

## Fraud prevention Plan

Compiled by:	M Ndlovu
Approved By:	M Moeletsi
Date of approval	24 July 2009
Date of implementation	27 July 2009

## TABLE OF CONTENTS

	Page
1. Introduction	3
1.1 Purpose	3
1.2 Objectives	3
1.3 Principles	3
1.4 Definition of Fraud and Corruption	3
1.5 Forms of Corruption	4
2 Roles and Responsibilities	4
3 Fraud and Corruption Control Strategies	4
3.1 Your Anonymity	4
3.1.1 Anti Fraud and Corruption Committee	5
3.1.2 An Ethical Culture	5
3.1.3 Fraud and Corruption Risk Assessment	5
3.1.4 Creating Awareness	6
3.2 Operational Strategies	6
3.2.1 Internal Controls	7
3.2.2 Prevention Strategies	7
3.2.3 Detection Strategies	7
3.2.4 Response Strategies	10
3.3 Maintenance Strategies	11
3.3.1 Effectiveness of the Anti Fraud and Corruption Prevention Plan	11
3.3.2 Review and Updating the Fraud and Corruption Prevention Plan	12
4. Procedure for Investigations	12
4.1.1 Responsibilities for Investigations	12
4.1.2 Handling Allegations	12
4.1.3 Documentation of the Results of the Investigation	13
4.2 Reporting Fraud to the Police and /External Parties	13
4.3 Recovery and other Remedies	13
4.4 Revision particulars	13
Annexure A Regulatory Framework	14

## 1. INTRODUCTION

### 1.1 Purpose of the Plan

The National Regulator for Compulsory Specifications (NRCS) Fraud Prevention Plan (Strategy) is intended to meet the specific requirements of the Public Finance Management Act 1999, (Act No. 1 of 1999). The Plan recognizes basic fraud prevention strategies, which are in place within NRCS. The Plan will continuously evolve as the NRCS makes changes and improvements in its drive to promote ethics and prevent fraud.

### 1.2 The objectives of this plan are to:

- Encourage a culture within the NRCS where all employees and stakeholders continuously behave ethically in their dealings with or on behalf of NRCS;
- Improve accountability, efficiency and effective administration within NRCS;
- Encourage all employees and other stakeholders to strive toward the prevention and detection of fraud impacting, or having the potential to impact on NRCS; and
- Communicate channels and procedures for the reporting of fraud and any other irregularities.

### 1.3 Principles of this plan are:

- Creating a culture which is intolerant to fraud;
- Deterrence to fraud;
- Preventing fraud which cannot be deterred;
- Detection of fraud
- Investigating detected fraud; and
- Taking appropriate action against fraudsters, for example, prosecution, disciplinary action.

### 1.4 Definition of fraud and corruption

In South Africa, the Common Law offence of fraud is defined as “the unlawful and intentional making of a misrepresentation which causes actual and or potential prejudice to another”. The term “fraud” is also used in a wider sense by the general public. In this regard, the term is used in this document in its widest possible meaning and is intended to include all aspects of economic crime and acts of dishonesty. In other words, fraud can be described as any conduct or behaviour of which a dishonest representation and/or appropriation forms an element.

The general offence of corruption is contained in Section 3 of The Prevention and Combating of Corrupt Activities Act. This section provides that any person who gives or accepts or agrees or offers to accept / receive any gratification from another person in order to influence such other person in a manner that amounts to:

- The illegal or unauthorised performance of such other person’s powers, duties or functions;
- An abuse of authority, a breach of trust, or the violation of a legal duty or a set of rules;
- The achievement of an unjustified result; or
- Any other unauthorised or improper inducement to do or not to do anything is guilty of the offence of Corruption.

Corruption in its wider meaning, and as referred to in this document, includes any conduct or behaviour where a person accepts, agrees or offers any gratification for him/her or for another person where the purpose is to act dishonestly or illegally. Such behaviour also includes the misuse of material or information, abuse of a position of authority or a breach of trust or violation of duty.

### 1.5 Forms of corruption

Corruption takes various forms in society. The following are examples of different types of corruption. Bribery-Bribery involves the promise, offering or giving of a benefit that improperly affects the actions or decisions of NRCS's employee.

Embezzlement – This involves theft of resources by persons who control such resources.

