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Centers for Learning on Evaluation and Results

ANGLOPHONE AFRICA

CONTRACTOR'S NAME: CENTRE FOR LEARNING ON EVALUATION AND RESULTS
ANGLOPHONE AFRICA (CLEAR-AA)

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Acronyms

BMZ	German Federal Ministry for Economic Cooperation and Development
CLEAR-AA	Centre for Learning on Evaluation and Results – Anglophone Africa
DPME	Department of Planning, Monitoring and Evaluation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation GmbH)
NACAC	National Anti-Corruption Advisory Council
NACS	National Anti-Corruption Strategy
M&E	Monitoring and Evaluation
TIP	Transparency, Integrity, and Accountability Programme
WITS	University of the Witwatersrand

1   Introduction

1.1   Background

The Transparency, Integrity and Accountability Programme (TIP) supports state and non-state actors with the implementation of the National Anti-Corruption Strategy (NACS) in South Africa. The TIP is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).1 Building sustainable institutional capacity is one of the areas of support for the implementation of the NACS. In this regard, TIPS is providing capacity development and technical support to the Presidency and the Department of Planning, Monitoring and Evaluation (DPME), and the National Anti-Corruption Council (NACAC).

DPME is the lead Executing Agency for TIP and requested assistance to support its monitoring and coordination function, through financing the position of an anti-corruption monitoring and evaluation expert. GIZ appointed Centre for Learning on Evaluation and Results in Anglophone Africa (CLEAR-AA) of the University of the Witwatersrand to support the DPME Senior Expert: Anti-corruption M&E.

1.2   National Anti-Corruption Strategy

The NACS 2020-2030 emerges as South Africa's blueprint to combat corruption within its borders, echoing the values of the nation's Constitution and its commitment to a just and equitable society. With corruption eroding the moral fabric of the nation and impeding democratic values, economic growth, and social development, the NACS represents a collective resolve to establish an ethical, transparent, and accountable state, business sector, and civil society. The NACS comprises six strategic pillars, each with anticipated impacts or objectives, outcomes and implementation programmes.


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1 TIP is co-financed by the Swiss State Secretariat of Economic Affairs (SECO)

1.3   Priorities for NACS implementation

With the goal of creating a South Africa that is free from corruption, the NACS is comprehensive in its scope, and demands all sectors to contribute to its achievement. With slightly more than five years remaining to the end date of the NACS, there is a need for greater precision and focus in implementing the NACS. The context also demands greater urgency in implementation to restore the confidence of citizens in the ability of the state and social partners to address the many development challenges facing the country.

This document sets out the priorities for accelerating the implementation of the NACS in the public sector and institutionalizing the NACS interventions in the public sector. The NACS identified many activities for implementation by the public sector. This document intentionally sets out a **few priority interventions** for the public sector to focus on. These interventions also represent **practical measures** that are implementable in the current public sector context. In many instances, these measures entail strengthening or sharpening existing interventions of departments and entities.

The general theory underpinning the crafting of these priority interventions is - striving for a society free of corruption requires the following mutually reinforcing strategies:
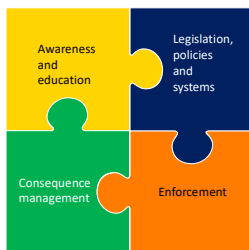
- Awareness and education across all sectors of society
- Strengthening legislation, policy frameworks and systems
- Enforcement of legislation and policy compliance,
- followed by consequences for transgression

This document represents the initial phase of developing the NACS implementation indicator framework (Phase 4 of the project deliverables). The priorities will need to be confirmed by the relevant departments and entities that will also be responsible for formulating the indicators. It is envisaged that the DPME will lead these consultations as part of the process of revising Annual Performance Plans 2024/25 to align with the priorities of the Medium-Term Development Plan 2024-2029.

The priorities outlined in this document align closely with the anti-corruption commitments articulated in the manifestos of political parties forming the Government of National Unity (GNU)[2]. Key areas of alignment include:

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[2] **Source:** The Presidency (2024) 'Government of National Unity Strategic Framework and Policy Priorities 2024-2029', Pretoria: The Presidency.

- Strengthening enforcement mechanisms through enhanced capacity of anti-corruption agencies, which responds to the GNU parties' calls for more effective investigation and prosecution of corruption cases.

- Improving whistleblower protection and support systems, reflecting the shared commitment across party manifestos to protect those who report corruption.

- Reforming the public procurement system through implementation of the Public Procurement Act and associated regulations, addressing a critical vulnerability identified in party manifestos.

- Promoting ethical governance and professional conduct in the public service, aligning with manifesto pledges to protect Accounting Officers from political interference and strengthen consequence management.

