

PUBLIC PROTECTOR PERSONA SURVEY



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1. Introduction

In February 2016, [Corruption Watch](#)¹ launched a public awareness and engagement campaign titled Bua Mzansi – a Sesotho word for Speak Up South Africa. The campaign is focussed on the appointment of a new public protector due to take place this year, to replace Thuli Madonsela who ends her term in office on 19 October 2016. The Office of the Public Protector is tasked with investigating improper practices at any level of government, state-owned enterprises, and statutory councils. Thus, it is of utmost importance that the appointed public protector is a candidate that is suitable for the position, capable of acting with the highest integrity, and independent from political, executive, financial and other outside interference.

Corruption Watch seeks to play an active role in the appointment of the new public protector by encouraging the public to nominate suitable candidates for the position, creating avenues for dialogue and engagement on the process of appointment, and ensuring that candidates are appropriately scrutinised.

One of the key activities of the Bua Mzansi campaign is to develop a persona or ideal model of the next public protector, based on public opinion. Corruption Watch intends to use the results of the three surveys it has conducted to guide aspects of the appointment process, as well as to facilitate a dialogue on the expectations of the new public protector. This persona will be able to assist Parliament's Ad Hoc Committee, as well as candidates in their understanding of the roles and responsibilities which they could assume. It will also serve as notice to the next public protector, whoever that is, that his or her performance will come under the close and active scrutiny of the South African people.

2. Methodology

Between December 2015 and July 2016, Corruption Watch surveyed the following groups of people: staff members in the Office of the Public Protector, Members of Parliament, and the general public. The survey was conducted electronically using Survey Monkey, an online polling tool, and participants could access it via the Corruption Watch website, social media and email. In total, 1221 individuals participated in the public protector persona survey.

Important Note: To enable clear presentation and interpretation of the main overall trends emerging from the research data, percentage scores have been rounded off to the nearest percentage. The 'overall score' is derived from the relative ranking of respondents' voting preferences, combined with aggregate percentages. We believe that the implications for precise reliability of the results are outweighed by the utility of this approach. Ultimately, it is recommended that users place greater reliance on overall scores than on percentages.

¹ Corruption Watch is a non-profit civil society organisation. It is independent and has no political or business alignment. Corruption Watch intends to ensure that the custodians of public resources act responsibly to advance the interests of the public. Its ultimate objectives include fighting the rising tide of corruption and the abuse of public funds in South Africa, and promoting transparency and accountability to protect the beneficiaries of public goods and services.

**THE PUBLIC
PROTECTOR
PERSONA**

3. Executive summary

The consolidated results of the three persona surveys highlight some significant and notable trends. Firstly, there are clear preferences for the types of qualifications that should be held by an ideal public protector. A total of sixty-six percent (66%) of respondents indicated that the ideal candidate should be either a judge, or an admitted advocate or attorney who has practised for at least ten years. They ranked these qualifications as 'most important'. In line with the new public protector's perceived ideal qualifications, seventy-nine percent (79%) of respondents noted the high importance for the candidate to have some form of practical experience in the law, along with investigative experience (60%).

The ideal set of skills identified by respondents reflects a strong preference for three in particular. First is 'leadership' skills (80%); second is 'analytical and investigative skills' (79%); and third is 'communication' skills, both internal and external (77%).

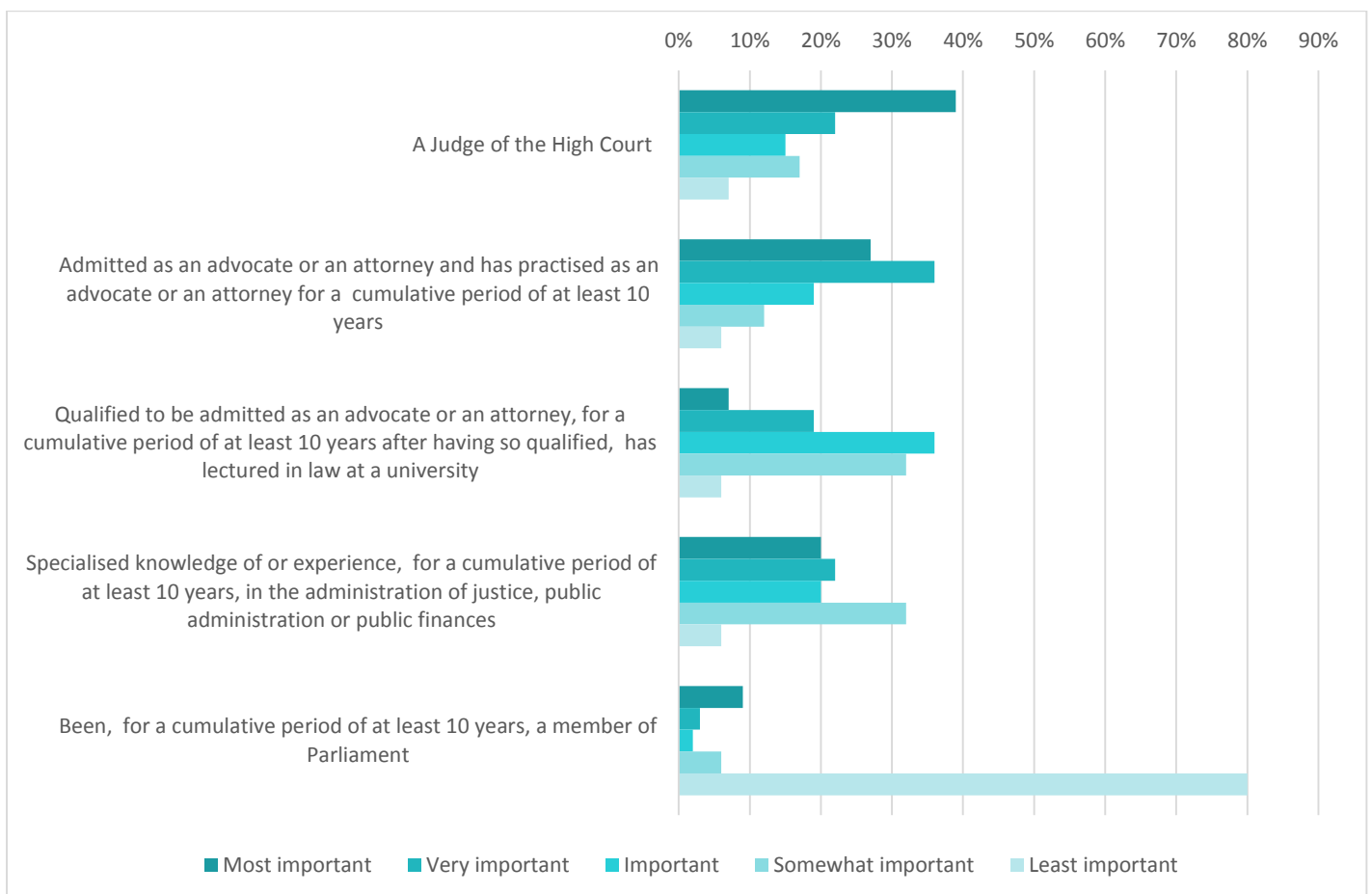
In terms of important areas to be knowledgeable about, respondents note that the next public protector should have a 'good understanding on guiding legislation, including the Constitution' (seventy-two percent 72%); 'objective evaluation and investigative skills' (sixty percent 60%), and an 'understanding of the social justice sector' (fifty-five percent 55%). It is notable that there is a single issue mandate for the new public protector: preserve the independence of the Office. Seventy-five percent (75%) of all respondents' rate this as the primary challenge that will face the next incumbent, despite an emphatic decision by the Constitutional Court regarding the authority of the Office. There is an almost equivalent concern with ensuring that high-ranking individuals must be held accountable for wrongdoing, and that ongoing systemic weaknesses should be expeditiously resolved.

Respondents were asked to rank the THREE most important values that the next PP should hold dear. Given that ethical conduct is a core element of the Office of the Public Protector's mandate, it is perhaps unsurprising that 'integrity' was so resoundingly endorsed. Other values that scored highly were values of transparency and accountability. Consistent with earlier responses, respect for rule of law and independence are beliefs rated highest by respondents.

The surveys tell us that those responsible for appointing the public protector are charged with a task that is not only important and closely observed, but that it is also complex. For example, of the particular formal qualifying criteria, legal skills and experience are clearly deemed most important by the respondents. However, an advocate or judge's practice may not, of itself, provide much scope for exercising leadership of a large, complex and pressurised institution or for engaging in public communication, two of the general skill sets deemed most important by our respondents. And then, while the respondents clearly believe that integrity is the most important value that the public protector should hold dear, it is a quality that is difficult to define formally in advance, although easy to identify in practice. What is crystal clear is that the respondents will judge the quality of our next public protector by her or his ability to maintain the independence of the office.

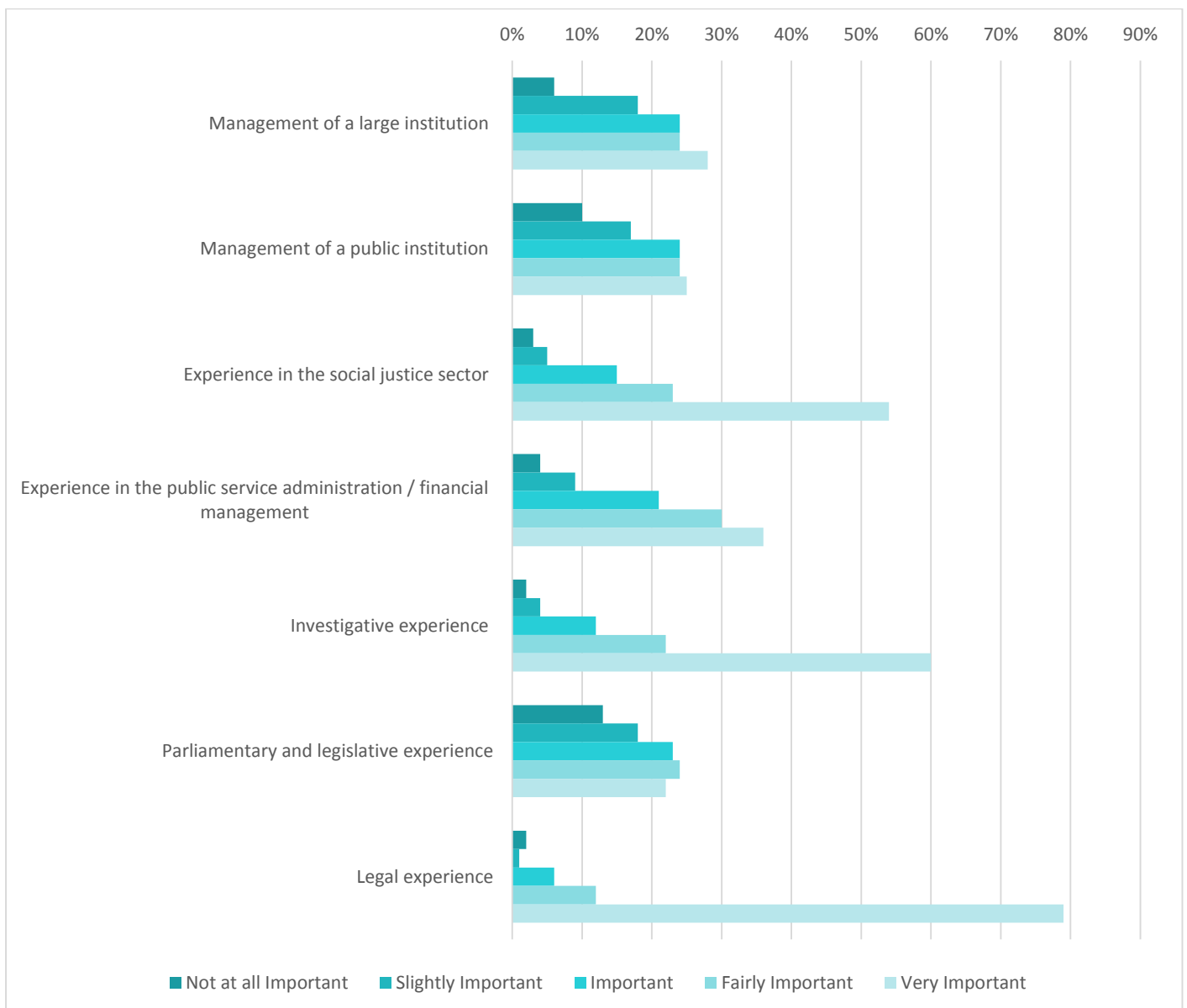
Question one: Section 1A (3) of the Public Protector Act states that a person should have at least one of the following qualifications in order to be appointed as the Public Protector. Ideally, a Public Protector would have a combination of all the qualifications listed below. Rank the following qualifications in terms of their importance with 1 being the most important qualification to 5 being the least important qualification.

	Most important	Very important	Important	Somewhat important	Least important	Score /5
A Judge of the High Court	39%	22%	15%	17%	7%	3.6
Admitted as an advocate or an attorney and has practised as an advocate or an attorney for a cumulative period of at least 10 years	27%	36%	19%	12%	6%	3.3
Qualified to be admitted as an advocate or an attorney, for a cumulative period of at least 10 years after having so qualified, has lectured in law at a university	7%	19%	36%	32%	6%	2.8
Specialised knowledge of or experience, for a cumulative period of at least 10 years, in the administration of justice, public administration or public finances	20%	22%	20%	32%	6%	3.3
Been, for a cumulative period of at least 10 years, a member of Parliament	9%	3%	2%	6%	80%	1.5



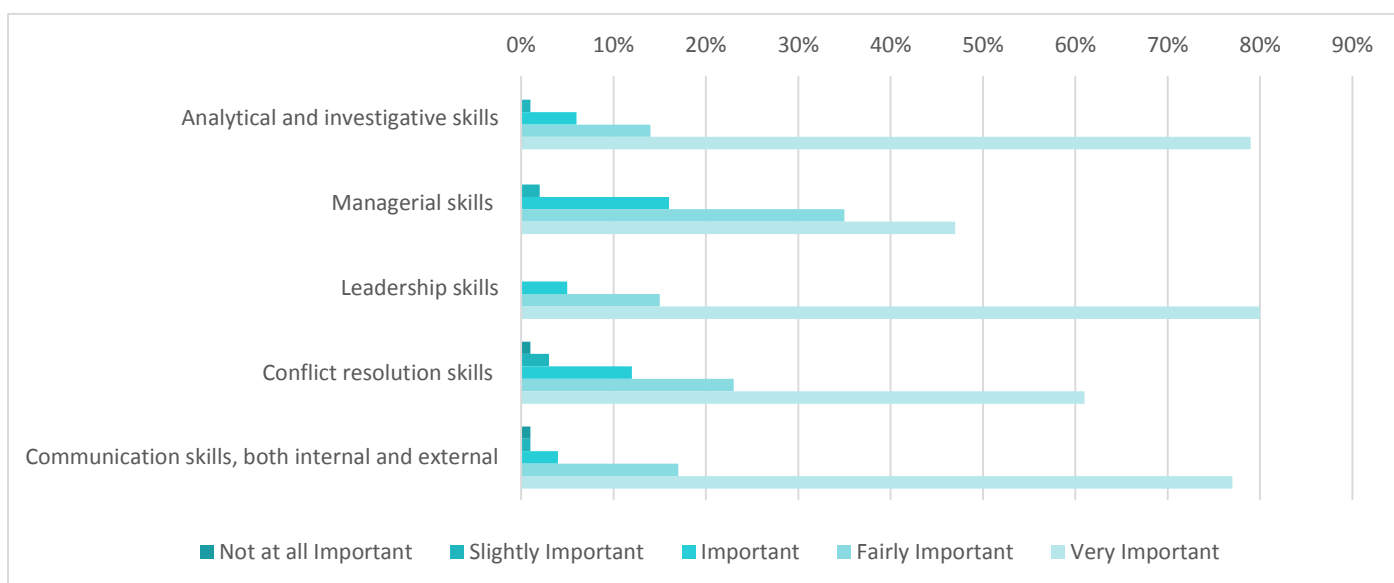
Question two: Rate the following experiences in terms of their importance for the next Public Protector to have gained previously