Fraud- Any conduct or behaviour of which a dishonest representation and/or appropriation forms an element.

Extortion –Coercion of a person or entity to provide a benefit to a NRCS's employee, another person or an entity, in exchange for acting (or failing to act) in a particular manner.

Abuse of power- The use by a NRCS's employee of his or her vested authority to improperly benefit another employee, person or entity (or using vested authority to improperly discriminate against another employee, person or entity).

Conflict of interest – The failure by an employee to act or to consciously fail to act on a matter where an employee has an interest or another person or entity that has some form of relationship with an employee has an interest.

Abuse of privileged information – This involves the use, by an employee of privileged information and knowledge that an employee possesses as a result of his/ her office to provide unfair advantage to another person or entity to obtain a benefit.

Favouritism – The provision of services or resources according to personal affiliation (for example cultural or religious) of an employee.

Nepotism - An employee ensuring that family members are appointed to a particular position within NRCS or that family members receive contracts from NRCS is regarded as nepotism.

These manifestations are by no means exhaustive as corruption appears in many forms and it is virtually impossible to list all of these.

## 2. ROLES AND RESPONSIBILITIES

NRCS's management is responsible for internal control including fraud control and corruption prevention. All NRCS staff is responsible to keep NRCS free of fraud and corruption. This is achieved by:

- maintaining the highest standard of personal and professional ethics in accordance with our Code of Conduct;
- maintaining our awareness of the potential for fraud and corruption; and
- by promptly reporting any instances of it to management and/or nominated officers who all have a duty to properly deal with the information.

Roles and responsibilities are defined as:

	Responsibility
Chief Executive Officer	<p>As Accounting Officer is legally obliged under PFMA to report, and will report, all instances of fraud to the Department of Trade and Industry (DTI) and the Auditor General.</p> <p>Where evidence is assessed as giving a reasonable belief that a serious criminal offence has occurred, the CEO is compelled by Criminal Procedure Act to forward the necessary information for further investigation and/or prosecution to South African Police Services and/or The Director of Prosecutions.</p> <p>Where financial discrepancies of serious proportions are uncovered, the CEO is required under PFMA to report the information to the Auditor General.</p> <p>Where information from enquiries or investigation into fraud or corruption is assessed as appropriate for reporting to any other agency (e.g. Public Protector), the CEO will forward that information.</p>
Anti Fraud and Corruption	<ul style="list-style-type: none"> <li>• Responsible for implementing the Anti-Fraud and Corruption</li> </ul>

Committee	<p>Strategies and Fraud Prevention Plans;</p> <ul style="list-style-type: none"> <li>• Receive reports regarding fraud and corruption incidents with the view to making any recommendations to the Board/CEO and Chairman of the Audit Committee;</li> <li>• Initiate and conclude investigations; and</li> <li>• Received all allegations via the hotline.</li> </ul>
Risk Officer	<p>Responsible and accountable for monitoring the risk of fraud in the organisation and reports all cases of fraud to the relevant authorities. Ensuring that all fraud risk mitigation strategies identified are implemented.</p>
All Staff Members	<p>To report every instance of suspected fraud or suspected corrupt conduct to their immediate manager, or if this is not practical, to one of the other people or groups nominated in this plan. Reasonable grounds to suspect must exist.</p>
Executive and Senior Managers Heads of Department	<p>Primarily responsible for the effectiveness of the internal control environment including fraud control and corruption prevention and detection. Responsibility includes:</p> <ul style="list-style-type: none"> <li>• promoting the importance of personal and professional ethics among their staff;</li> <li>• prompt and appropriate action on all disclosures of suspected fraud and/or corruption;</li> <li>• extensively communicating this plan;</li> <li>• development of strategies to combat identified risks for inclusion in a fraud control and corruption prevention action plan; and</li> <li>• implementation of that plan.</li> </ul>
Internal Audit	<p>Responsible to the Chief Executive and the Chairman of Audit and Risk Committee for:</p> <ul style="list-style-type: none"> <li>• protected disclosure coordination;</li> <li>• maintenance of the internal fraud hotline;</li> <li>• co-ordination of investigations (in consultation with Human Resources Division); and</li> <li>• liaison with external investigating agencies.</li> </ul>
External Auditors	<p>The primary duty of the external auditors is to determine the fairness of the accounts with reference to materiality. In forming an opinion the external auditor carries out procedures designed to obtain evidence that will provide reasonable assurance that the financial information is properly stated in all material respects. External auditors should plan the audit so that there is a reasonable expectation of detecting material misstatements in the financial information, which may result from fraud or irregularity.</p>
Human Resources Division	<p>Responsible for personnel issues arising from an investigation including:</p> <ul style="list-style-type: none"> <li>• staff counselling;</li> <li>• facilitating disciplinary hearings; and</li> <li>• publishing disciplinary outcomes internally.</li> </ul>