These priority interventions represent practical steps toward implementing the shared anti-corruption vision expressed across GNU party manifestos, while working within existing public sector frameworks and capabilities. They provide a focused approach to accelerating NACS implementation in areas where there is broad political consensus for reform.

2   Draft indicators for NACS public sector priorities

2.1   Strategic Pillar 1: Citizen Participation

| Strategic Pillar 1: Citizen participation | Focus: Promote and encourage active citizenry, whistleblowing, integrity and transparency in all of society |

The priority interventions under Strategic Pillar 1 aim to encourage citizens to participate in preventing and combating corruption. Through anti-corruption messages and information on progress made with the prosecution of corruption cases, and greater protection and support for whistleblowers, citizens, including government officials, will have greater confidence in reporting corruption and unethical behaviour. Preventing corruption in the long run requires a reorientation of values in society through inculcating ethics and integrity in children.

Priority intervention	(draft) Outcome Indicators	Output Indicators	Potential Data sources	Responsible department or entity
Awareness and education to prevent and combat corruption				
1.1 Promote values reorientation education in schooling system to inculcate ethics and integrity, and increase awareness on how to prevent and combat corruption	1. **Percentage of schools integrating anti-corruption content in curriculum:** Measures the extent to which values-based education has been institutionalized in schools 2. **Increase in students' awareness levels on ethics and integrity (measured through surveys):** Captures the change in students' understanding of corruption-related issues over time 3. **Reduction in reported incidents of unethical behaviour among school staff and students:** Indicates the	1. **Number of schools implementing the anti-corruption curriculum:** Measures the immediate output of schools adopting the values-based programme 2. **Number of teachers trained in delivering the anti-corruption curriculum:** Tracks the capacity-building efforts aimed at educators	*Data Source*: • Department of Basic Education (DBE) annual curriculum reports • Baseline and end-line surveys in selected schools • School incident reports and disciplinary records. • DBE implementation records • Training attendance records and evaluation forms	DBE

	effectiveness of educational interventions in promoting ethical behaviour			
	Rationale: These indicators are specific to the intervention's goal of integrating anti-corruption education in schools, are measurable through existing educational monitoring systems, and are achievable within the NACS timeframe by leveraging government partnerships with the DBE. They are relevant as they address foundational ethics education and are time-bound by the annual academic cycle.			
1.2 Awareness and training of government officials on whistleblower protection and support to encourage people to willingly report corruption because they understand the benefits of doing so and whistle-blowers feel protected	1. **Percentage increase in corruption reports by government officials**: Indicates the effectiveness of the training in promoting a culture of reporting 2. **Percentage of officials feeling confident in whistleblower protection mechanisms (measured through surveys):** Captures officials' perception of safety and support	1. **Number of government officials trained on whistleblower policies and procedures:** Tracks direct training outputs 2. **Number of departments with whistleblower protection mechanisms in place:** Measures structural implementation of whistleblower support	***Data Source***: • Whistleblower hotline data and departmental whistleblower reports • Annual survey results from the Department of Public Service and Administration (DPSA) • Training registers and evaluation feedback • DPSA compliance reports	DPSA, NSG
	Rationale: These indicators measure both perception-based and fact-based data to capture shifts in behaviour and institutional capacity. They are sensitive to changes over the strategy's duration, aligning with SMART criteria by being specific, measurable, and directly linked to the intervention.			
1.3 Host public dialogues and International Anti-Corruption Day to create awareness of all sectors of society to prevent and combat corruption within their spheres of influence	1. **Percentage increase in public awareness of anti-corruption efforts (measured through public perception surveys):** Reflects the success of awareness campaigns in educating the public on corruption prevention 2. **Increase in the number of corruption-related reports or complaints filed by citizens post-events:** Indicates greater citizen engagement and willingness to report corruption	1. **Number of public dialogues and International Anti-Corruption Day events held annually:** Measures the frequency and reach of awareness-raising events. 2. **Number of participants attending public dialogues and anti-corruption day events:** Tracks the scale of participation in the events	***Data Source***: • Annual public perception surveys by independent agencies, research institutions or and government bodies • Reports from anti-corruption hotlines, government complaint portals, or whistleblower mechanisms.	NACAC, PSC

