

GOVERNANCE UNDER PRESSURE

OVERSIGHT. SOEs. POLITICAL INTERFERENCE.

FROM **AUDIT INSIGHT** TO **STRATEGIC IMPACT**



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10TH NATIONAL PUBLIC SECTOR

SUPPLY CHAIN PROCESS AUDIT CONVENTION



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WHEN THE RIGHT DECISION
BECOMES DANGEROUS TO MAKE...

WHO PROTECTS
THE PUBLIC INTEREST?



Governance is not tested
when **compliance** is easy.



Governance is tested
when **integrity** has a cost.



POLITICAL INTERFERENCE BECOMES INSTITUTIONAL FAILURE WHEN...

01



APPOINTMENTS
CREATE DEPENDENCE

02



DECISIONS
BECOME HIDDEN

03



PROFESSIONALS
ARE SILENCED

04



OVERSIGHT
BECOMES DIVIDED

05



CONSEQUENCES
BECOME UNCERTAIN

THE PROBLEM IS NOT ONLY WHO APPLIES PRESSURE.
IT IS WHETHER THE INSTITUTION CAN WITHSTAND IT.

AN AUDIT FINDING IS NOT THE END OF THE STORY. IT IS AN EARLY WARNING.



**IF THE CHAIN STOPS AT THE AUDIT REPORT,
ACCOUNTABILITY HAS NOT YET HAPPENED.**

THE BIGGER QUESTION IS:

THE QUESTION IS NOT ONLY:



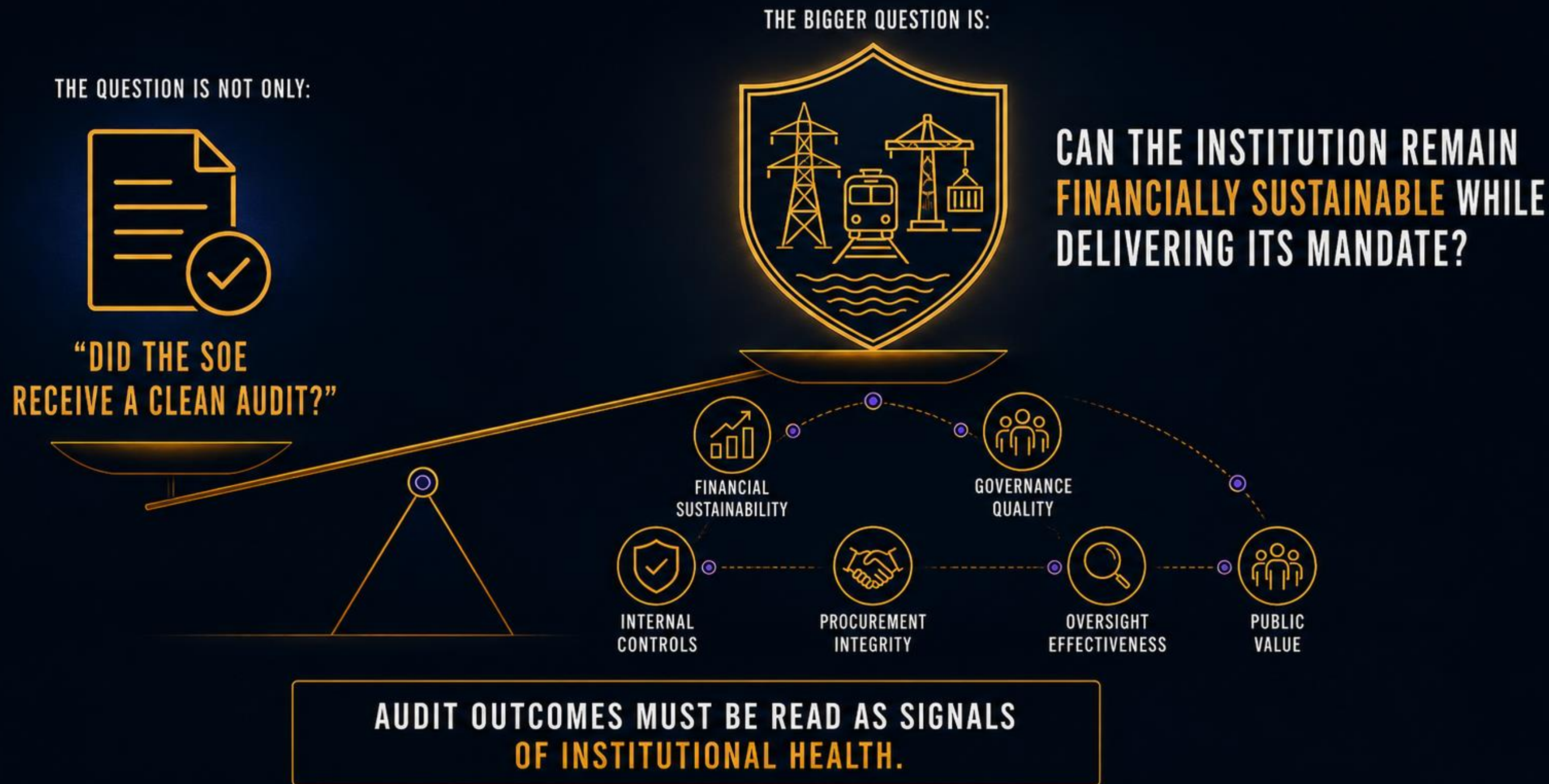
“DID THE SOE
RECEIVE A CLEAN AUDIT?”