### 3. FRAUD AND CORRUPTION CONTROL STRATEGIES

The approach in controlling fraud and corruption is focused into 3 areas, namely:

- Structural Strategies;
- Operational Strategies; and
- Maintenance Strategies

---

### 3.1 Structural Strategies

#### 3.1.1 Anti-Fraud and Corruption Committee

The role of the Anti-Fraud and Corruption Committee is to oversee NRCS's approach to fraud prevention, fraud detection strategies and response to fraud and corruption incidents reported by employees or other external parties. This committee will consist of the Audit Manager, Legal and Secretariat manager, Hr Manager and the Risk Officer. . The various business divisions' managers will be invited to the committee meetings as and when necessary...

The Anti-Fraud and Corruption Committee shall meet at least once a month to discuss the following issues:

- Progress made in respect of implementing the Anti-Fraud and Corruption Strategies and Fraud Prevention Plans;
- Reports received by NRCS regarding fraud and corruption incidents with the view to making any recommendations to the Board/CEO and Chairman of the Audit Committee;
- Reports on all investigations initiated and concluded; and
- All allegations received via the hotline.

#### 3.1.2 An ethical culture

NRCS is required to conduct itself in an ethical and moral way. Ethics are concerned with human character and conduct and deal with questions of right and wrong, appropriate and inappropriate behaviour and what constitutes good or evil. Ethical conduct is based on a set of principles referred to as values or norms. The collective ethical conduct of all the individual employees of NRCS reflects NRCS's ethical conduct. In this regard, the highest standards of ethics are required by employees when fulfilling their duties.

Good governance indicates that NRCS should develop codes of conduct (ethics) as part of its corporate governance frameworks. All employees are expected to abide by the Code of Conduct for NRCS.

#### 3.1.3 Fraud and corruption risk assessment

NRCS, under the guidance of the Board/CEO and the Audit and Risk Committee, will conduct annual fraud and corruption risk assessments to identify potential fraud and corruption risk exposures to NRCS. This process will ensure that actions to address the identified fraud and corruption risk exposures will be implemented to mitigate these exposures.

The above will be formulated into "Fraud Risk Assessment" and which will provide an indication of how fraud and corruption risks are manifested and, a "Fraud and Corruption Risk Register" which will prioritise the fraud and corruption risks and indicate actions to mitigate these risks.

#### 3.1.4 Creating awareness

- All induction programs will include a component about this fraud and corruption prevention strategy.
- Disciplinary action taken under the Public Finance and Management Act 1999 and Regulations will be announced in general terms in notices issued by Human Resources Division and Internal Audit.
- Fraud control and corruption prevention action plans prepared after risk assessments will specify required training and seminars that best meet risk exposures.

- Where risk management procedures are already in place within the NRCS, this plan
- or strategy is to be integrated with those procedures.
- Ideally, all contractors will have NRCS Code of Conduct expectations built into the terms of their contracts.
- The NRCS will include a statement about our commitment to fraud control and corruption prevention on our Internet and Intranet sites.

In addition all NRCS employees will receive training on the following:

- Anti-Fraud and Corruption strategy;
- Code of Conduct for employees;
- Whistle blowing policy;
- How to respond to fraud and corruption; and
- Manifestations of fraud and corruption in the workplace.

The Anti-Fraud and Corruption Committee would be responsible for employee awareness and that will arrange and schedule awareness sessions throughout the year.

## **3.2 Operational strategies**

### **3.2.1 Internal controls**

Internal controls are the first line of defence against fraud and corruption. While internal controls may not fully protect NRCS against fraud and corruption, they are essential elements in the overall Anti-Fraud and Corruption Strategy.