	3. **Percentage of participants expressing commitment to anti-corruption initiatives after attending public dialogues (measured through post-event surveys):** Captures direct feedback from participants on their willingness to act against corruption		• Post-dialogue event feedback forms and surveys. • Event reports from organizing bodies (e.g., NACAC, Public Service Commission). • Attendance logs and registration data from event organizers.	
	Rationale: These indicators focus on both immediate outputs (e.g., the number of events and participants) and long-term outcomes (e.g., increased public awareness and engagement). They are specific to the intervention's goal of raising awareness, measurable through event records and surveys, and relevant to building a culture of anti-corruption. All are time-bound to annual or periodic events, making them achievable and trackable within the NACS framework.			
1.4 GCIS to enhance communication of anti-corruption messages to all sectors in general to provide periodic reports on corruption arrests and prosecutions to the public	1. **Percentage increase in public awareness of corruption-related prosecutions and arrests (measured through public surveys):** Indicates the effectiveness of the communication campaign in reaching the public	1. **Number of anti-corruption messages and reports on arrests and prosecutions disseminated via various media channels (radio, TV, social media, print):** Measures the frequency and variety of communication efforts	*Data Source*: • Public perception surveys conducted by independent agencies or government bodies (e.g., GCIS or research institutions).	GCIS
	2. **Increase in public engagement with anti-corruption messages (e.g., website visits, social media interactions):** Measures the level of interaction and attention received by the anti-corruption messages disseminated	2. **Number of periodic reports on corruption arrests and prosecutions published and publicly accessible:** Tracks the actual delivery of the communication commitment to release regular reports	• GCIS media monitoring reports, social media analytics, and website traffic data. • Public confidence surveys conducted periodically by GCIS or third-party research entities	
	3. **Improvement in public trust in government anti-corruption efforts (measured through confidence surveys):** Captures whether enhanced communication efforts lead to greater trust in the government's actions against corruption.		• GCIS communication logs, media reports, and social media statistics • GCIS publication archives, government websites, and media outlets	

	Rationale: These indicators focus on both quantitative outputs (such as the number of messages disseminated, and reports published) and qualitative outcomes (such as public awareness and engagement). They are specific and measurable through GCIS communication channels, media monitoring tools, and public surveys. All indicators are achievable and time-bound to the periodic communication and reporting commitments made by the GCIS, making them relevant and feasible within the NACS timeframe.			
Prevention of administrative corruption in the public sector				
1.5 Legislative reforms to Protected Disclosures Act	1. **Increase in the number of whistleblowers using legal protections to report corruption cases:** Measures the effectiveness of the legislative reforms in encouraging whistleblowing 2. **Percentage reduction in retaliation cases against whistleblowers (measured through complaints or legal cases):** Indicates the success of the reforms in protecting whistleblowers from retaliation. 3. **Increase in the number of prosecutions and successful cases resulting from whistleblower disclosures:** Captures the impact of the legislative reforms on the broader anti-corruption agenda.	1. **Number of amendments made to the Protected Disclosures Act to strengthen whistleblower protections:** Tracks the legislative process and specific changes made to the Act 2. **Number of public awareness campaigns and training sessions conducted to inform the public and officials about the reforms to the Act:** Measures the dissemination of information regarding the reforms.	***Data Source***: • Reports from anti-corruption agencies and whistleblower protection units. • Court records, complaints filed with whistleblower protection bodies, and labour disputes involving whistleblower cases. • National Prosecuting Authority (NPA) and Special Investigating Unit (SIU) case records. • Parliamentary records, gazetted legislation, and legal documentation from the Department of Justice (DoJ). • GCIS campaign reports, public service training logs, and communication materials. • Reports/information from CSOs – Whistleblower House	DPSA, DOJ
	Rationale: These indicators directly measure the impact of legislative reforms on whistleblower protection and public participation in corruption reporting. They are specific and measurable through government reporting systems and legal databases, making them achievable given South Africa's institutional capacity. They are time-			

Commented [AB1]: Would we be able to establish a baseline against which reduction can be measured? I suspect many whistleblowers suffer in silence when victimised.

