comprising original debt less principle payments and amortisations, except for financial liabilities held-for-trading and derivative liabilities, which are subsequently measured at fair value.

- Accounts payables

Accounts and other payables are stated at their nominal value.

1.15 Provisions

Provisions are recognised when the office has a present obligation as a result of past event and it is probable that this will result in an outflow of economic benefits that can be estimated reliably

1.16 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and cash held with banks, all of which is available to the office.

1.17 Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

- a. Review of residual lives, carrying values and impairment charges for property, plant and equipment and intangible assets – refer to Accounting Policy 1.9 Property, Plant and Equipment; Accounting Policy 1.10 Intangible assets other than goodwill and Accounting Policy 1.12 Impairment of assets.
- b. Review of the recoverability of outstanding debts, and the writing off of debt – refer to Accounting Policy 1.6 Debts written off.

1.18 Comparatives

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the Office may reasonably have available for reporting.



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2. Grants and transfers	2008	2007
	R'000	R'000
National Departments	80,222	61,284
Foreign Institutions	1,258	314
Total	81,480	61,598

2.1 National Departments	2008	2007
	R'000	R'000
Transfer from Department of Justice	78,722	67,784
Deferred Income recognised as income in current year	6,500	0
Income deferred in current year	(5,000)	(6,500)
Total	80,222	61,284

2.2 Foreign Institutions	2008	2007
	R'000	R'000
European Union (Civil Society Advocacy Programme)	1,258	314
Total	1,258	314

During the previous financial year, the Office concluded an agreement with the European Union whereby the salaries for six OPP employees is funded by the European Union through the Civil Society Advocacy Programme. Also refer to Note 6.

3. Other Income	2008	2007
	R'000	R'000
Revenue	3	1
Total	3	1

4. Finance Income	2008	2007
	R'000	R'000
Interest on cash and bank deposits	2,337	1,342
Total	2,337	1,342

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5. Administrative Expenses

General and administrative expenses
Auditor's Remuneration

Total

2008	2007
R'000	R'000
13,803	9,742
481	294
14,285	10,036

6. Staff costs

Basic salaries
Performance awards
Service Bonus
Defined Pension contribution plan expense
Other

Total

2008	2007
R'000	R'000
35,044	29,809
1,611	1,668
2,613	1,950
2,766	2,105
9,438	7,331
51,472	42,863

Included in the amounts above is the salary cost of R 1258 000 that relates to the salaries for six employees funded by the European Union through the Civil Society Advocacy Programme.

7. Financial transactions in assets and liabilities

Loss of disposal of assets

Total

2008	2007
R'000	R'000
37	0
37	0

During the year ended 31 March 2008, assets with a carrying amount of R 37 124 were disposed of.

8. Other operating expenses

Staff training and development
Consultants, contractors and special services
Maintenance, repairs and running costs
Entertainment expense
Other

Total

2008	2007
R'000	R'000
1,551	449
4,553	2,251
547	567
42	198
6,085	3,376
12,778	6,841

9. Depreciation

Office equipment
Motor vehicles
Computer equipment

2008	2007
R'000	R'000
519	650
200	95
1,361	1,364

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Computer software	0	0
Furniture and fittings	602	517
Total	2,682	2,626

10. Finance Costs

	2008 R'000	2007 R'000
Obligations under finance leases	167	51
Total	167	51

11. Property, plant and equipment 2008

	Computer Equipment R'000	Furniture & Fittings R'000	Office Equipment R'000	Motor Vehicle R'000	Total R'000
Cost					
Balance at 1 April 2007	6,081	4,018	2,003	1,612	13,714
Additions	1,656	344	1,269	894	4,163
Disposals	183	28	475	60	746
Balance at 31 March 2008	7,554	4,334	2,797	2,446	17,131
Depreciation					
Balance at 1 April 2007	2,933	901	1,049	174	5,057
Current year charge	1,361	602	519	200	2,682
Disposals	411	28	247	23	709
Balance at 31 March 2008	3,883	1,475	1,321	351	7,030
Book value at 31 March 2008	3,671	2,859	1,476	2,095	10,101

2007

	Computer Equipment R'000	Furniture & Fittings R'000	Office Equipment R'000	Motor Vehicle R'000	Total R'000
Cost					
Balance at 1 April 2006	3,876	3,463	1,866	206	9,411
Additions	2,205	555	137	1,406	4,303
Balance at 31 March 2007	6,081	4,018	2,003	1,612	13,714
Depreciation					
Balance at 1 April 2006	1,568	385	399	79	2,431
Current year charge	1,365	516	650	95	2,626
Balance at 31 March 2007	2,933	901	1,049	174	5,057
Book value at 31 March 2007	3,148	3,117	954	1,438	8,657