All areas of operations require internal controls; the following are types and examples of internal controls:

- Prevention Control are implemented before an undesirable event can occur but are seldom 100% effective (authorising of expenditure before purchases are made);
- Detective Controls detect irregularities after occurrence and may be cheaper than checking every transaction with a preventive control. (e.g. Reconciliation of bank statements);
- Corrective Controls ensure the correction of problems identified by detective controls and normally requires human intervention;
- Directive Controls are designed to produce positive results and encourage acceptable behaviour. (e.g. Organisational Code of Conduct) They do not themselves prevent undesirable behaviour and are normally used where there is human discretion in a situation; and
- Compensating Controls exist where weaknesses in a control may be compensated by a control elsewhere. They are used to limit the risk exposure.

The Internal Audit Department will be responsible for implementing an internal audit program which will incorporate steps to evaluate adherence to internal controls.

### 3.2.2 Prevention strategies

A number of combined initiatives result in an overall preventative environment in respect of fraud and corruption. These include the following:

a) Employee awareness

Employee awareness of NRCS's Anti-Fraud and Corruption Strategy, Code of Conduct, Whistle blowing policy and the manifestation of fraud and corruption in the workplace all assist in the creation of an environment which may be considered to be hostile to a would-be transgressor.

b) Pre-employment screening

Pre-employment screening will be carried out for all appointments, and evidence of such screening will be maintained by the HR Department. Consideration should be given to the following pre-employment screening:

- Verification of identity.
- Police criminal history.
- Reference checks with the two most recent employers this will normally require telephone contact.
- A consideration of any gaps in employment history and the reasons for those gaps.
- Verification of formal qualifications claimed.

NRCS's policy of pre-employment screening will cover all new and promoted employees including those with administrative responsibilities or computer access. The screening will be performed by a person / people nominated by the Human Resources Department in conjunction with the CEO to ensure that screening is consistent and appropriately resourced throughout all Departments. Screening will be conducted in accordance with the classification of the employee or the levels of screening outlined below.

Where an employee is promoted into a management position and has not been screened during the course of the previous three years, the applicant will be re-screened. The levels of screening include:

Level 1 – All employees (including those with administrative functions or computer access)

- Verification of claimed educational qualifications;
- An independent reference check directly with two referees nominated by the applicant or previous employers; and
- Criminal history checks (after authorisation has been obtained from the prospective employee).

Level 2 – All Managers and above, professionals, IT, HR and Finance staff

- All Level 1 checks;
- Employment history checks;
- Directorship and membership searches; and
- Insolvency/credit search.

c) Recruitment procedures

Recruitment will be conducted in accordance with the requisite recruitment procedure. It will be a transparent process and all appointments will be confirmed only after due recommendation. Any person, involved in any decision-making process, who may have a conflict of interest, must declare such a conflict in writing to the HR Department and withdraw from any further procedures.



d) Internal audit plan

A robust Internal Audit plan, which focuses on the prevalent high Fraud and Corruption risks, serves as an effective preventative measure. The Internal Audit Department will compile such a plan on an annual basis, and such a plan will also include “surprise audits”.

e) Fraud and corruption prevention plan

The actions set out in this plan are all focused at mitigating the risk of fraud and corruption in the Institution.

f) Disclosure of interests

All managers and staff of NRCS will be required to disclose their specific personal assets and business interests on an annual basis. This register will be kept by the Legal and Secretariat department...

### 3.2.3 Detection strategies

Detection of fraud and corruption may occur through:

- Vigilance on the part of employees, including line management;
- The Internal Audit function;
- Ad hoc management reviews;
- Anonymous reports; and
- The application of detection techniques.

The individual identified at NRCS will be responsible for developing detection strategies, and will work closely with line management and the Internal Audit function for this purpose. NRCS will embark on a number of initiatives to detect fraud and corruption in the workplace.

a) Internal Audit

Similar to the prevention strategies, a robust Internal Audit plan which focuses on the prevalent high Fraud and Corruption risks also serves as an effective detection measure. As part of the detection strategy, the Internal Audit plan will cover the following:

