

Department of Home Affairs Parliamentary Portfolio Committee



Integrity Risk Management

Presented by
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WORK WITH INTELLIGENCE

- Welcome
- About the Speakers/Pasco Risk Management
- About the Topic: Integrity Risk Management
in support of the DHA Turnaround Strategy

- The reputation and effectiveness of DHA is largely dependent on **VISIBLE INTEGRITY**
- Sound integrity management can be a facilitator of DHA's turnaround strategy. Lack of integrity management can be an inhibitor of that strategy
- The concept of **FRONTLINE INTEGRITY**:
 - ◆ Increasingly, foreign investors use visible integrity as an indicator of investment risk
 - ◆ DHA integrity is vital to our national security interests
 - ◆ As the 'mother of government", DHA will set the tone for integrity in other state departments

What is Integrity Risk?

- **Any behaviour that threatens:**
 - ◆ The strategic objectives of the DHA
 - ◆ The reputation of the DHA
 - ◆ The physical or psychological welfare of its personnel
 - ◆ The physical or psychological welfare of its clients
 - ◆ Relationships with stakeholders
- **Most common risks include:**
 - ◆ Fraud
 - ◆ Corruption
 - ◆ Theft
 - ◆ Workplace violence
 - ◆ Racism/prejudice
 - ◆ Lack of diligence in performance of duties

- **What is integrity?**
 - ◆ Honesty
 - ◆ Goodness
 - ◆ Fairness
 - ◆ Beyond temptation
 - ◆ Sharing the same political/social ideals as me
- **It is important to avoid tying integrity to specific moral, spiritual or other subjective value positions**
- **Pasco Integrity Management Systems (PIMS)**
 - ◆ At the core of PIMS is a simple but innovative & effective approach to integrity

- **PIMS defines integrity in terms of BEHAVIOUR that is:**
 - ◆ Consistent with the strategic objectives of the organisation
 - ◆ Consistent with the expressed values of the organisation
 - ◆ Consistent with the laws of our country
 - ◆ Consistent with the values and objectives of the Constitution; and
 - ◆ Consistent with our country's emphasis on human rights.
- **INTEGRITY = COMPLIANCE**
- **But, importantly, COMPLIANCE is not the same as OBEDIENCE.**

The Advantages of PIMS

- Behaviour is an objective point of reference
- Integrity is not tied to subjective value positions
- It streamlines and guides assessment of integrity, monitoring of integrity related objectives, benchmarking & reporting
- It facilitates stakeholder relationships
- It is a pro-active approach
- It can be readily articulated with strategic objectives, plans & frameworks.

PIMS Implementation



Examples

- Special Investigation Unit (SIU)
- South African Revenue Services (SARS)
- International commercial bank
- Other examples

- Lessons learned
- Integrity & the World Cup
- Integrity & crime prevention
- Integrity & social development
- Integrity in education
- The concept of INTEGRITY@WORK©

Thank you

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