12. Intangible assets other than goodwill

Computer Software

Cost

Balance at 1 April 2007	0	0
Additions	3,039	0
Balance at 31 March 2008	3,039	0

Depreciation

Balance at 1 April 2007	0	0
Current year charge	0	0
Balance at 31 March 2008	0	0

Book value at 31 March 2008

	2008 R'000	2007 R'000
	0	0
	3,039	0
	3,039	0
	0	0
	0	0
	0	0
	3,039	0



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13. Financial risk factors

The Office of the Public Protector's exposure to, and management of market, credit and liquidity risks is described below:

(a) Market Risk:

Market risk can be sub-categorised into foreign exchange risk and interest rate risk:

i) Foreign Exchange Risk:

The Office is exposed to limited foreign exchange risk as the Office does not have international operations, and the majority of its transactions are performed locally. The Office has therefore not implemented any specific risk management strategies related to the mitigation of this risk.

ii) Interest rate risk:

The Office is exposed to cash flow interest rate risk arising from Cash on hand at commercial banks, which earns interest at floating rates based on daily bank deposit rates. The Office is also exposed to fair value interest rate risk arising from fixed interest rates in the finance lease contracts entered into for the acquisition of Motor Vehicles and Photocopiers. The Office's ability to mitigate this risk is limited by the fact that these finance lease contracts are transversal contracts managed by National Treasury, and prohibitions contained in the Public Finance Management Act.

(b) Credit Risk:

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Office's exposure to credit risk relates to the agreement with the European Union whereby the salaries for six OPP employees is funded by the European Union through the Civil Society Advocacy Programme. The Office enjoys representation on the board of the Civil Society Advocacy Programme, and is therefore able to continually manage this risk.

(c) Liquidity Risk:

Due to the nature of its business, the Office of the Public Protector manages liquidity risks by maintaining adequate cash reserves.

Fair values

The Office's financial instruments consist mainly of cash and cash equivalents, trade and other receivables and trade and other payables.

No financial asset was carried at an amount in excess of its fair value. The following methods and assumptions are used to determine the fair value of each class of financial instruments:

Cash and cash equivalents

The carrying amount of cash and cash equivalents approximates fair value due to the relatively short-term maturity of these financial assets and financial liabilities.

Trade receivables



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The carrying amount of trade receivables approximates fair value due to the relatively short-term maturity of this financial asset.

Trade payables

The carrying amount of trade payables approximates fair value due to the relatively short-term maturity of this financial liability.

14. Trade and other receivables

	2008	2007
	R'000	R'000
Trade receivables	1,262	269
Other receivables	50	0
Total	1,312	269

At balance sheet date, no debts are considered impaired, and a provision for doubtful debts has not been raised. The Office has also not written off any debts during the period under review.

Liquidity Analysis

As at 31 March 2008, Trade receivables of R 959, 931 were past due but not impaired. The ageing analysis for these trade receivables are as follows:

	2008	2007
	R'000	R'000
Up to 3 months past due	315	0
3 to 6 months past due	323	0
Over 6 months past due	322	0
	960	0

Trade receivables are disclosed at undiscounted values. A comparison of the undiscounted values against the discounted values is provided in the table below:

	Undiscounted	Discounted
	R'000	R'000
Up to 3 months past due	315	310
3 to 6 months past due	323	310
Over 6 months past due	322	299
	960	918

Refer to Note 12 for further information on credit risk.

15. Inventory

	2008	2007
	R'000	R'000
Consumables	231	0
Total	231	0

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Inventory represents consumables on hand at year end. Inventory has been costed using the First In First Out (FIFO) method. In prior periods, the amount of inventory on hand at year-end was not material and was written off in the Statement of Financial Performance.

16. Cash and cash equivalents

Cash at bank
 Cash on hand
Total

2008	2007
R'000	R'000
20,859	21,070
50	50
20,909	21,120

The carrying amount of cash and cash equivalents approximates their fair values. Cash at bank earns interest at floating rates based on daily bank deposit rates.

For the purpose of the cash flow statement:

Cash and cash equivalents at the beginning of the year

21,120	10,621
---------------	---------------

17. Trade and other payables

Trade creditors
 Accruals
Total

2008	2007
R'000	R'000
3,273	3,358
5,832	3,139
9,105	6,497

Trade creditors are disclosed at undiscounted values. All trade creditors are payable within three (3) months of balance sheet date.