- Surprise audits: Unplanned audits conducted on specific business processes throughout the year;
- Post-transaction reviews: A review of transactions after they have been processed and completed can be effective in identifying fraudulent or corrupt activity. In addition to the possibility of detecting fraudulent transactions, such a strategy can also have a significant fraud prevention effect as the threat of detection may be enough to deter a staff member who would otherwise be motivated to engage in fraud and corruption;
- Forensic data analysis: NRCS’s computer system is an important source of information on fraudulent and sometimes corrupt conduct. Software applications will be used during internal audits, surprise audits and post-transaction reviews to assist in detecting any possible fraud and corruption; and
- Management accounting reporting review: Using relatively straightforward techniques in analysing NRCS’s management accounting reports, trends can be examined and investigated which may be indicative of fraudulent conduct. Some examples of the types of management accounting reports that can be utilised on a compare and contrast basis are:
  - Budget reports for each department / section;

- Reports comparing expenditure against public sector benchmarks; and
- Reports highlighting unusual trends in bad or doubtful debts.
- The Institution will implement a strategy to ensure appropriate management accounting report reviews are conducted.

b) External audit

NRCS recognises that the external audit function is an important control in the detection of fraud. The Chief Finance Officer (Sharing of information between the IA and EA will enable this) will need to hold discussions with all engaged external auditors to ensure that due consideration is given, by the auditors, to ISA 240 "The Auditors' Responsibility to Consider Fraud in the Audit of a Financial Statement".

### 3.2.4 Response strategies

a) Reporting fraud and corruption – a Whistle blowing policy

One of the key obstacles to fighting fraud and corruption is the fear by employees of being intimidated to identify or "blow the whistle" on fraudulent, corrupt or unethical practices witnessed in the work place. Those who often do "blow the whistle" end up being victimised and intimidated. For this reason, NRCS will adopt a Whistle Blowing Policy setting out the detailed procedure which must be followed in order to report any incidents of fraud and / or corruption. This policy will be designed to comply with the provisions of the Protected Disclosures Act.

Any suspicion of fraud and corruption will be treated seriously and will be reviewed, analysed, and if warranted, investigated. If an employee becomes aware of a suspected fraud, corruption or any irregularity or unethical behaviour, such issues should be reported in terms of a Whistle Blowing Policy.

b) Investigating fraud and corruption

Dealing with suspected fraud and corruption

In the event that fraud or corruption is detected or suspected, investigations will be initiated, and if warranted, disciplinary proceedings, prosecution or action aimed at the recovery of losses will be initiated.

Investigations

Any reports of incidents of fraud and / or corruption will be confirmed by an independent investigation. Anonymous reports may warrant a preliminary investigation before any decision to implement an independent investigation is taken.

Investigations will be undertaken by appropriately qualified and experienced persons who are independent of the department / section where investigations are required. This may be a Manager/ senior manager within NRCS itself, an external consultant or a law enforcement agency. All investigations performed and evidence obtained will be in accordance with acceptable practices and legal requirements. Independence and objectivity of investigations are paramount.

Any investigation initiated must be concluded by the issue of a report by the person/s appointed to conduct such investigations. Such reports will only be disseminated to those persons required to have access thereto in order to implement whatever action is deemed appropriate as a result of the investigation.

Investigations may involve one or more of the following activities:

- 
- Interviewing of relevant witnesses, internal and external, including obtaining statements where appropriate;
  - Reviewing and collating documentary evidence;
  - Forensic examination of computer systems;
  - Examination of telephone records;
  - Enquiries from banks and other financial institutions (subject to the granting of appropriate approval/Court orders);
  - Enquiries with other third parties;
  - Data search and seizure;
  - Expert witness and specialist testimony;
  - Tracing funds / assets / goods;
  - Liaison with the police or other law enforcement or regulatory agencies;
  - Interviewing persons suspected of involvement in fraud and corruption; and
  - Report preparation.

Any investigation into improper conduct within NRCS will be subject to an appropriate level of supervision by a responsible committee, having regard to the seriousness of the matter under investigation.

#### Disciplinary proceedings

The ultimate outcome of disciplinary proceedings may involve a person/s receiving written warnings or the termination of their services. All disciplinary proceedings will take place in accordance with the procedures as set out in the disciplinary procedures.

#### Prosecution

Should investigations uncover evidence of fraud or corruption in respect of an allegation or series of allegations, NRCS will review the facts at hand to determine whether the matter is one that ought to be reported to the relevant law enforcement agency for investigation and possible prosecution. Such reports must be submitted to the South African Police Service. NRCS will give its full co-operation to any such law enforcement agency including the provision of reports compiled in respect of investigations conducted.