CAN THE INSTITUTION REMAIN
FINANCIALLY SUSTAINABLE WHILE
DELIVERING ITS MANDATE?



AUDIT OUTCOMES MUST BE READ AS SIGNALS
OF INSTITUTIONAL HEALTH.



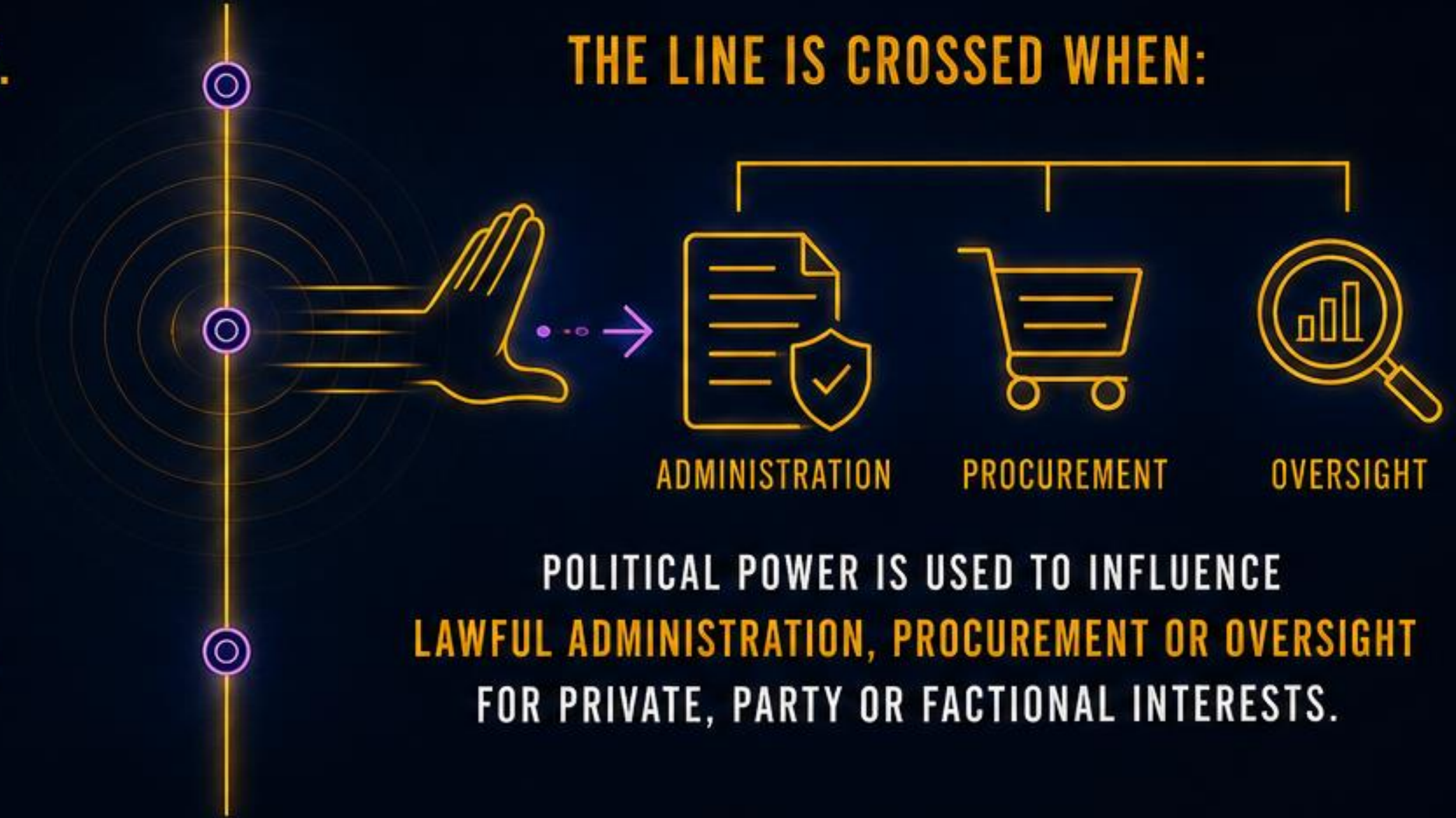
POLITICAL LEADERSHIP ≠ POLITICAL INTERFERENCE