18. Provisions

Salary and related expenses

Opening balance
 Increase/(decrease) in provision for salary and related expenses
 Transfer to Accruals as per change in accounting policy
Closing balance

2008	2007
R'000	R'000
2,317	2,954
1,433	309
(479)	(947)
3,271	2,316

Levies provision

Opening balance
 Increase/(decrease) in provisions for levies
Closing balance

163	148
35	15
198	163

Public Protector Gratuity

Opening balance
 Increase in provision for Public Protector Gratuity
Closing balance

2,814	2,048
592	766
3,406	2,814

Total provisions

Opening balance
 Increase/(decrease) in total provisions

5,294	5,150
2,060	1,090

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Transfer to Accruals as per change in accounting policy	(479)	(947)
Closing balance	6,875	5,293

	2008 R'000	2007 R'000
Opening balance	6,500	0
Deferred Income recognised as income in current year	(6,500)	0
Income deferred in current year	5,000	6,500
Closing balance	5,000	6,500

Deferred Income relates to the portion of the Grants and transfers received which has not been recognised in the Statement of Financial Performance, as the expenditure that it is intended to compensate has not yet been incurred.

20. Finance Lease obligations

Reconciliation between the total of the minimum lease payments and the present value:

	Up to 1 year R'000	1 to 5 years R'000	More than 5 years R'000	Total R'000
Year ended 31/3/2007				
Future minimum lease payments	294	1,612	0	1,906
Finance cost	138	340	0	478
Present value	156	1,272	0	1,428
Year ended 31/3/2008				
Future minimum lease payments	538	1,832	0	2,370
Finance cost	183	302	0	485
Present value	355	1,530	0	1,885

Analysed for financial reporting purposes:

	2008 R'000	2007 R'000
Non-current finance lease liability (recoverable after 12 months)	1,530	1,272
Current finance lease liability (recoverable within 12 months)	355	156
Net finance lease liability	1,885	1,428

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Finance Leases: Photocopiers

During the year ended 31 March 2008, the Office leased photocopiers under finance leases in terms of a transversal contract managed by National Treasury. Included in current finance lease liabilities is an amount of R 233 249 that relates to the lease liability for these photocopiers (R 381 951 in non-current finance lease liabilities). The average lease term is three years. For the year ended 31 March 2008 the average effective borrowing rate was 12%. Interest rates are fixed at the contract date.

Finance Leases: Motor Vehicles (acquired under a Transversal Public Private Partnership contract)

During the year ended 31 March 2008, the Office leased certain motor vehicles under finance leases in terms of a transversal public private partnership contract managed by National Treasury and the Department of Transport. Included in current finance lease liabilities is an amount of R 121 809 that relates to the lease liability for these motor vehicles (R 1 148 064 in non-current finance lease liabilities). The average lease period is five years. For the year ended 31 March 2008, the average effective borrowing rate was 10%. Interest rates are fixed at the contract date.

The Office's obligations under finance leases are secured by the lessor's charge over the leased assets.

21. Reconciliation of surplus for the year to cash generated from operations

	2008 R'000	2007 R'000
Surplus for the year	2,399	524
Adjusted for:		
Financial transactions in assets and liabilities	37	0
Depreciation	2,681	2,626
Income from investments	(2,337)	(1,342)
Finance Costs	167	51
Operating cash flows before working capital changes	2,948	1,859
Net change in working capital	1,415	10,359
	4,362	12,218

21.1 Changes in working capital

	2008 R'000	2007 R'000
(Increase)/Decrease in debtors	(1,043)	229
(Decrease)/Increase in creditors	2,608	3,487
(Increase)/Decrease in inventories	(231)	0
Increase/(Decrease) in deferred income	(1,500)	6,500
increase/(decrease) in provisions	1,581	143
Net change in working capital	1,415	10,359

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22. Change in accounting policy

The Office of the Public Protector changed its accounting policy in respect of short-term employee benefits. Where short-term employee benefits were previously recognised as a provision, they are now recognised as an accrual. This was done to give a fairer classification of the liabilities of the Office of the Public Protector. The change in accounting policy has been accounted for retrospectively and comparative amounts have appropriately restated.