	bound to the enactment and implementation of the legislative reforms, ensuring they align with the SMART criteria.			
1.6 Drafting of legislation on whistleblower protection and support in South Africa to encourage people to willingly report corruption because they understand the benefits of doing so and whistleblowers feel protected and supported	1. **Percentage increase in corruption reports submitted by whistleblowers post-legislation:** Reflects the effectiveness of the new legislation in encouraging whistleblowing 2. **Percentage reduction in whistleblower retaliation cases (measured through complaints filed post-legislation):** Tracks the reduction in whistleblower victimization due to enhanced protections 3. **Increase in the number of whistleblower-related corruption cases successfully prosecuted:** Indicates the broader impact of the legislation in enabling whistleblower disclosures to support prosecutions	1. **Number of provisions introduced in the new whistleblower protection legislation:** Measures the legislative output, focusing on the breadth of protections established 2. **Number of whistleblower support and protection programmes established as a result of the new legislation:** Tracks the implementation of support structures for whistleblowers	***Data Source:*** • Whistleblower hotline data, SIU, and other anti-corruption agency reports • Labor court records, PSC reports, and whistleblower protection agencies. • National Prosecuting Authority (NPA) and Special Investigating Unit (SIU) case records • Parliamentary records, legal drafting committee reports, and official gazetted documents • Department of Justice (DoJ) records, Public Service Commission (PSC) reports, and programme logs	DPSA, DOJ
	Rationale: These indicators focus on both the drafting and the impact of the new whistleblower protection legislation. They are specific and measurable through legal, governmental, and anti-corruption monitoring bodies, ensuring they are achievable within South Africa's institutional framework. These indicators are also time-bound to the legislative process and implementation phases, aligning with the overall SMART criteria.			
1.7 Departmental directive on protection and support for whistleblowing to guide departments and encourage officials to report suspected corruption activities and unethical behaviour to the employer	1. **Percentage increase in corruption reports submitted by public sector officials (measured through department-specific reporting mechanisms):** Reflects the effectiveness of the directive in encouraging whistleblowing within government departments	1. **Number of departments adopting and implementing the whistleblower protection directive:** Measures the direct output of the directive's adoption across various government departments	***Data Source:*** • Departmental whistleblower reports, internal audit records, and PSC whistleblowing data.	DPSA

	2. **Percentage reduction in retaliation complaints from whistleblowing officials:** Indicates the success of the directive in ensuring protection for whistleblowers 3. **Increase in the number of disciplinary actions initiated as a result of whistleblower reports:** Captures the action taken by departments based on whistleblower information	2. **Number of whistleblower awareness campaigns conducted within departments:** Tracks the effort made to inform and encourage public officials to use the whistleblower protection framework	• PSC and Department of Public Service and Administration (DPSA) disciplinary and grievance records. • Departmental disciplinary records and reports from the Public Service Commission (PSC). • Departmental compliance reports, directives issued by DPSA, and PSC oversight records. • Training and campaign records from DPSA and department-specific HR units
	Rationale: These indicators measure both the direct impact of the directive on whistleblower protection and the output of adopting it within government departments. They are specific to departmental operations, measurable through official departmental and oversight bodies, and achievable within the existing capacity of government entities. They are also time-bound to the period after the directive is issued, ensuring alignment with SMART criteria.		
1.8 Review the PAIA to strengthen oversight to improve compliance with PAIA	1. **Percentage increase in compliance with PAIA requests (measured through the percentage of information requests processed within the legally mandated timeframes):** Reflects the effectiveness of the PAIA review in ensuring compliance by public and private entities 2. **Reduction in the number of complaints or legal challenges regarding non-compliance with PAIA:** Measures the success of the legislative review in reducing barriers to information access.	1. **Number of legislative amendments made to PAIA as a result of the review:** Tracks the tangible outputs from the legislative review process 2. **Number of compliance monitoring frameworks developed or strengthened as a result of the PAIA review:** Measures the establishment of oversight mechanisms for improved compliance with the	*Data Source*: • Department of Justice (DoJ) compliance reports, Information Regulator's annual reports, and internal audit records. • Information Regulator's records, court filings, and the Public Protector's Office. • Public perception surveys conducted by research institutions or government agencies.	PSC, DPSA, OTPs

	3. **Increase in public satisfaction with access to information (measured through surveys):** Captures public perception and experience in accessing information post-review	Act.	• Parliamentary records, DoJ legal amendments, and gazetted documents. • DoJ, Information Regulator, and Auditor-General's reports.	
	Rationale: These indicators are designed to measure both the direct impact of the PAIA review (compliance and public satisfaction) and the legislative and administrative outputs (amendments and monitoring frameworks). They are specific, measurable through government oversight bodies, and achievable within the existing institutional framework for monitoring information access. These indicators are also time-bound to the legislative review process and subsequent implementation, aligning with the SMART criteria.			
<td colspan="4" align="center">**Enforcement and consequence management**</td>				
1.9 Monitor and follow up on implementation of 60 actions of State Capture Commission	1. **Percentage of the 60 actions implemented by government departments and agencies (measured annually):** Reflects the progress of implementing the State Capture Commission's recommendations 2. **Reduction in cases of corruption linked to State Capture entities and individuals (measured through prosecutions and audits):** Indicates the impact of the implementation in addressing and mitigating corruption 3. **Percentage increase in public confidence in government anti-corruption measures related to State Capture (measured through perception surveys):** Captures societal trust in government actions post-implementation	1. **Number of periodic reports published on the implementation of the 60 actions:** Measures the regularity of monitoring efforts and transparency in reporting progress 2. **Number of government departments and agencies with established action plans for implementing State Capture Commission recommendations:** Tracks the creation of concrete plans for each government body tasked with implementation	*Data Source*: • Departmental and inter-ministerial progress reports, Presidency oversight reports, and parliamentary reviews • National Prosecuting Authority (NPA) prosecution records, Special Investigating Unit (SIU) reports, and Auditor-General findings • Public perception surveys conducted by independent research institutions or government agencies • Presidency reports, Department of Planning, Monitoring and Evaluation (DPME) publications, and parliamentary briefings	Presidency

Commented [AB2]: Some recommendations will take years to implement. Could there be degrees of progress with implementation?