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Score /5
Management of a large institution	6%	18%	24%	24%	28%	3.4
Management of a public institution	10%	17%	24%	24%	25%	3.4
Experience in the social justice sector	3%	5%	15%	23%	54%	4.0
Experience in the public service administration / financial management	4%	9%	21%	30%	36%	3.8
Investigative experience	2%	4%	12%	22%	60%	4.0
Parliamentary and legislative experience	13%	18%	23%	24%	22%	3.2
Legal experience	2%	1%	6%	12%	79%	4.6



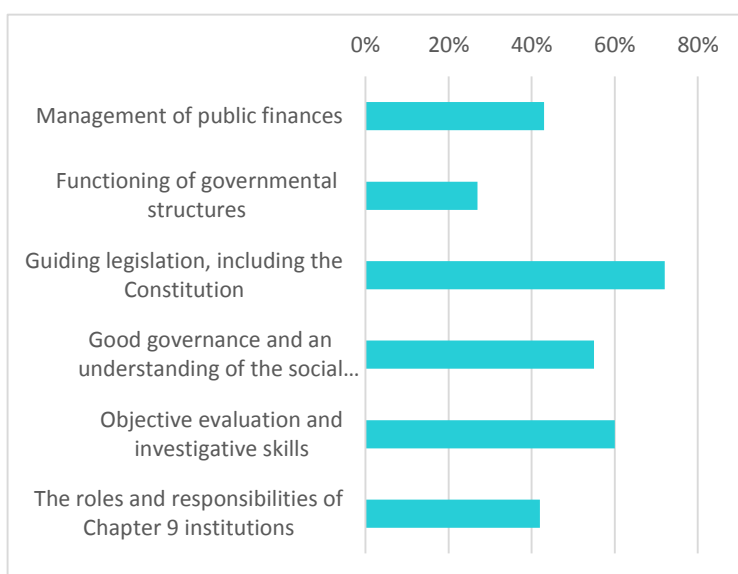
Question three: The Public Protector has to employ a range of skills to successfully fulfil his/her mandate. Rate the following skills in terms of their importance for the Public Protector to possess.

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Score
Analytical and investigative skills	0%	1%	6%	14%	79%	4.7
Managerial skills	0%	2%	16%	35%	47%	4.2
Leadership skills	0%	0%	5%	15%	80%	4.7
Conflict resolution skills	1%	3%	12%	23%	61%	4.4
Communication skills, both internal and external	1%	1%	4%	17%	77%	4.7



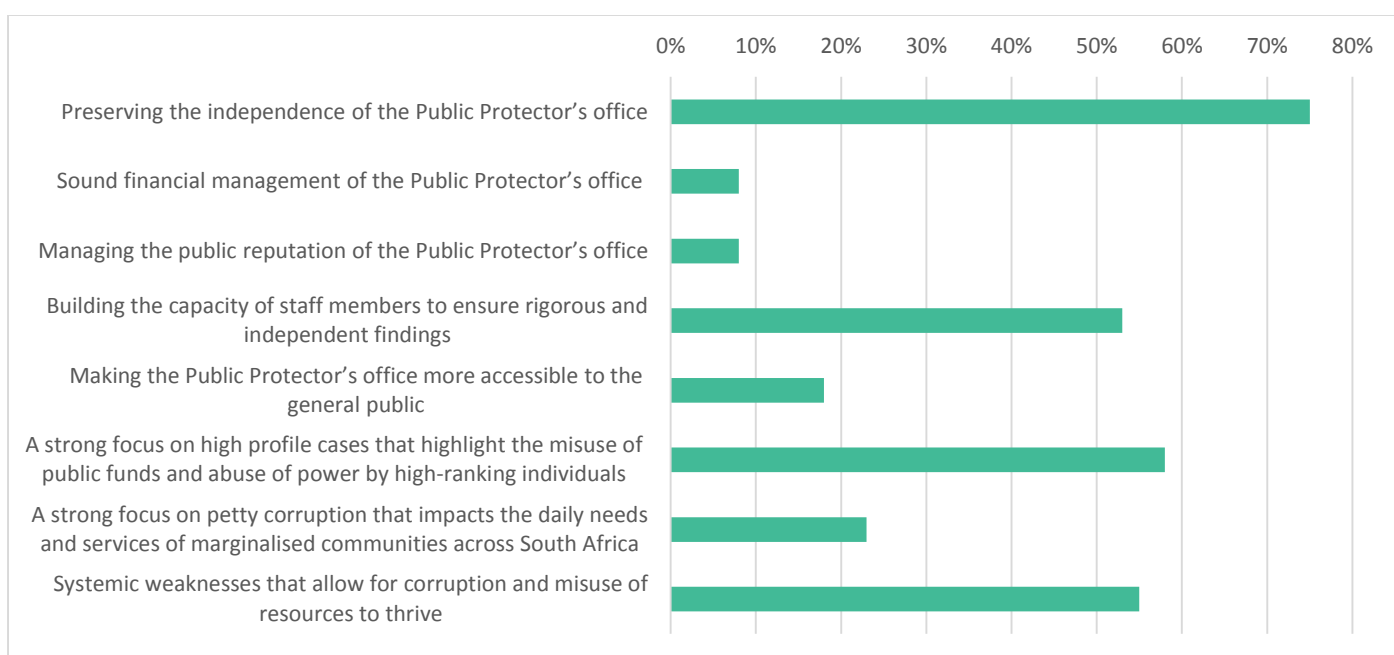
Question four: What are the most important areas the next public protector should be knowledgeable about:

Management of public finances	43%
Functioning of governmental structures	27%
Guiding legislation, including the Constitution	72%
Good governance and an understanding of the social justice sector	55%
Objective evaluation and investigative skills	60%
The roles and responsibilities of Chapter 9 institutions	42%



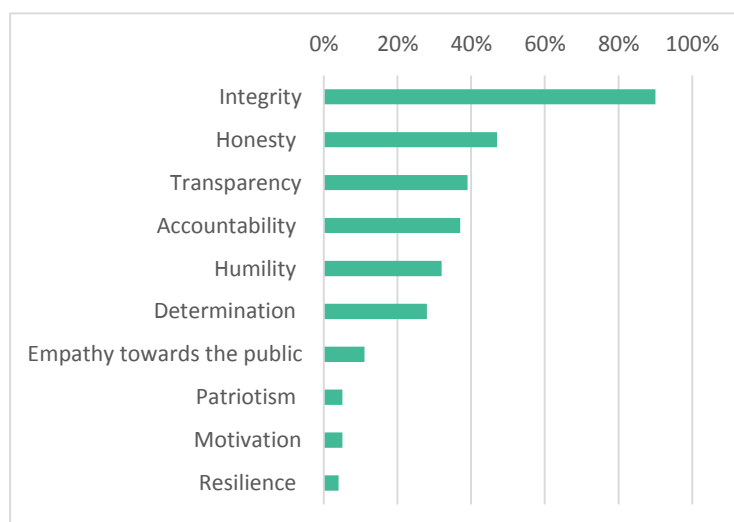
Question five: What are the most important issues the next public protector should focus on during his/her term?

Preserving the independence of the Public Protector’s office	75%
Sound financial management of the Public Protector’s office	8%
Managing the public reputation of the Public Protector’s office	8%
Building the capacity of staff members to ensure rigorous and independent findings	53%
Making the Public Protector’s office more accessible to the general public	18%
A strong focus on high profile cases that highlight the misuse of public funds and abuse of power by high-ranking individuals	58%
A strong focus on petty corruption that impacts the daily needs and services of marginalised communities across South Africa	23%
Systemic weaknesses that allow for corruption and misuse of resources to thrive	55%



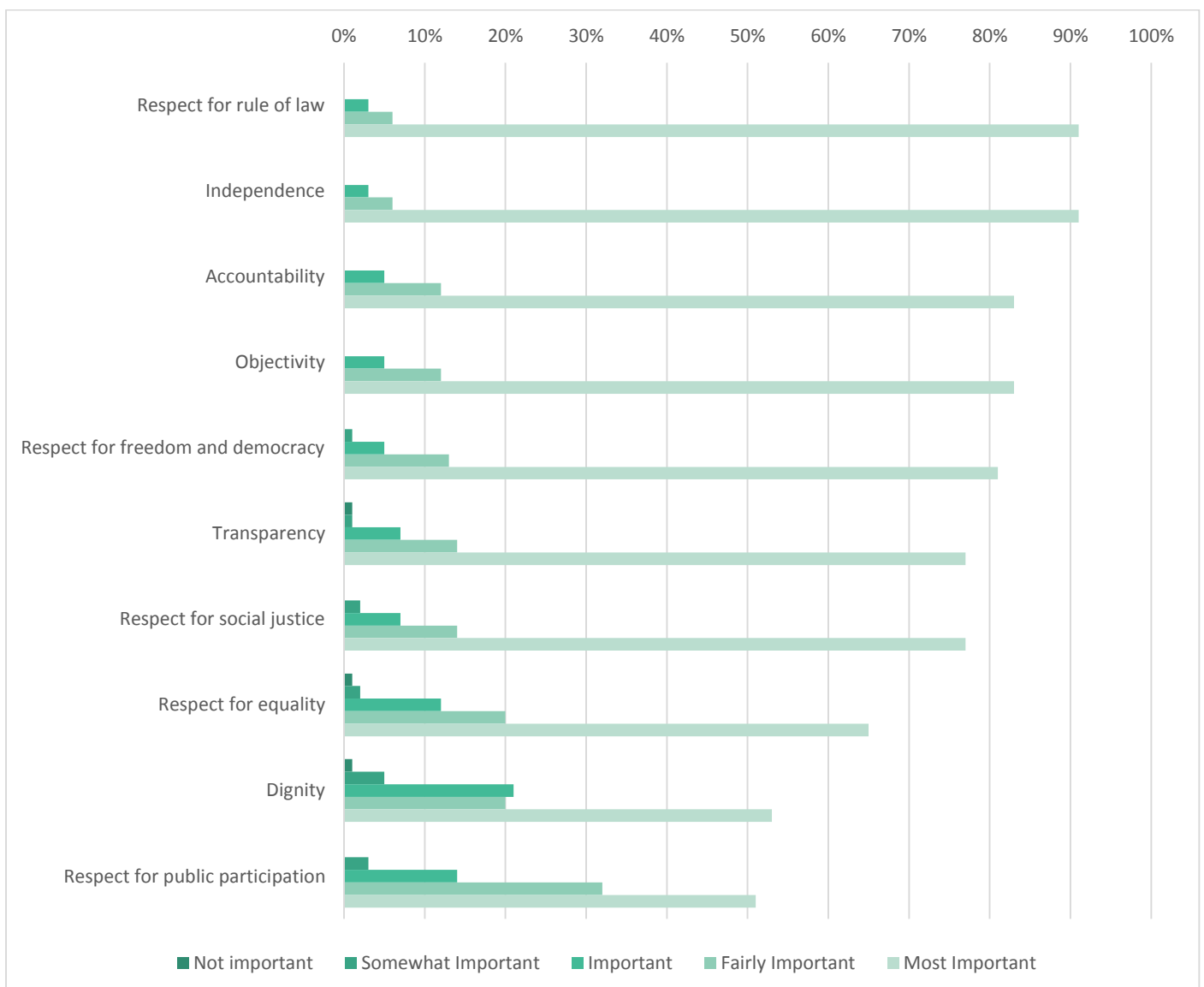
Question six: What are the most important values for the next public protector to possess?

Integrity	90%
Honesty	47%
Transparency	39%
Accountability	37%
Humility	32%
Determination	28%
Empathy towards the public	11%
Patriotism	5%
Motivation	5%
Resilience	4%



Question seven: Rate the following beliefs in terms of how important they should be to the next public protector

	Not important	Somewhat Important	Important	Fairly Important	Most Important	Score /5
Respect for rule of law	0%	0%	3%	6%	91%	4.8
Independence	0%	0%	3%	6%	91%	4.8
Accountability	0%	0%	5%	12%	83%	4.7
Objectivity	0%	0%	5%	12%	83%	4.7
Respect for freedom and democracy	0%	1%	5%	13%	81%	4.7
Transparency	1%	1%	7%	14%	77%	4.6
Respect for social justice	0%	2%	7%	14%	77%	4.0
Respect for equality	1%	2%	12%	20%	65%	4.4
Dignity	1%	5%	21%	20%	53%	4.1
Respect for public participation	0%	3%	14%	32%	51%	4.3



**RESPONSES:
STAFF OF THE
OFFICE OF THE
PUBLIC
PROTECTOR**

EXECUTIVE SUMMARY:

Eighty-five (85) staff members from the Office of the Public Protector participated in this survey. Sixty-one percent (61%) of respondents were from provincial offices, with more than half of the respondents occupying a junior position in the OPP. That 73% of the respondents expressed a strong preference for the public protector to possess legal skills and experience is an important signal from those – the staff of the public protector - who have an intimate understanding of what is required of this institution.

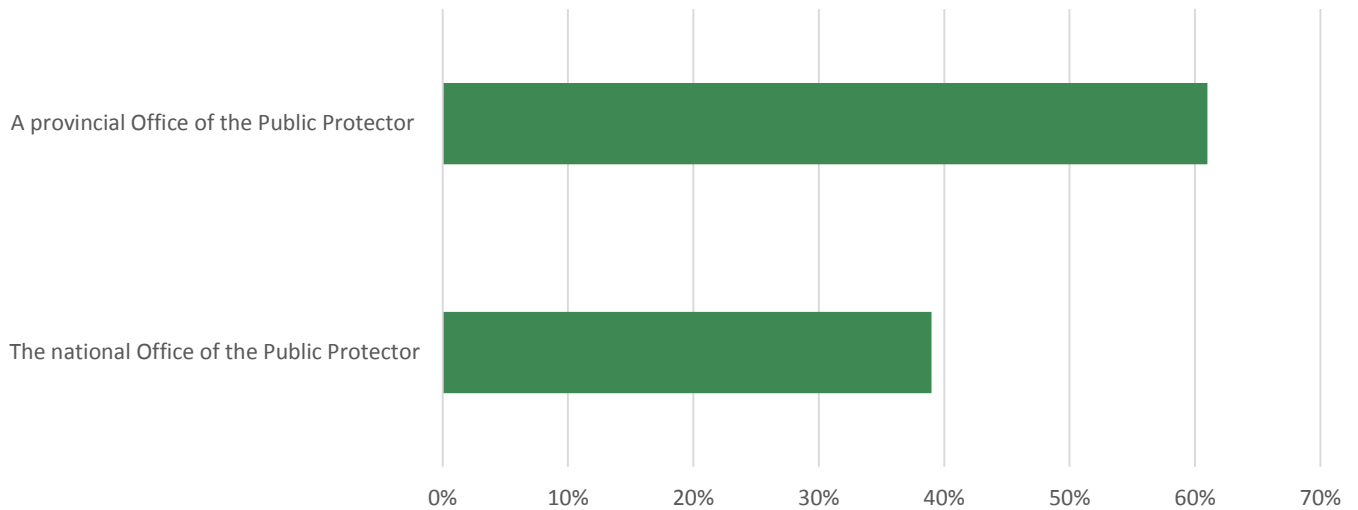
Consistent with the previous insight into the nature of the task awaiting the new public protector, legal and investigative experiences emerge as a clear priority. It is noticeable that the broad range of competencies required of the public protector is reflected in the relatively high priority given to other experiences. Thus, management of a large institution (fifty-eight percent – 58%), management of a public institution (fifty-seven percent 57%), experience in the social justice sector (fifty-seven percent – 57%) and experience in public service / public finance management (fifty-eight percent – 58%) all score within a narrow range as highly relevant.