The effect of the change in accounting policy is as follows:

	2008	2007
	R'000	R'000
Decrease in provisions	(479)	(947)
Increase in accruals	479	947
Adjustment of Accumulated Surplus	0	0

23. Related party transactions

23.1 Key management personnel

Public Protector & Deputy Public Protector
Chief Directors
Directors
Total

	2008	2007
	R'000	R'000
Public Protector & Deputy Public Protector	1,662	1,506
Chief Directors	3,295	1,760
Directors	9,580	7,623
Total	14,537	10,889

Key management personnel includes the Public Protector, Deputy Public Protector and all other employees on SMS, including the Chief Executive Officer, Chief Financial Officer, Chief Investigators and Provincial Representatives.

23.2 Other related party transactions

The Office enjoys representation on the board of the Civil Society Advocacy Programme, which is funded by the European Union. In addition to funding received from the European Union through this programme, staff members from the Office also received training, which was funded by the European Union through this programme. It is not possible to quantify the benefits related to this training.

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24. Irregular Expenditure

Reconciliation of irregular expenditure

Opening balance
Add: Irregular expenditure – current year

Less: Amounts condoned

Administrative expenses
Staff costs
Other operating expenses
Property, plant and equipment

Less: Not condoned

Administrative expenses
Staff costs
Other operating expenses
Property, plant and equipment

Irregular expenditure awaiting condonement

Administrative expenses
Staff costs
Other operating expenses
Property, plant and equipment

	2008 R'000	2007 R'000
Opening balance	0	0
Add: Irregular expenditure – current year	152	12
Less: Amounts condoned	139	12
Administrative expenses	0	0
Staff costs	0	0
Other operating expenses	0	0
Property, plant and equipment	139	12
Less: Not condoned	0	0
Administrative expenses	0	0
Staff costs	0	0
Other operating expenses	0	0
Property, plant and equipment	0	0
Irregular expenditure awaiting condonement	13	0
Administrative expenses	0	0
Staff costs	0	0
Other operating expenses	13	0
Property, plant and equipment	0	0

Irregular Expenditure

Incident	Disciplinary steps taken/criminal proceedings	2008 R'000	2007 R'000
Payments made for finance leases	None, as these are transversal contracts approved by National Treasury, and condoned by the Accountant-General	139	12
Procurement process not followed	Dismissal	13	0
		152	2

	2008 R'000	2007 R'000
Payments made for finance leases	139	12
Procurement process not followed	13	0
	152	2

The Office did not incur any unauthorised or fruitless and wasteful expenditure during the period under review

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25. Gifts, donations and sponsorships received

Name	Nature of gift, donations or sponsorship	2008 R'000	2007 R'000
Angolan Ombudsman	2 x Wood Carvings	0	0
		0	0

26. Gifts, donations and sponsorships paid

Name	Nature of gift, donations or sponsorship	2008 R'000	2007 R'000
Public Protector Staff	Desk Ornament for all staff	12	0
		12	0

27. Contingent Liabilities

Occupational Specific Salary Dispensation (OSD) for Legally Qualified employees:

In terms of Public Service Co-ordinating Bargaining Council Resolution No. 3 of 2008, legally qualified employees in the public service, appointed in terms of the Public Service Act, 1994, are entitled to an improved salary structure, back dated to 1 July 2007.

The legally qualified employees in the Office of the Public Protector are appointed in terms of the Public Protector Act, and not the Public Service Act. However, based on past practices, the Office may have a contractual and constructive obligation to provide the improved salary structure to legally appointed staff at the OPP. The financial implications resulting from the implementation of the OSD cannot as yet, be quantified. Discussions will be held with National Treasury, the Department of Public Service and Administration and other relevant parties to confirm this obligation and, if necessary, to quantify the financial implications. No reliable estimate of this contingent liability can be made.



12. THE YEAR AHEAD

1. The Office of the Public Protector remains committed in realising and delivering on its mandate, by mapping out the strategic direction which aims to respond to the needs of all South Africans.

- 1.1 The following vision and mission were adopted:

Vision

To strive for quality and fair service delivery by all organs of state.

Mission

To strengthen constitutional democracy by conducting investigations into alleged or suspected improper conduct by organs of state, reporting and recommending remedial action, and enhancing awareness and accessibility to all.

2. The following four programmes and sub-programmes were adopted and further defined into the strategic objectives:

- 2.1 Programme One: Investigations and Reporting

- 2.1.1 Objective of the programme

- 2.1.1.1 To conduct National, Special and Provincial investigations that are effective, efficient, informed, timeous and of high quality.

- 2.1.2 Outcome of the programme

- 2.1.2.1 Improved service delivery to stakeholders.