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			• Departmental action plans and monitoring logs	
	Rationale: These indicators are directly tied to monitoring and reporting the implementation of the 60 actions recommended by the State Capture Commission. They are measurable through official government channels and data sources, achievable within the existing institutional structures, and time-bound to the timeframe of the strategy (2020–2030). They align with the SMART criteria to ensure accountability and progress.			
1.10 Report on convictions and asset recovery to the public	1. **Percentage increase in public awareness of convictions and asset recovery related to corruption cases (measured through surveys):** Reflects the success of communication efforts in informing the public. 2. **Increase in the total value of assets recovered from corruption-related cases (measured annually**): Indicates the success of enforcement efforts in asset recovery. 3. **Increase in public confidence in the government's anti-corruption efforts (measured through confidence surveys):** Captures the broader societal impact of reporting on convictions and asset recovery.	1. **Number of periodic reports on convictions and asset recovery published and disseminated to the public:** Measures the regularity and consistency of public reporting. 2. **Number of communication platforms (e.g., social media, public forums) used to disseminate reports on convictions and asset recovery:** Tracks the variety of communication channels employed to reach the public.	*Data Source*: • Public perception surveys conducted by independent agencies or the Government Communication and Information System (GCIS). • Asset Forfeiture Unit (AFU) reports, National Prosecuting Authority (NPA) records, and Special Investigating Unit (SIU) reports. • Annual confidence surveys and independent public trust indices. • GCIS publications, Presidency reports, and official government websites. • Media monitoring reports from GCIS and independent media analytics.	Presidency, DOJ

Commented [AB4]: This intervention is about communicating the consequences rather than actual consequence management. Maybe it fits better under awareness? Perhaps the intervention should be about asset recovery...just asking.

	Rationale: These indicators ensure the transparency and public dissemination of information on corruption-related convictions and asset recovery. They are specific to the reporting process, measurable through GCIS, the NPA, and other relevant bodies, and achievable within the current communication framework. The indicators are time-bound to regular reporting periods, ensuring alignment with the SMART criteria.	

2.2   Strategic Pillar 2: Professional conduct

| Strategic Pillar 2: Professional conduct | Focus: Advance the professionalism of employees in all sectors to optimize their contribution to create corrupt-free workplaces |

The priorities under Strategic Pillar 2 seek to contribute to corruption-free workplaces through promoting professional conduct within the public sector. Creating awareness of values-based work and institutionalising ethics management and frameworks for the professionalisation of the public sector can contribute to shifting public sector officials to behave ethically in the workplace. This shift can be further reinforced through financial declarations and lifestyle audit and effective management of discipline in the public sector.

Priority intervention	(draft) Outcome Indicators	Output Indicators	Potential data sources	Responsible department or entity
Awareness and education to prevent and combat corruption				
2.1 Programme to create awareness for public servants to embrace a values-based work ethos and adherence to Batho Pele principles in Public Service	1. **Percentage of public servants adhering to Batho Pele principles (measured through internal assessments):** Tracks the adoption of the principles in daily conduct 2. **Reduction in the number of disciplinary cases related to unprofessional conduct:** Reflects improvement in ethical behaviour.	1. **Number of public servants attending values-based work ethic training sessions:** Measures the scale of awareness activities 2. **Number of departments implementing Batho Pele training modules:** Indicates the extent of institutional uptake.	*Data Source*: • DPME annual performance assessments. • Public Service Commission (PSC) disciplinary records Training attendance logs. • DPSA implementation reports.	DPSA Departments
	Rationale: These indicators are achievable and feasible within the public sector context, directly tied to professional conduct interventions, and aligned with government monitoring mechanisms.			
2.2 Ethics and integrity management orientation and training of departmental ethics	1. **Percentage increase in ethics and integrity-related decisions made by departmental ethics committees:** Reflects the	1. **Number of departmental ethics committees trained at national, provincial, and local levels:** Tracks the immediate output of	*Data Source*:	DPSA, DCOG, NSG

Commented [AB5]: This is tricky as it could also reflect lack of will on part of managers to institute disciplinary action.