The views of staff members concerning the most valuable skills carry great significance, as it is they who have greatest knowledge and understanding of the demands of this highly influential constitutional institution. Again, as in the instance of the composite results, the importance of a wide range of skills stands out. Leadership (eighty-two percent - 82%), analytical and investigative skills (eighty percent – 80%), and conflict resolution skills (eighty percent – 80%) are all rated very highly by OPP staff. Interestingly, communication skills, both within and outside the office, edge slightly ahead of these others, at eighty-three percent (83%). This is a highly significant result, as it is vital that stakeholders are able to decide whether or not the public protector is worthy of their trust. The public protector's credibility and the general acceptance of his / her work as effectively strengthening our constitutional democracy, is built upon the ability to persuade us, in our incredible diversity, that s/he is competent and trustworthy.

Two areas of knowledge emerge clearly as most important. First, by a healthy margin, is 'good governance and understanding of the social justice sector' at sixty-eight percent (68%). Second, is knowledge of 'guiding legislation, including the Constitution' at fifty-seven percent (57%). Clearly, comfortably more than half of staff members believe that, to some extent, the law can be learned. By contrast, more than two thirds of staff members are convinced that what cannot be learned on the job, but what must already be innate in the successful candidate, is a thorough familiarity with the far more complex concepts of good governance and of social justice.

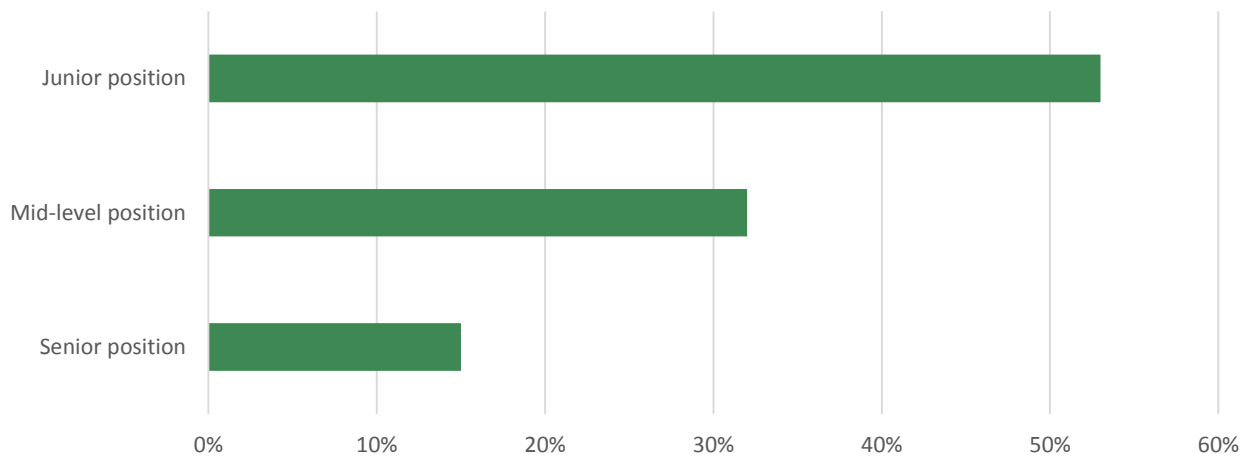
Sixty-seven percent (67%) preserving the independence of the OPP is an issue of concern and must be a priority for the next public protector, followed closely by the need for 'building the capacity of staff members to ensure rigorous and independent findings' (sixty-six percent 66%). The OPP staff survey evidences results remarkably similar to those in the combined results. There is a clear and overwhelming consensus that integrity is the most important value in the new public protector, with constitutional values of accountability and transparency following.

I am based at:



	The national Office of the Public Protector	A provincial Office of the Public Protector
■ Percentage	39%	61%

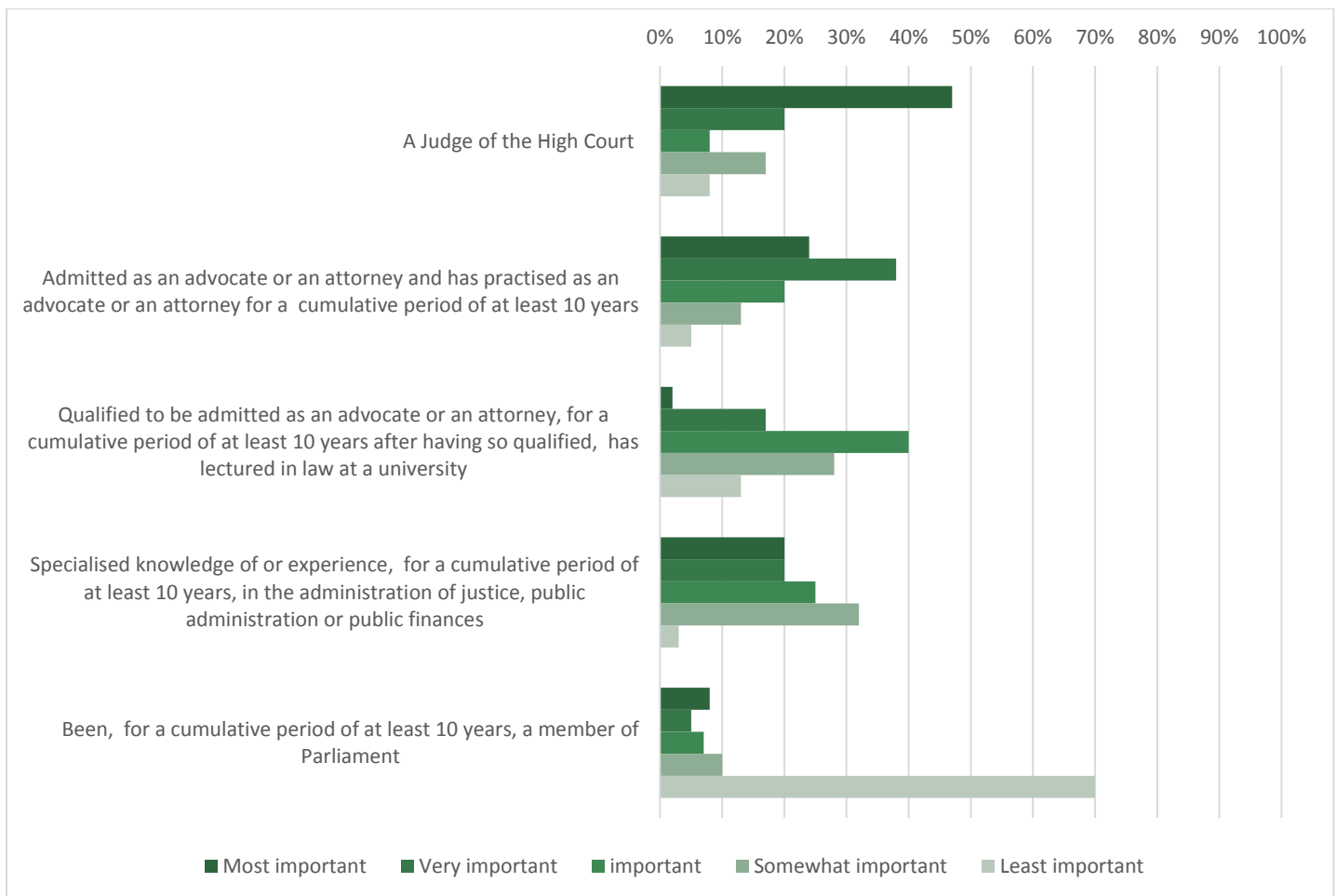
I occupy a:



	Senior position	Mid-level position	Junior position
■ Series1	15%	32%	53%

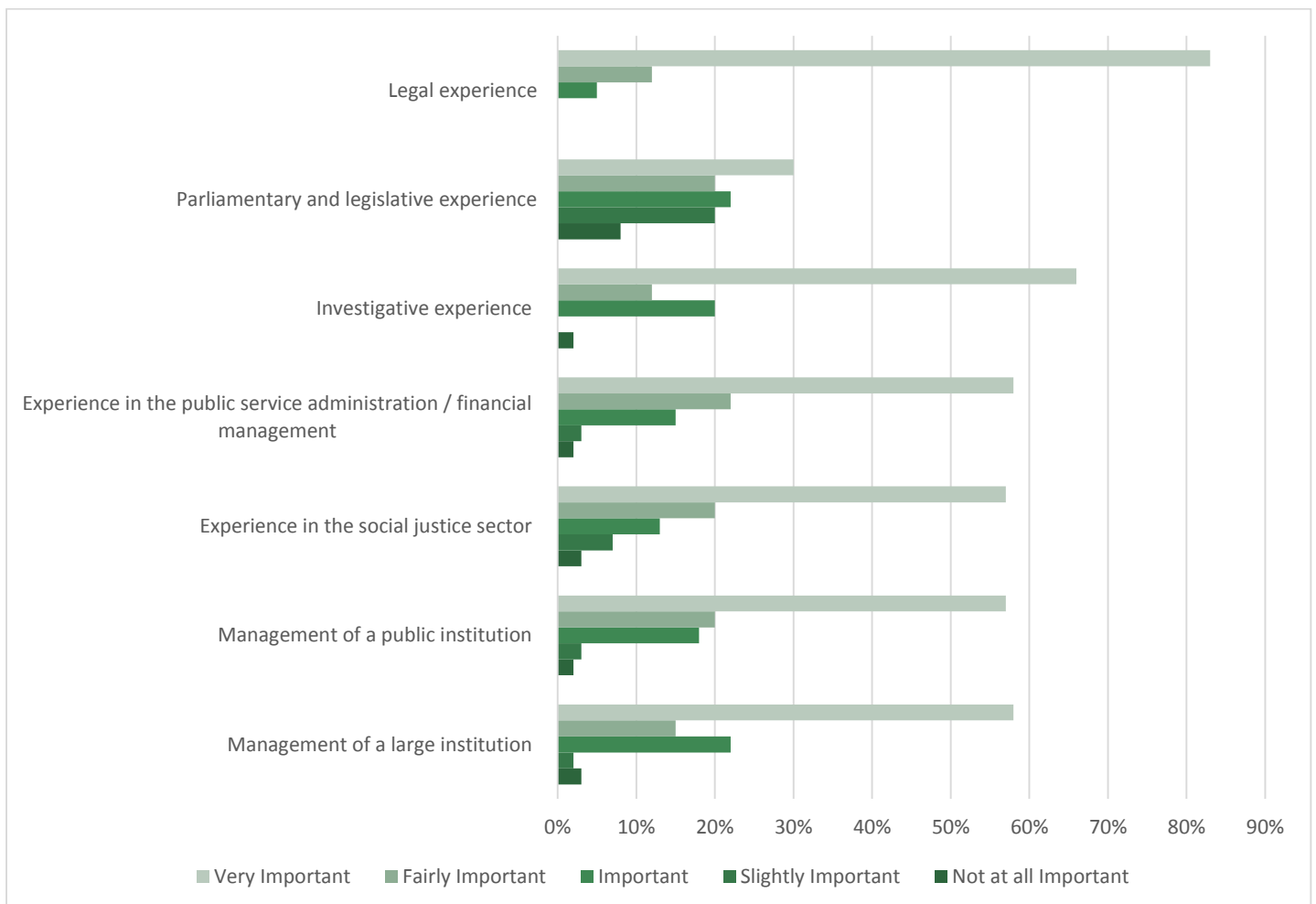
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	Most important	Fairly important	important	Slightly important	Least important	Score /5
A Judge of the High Court	47%	20%	8%	17%	8%	3.80
Admitted as an advocate or an attorney and has practised as an advocate or an attorney for a cumulative period of at least 10 years	24%	38%	20%	13%	5%	3.62
Qualified to be admitted as an advocate or an attorney, for a cumulative period of at least 10 years after having so qualified, has lectured in law at a university	2%	17%	40%	28%	13%	2.65
Specialised knowledge of or experience, for a cumulative period of at least 10 years, in the administration of justice, public administration or public finances	20%	20%	25%	32%	3%	3.22
Been, for a cumulative period of at least 10 years, a member of Parliament	8%	5%	7%	10%	70%	1.72



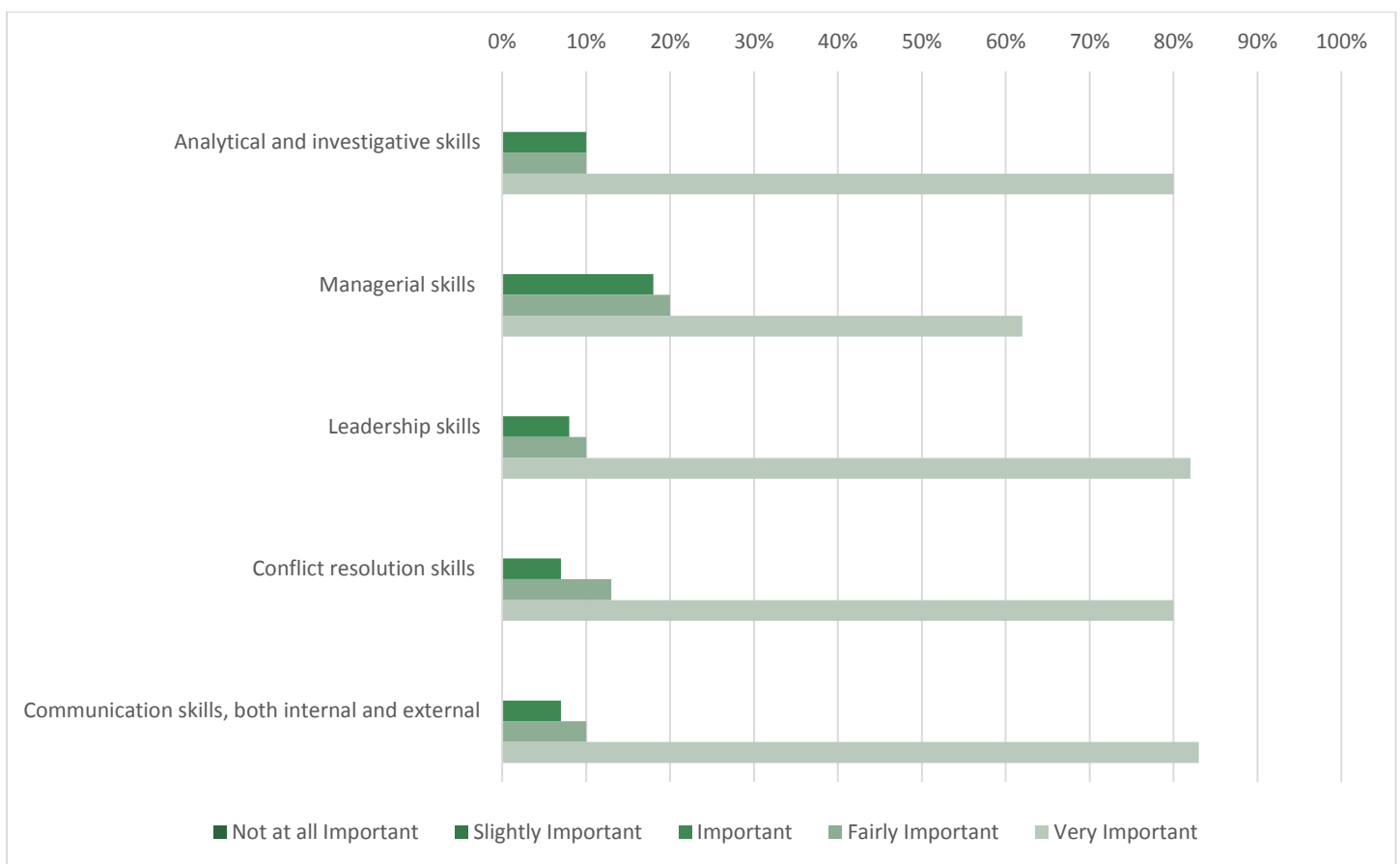
Question two: Rate the following experiences in terms of their importance for the next Public Protector to have gained previously