POLITICAL LEADERSHIP IS LEGITIMATE.



- ✓ SET POLICY
- ✓ SET PRIORITIES
- ✓ PROVIDE STRATEGIC DIRECTION
- ✦ ANSWER TO CITIZENS

THE LINE IS CROSSED WHEN:



THE TEST IS NOT:
WHO MADE THE REQUEST?



THE TEST IS:
CAN THE DECISION WITHSTAND SCRUTINY?

WHEN PRESSURE ENTERS THE ACCOUNTABILITY CHAIN



POLITICAL INTERFERENCE IS NOT AUTOMATICALLY STATE CAPTURE.

POLITICAL INTERFERENCE
INFLUENCE OVER INDIVIDUAL DECISIONS,
APPOINTMENTS OR PROCESSES.



STATE CAPTURE

A DEEPER AND SUSTAINED ATTEMPT TO INFLUENCE:



THE COMMON THREAD:
PUBLIC INSTITUTIONS BECOME VULNERABLE WHEN ACCOUNTABILITY
IS REDIRECTED AWAY FROM THE PUBLIC INTEREST.



WHEN PROCUREMENT, POWER AND OVERSIGHT COLLIDE

THE LESSON IS NOT ONLY ABOUT A TRANSACTION.
IT IS ABOUT THE ACCOUNTABILITY CHAIN.



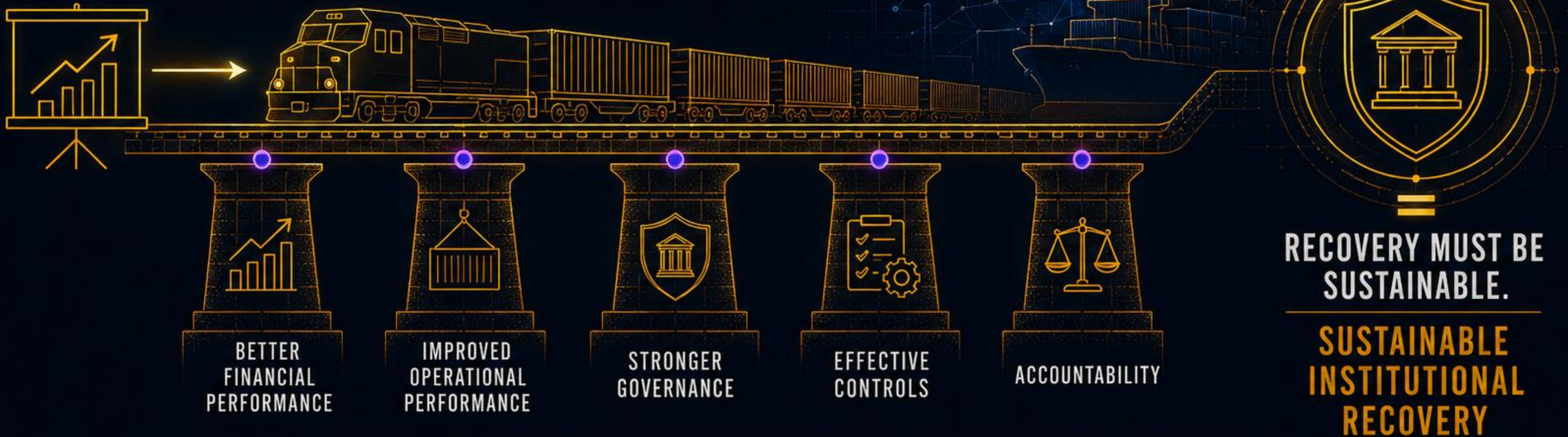
WHERE DID THE CONTROL FAIL?
AND WHY WAS IT NOT CORRECTED EARLIER?