Commented [AB6]: May need an indicator on the number of departmental ethics committees that are actually functioning.

committees in national, provincial and local government	effectiveness of the training in promoting ethical decision-making within government structures	the training initiative	• Reports from departmental ethics committees at national, provincial, and local levels.
	2. **Reduction in reported cases of unethical behaviour or breaches of integrity in trained departments:** Indicates the impact of ethics training on improving overall conduct within departments	2. **Number of ethics and integrity training sessions conducted across government levels:** Measures the breadth and frequency of training activities	• Internal audit reports, Public Service Commission (PSC) data on ethical breaches, and departmental HR records.
	3. **Increase in the number of officials adhering to ethical guidelines post-training (measured through compliance assessments):** Captures the change in behaviour following ethics training		• Compliance assessments conducted by the Department of Public Service and Administration (DPSA) and independent evaluations.
			• Training attendance records and reports from the National School of Government (NSG) and DPSA.
			• NSG and DPSA training logs, departmental records.

Rationale: These indicators focus on both the outcomes of improved ethical decision-making and reduced breaches of integrity, as well as the direct outputs of training ethics committees. They are specific and measurable through government reporting systems, achievable given the scale of government training programs, and time-bound to the training cycles. They align with the SMART criteria and help track both structural and behavioural changes.

Prevention of administrative corruption in the public sector

2.3 Implementation and monitoring of "National framework towards professionalisation of the public sector"	1. **Percentage of departments meeting professionalization standards (as per framework assessment):** Measures compliance and institutionalisation of the framework	1. **Number of departments implementing the professionalization framework:** Captures immediate framework adoption.	*Data Source*: • DPSA framework compliance reports. • Public perception surveys conducted by external research bodies. • Implementation logs from the DPSA. • DPSA staffing records.	DPSA, DPME
	2. **Increase in public trust in the public sector (measured through surveys):** Reflects broader societal perceptions of the impact of professionalisation.	2. **Number of ethics officers appointed in line with the framework:** Tracks a key structural output.		
	Rationale: These indicators align with SMART criteria by targeting the professionalization outcomes envisaged in the strategic plan. They are measurable through routine departmental reporting and surveys, making them feasible for the strategy's implementation period.			
2.4 Drafting and issuing of Directive on the institutionalisation of the Ethics Officer function within departments	1. **Percentage of departments with fully operational Ethics Officer roles (measured through compliance audits**): Reflects the implementation and operationalisation of the Ethics Officer function in government departments	1. **Number of departments that have issued and adopted the Directive on the Ethics Officer function:** Tracks the direct output of departments that have formally institutionalised the role	*Data Source*: • Department of Public Service and Administration (DPSA) compliance reports and internal departmental audits • Internal audit reports, PSC assessments, and departmental compliance reviews • PSC reports, departmental disciplinary records, and HR ethics reports. • DPSA directives, departmental reports, and official adoption documents • HR records, DPSA staffing data, and	DPSA
	2. **Increase in ethical compliance within departments that have established Ethics Officer roles (measured through internal assessments):** Indicates the effectiveness of the Ethics Officer function in promoting ethical behaviour and decision-making within departments.	2. **Number of Ethics Officers appointed across national, provincial, and local government departments:** Measures the number of appointments made following the issuance of the directive.		
	3. **Reduction in reported ethical breaches in departments with active Ethics Officers:** Captures the direct impact of the Ethics Officer role in reducing unethical behaviour.			

Commented [AB7]: What are DPSA staffing records?

Commented [AB8]: How will we know if Ethics Officers are active?

			departmental implementation logs	
	Rationale: These indicators focus on both the structural changes (i.e., institutionalising the Ethics Officer role) and the behavioural impact within departments (i.e., improved ethical compliance and reduced breaches). They are specific to the intervention, measurable through government audits and compliance frameworks, achievable within the scope of government departments, and time-bound to the directive's rollout and subsequent implementation.			
2.5 Scaling up of financial declarations and lifestyle audits of all public servants	1. **Percentage of public servants complying with financial declaration requirements (measured annually):** Reflects the level of compliance with mandatory financial disclosures. 2. **Increase in the number of lifestyle audit cases leading to disciplinary action or legal prosecution:** Indicates the impact of lifestyle audits in detecting inconsistencies or unethical financial behaviour. 3. **Reduction in the number of undeclared assets or income among public servants (measured through audit discrepancies):** Captures the effectiveness of lifestyle audits in uncovering undeclared financial assets or conflicts of interest.	1. **Number of public servants submitting financial declarations annually:** Measures the scale of participation in the financial declaration process. 2. **Number of lifestyle audits conducted across government departments:** Tracks the volume of lifestyle audits carried out as part of the scaling-up initiative.	*Data Source*: • Department of Public Service and Administration (DPSA) reports, Public Service Commission (PSC) compliance audits. • PSC disciplinary records, National Prosecuting Authority (NPA) case reports, and internal audit findings. • Internal audit reports, PSC findings, and lifestyle audit assessments. • DPSA and PSC records, departmental submission logs. • PSC audit records, internal audit units,	PSC, DPSA