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Weighted Average /5
Management of a large institution	3%	2%	22%	15%	58%	4.23
Management of a public institution	2%	3%	18%	20%	57%	4.27
Experience in the social justice sector	3%	7%	13%	20%	57%	4.20
Experience in the public service administration / financial management	2%	3%	15%	22%	58%	4.32
Investigative experience	2%	0%	20%	12%	66%	4.42
Parliamentary and legislative experience	8%	20%	22%	20%	30%	3.43
Legal experience	0%	0%	5%	12%	83%	4.78



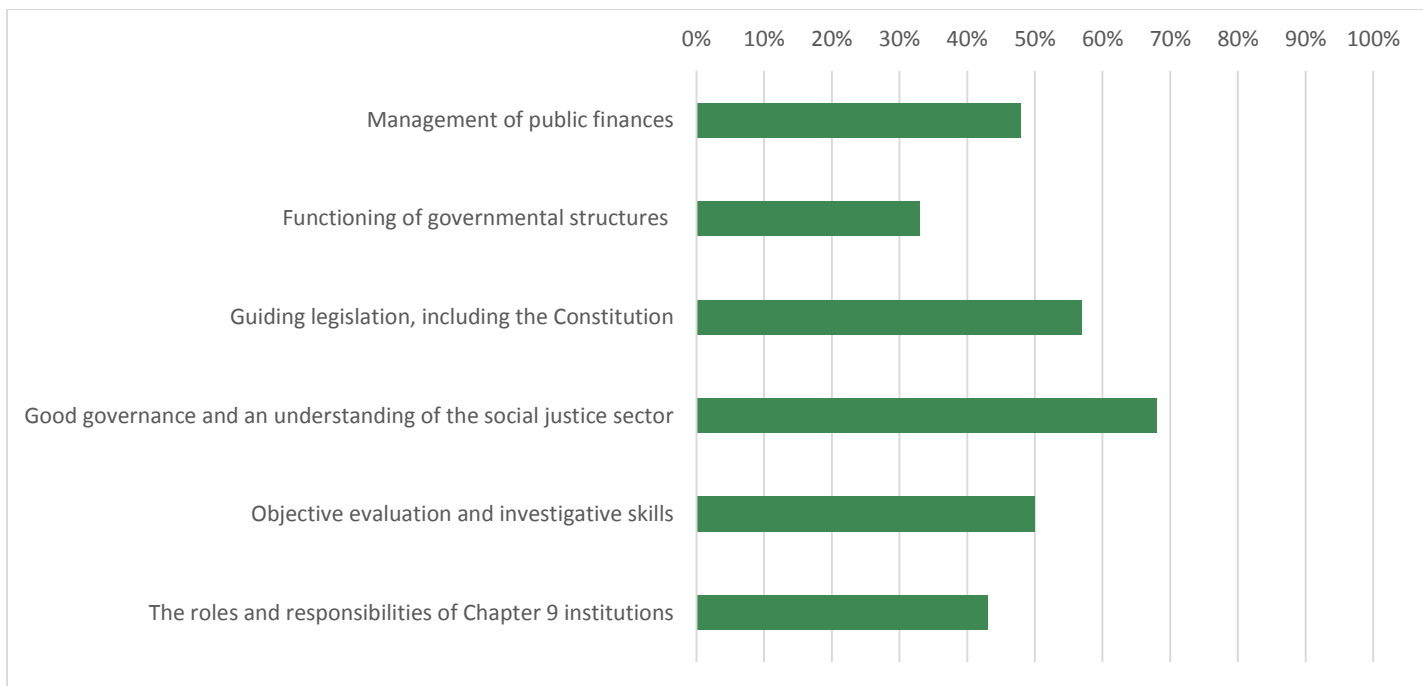
Question three: The Public Protector has to employ a range of skills to successfully fulfil his/her mandate. Rate the following skills in terms of their importance for the Public Protector to possess.

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Score /5
Analytical and investigative skills	0%	0%	10%	10%	80%	4.7
Managerial skills	0%	0%	18%	20%	62%	4.4
Leadership skills	0%	0%	8%	10%	82%	4.1
Conflict resolution skills	0%	0%	7%	13%	80%	4.7
Communication skills, both internal and external	0%	0%	7%	10%	83%	4.8



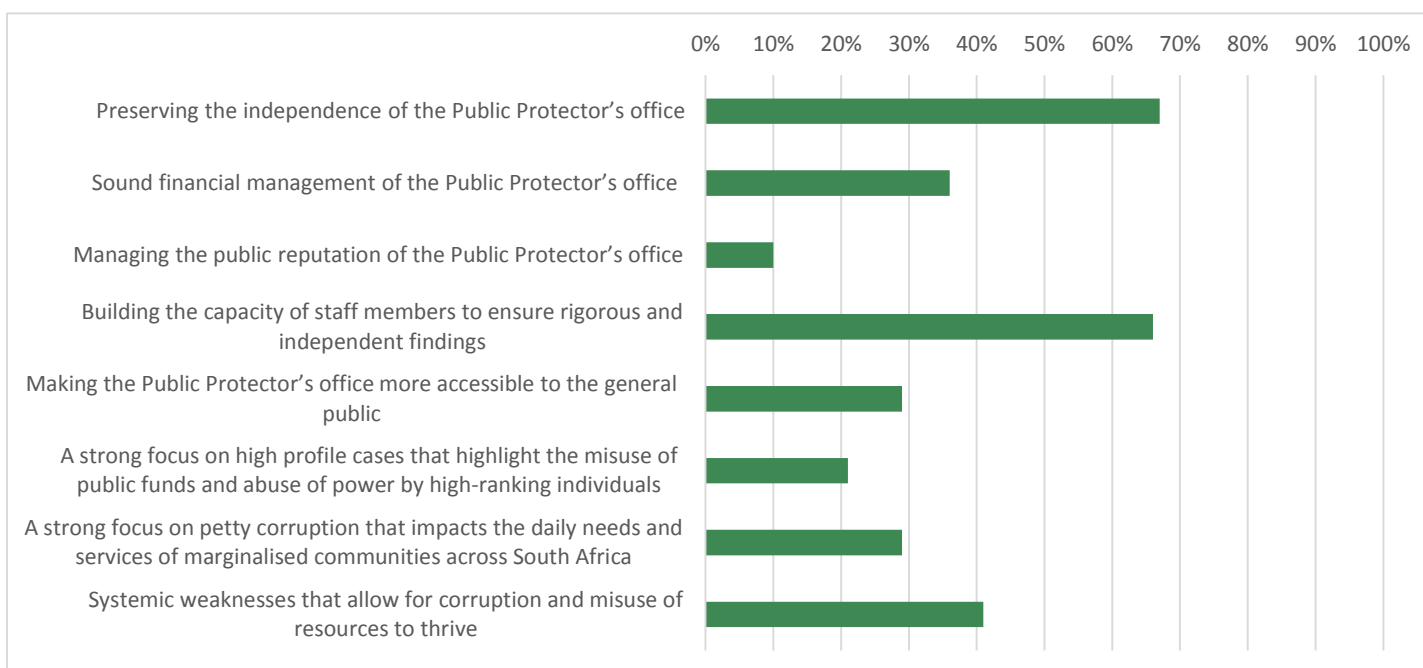
Question four: What are the most important areas the next public protector should be knowledgeable about?

Management of public finances	48%
Functioning of governmental structures	33%
Guiding legislation, including the Constitution	57%
Good governance and an understanding of the social justice sector	68%
Objective evaluation and investigative skills	50%
The roles and responsibilities of Chapter 9 institutions	43%



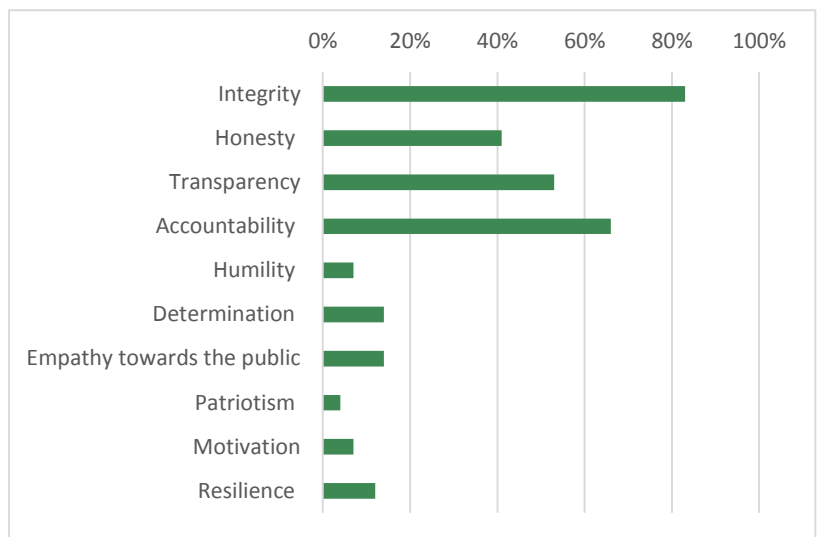
Question five: What are the most important issues the next public protector should focus on during his/her term?

Preserving the independence of the Public Protector's office	67%
Sound financial management of the Public Protector's office	36%
Managing the public reputation of the Public Protector's office	10%
Building the capacity of staff members to ensure rigorous and independent findings	66%
Making the Public Protector's office more accessible to the general public	29%
A strong focus on high profile cases that highlight the misuse of public funds and abuse of power by high-ranking individuals	21%
A strong focus on petty corruption that impacts the daily needs and services of marginalised communities across South Africa	29%
Systemic weaknesses that allow for corruption and misuse of resources to thrive	41%



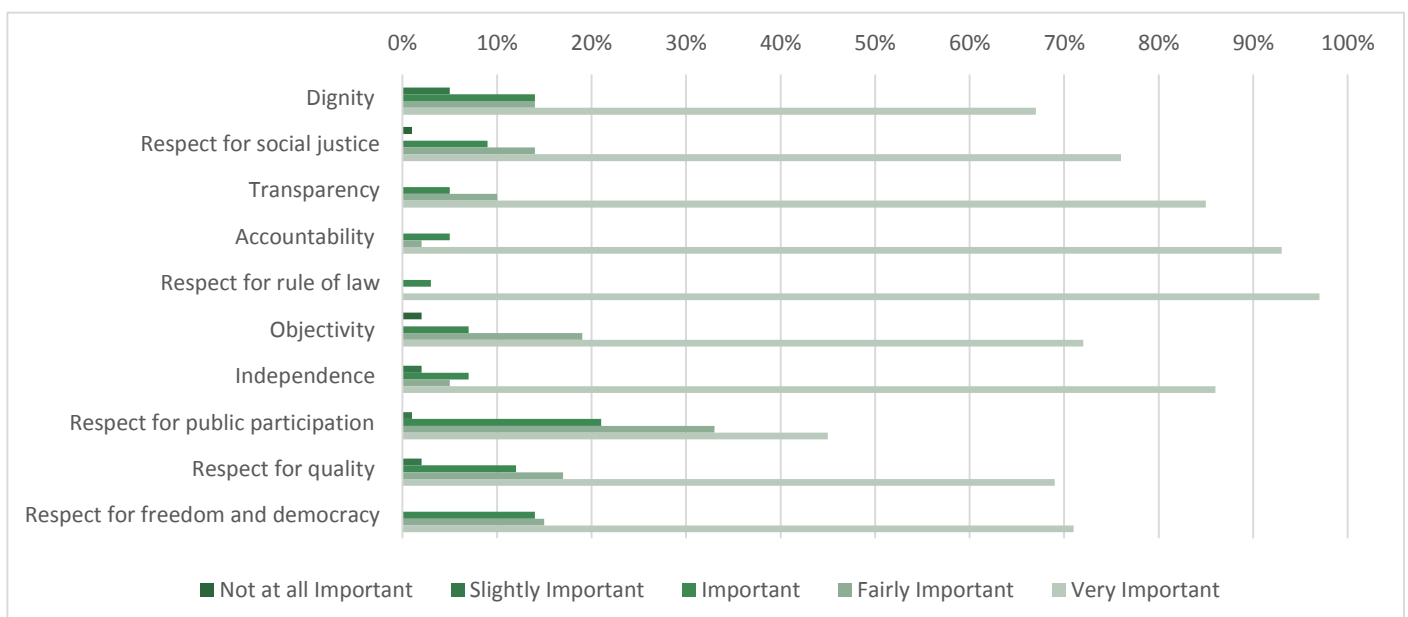
Question six: What are the most important values for the next public protector to possess?

Integrity	83%
Honesty	41%
Transparency	53%
Accountability	66%
Humility	7%
Determination	14%
Empathy towards the public	14%
Patriotism	4%
Motivation	7%
Resilience	12%



Question seven: Rate the following beliefs in terms of how important they should be to the next public protector

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Score /5
Dignity	0%	5%	14%	14%	67%	4.5
Respect for social justice	1%	0%	9%	14%	76%	4.6
Transparency	0%	0%	5%	10%	85%	4.7
Accountability	0%	0%	5%	2%	93%	4.8
Respect for rule of law	0%	0%	3%	0%	97%	5.0
Objectivity	2%	0%	7%	19%	72%	4.6
Independence	0%	2%	7%	5%	86%	4.8
Respect for public participation	0%	1%	21%	33%	45%	4.2
Respect for quality	0%	2%	12%	17%	69%	4.5
Respect for freedom and democracy	0%	0%	14%	15%	71%	4.6