CASE SOURCE: PARLIAMENT OF SOUTH AFRICA — PORTFOLIO COMMITTEE ON PUBLIC ENTERPRISES, ESKOM OVERSIGHT INQUIRY.



OVERSIGHT. INTEGRITY. ACCOUNTABILITY. PUBLIC VALUE.

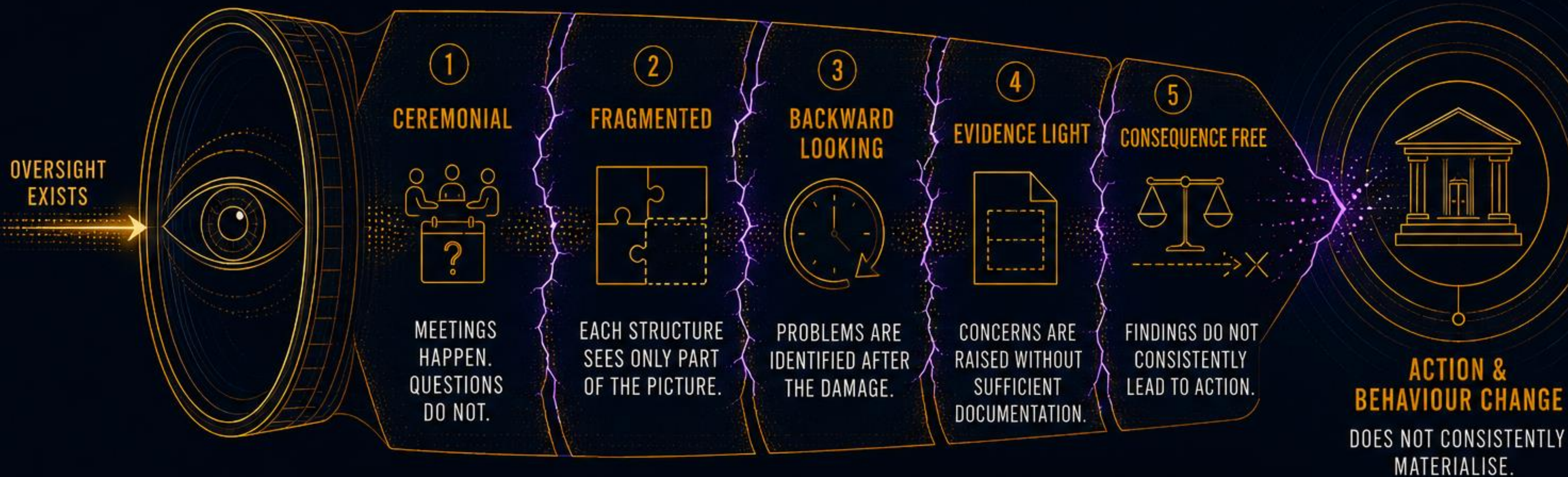
RECOVERY IS NOT A PRESENTATION OF BETTER NUMBERS.