			and departmental oversight bodies.	
	Rationale: These indicators focus on both compliance with financial disclosure requirements and the impact of lifestyle audits in promoting transparency and accountability. They are specific to public servants, measurable through government audits and compliance frameworks, achievable within the scope of existing monitoring systems, and time-bound to annual declaration and audit cycles, ensuring they align with SMART criteria.			
Enforcement and consequence management				
2.6 Strengthen and enforce discipline management in the Public Sector	1. **Percentage reduction in the number of unresolved disciplinary cases in the public sector (measured annually):** Reflects the effectiveness of strengthened discipline management systems in reducing backlog and unresolved cases 2. **Increase in the number of disciplinary cases resolved within prescribed timeframes:** Measures the efficiency of the discipline management process in ensuring timely resolution of cases 3. **Reduction in repeat offences among public sector officials:** Indicates the success of discipline enforcement in deterring future unethical behaviour.	1. **Number of public sector departments adopting and implementing strengthened discipline management frameworks:** Tracks the adoption of new discipline management systems across government departments 2. **Number of disciplinary cases processed using the strengthened discipline management framework:** Measures the direct output of the framework in processing cases	***Data Source*:** • Public Service Commission (PSC) and departmental HR reports. • DPSA case management system and PSC disciplinary case reports. • PSC and departmental HR records, repeat offender tracking systems. • DPSA and PSC implementation reports, departmental compliance logs. • Departmental HR records, PSC disciplinary case logs, and internal audits.	PSC, DPSA and Disciplinary Technical Assistance Unit

Commented [AB11]: Same comment as for outcome indicator

Commented [AB9]: Do you mean public service? Public sector is a lot broader and includes local government and public entities. For public sector then we need to include DCOG and shareholder departments of public entities.

Commented [AB10]: Maybe reads better as Reduction in percentage of unresolved disciplinary cases.

Rationale: These indicators focus on improving the efficiency and effectiveness of discipline management in the public sector. They are specific, measurable through government and departmental case management systems, and achievable within the scope of existing HR and disciplinary frameworks. The indicators are time-bound to the annual reporting and disciplinary cycles, aligning with SMART criteria.	

2.3   Strategic Pillar 3: Ethical Governance

Strategic Pillar 3: Ethical Governance	Focus: Enhance governance, oversight and consequence management in organisations

The priority interventions under Pillar 3 seeks to strengthen public sector governance through ethics training and awareness particularly among the leadership in the public sector, more effective monitoring of compliance with corporate governance rules and recommendations of the Auditor-General, enhancing non-criminal investigation of corruption and maladministration, and systems for managing transgressions.

Priority intervention	(draft) Outcome Indicators	Output Indicators	Potential data sources	Responsible department or entity
Awareness and education to prevent and combat corruption				
3.1 Training of executive leadership in ethics and integrity management	1. **Percentage of executive leaders demonstrating improved ethical decision-making post-training (measured through internal assessments):** Reflects the effectiveness of the ethics training in shaping executive behaviour and decision-making	1. **Number of executive leaders trained in ethics and integrity management:** Tracks the immediate output of the training initiative for executive leadership	*Data Source*: • Internal audit reports, performance reviews, and ethical compliance assessments within departments. • Public Service Commission (PSC)	NSG
	2. **Reduction in reported cases of ethical breaches involving**	2. **Number of ethics and integrity management training sessions**		

Commented [AB12]: Are these the SMS? I take it that it excludes Ministers and DMs.