**RESPONSES:
MEMBERS OF
PARLIAMENT**

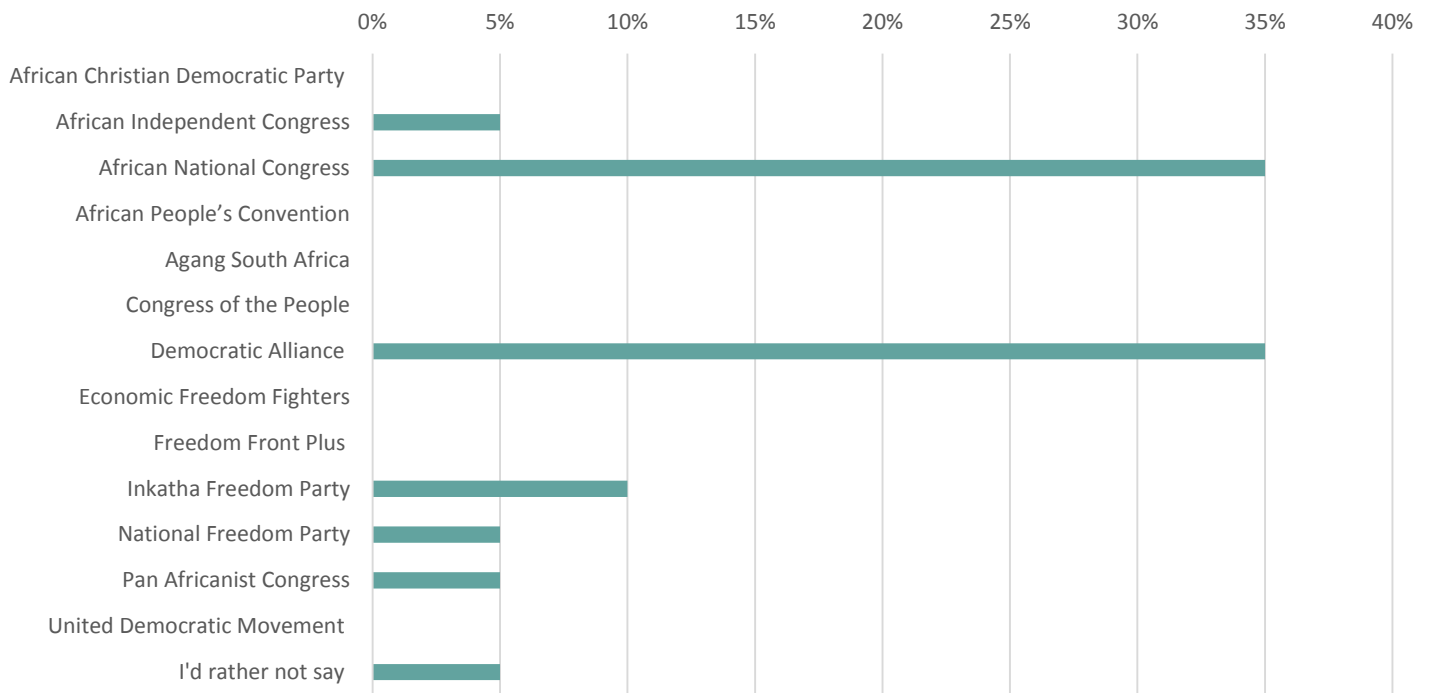
Executive summary

The MPs' responses were largely in line with those of the overall consolidated results, although the response sample was quite small – 23, or about five percent (5%) of the 400 MPs. Additionally, some unique questions were posed in their survey. Of those who did respond, the two largest groups of respondents by political party were seven from the African National Congress (ANC) and eight from the Democratic Alliance (DA). Within this microcosm, the cross-party responses were significant, albeit statistically not necessarily reflective of their respective parties' policies or positions. For example, an overwhelming majority endorsed a characterisation of the OPP as 'very important' in safeguarding the country's constitutional democracy, almost ninety-six percent (96%). Similarly, ninety percent (90%) of responding MPs agreed that the OPP had contributed to raising awareness of corruption and maladministration in South Africa.

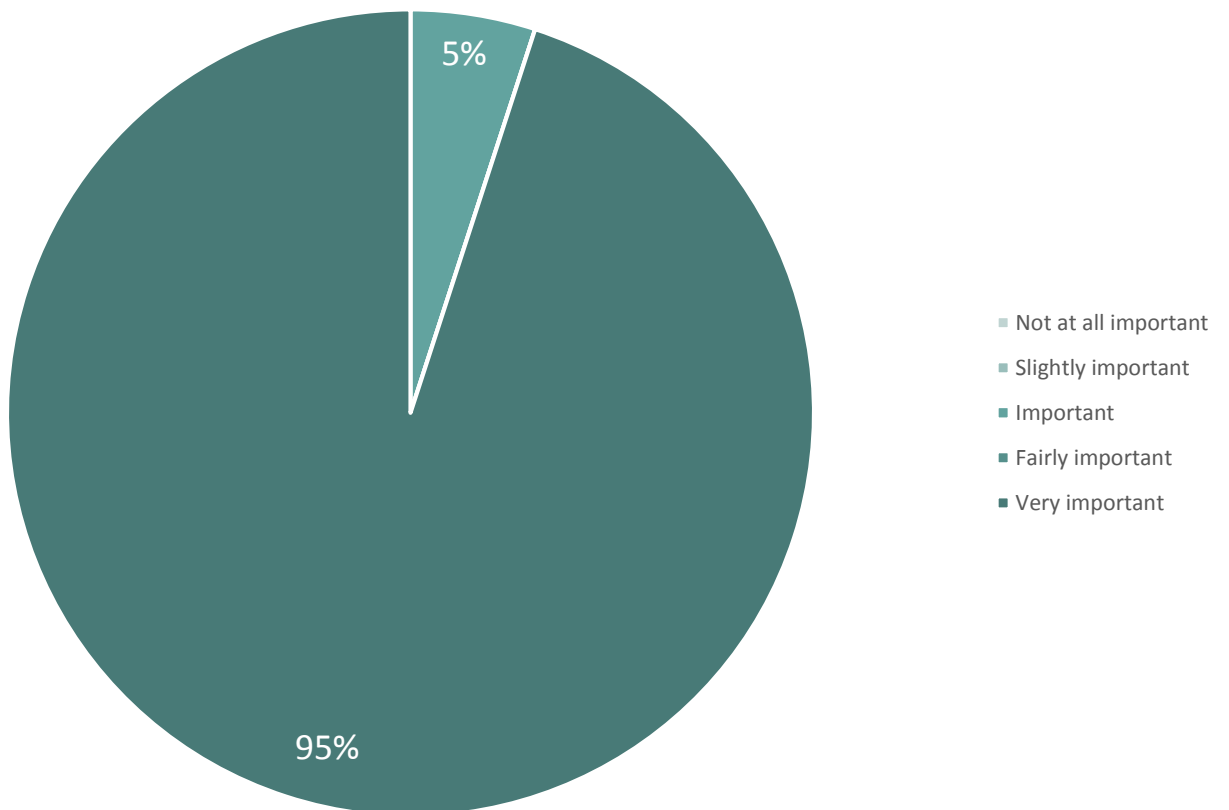
There were significant differences between the responses from MPs and staff from the OPP in terms of the necessary qualifications for the public protector to possess. In contrast, only thirty-eight percent of MPs believe that being a judge is the most important qualification for the next public protector. The largest proportion of MPs (fifty-seven percent 57%) would prefer a candidate with 'specialised knowledge or ten years of experience in the administration of justice, public administration or public finances.' However, consistent with the OPP staff, seventy-six percent (76%) of respondents consider being a Member of Parliament for a period of at least ten years as the least preferred qualification.

Legal experience (eighty-seven percent 87%) was rated by far as the most important experience for the next public protector to have previously gained, followed by the 'management of a large institution', 'experience in the social justice sector', 'experience in public administration/financial management', and 'investigative experience' – which are all jointly tied. It is highly significant that responding MPs believe that preserving the independence of the OPP should be the foremost priority for the next public protector (seventy-five percent 75%). Building staff capacity is seen as the next most important priority, at sixty-nine percent (69%), while enhancing public access to the Office was ranked third, at fifty percent (50%).

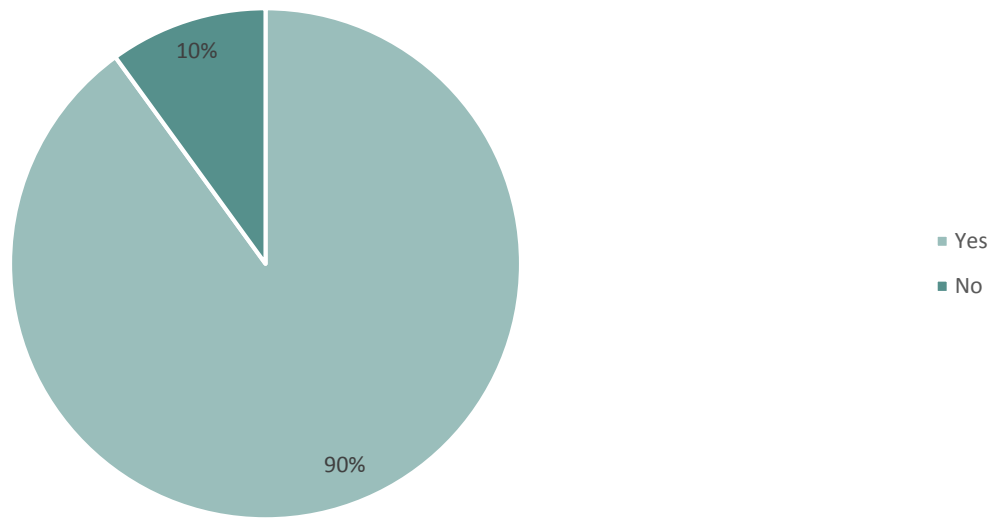
I belong to the



How important is the Office of the Public Protector in terms of safeguarding South Africa's constitutional democracy?

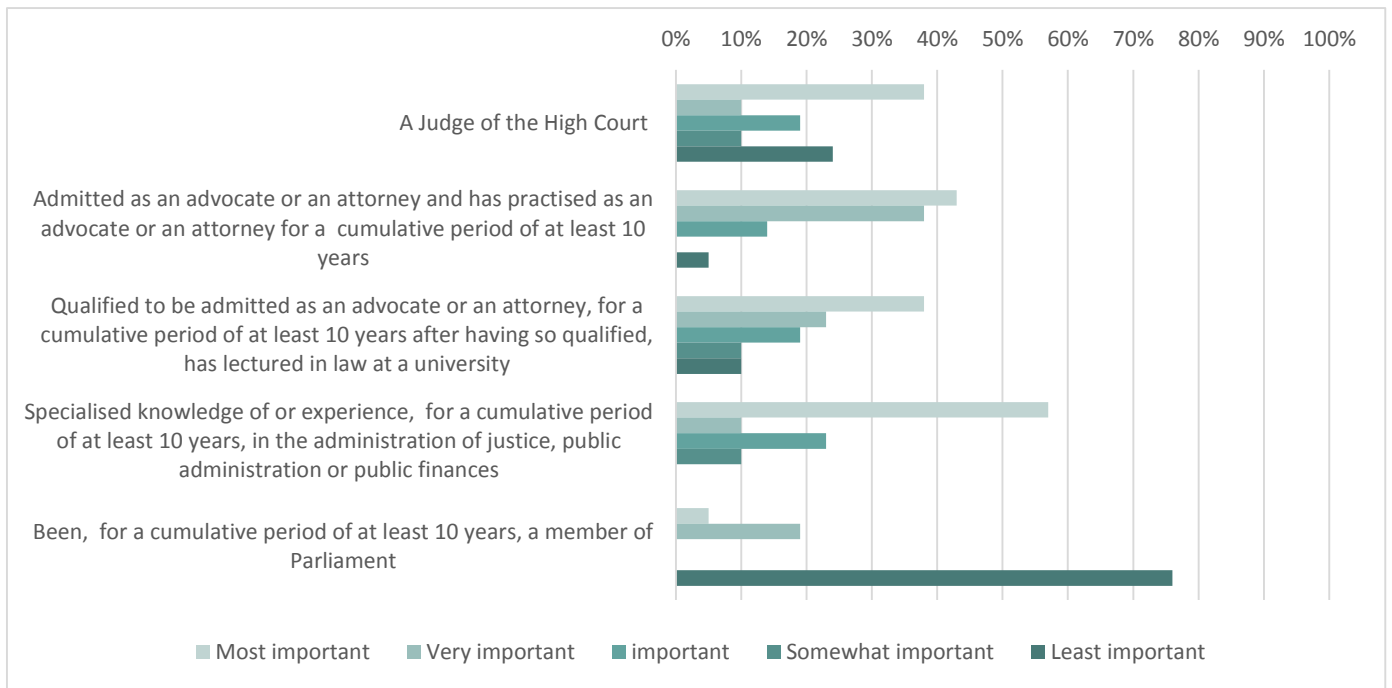


Do you think the public protector has contributed to raising awareness about corruption and maladministration in in South Africa



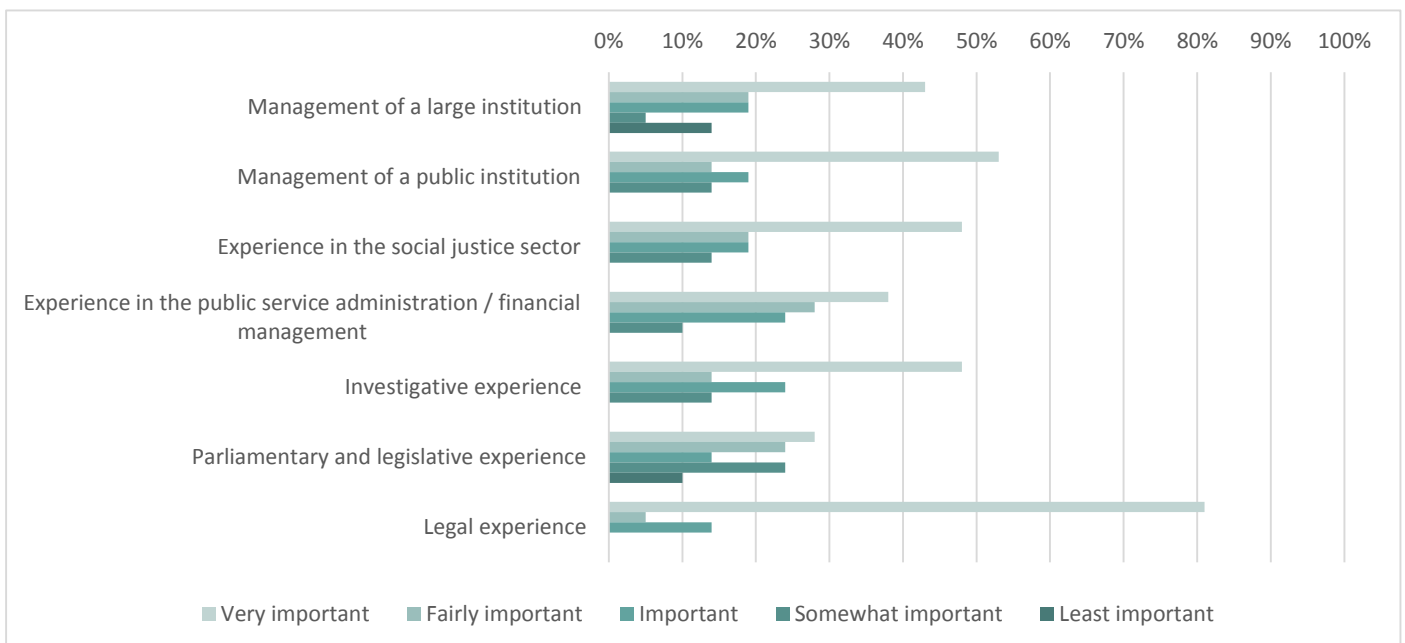
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	Most important	Very important	important	Somewhat important	Least important	Score /5
A Judge of the High Court	38%	10%	19%	10%	24%	3.1
Admitted as an advocate or an attorney and has practised as an advocate or an attorney for a cumulative period of at least 10 years	43%	38%	14%	0%	5%	4.0
Qualified to be admitted as an advocate or an attorney, for a cumulative period of at least 10 years after having so qualified, has lectured in law at a university	38%	23%	19%	10%	10%	3.7
Specialised knowledge of or experience, for a cumulative period of at least 10 years, in the administration of justice, public administration or public finances	57%	10%	23%	10%	0%	4.1
Been, for a cumulative period of at least 10 years, a member of Parliament	5%	19%	0%	0%	76%	1.7%