#### Recovery action

Where there is clear evidence of fraud or corruption and there has been a financial loss to NRCS, recovery action, criminal, civil or administrative, will be instituted to recover any such losses. In respect of civil recoveries, costs involved will be determined to ensure that the cost of recovery is financially beneficial.

#### Internal control review after discovery of fraud

In each instance where fraud is detected, Line Management will reassess the adequacy of the current internal control environment (particularly those controls directly impacting on the fraud incident) to consider the need for improvements.

The responsibility for ensuring that the internal control environment is re-assessed and for ensuring that the recommendations arising out of this assessment are implemented will lie with Line Management of the department / section concerned.

---

### 3.3 MAINTENANCE STRATEGIES

#### 3.3.1 Review of the effectiveness of the Anti-Fraud and Corruption Prevention Plan

NRCS will conduct a review of the Anti-Fraud and Corruption Prevention Plan annually to determine the effectiveness thereof. The CEO is ultimately accountable for this review and may appoint a person to take responsibility for this.

#### 3.3.2 Updating the Anti-Fraud and Corruption Prevention Plan

A central part of any fraud and corruption control programme should involve an ongoing review of fraud and corruption risk exposures. Fraud and Corruption risk assessments will also be conducted annually at the same time as the review of the Anti-Fraud and Corruption Strategy and Prevention Plan. As with the review, the Board/ CEO are ultimately accountable for this and may delegate a person to take responsibility.

NRCS has adopted a policy of investigating all reports of fraud and corruption, or other improper conduct. The investigation of fraud and corruption can be a complex and, at times, technical process and employees should be aware of the consequences of a poorly conducted investigation, including:

- Denial of natural justice;
- Defamation;
- Action against an employer for wrongful dismissal;
- Inadmissible or poor control over the collection of evidence; and
- Destruction of physical evidence.

## 4 PROCEDURE FOR INVESTIGATION

### 4.1 Responsibilities for investigations

To ensure that there is reasonable assurance that investigations are performed and reported properly, and recognising the limited resources within NRCS, external consultants (e.g. external auditors or forensic accountants) may be used to provide assistance to NRCS when a fraud is reported. The external consultant may be assisted by experienced personnel within NRCS who are sufficiently independent of the area or the matter under investigation. The CEO, within his / her delegated authority, will have the discretion to determine the appropriate external consultants and / or the NRCS personnel to conduct investigations.

#### 4.1.1 Handling a fraud allegation

- Should a Line Manager receive an allegation of fraudulent or corrupt activity, he or she will ensure that the CEO is advised at the earliest opportunity.
- The CEO will appoint an appropriate manager (usually within the Department / Section in which the alleged fraud or corruption has been identified) to conduct or co-ordinate an investigation into the allegations. The manager appointed to conduct or co-ordinate the investigation of an allegation of fraud may consult the Chairman of the Anti-Fraud and Corruption Committee on technical aspects of the investigation.

- Upon receipt of an allegation of a suspected fraud, the immediate concern of the manager or investigating officer should be the preservation of evidence and the containment of loss.

#### **4.1.2 Documentation of the results of the investigation**

The appointed investigator is to submit a written report to the CEO detailing the circumstances and recommending appropriate remedial action following the investigation.

#### **4.1.3 Other matters**

The CEO, in conjunction with the Chairman of the Anti-Fraud and Corruption Committee, will provide the details of fraud / corruption or possible fraud / corruption to the Audit Committee. In each instance where fraud is detected, NRCS will reassess the adequacy of the internal control environment (particularly those controls directly impacting on the fraud incident) and consider the need for improvements. Where improvements are required, they should be implemented as soon as practicable.

#### **4.2 Reporting fraud to police and / or external parties**

The CEO will be responsible for reporting to the police, in circumstances in which there is evidence of fraud:

- An employee/volunteer of NRCS;
- A client of NRCS;
- A research grant recipient of NRCS; or
- A supplier to the NRCS.

Reporting fraud to the police for investigation will be subject to the requirements as set out in all applicable acts. Any decision not to refer an allegation of fraud to the police for investigation (where there is sufficient evidence to justify making such a report) will be referred to the Audit Committee, together with the reasons for the decision.

