

# VALUE CREATION

## HOW WE ADD VALUE TO STAKEHOLDERS

We add value to:

### The people of South Africa by

- listening to the conversations in the public sector, acting in the public interest and selecting areas of audit that have a direct impact on peoples' well-being
- making the results of our audit work public, which enables people to hold their elected representatives and the custodians of public resources accountable
- being a model organisation and demonstrating that good administration and transformation are achievable
- executing our audits in the most cost-effective, efficient and economical manner
- producing insights, exercising influence and applying our powers in a manner that shifts the behaviour of a critical mass of our auditees towards being predominantly characterised by accountability, transparency and integrity

### The legislatures by

- being a credible source of relevant, independent and objective insight based on independent, professional judgement and sound analysis
- identifying transversal themes, common findings, trends and root causes
- providing audit recommendations and discussing these with relevant stakeholders who oversee and support beneficial changes in the public sector

### The executive (auditees) by

- identifying instances of mismanagement and their root causes, and recommending improvements tailored for the business of the auditee
- equipping them with value-adding understanding about the status of their financial and performance management systems

### The auditing and accountancy professions by

- allocating contract audit work
- building skilled and qualified professionals
- creating a pipeline of black chartered accountants to transform the profession and economically empowering black audit firms

### Our employees and future employees by

- creating meaningful employment and career development opportunities
- providing fair, transparent, market-related and equitable remuneration and benefits

## BUSINESS MODEL

Our business model is geared towards generating value. We use inputs (capitals) and transform them using business processes (activities) to produce outputs (outcomes) that, over the short, medium and long term create value for the organisation, its stakeholders, society and the environment.

These processes transform our business inputs into outcomes and generate an impact in our environment.

### Primary processes

- Auditing organisations and entities funded by public money using the following tools:
  - audit research methodology
  - audit planning
  - audit execution
  - audit reporting
  - quality control over audit processes and products
- Training professional auditors

### Secondary processes

- Communication with stakeholders
- Stakeholder relations management
- Human resource management
- Legal
- Information technology management
- Information and records management

### Management control

- Strategy management
- Risk management
- Governance
- Ethics management
- Policy management
- Transformation management