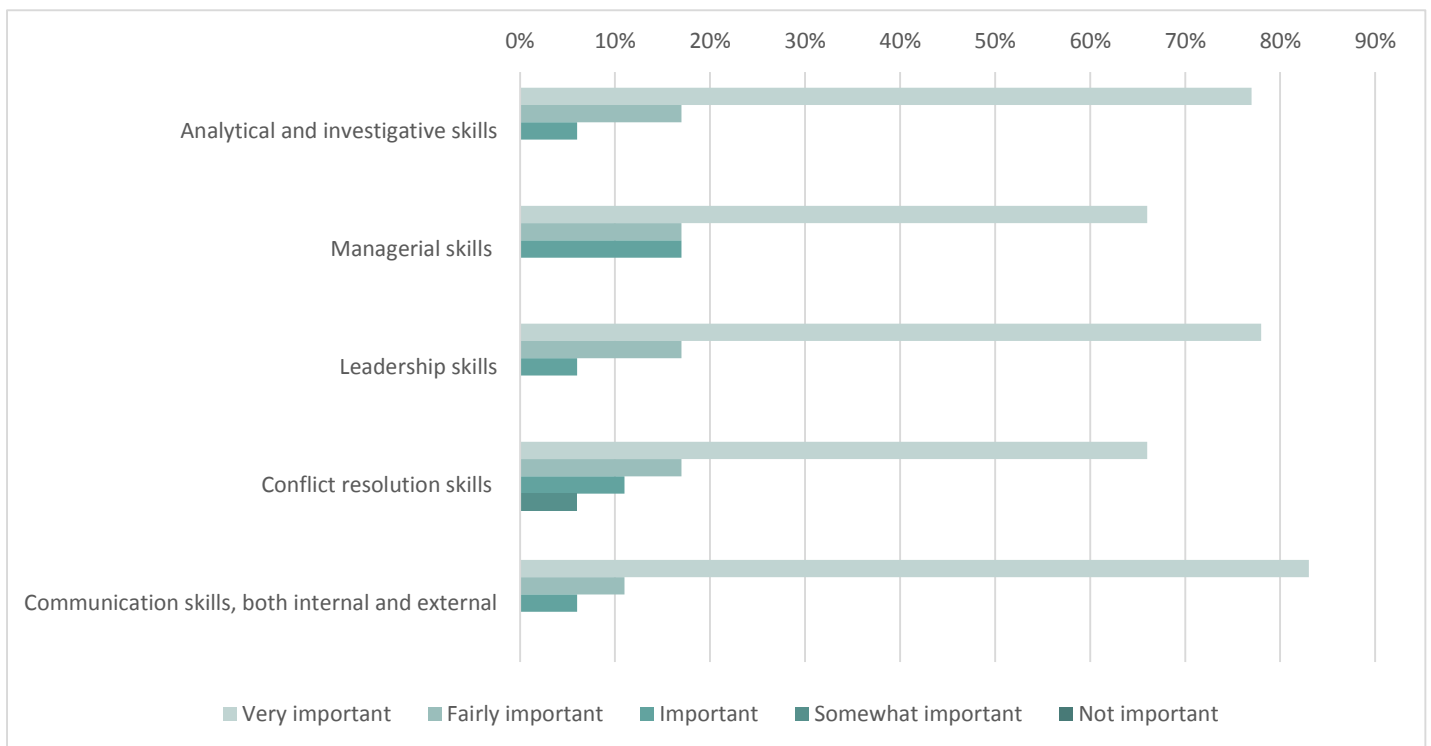
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	Very important	Fairly important	Important	Somewhat important	Least important	Score /5
Management of a large institution	43%	19%	19%	5%	14%	3.7
Management of a public institution	53%	14%	19%	14%	0%	4.0
Experience in the social justice sector	48%	19%	19%	14%	0%	4.0
Experience in the public service administration / financial management	38%	28%	24%	10%	0%	4.0
Investigative experience	48%	14%	24%	14%	0%	4.0
Parliamentary and legislative experience	28%	24%	14%	24%	10%	3.4
Legal experience	81%	5%	14%	0%	0%	4.6



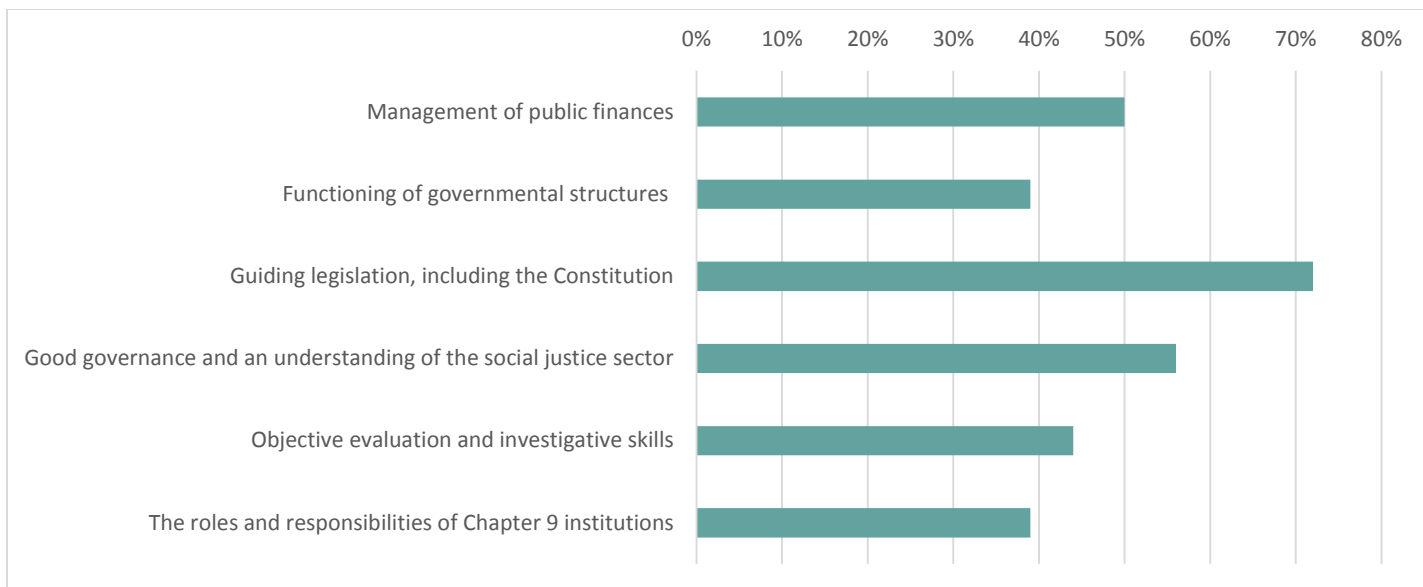
Question three: The Public Protector has to employ a range of skills to successfully fulfil his/her mandate. Rate the following skills in terms of their importance for the Public Protector to possess

	Very important	Fairly important	Important	Somewhat important	Not important	Score /10
Analytical and investigative skills	77%	17%	6%	0%	0%	4.7
Managerial skills	66%	17%	17%	0%	0%	4.5
Leadership skills	78%	17%	6%	0%	0%	4.7
Conflict resolution skills	66%	17%	11%	6%	0%	4.4
Communication skills, both internal and external	83%	11%	6%	0%	0%	4.7



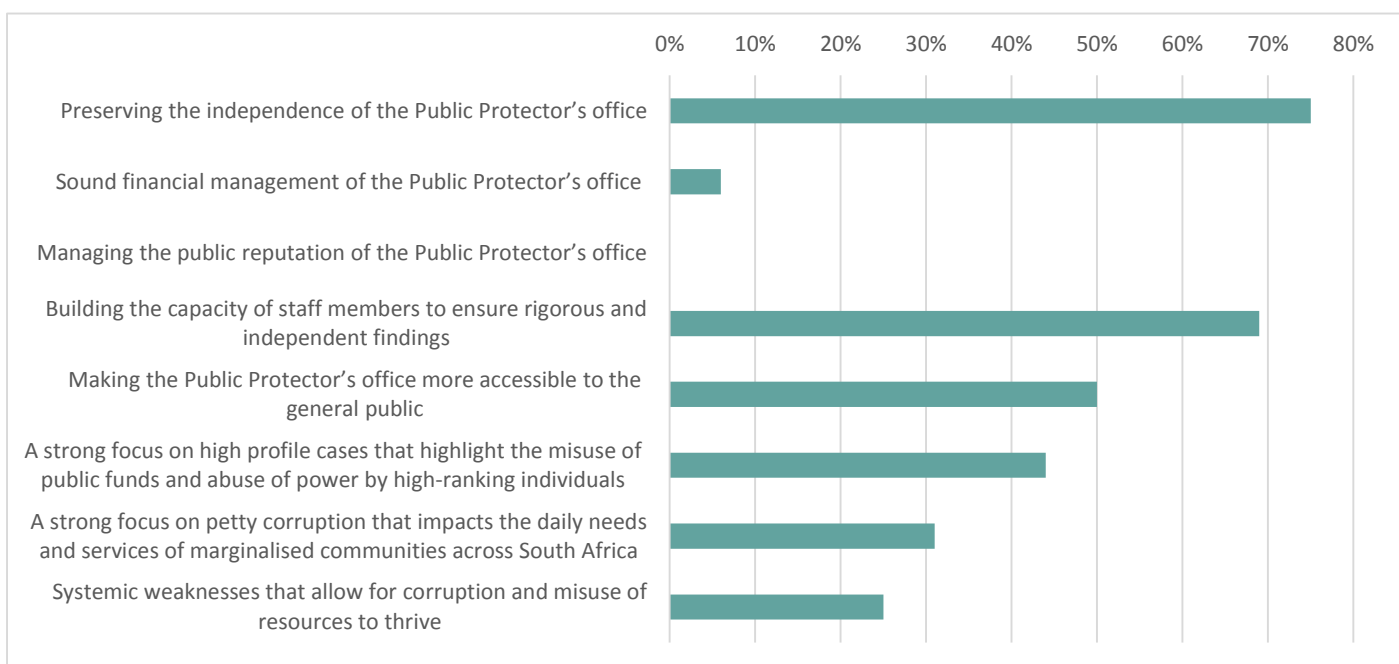
Question four: What are the most important areas the next public protector should be knowledgeable about?

Management of public finances	50%
Functioning of governmental structures	39%
Guiding legislation, including the Constitution	72%
Good governance and an understanding of the social justice sector	56%
Objective evaluation and investigative skills	44%
The roles and responsibilities of Chapter 9 institutions	39%



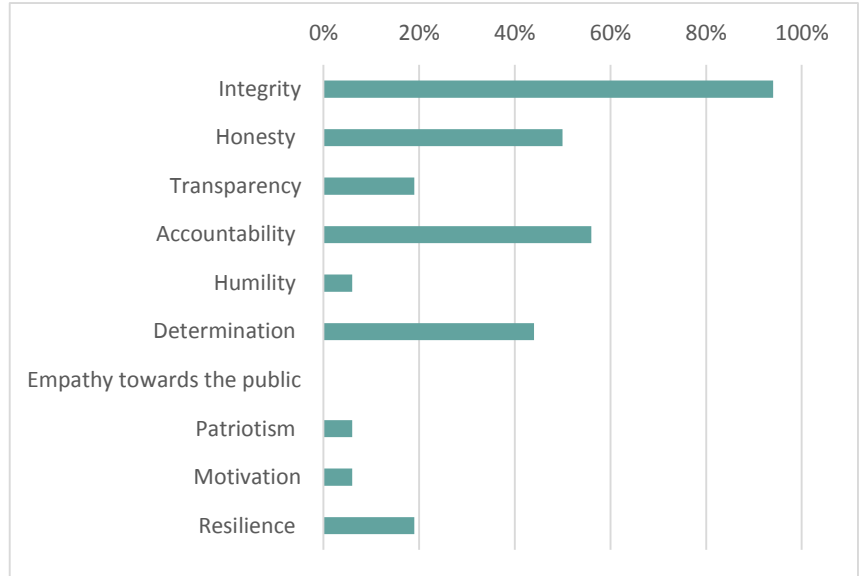
Question five: What are the most important issues the next public protector should focus on during his/her term?

Preserving the independence of the Public Protector's office	75%
Sound financial management of the Public Protector's office	6%
Managing the public reputation of the Public Protector's office	0%
Building the capacity of staff members to ensure rigorous and independent findings	69%
Making the Public Protector's office more accessible to the general public	50%
A strong focus on high profile cases that highlight the misuse of public funds and abuse of power by high-ranking individuals	44%
A strong focus on petty corruption that impacts the daily needs and services of marginalised communities across South Africa	31%
Systemic weaknesses that allow for corruption and misuse of resources to thrive	25%



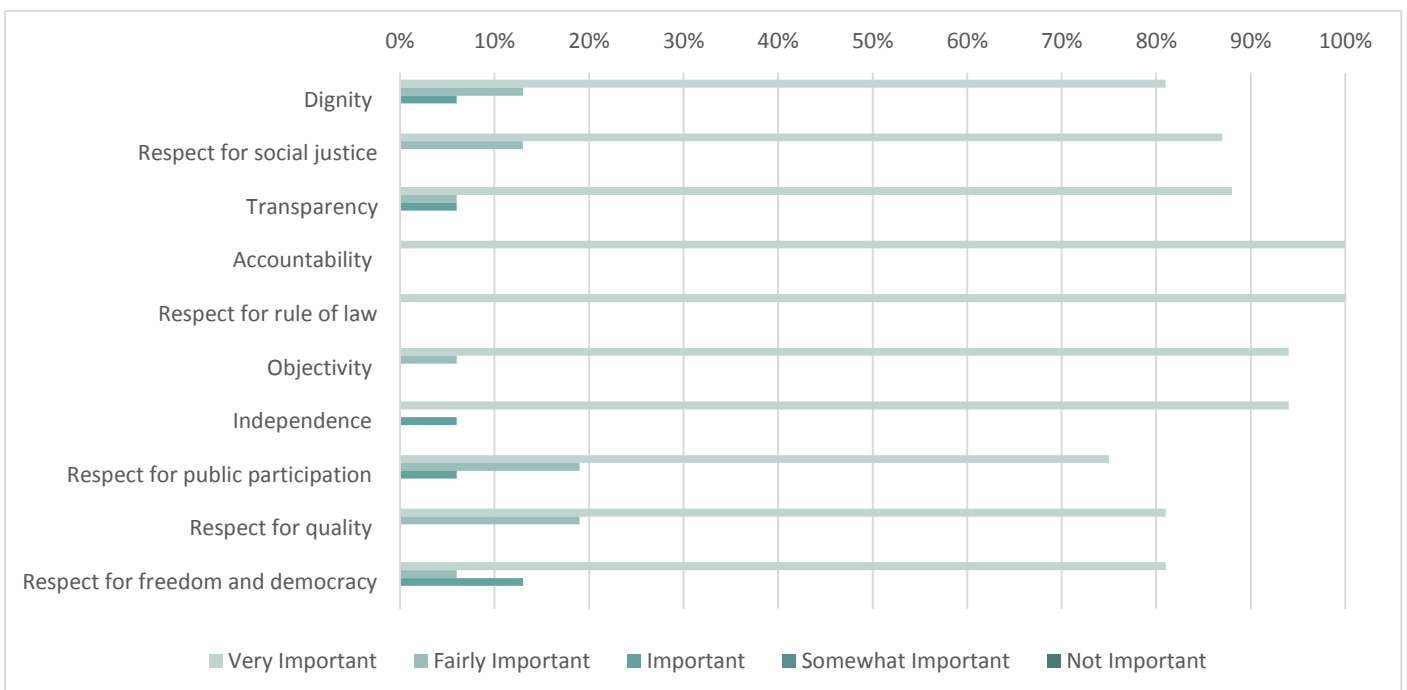
Question six: What are the most important values for the next public protector to possess?