Responsibility for complainant statements lodged with Police will be assigned on a case by case basis by the CEO in consultation with the investigator.

#### **4.3 Recovery and other remedies**

NRCS has adopted a policy wherein it will actively pursue the recovery of any money or property lost through fraud, provided there is a strong prospect of a net benefit to NRCS from such action. Where it is considered appropriate that the matter not be reported to the police, NRCS reserves its right to pursue a range of other remedies including appropriate disciplinary action. Any disciplinary action pursued will be done in accordance with the disciplinary procedures.

Exit interviews and exit checklist procedures will be performed in the event of dismissal from NRCS for misconduct or fraud. This is necessary to ensure that factors contributing to misconduct and fraudulent activity by employees can be managed as a process to mitigate fraud risk.

#### **4.4 Revision particulars**

This is the first edition

## ANNEXURE A

### A Regulatory Framework

#### A.1 Summary of statutory offences relating to dishonesty

##### A.1.1 Prevention and Combating of Corrupt Activities Act, 12 of 2004

The Prevention and Combating of Corrupt Activities Act (generally referred to as “PRECCA”) is aimed at the strengthening of measures to prevent and combat corrupt activities.

The Act refers to a wide range of offences relating to corrupt activities. In addition to specific offences, the Act also provides for the following:

- The provision of investigative resources;
- The establishment of a register relating to persons convicted of corrupt activities;
- Placing a duty on persons in a “position of authority” to report certain corrupt transactions; and
- Extraterritorial jurisdiction in respect of offences relating to corrupt activities.

As far as offences are concerned, the Act defines a general offence of corruption. In addition to the general offence, certain specific offences are defined relating to specific persons or specific corrupt activities. The offences defined by the Act relate to the giving or receiving of a “gratification”. The term gratification is defined in the Act and includes a wide variety of tangible and intangible benefits such as money, gifts, status, employment, release of obligations, granting of rights or privileges and the granting of any valuable consideration such as discounts etc.

The general offence of corruption is contained in Section 3 of the Act. This section provides that any person who gives or accepts or agrees or offers to accept/receive any gratification from another person in order to influence such other person in a manner that amounts to:

- The illegal or unauthorised performance of such other person’s powers, duties or functions;
- An abuse of authority, a breach of trust, or the violation of a legal duty or a set of rules;
- The achievement of an unjustified result; or
- Any other unauthorised or improper inducement to do or not to do anything is guilty of the offence of corruption.

The Act defines specific offences relating to the following categories of persons:

- Public Officers;
- Foreign Public Officials;
- Agents;
- Members of Legislative Authorities;

- Judicial Officers; and
- Members of the Prosecuting Authority.

The Act furthermore defines specific offences in respect of corrupt activities relating to the following specific matters:

- Witnesses and evidential material in certain proceedings;
- Contracts;
- Procuring and withdrawal of tenders;
- Auctions;
- Sporting events; and
- Gambling games or games of chance.

Section 34 of the Act places a duty on any person in a position of authority to report a suspicion of certain corrupt or illegal activities to a police official. These include certain offences of corruption created under the Act as well as fraud, theft, extortion and forgery where the amount involved exceeds R100 000. Failure to report such suspicion constitutes an offence.

“Position of authority” is defined in the Act and includes a wide range of persons in authority in both public and private entities. Offences under the Act are subject to penalties including imprisonment for life and fines of up to R250 000. In addition, a fine amounting to five times the value of the gratification involved in the offence may be imposed.

Section 17 of the Act provides that a public officer who acquires or holds a private interest in any contract, agreement or investment connected with the public body in which he/she is employed, is guilty of an offence unless:

- The interest consists of shareholding in a listed company;
- The public officer's conditions of employment do not prohibit him/her from acquiring such interests; or
- In the case of a tender process, the said officer's conditions of employment do not prohibit him/her from acquiring such interests as long as the interests are acquired through an independent tender process.