- 2.1.3 Strategic objectives for Programme One

- 2.1.3.1 To conduct investigations in compliance with the constitutional mandate of the OPP;

- 2.1.3.2 To conduct systemic investigations;

- 2.1.3.3 To conduct own initiative investigations;

- 2.1.3.4 To develop investigative techniques, processes and training;

- 2.1.3.5 To reduce the turnaround time of investigations

- 2.1.3.6 To ensure effective, relevant reporting in all finalised investigations

- 2.1.3.7 To monitor and report on remedial actions recommended to organs of state.

- 2.2 Programme Two: Executive Management

- 2.2.1 Objective of the programme:

- 2.2.1.1 To provide strategic direction and improve internal and external communication to inculcate a common vision and improved profile for the OPP.





- 2.2.2 Outcome of the programme:
 - 2.2.2.1 Improved service delivery to stakeholders;
 - 2.2.2.2 Smooth, timeous flow of accurate information to all OPP staff;
 - 2.2.2.3 Increased awareness and knowledge of the constitutional mandate of the OPP.

2.2.3 Strategic objectives for the programme:

- 2.2.3.1 Sub-Programmes: CEO
 - 2.2.3.1.1 Manage the definition and review of Organisational Strategic Performance Assessment and Reporting.
 - 2.2.3.1.2 To ensure the consolidation and continuous update of the Policies into an integrated Staff Corporate Manual.
 - 2.2.3.1.3 To ensure the improvement of efficiency and effectiveness of the Investigation Process
 - 2.2.3.1.4 Definition of Business Processes linked to the organisational structure
 - 2.2.3.1.5 Ensure that Staff strategic involvement process is outlined
 - 2.2.3.1.6 Ensure the Development of strategy on skills diversification for investigators
 - 2.2.3.1.7 Consolidate Organisational Risk Management Plan
 - 2.2.3.1.8 Facilitate and monitor Change Management and Transformation processes
 - 2.2.3.1.9 Ensure attainment of unqualified audit reports
 - 2.2.3.1.10 Quality Internal Audit Reports
- 2.2.3.2 Sub-programme: Executive Support
 - 2.2.3.2.1 To conduct file inspections.
 - 2.2.3.2.2 To implement and review think-tank committee procedures and processes
 - 2.2.3.2.3 Enhance collaboration with stakeholders.
 - 2.2.3.2.4 To co-ordinate the OPP Management, EXCO and Think Tank meetings
 - 2.2.3.2.5 Establish, migrate and launch AORC.
 - 2.2.3.2.6 Development of the Exchange programme Strategy.
 - 2.2.3.2.7 To implement and monitor the Service Delivery Charter
- 2.2.3.3 Sub-programme: Security and Risk Management
 - 2.2.3.3.1 To implement and monitor processes for the protection of OPP information and assets, including staff
 - 2.2.3.3.2 Monitor the implementation of the Risk Management Plan
- 2.2.3.4 Sub-programme: Marketing and Communications:
 - 2.2.3.4.1 Improve communication and routing of information to stakeholders
 - 2.2.3.4.2 Effective internal communication





- 2.2.3.4.3 Manage media relations
- 2.2.3.4.4 To Enhance Corporate Brand of the OPP
- 2.2.3.4.5 Establish Events Co-ordinations function and manage events, including the Annual Theme conference
- 2.2.2.4.6 Ensure staff of OPP adheres to Protocol procedures
- 2.2.2.4.7 Effective co-ordination of International Visits

2.3 Programme Three: Outreach programme

2.3.1 Objective of the programme

- 2.3.1.1 To empower the people through knowledge, and ensure accessibility of the services of the OPP.

2.3.2 Outcome of the programme

- 2.3.2.1 Improved stakeholder perception, co-operation and accessibility of OPP services.

2.3.3 Strategic Objectives for the Outreach

- 2.3.3.1 Increase accessibility to OPP services
- 2.3.3.2 Increase public awareness
- 2.3.3.3 Manage Outreach Activities at National Office
- 2.3.3.4 Liaise with Civil society organisations to facilitate access
- 2.3.3.5 Develop Training and Process Manuals on Outreach
- 2.3.3.6 Assess the impact of the Outreach Programme

2.4 Programme Four: Corporate Support Services.

2.4.1 Objective of the programme

- 2.4.1.1 To achieve and sustain an efficient and effective corporate support service that is compliant with legislation.

2.4.2 The outcome of the programme

- 2.4.2.1 Improve service delivery.