Integrity	94%
Honesty	50%
Transparency	19%
Accountability	56%
Humility	6%
Determination	44%
Empathy towards the public	0%
Patriotism	6%
Motivation	6%
Resilience	19%



Question seven: Rate the following beliefs in terms of how important they should be to the next public protector

	Very Important	Fairly Important	Important	Somewhat Important	Not Important	Score /5
Dignity	81%	13%	6%	0%	0%	4.8
Respect for social justice	87%	13%	0%	0%	0%	4.9
Transparency	88%	6%	6%	0%	0%	4.8
Accountability	100%	0%	0%	0%	0%	5.0
Respect for rule of law	100%	0%	0%	0%	0%	5.0
Objectivity	94%	6%	0%	0%	0%	4.9
Independence	94%	0%	6%	0%	0%	4.9
Respect for public participation	75%	19%	6%	0%	0%	4.7
Respect for quality	81%	19%	0%	0%	0%	4.8
Respect for freedom and democracy	81%	6%	13%	0%	0%	4.6



**RESPONSES:
GENERAL PUBLIC**

Executive summary:

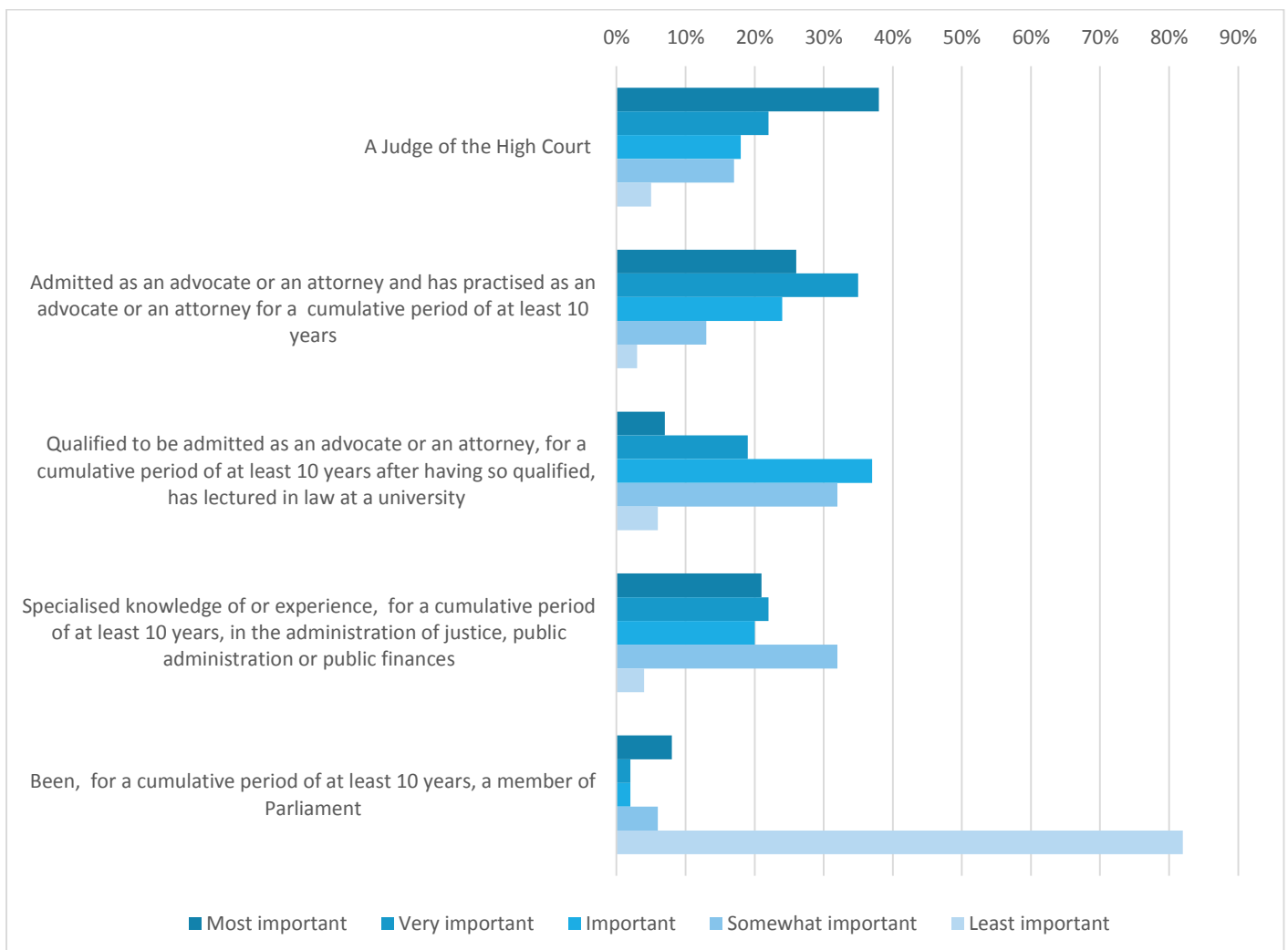
A total of 1113 individuals participated in the general public survey and forty-four percent (44%) of respondents noted that they had no knowledge of the Office of the Public Protector before Thuli Madonsela was appointed in 2009.

In terms of the formal statutory qualifications, sixty-four percent (64%) of respondents noted a preference for a public protector who possessed legal training. Like all other sub-groups of respondents, experience as a MP scored the lowest, with eighty-two percent (82%) noting that it is the least important qualification. Similarly, the preferred experience for the next public protector is 'legal experience', followed by 'investigative experience', and 'experience in the social justice sector'.

Respondents indicate that the next public protector should have a proven track record of serving in a leadership position (eighty percent 80%), possess 'analytical and investigative skills' (seventy-nine percent 79%), as well as 'communication' skills (seventy-seven percent 77%). The incumbent must be knowledgeable about 'guiding legislation, including the Constitution' (seventy-three percent 73%) and have objective evaluation and investigative skills. According to the general public, the three most important issues that the next public protector should focus on during his/her term is: 'preserving the independence of the OPP' (seventy-six percent 76%), 'a strong focus on high profile cases that highlight the misuse of public funds and abuse of power by high ranking individuals' (sixty-one percent 61%), and 'systemic weaknesses that allow for corruption and misuse of resources to thrive' (fifty-seven percent 57%). The public protector must also possess values of integrity (ninety-one percent 91%), honesty (forty-seven percent 47%) and resilience (thirty-nine percent), with a strong respect for rule of law (ninety-three percent 93%) and independence (ninety-two percent).

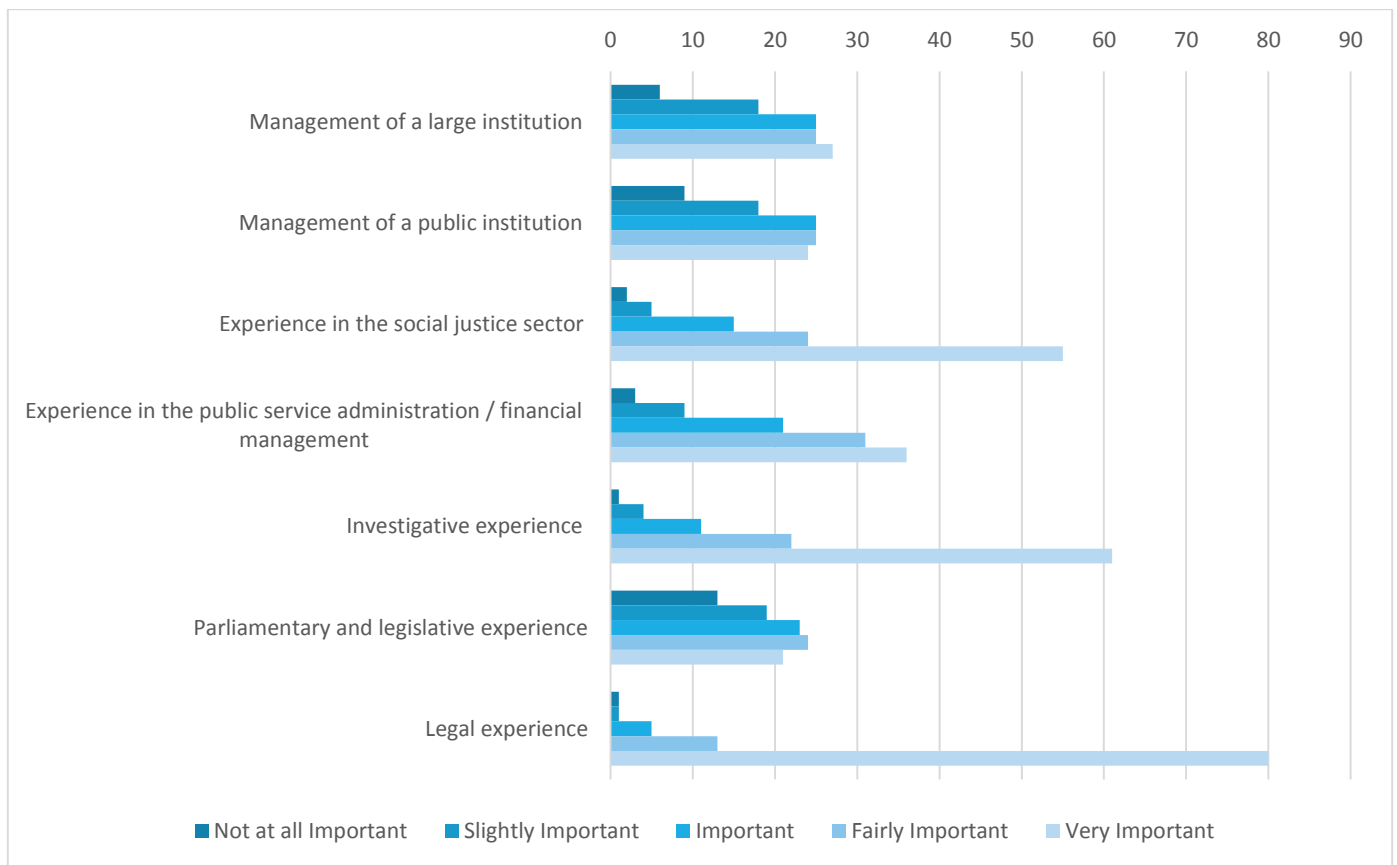
Question one: Section 1A (3) of the Public Protector Act states that a person should have at least one of the following qualifications in order to be appointed as the Public Protector. Ideally, a Public Protector would have a combination of all the qualifications listed below. Rank the following qualifications in terms of their importance with 1 being the most important qualification to 5 being the least important qualification.

	Most important	Very important	Important	Somewhat important	Least important	Score /5
A Judge of the High Court	38%	22%	18%	17%	5%	3.71
Admitted as an advocate or an attorney and has practised as an advocate or an attorney for a cumulative period of at least 10 years	26%	35%	24%	13%	3%	3.66
Qualified to be admitted as an advocate or an attorney, for a cumulative period of at least 10 years after having so qualified, has lectured in law at a university	7%	19%	37%	32%	6%	2.88
Specialised knowledge of or experience, for a cumulative period of at least 10 years, in the administration of justice, public administration or public finances	21%	22%	20%	32%	4%	3.25
Been, for a cumulative period of at least 10 years, a member of Parliament	8%	2%	2%	6%	82%	1.49



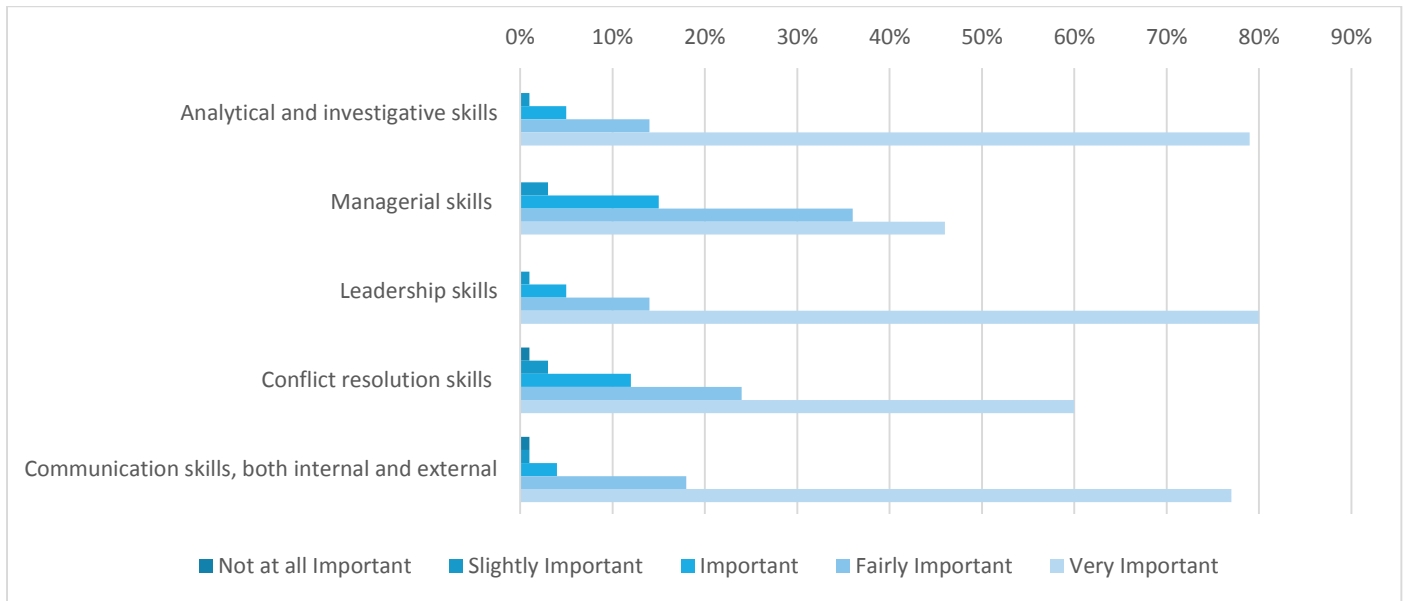
Question two: Rate the following experiences in terms of their importance for the next Public Protector to have gained previously

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Weighted Average /5
Management of a large institution	6%	18%	25%	25%	26%	3.49
Management of a public institution	9%	17%	25%	25%	24%	3.36
Experience in the social justice sector	2%	5%	15%	23%	55%	4.24
Experience in the public service administration / financial management	3%	9%	21%	31%	36%	3.87
Investigative experience	1%	4%	11%	22%	62%	4.38
Parliamentary and legislative experience	13%	19%	23%	24%	21%	3.21
Legal experience	1%	1%	5%	13%	80%	4.7

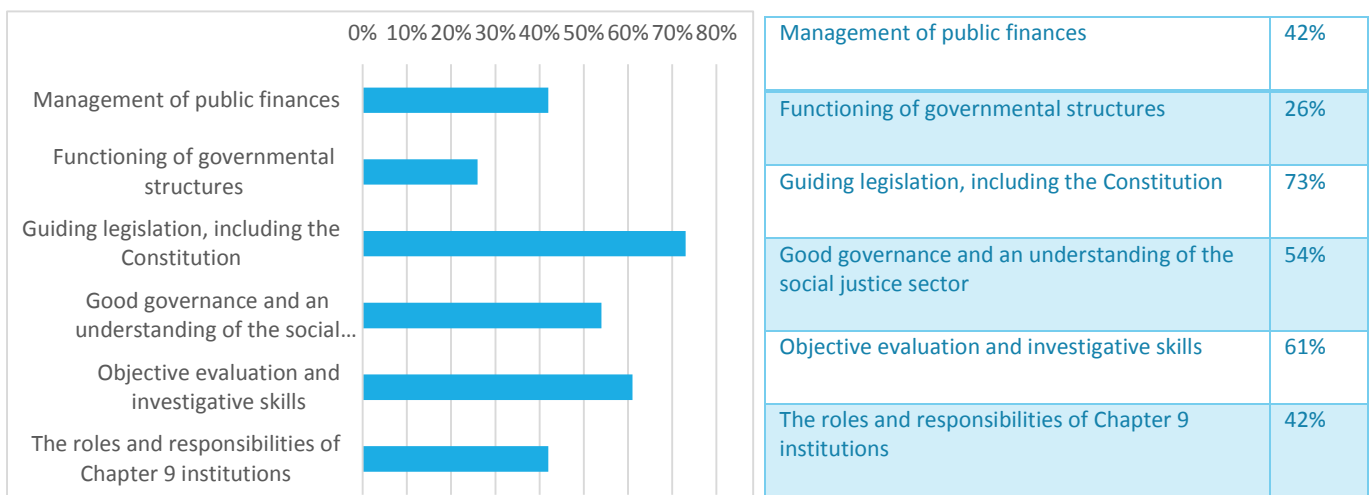


Question three: The Public Protector has to employ a range of skills to successfully fulfil his/her mandate. Rate the following skills in terms of their importance for the Public Protector to possess