**IMPROVEMENT MUST BE SUPPORTED BY CONTROLS
STRONG ENOUGH TO MAKE IT LAST.**



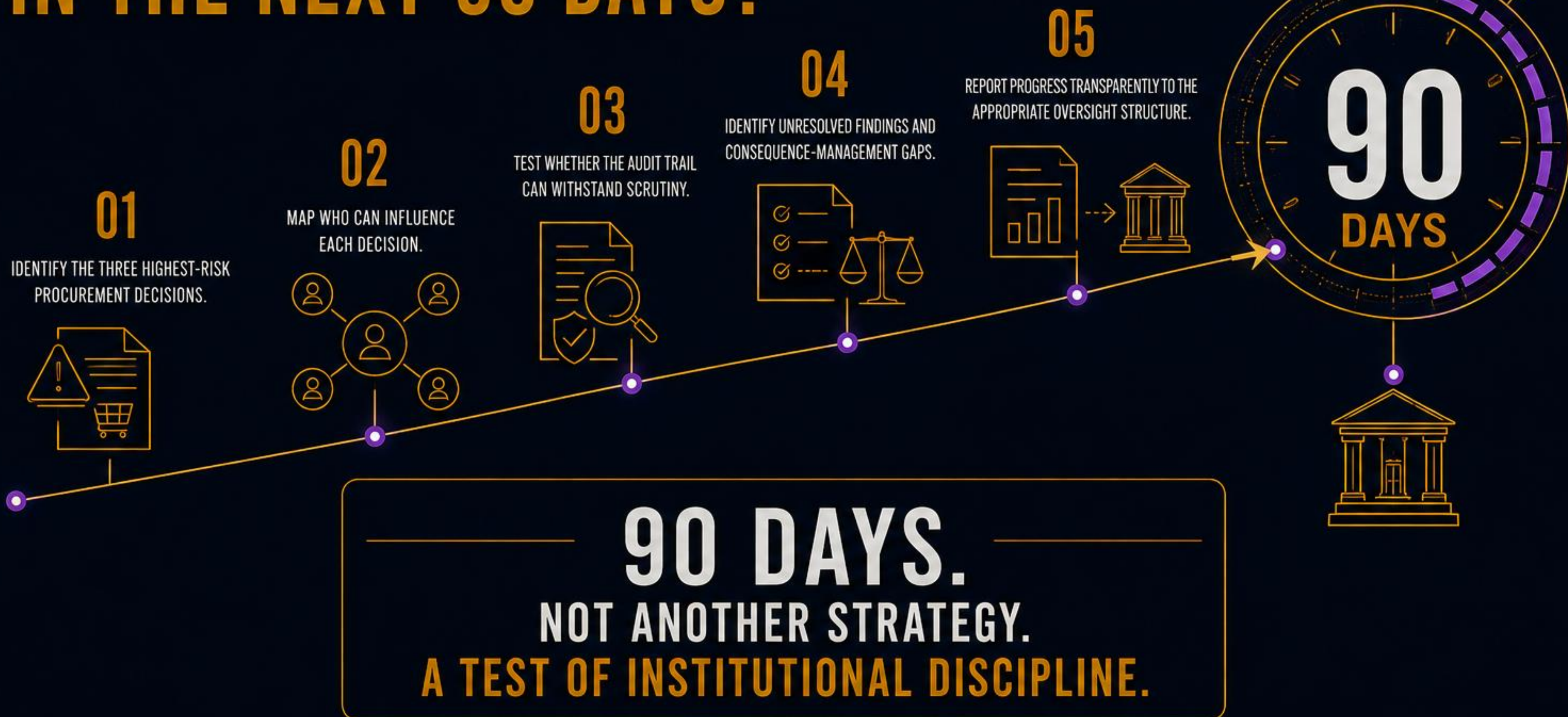
BECAUSE OVERSIGHT CAN EXIST WITHOUT ACCOUNTABILITY.



THE REAL TEST:

DOES OVERSIGHT CHANGE BEHAVIOUR?

WHAT CAN WE CHANGE IN THE NEXT 90 DAYS?



WHEN A HIGH-RISK DECISION ARRIVES...

ASK:



PURPOSE

IS THE PUBLIC PURPOSE CLEAR?



EVIDENCE

WHAT SUPPORTS THE DECISION?



SCRUTINY

CAN THE DECISION
WITHSTAND EXTERNAL REVIEW?



RESPONSIBILITY

WHO OWNS THE DECISION?

P

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RISK

WHAT COULD GO WRONG?



SEPARATION

WHO CHALLENGES AND
INDEPENDENTLY ASSURES IT?



URGENCY

IS URGENCY GENUINE OR BEING
USED TO BYPASS CONTROLS?



ENFORCEMENT

WHAT HAPPENS IF THE
RULES ARE BREACHED?

USE THE TEST **BEFORE** THE DECISION IS **FINALISED**.



OVERSIGHT. INTEGRITY. ACCOUNTABILITY. PUBLIC VALUE.

CLOSING

WHEN PRESSURE ENTERS THE ROOM...

**INTEGRITY MUST
ALREADY BE THERE.**

“STRONG INSTITUTIONS ARE NOT THOSE
THAT NEVER EXPERIENCE PRESSURE.
**THEY ARE INSTITUTIONS DESIGNED
TO WITHSTAND IT.”**



OVERSIGHT. INTEGRITY. ACCOUNTABILITY. PUBLIC VALUE.

Thank You

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