2.4.3 Strategic objectives for the programme

- 2.4.3.1 Sub-programme: Human Resources Management and Development
 - 2.4.3.1.1 Strategic objectives of the programme are the following:
 - 2.4.3.1.2 Ensure attraction, maintenance and retention of high quality staff for OPP.
 - 2.4.3.1.3 Continuous monitoring and evaluation of OPP Personnel Performance Management and Development System (PPMDS) to ensure an improved and sustained PPMDS).





- 2.4.3.1.4 Training and development of staff according to OPP needs
- 2.4.3.1.5 Implementation and monitoring of EWP for the OPP.
- 2.4.3.1.6 Facilitate and monitor Employment equity and diversity
- 2.4.3.1.7 Define the requirements for Human Resources Management Information System (HRMIS)
- 2.4.3.1.8 To improve, monitor and advise on Labour Relations.

2.4.3.2 Sub-programme: Finance and Supply Chain Management

- 2.4.3.2.1 To develop a costing model for investigations
- 2.4.3.2.2 Improve OPP financial management and reporting
- 2.4.3.2.3 Ensure compliance of OPP with financial prescripts
- 2.4.3.2.4 Develop and implement cost-effective procurement processes

2.4.3.3 Sub-programme: Administration Support

- 2.4.3.3.1 To enable the optimum application and utilisation of resources
- 2.4.3.3.2 To promote the effective and efficient functioning of the registry
- 2.4.3.3.3 To establish and maintain suitable office accommodation

2.4.3.4 Sub-programme: Knowledge Management

- 2.4.3.4.1 Strategic objectives of the programme are the following:
- 2.4.3.4.2 Create Knowledge Management Institution of the OPP

2.4.3.5 Sub-programme: Information and Communication Technology

- 2.4.3.5.1 Strategic objectives for the programme are the following:
- 2.4.3.5.2 Develop Master Systems Plan (MSP);
- 2.4.3.5.3 Implement Master System Plan





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WESTERN CAPE

P O Box 712
CAPE TOWN
8000

4th Floor
51 Wale Str / Bree Str
CAPE TOWN

Tele: 021-423 8644
Fax: 021-423 8708





EASTERN CAPE

P O Box 424
BISHO
5605

Unathi House
Independent Avenue, Bisho
Behind Pick 'n Pay

Tele: 040-635 1286/7/ 1145/ 1126
Fax: 040-635 1291

NORTHERN CAPE

P O Box 1505
KIMBERLEY
8300

4 Sydney Street
Pretmax Building
2nd & 3rd Floor
KIMBERLEY
8300

Tele: 053-831 7766 /5281/2
Fax: 053-832 3404

GAUTENG

P O Box 32738
BRAAMFONTEIN
2017

Constitutional Hill
Women's Jail
2 Kotze Street
C/o Kotze & Joubert Streets
JOHANNESBURG

Tele: 011-339 3737/2047
Fax: 011-339 2858





NORTH-WEST OFFICE

P O Box 512
MAFIKENG
2745

Public Protector's Chambers
Cnr Martin & Robinson Streets
MAFIKENG
Tele: 018-381 1060/1/2
Fax: 018-381 2066

REGIONAL OFFICES

Siyabuswa

P O Box 2391
SIYABUSWA
0472

Old Parliament Building
Job Skosana Street
SIYABUSWA
0472

Tele: 013-973 0033/6
Fax: 013-973 0029

George

P O Box 9481
GEORGE
6530

1st Floor South Wing
Bataleur Park
Cnr Cathedral & Cradock Street
GEORGE
6259

Tele: 044-874 2887/904
Fax: 044-874 5922





Kuruman

P O Box 79
MOTHIBISTAD
8474

1 Rose Avenue
Shop 1
KURUMAN
8460

Tele: 053-712 1762 / 2347
Fax: 053-712 2417

Vryburg

P O Box 891
VRYBURG
8600

Old Mutual Building
55 Market Street
VRYBURG
8600

Tele: 053-927 2221
Fax: 053-927 2509

Mabopane

P O Box 3165
ROSSLYN
0200

Central House
2nd Floor, Room 334
MABOPANE

Tele: 012-702 5458/4330
Fax: 012-702 8127

Rustenburg

P O Box 371
TLHABANE
0309





Suite No 12
Old SARS Building
135 Klopper Street
RUSTENBURG

Tele: 014-592 9023/6

Fax: 014-592 9031

Upington

P O Box 15

Upington

8800

Umbra Building

55-59 Mark Street

UPINGTON

8800





NOTES