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Score /5
Analytical and investigative skills	0%	1%	5%	14%	79%	4.7
Managerial skills	0%	3%	15%	36%	46%	4.2
Leadership skills	0%	1%	5%	14%	80%	4.7
Conflict resolution skills	1%	3%	12%	24%	60%	4.4
Communication skills, both internal and external	1%	1%	4%	18%	77%	4.7

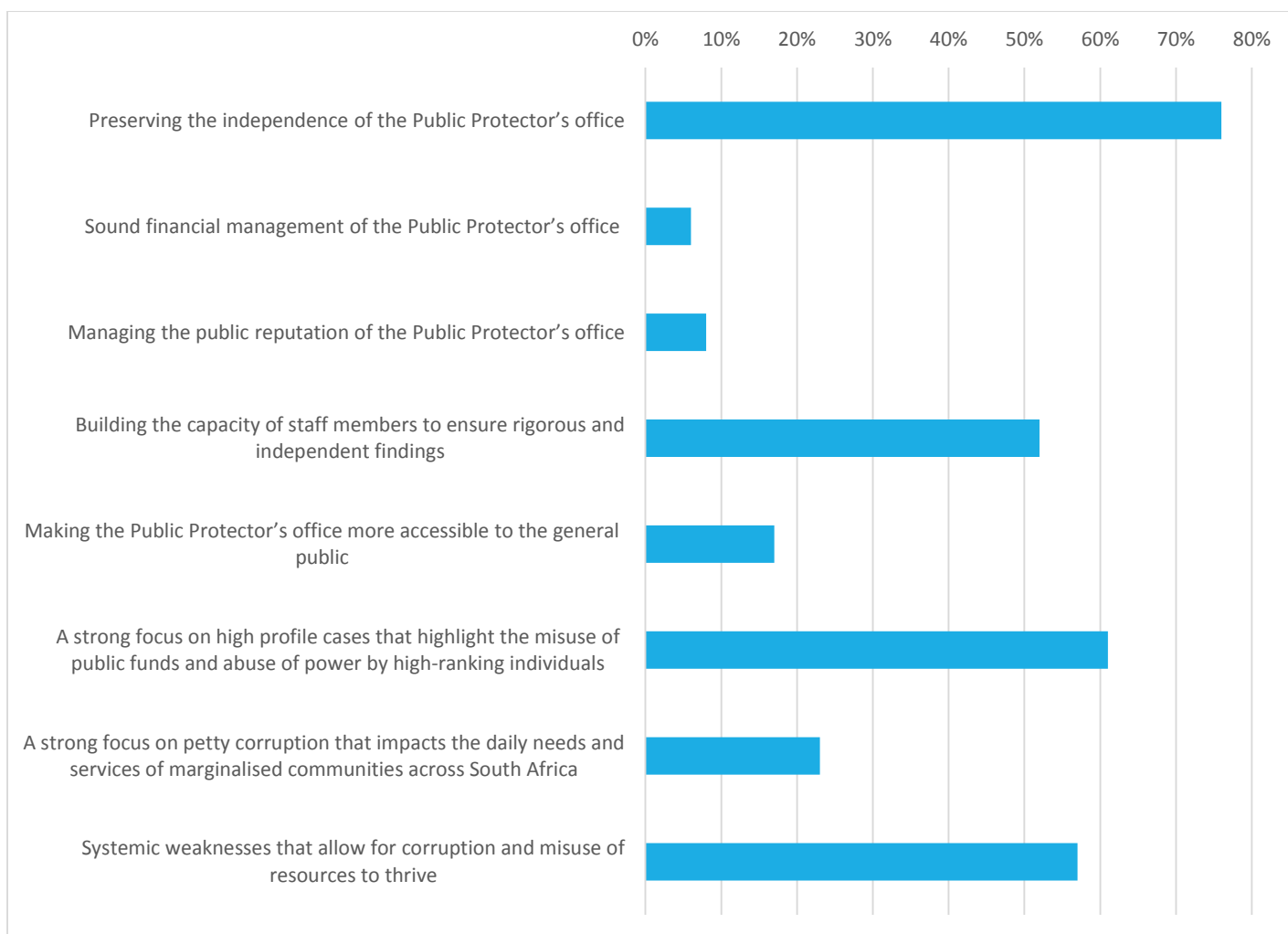


Question four: What are the most important areas the next public protector should be knowledgeable about?



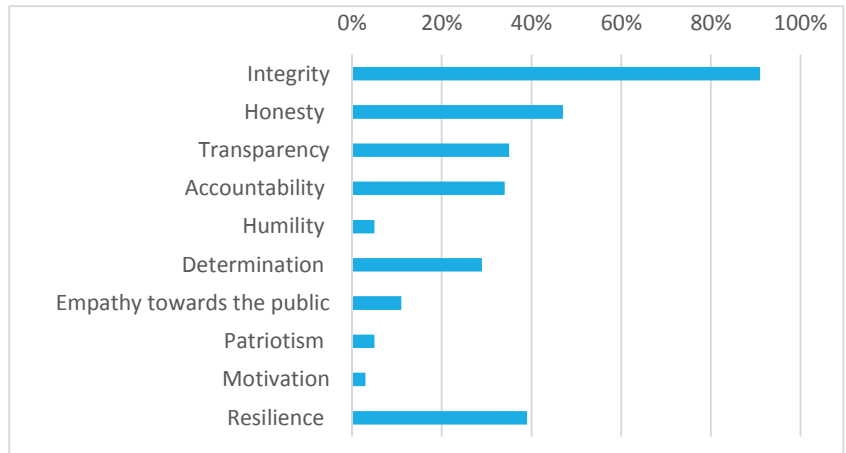
Question five: What are the most important issues the next public protector should focus on during his/her term?

Preserving the independence of the Public Protector’s office	76%
Sound financial management of the Public Protector’s office	6%
Managing the public reputation of the Public Protector’s office	8%
Building the capacity of staff members to ensure rigorous and independent findings	52%
Making the Public Protector’s office more accessible to the general public	17%
A strong focus on high profile cases that highlight the misuse of public funds and abuse of power by high-ranking individuals	61%
A strong focus on petty corruption that impacts the daily needs and services of marginalised communities across South Africa	23%
Systemic weaknesses that allow for corruption and misuse of resources to thrive	57%



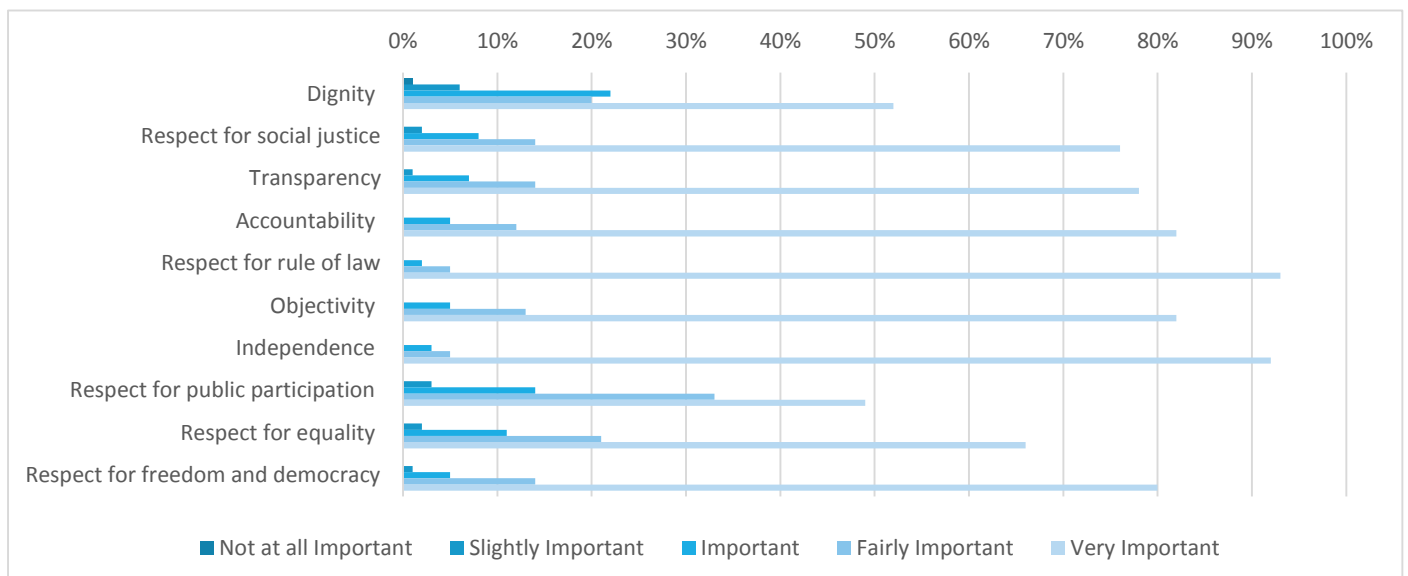
Question six: What are the most important values for the next public protector to possess?

Integrity	91%
Honesty	47%
Transparency	35%
Accountability	34%
Humility	5%
Determination	29%
Empathy towards the public	11%
Patriotism	5%
Motivation	3%
Resilience	39%



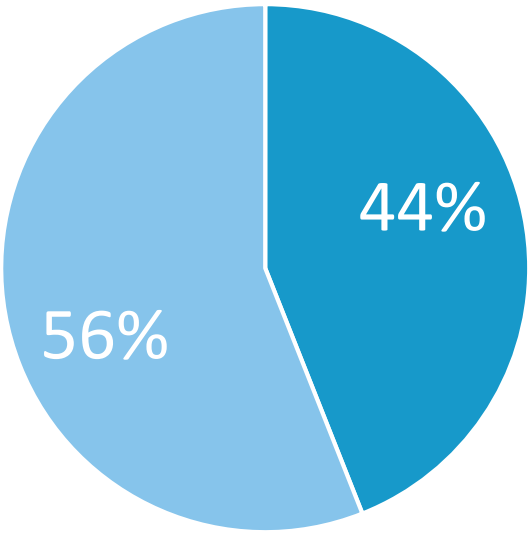
Question seven: Rate the following beliefs in terms of how important they should be to the next public protector?

	Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Score /5
Dignity	1%	6%	22%	20%	52%	4.2
Respect for social justice	0%	2%	8%	14%	76%	4.6
Transparency	0%	1%	7%	14%	78%	4.7
Accountability	0%	0%	5%	12%	82%	4.8
Respect for rule of law	0%	0%	2%	5%	93%	4.9
Objectivity	0%	0%	5%	13%	82%	4.8
Independence	0%	0%	3%	5%	92%	4.9
Respect for public participation	0%	3%	14%	33%	49%	4.3
Respect for equality	0%	2%	11%	21%	66%	4.5
Respect for freedom and democracy	0%	1%	5%	14%	80%	4.7

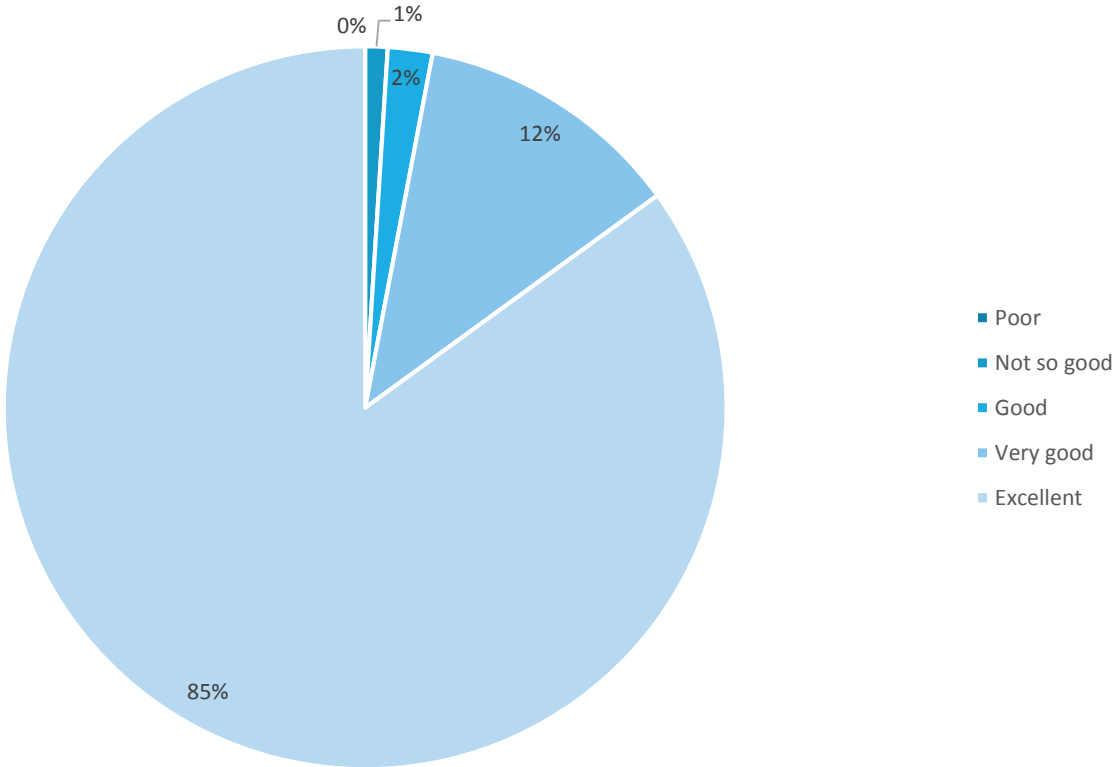


Did you know about the Office of the Public Protector before Thuli Madonsela was appointed in 2009?

■ Yes ■ No



How would you rate Thuli Madonsela's term in office as public protector?



Conclusion

This persona survey, though it is not wholly representative, can be an example of meaningful public participation in legislative processes. The public have developed a persona of the ideal public protector and will be paying close attention to whether or not Parliament will appoint an individual who meets their criteria.

The surveys tell us that those responsible for appointing the public protector are charged with a task that is not only important and closely observed, but that it is also complex. For example, of the particular formal qualifying criteria, legal skills and experience are clearly deemed most important by the respondents. However, an advocate or judge's practice may not, of itself, provide much scope for exercising leadership of a large, complex and pressurised institution or for engaging in public communication, two of the general skill sets deemed most important by our respondents. And then, while the respondents clearly believe that integrity is the most important value that the public protector should hold dear, it is a quality that is difficult to define formally in advance, although easy to identify in practice. Integrity is possibly best judged by having regard to a candidate's record of personal conduct at work and in the community. What is crystal clear is that the respondents will judge the quality of our next public protector by his/her ability to maintain the independence of the office.

What is perhaps the most striking result of the three surveys is that 99% of those members of the public who responded to the survey rated the present incumbent's performance as good, very good or excellent, with 85% rating it excellent. These are large shoes to fill. This alone should ensure that those charged with the important task of appointing a new public protector approach their task with care and humility.