#### **A.1.2 Prevention of Organised Crime Act, 121 of 1998 (POCA)**

The Prevention of Organised Crime Act, as amended, (generally referred to as “POCA”) contains provisions that are aimed at achieving the following objectives:

- The combating of organised crime, money laundering and criminal gang activities;
- The criminalisation of conduct referred to as “racketeering”;
- The provision of mechanisms for the confiscation and forfeiture of the proceeds of crime;
- The creation of mechanisms for the National Director of Public Prosecutions to obtain certain information required for purposes of an investigation; and
- The creation of mechanisms for co-operation between investigators and the South African Revenue Services (SARS).

Section 4 of the Act defines the “general” offence of money laundering and provides that a person who knows, or ought reasonably to have known, that property is, or forms part of the proceeds of unlawful activities, commits an offence if he commits an act in connection with that property which has the effect or is likely to have the effect of concealing the nature and source thereof.



Section 5 of the Act creates an offence if a person knows or ought reasonably to have known that another person has obtained the proceeds of unlawful activities and provides assistance to such other person regarding the use or retention of such property.

Section 6 of the Act creates an offence if a person knows or ought reasonably to have known that property is or forms part of the proceeds of unlawful activities and acquires uses or possesses such property.

The above offences are regarded as very serious and the Act contains exceptionally harsh penalties relating to these offences. A person convicted of one of the above offences is liable to a maximum fine of R100 million or to imprisonment for a period not exceeding 30 years.

### **A.1.3 Financial Intelligence Centre Act, 38 of 2001 (FICA)**

The Financial Intelligence Centre Act, as amended, (generally referred to as “FICA”) was signed by the President in November 2001. Its provisions were implemented over time, commencing during January 2002.

The Act (FICA) establishes a Financial Intelligence Centre and a Money Laundering Advisory Council. The purpose of these entities is to combat money laundering activities.

FICA imposes certain reporting duties and compliance obligations.

The Act imposes compliance obligations on so-called “accountable institutions” which are defined in Schedule 1 to the Act. These obligations include:

- A duty to identify clients;
- A duty to retain records of certain business transactions;
- A duty to report certain transactions; and
- The adoption of measures to ensure compliance, namely, the implementation of so-called “internal rules”, provision of training etc.

Regarding the reporting of suspicious transactions, FICA makes provision for a duty to report “suspicious or unusual transactions”. In this regard it provides that any person who carries on a business or who manages is in charge of or is employed by a business and who knows or suspects certain facts has a duty to report their knowledge or suspicion to the FIC within a prescribed period. Matters that require reporting include knowledge or suspicion of the following:

- The receipt of proceeds of unlawful activities;
- Transactions which are likely to facilitate the transfer of proceeds of unlawful activities;
- Transactions conducted to avoid giving rise to a reporting duty under FICA;
- Transactions that have no apparent business or lawful purpose;
- Transactions relevant to the investigation of tax evasion; or
- The use of a business entity for money laundering purposes.

A person who fails to make a report as required commits an offence and is liable to a fine not exceeding R10 million or imprisonment not exceeding 15 years.

## **A.2 Statutes combating fraud and corruption**

### **A.2.1 Protected Disclosures Act, 26 of 2000**

The Protected Disclosures Act was promulgated to facilitate reporting by employees (whistle blowers) of fraud, corruption or other unlawful or irregular actions by their employer(s) or co-employees without fear of any discrimination or reprisal by their employers or co-employees.

Any employee who has information of fraud, corruption or other unlawful or irregular action(s) by his/her employer(s) or co-employees can report such actions, provided that he/she has information that:



- A crime has been, is being, or is likely to be committed by the employer or employee(s);
- The employer or employees has/have failed to comply with an obligation imposed by law;
- A miscarriage of justice has or will likely occur because of the employer's or employee(s) actions;
- The health or safety of an individual has been, is being, or is likely to be endangered;
- The environment has been, is being or is likely to be endangered;
- Unfair discrimination has been or is being practiced; or
- Any of the above has been, is being, or is likely to be concealed.

The Act prohibits the employer from:

- Dismissing, suspending, demoting, harassing or intimidating the employee;
- Subjecting the employee to disciplinary action;
- Transferring the employee against his or her will;
- Refusing due transfer or promotion;
- Altering the employment conditions of the employee unilaterally;
- Refusing the employee a reference or providing him/her with an adverse reference;
- Denying appointment;
- Threatening the employee with any of the above; or
- Otherwise affecting the employee negatively if the disclosure is made in terms of the Act