	executive leadership: Indicates the impact of ethics training on reducing unethical behaviour and improving governance 3. **Increase in adherence to ethical guidelines by executive leadership (measured through compliance audits):** Captures the improved compliance of executives with ethics and integrity management principles	**conducted for executive leaders:** Measures the frequency and scope of training programs provided to executives	reports, internal departmental HR records, and disciplinary reports. • Internal compliance audits, external audits, and PSC oversight reports. • Training attendance logs, National School of Government (NSG) records, and departmental HR reports. • NSG and departmental training logs, official training schedules.	
	Rationale: These indicators focus on both the outcomes of improved ethical leadership and decision-making, as well as the direct outputs of training activities. They are specific to executive leadership roles, measurable through audits and internal assessments, achievable within the scope of existing training frameworks, and time-bound to training schedules and annual assessments, aligning with SMART criteria.		
3.2 Public dialogues on the role of stakeholders in the promotion of integrity, ethics, and accountability in challenging environments like labour and traditional leadership	1. **Increase in stakeholder awareness of ethics, integrity, and accountability (measured through pre- and post-dialogue surveys):** Reflects the impact of public dialogues in raising awareness and commitment to ethical governance. 2. **Percentage of stakeholders implementing ethical practices within their organizations (measured through follow-up surveys):** Indicates the extent to which stakeholders apply ethical principles discussed in the dialogues. 3. **Reduction in reported cases of unethical practices in labour**	1. **Number of public dialogues held on integrity, ethics, and accountability involving key stakeholders:** Measures the direct output of dialogues conducted to promote ethical governance. 2. **Number of stakeholders participating in public dialogues on ethics and accountability:** Tracks the scale of participation across sectors such as labour and traditional leadership.	*Data Source*: • Surveys conducted before and after public dialogues, independent evaluations. • Post-dialogue follow-up surveys, PSC reports, and stakeholder feedback mechanisms. • PSC reports, labour audit reports, and traditional leadership oversight bodies.	NACAC PSC

Commented [AB13]: After they have beeb trained? Reduction could also mean reluctance to report those committing breaches.

Commented [AB14]: Why are these singled out as challenging environments? Gives impression that unions and traditional leaders are unethical and unaccountable. Perhaps we should remove the examples.

	and traditional leadership sectors (measured through audits or reports): Captures the tangible impact of public dialogues on behaviour in challenging environments.		• Event logs, reports from the National Anti-Corruption Advisory Council (NACAC), and PSC participation records. • Attendance logs, registration records, and post-dialogue reports.	
	Rationale: These indicators focus on both the direct outputs of hosting public dialogues and the long-term outcomes of improved ethical practices among stakeholders. They are specific to the role of stakeholders, measurable through surveys, audits, and participation records, and achievable within the current institutional capacity to host and monitor public dialogues. They are time-bound to the dialogue schedule and annual reporting cycles, aligning with SMART criteria.			
Prevention of administrative corruption in the public sector				
3.3 Monitor organisational compliance with measures to ensure good corporate governance and support the promotion of ethics and ethical behaviour in all government situations	1. **Percentage increase in departments complying with corporate governance and ethical behaviour standards (measured through audits):** Reflects the level of compliance with governance measures and ethical standards in government departments.	1. **Number of compliance audits conducted across government departments to assess adherence to governance and ethical behaviour standards:** Tracks the scope of monitoring efforts to ensure compliance with governance measures.	***Data Source:*** • Auditor-General reports, Public Service Commission (PSC) compliance audits, and departmental governance assessments.	DPME
	2. **Reduction in reported cases of governance and ethical violations across government departments:** Captures the success of monitoring efforts in reducing unethical practices and governance failures.	2. **Number of departments implementing corrective actions based on governance and ethical behaviour audit findings:** Measures the response to audit findings and the implementation of corrective measures.	• Internal audit reports, disciplinary case records, and PSC reports. • MPAT assessment results, PSC governance reports.	
	3. **Improvement in governance scores for government departments (measured through governance assessments):** Indicates progress in organizational		• Auditor-General compliance audit records, PSC and	

Commented [AB15]: Might read easier as "Increase in percentage of departments complying…."

	governance based on assessment frameworks such as the Management Performance Assessment Tool (MPAT).		• departmental compliance logs. • Departmental action plans, PSC follow-up reports, and Auditor-General's corrective action tracking.	
	Rationale: These indicators focus on both monitoring compliance with governance standards and promoting ethical behaviour in government. They are specific to government departments, measurable through audits and governance assessments, and achievable within the existing governance monitoring frameworks. The indicators are time-bound to annual reporting and assessment cycles, aligning with SMART criteria.			
3.4 Develop and monitor the implementation of action plans by Accounting Officers to implement the recommended actions by the Auditor-General to address identified material irregularities to enhance accountability and compliance with the Public Audit Amendment Act (2018)1	1. **Percentage of Auditor-General recommendations implemented by departments:** Directly measures adherence to governance improvement plans. 2. **Reduction in repeat findings from the Auditor-General's audits:** Indicates systemic governance improvements.	1. **Number of action plans developed and approved by Accounting Officers:** Tracks direct outputs. 2. **Number of departments with updated compliance systems:** Measures structural improvements.	***Data Source:*** • Auditor-General's annual compliance reports. • Auditor-General's reports. • Departmental performance plans. • DPME compliance evaluations.	AG/NT/ DPME, DCOG
	Rationale: These indicators are directly linked to improving ethical governance, measurable through existing audit and compliance systems, and time-bound by annual reporting cycles.			
	Enforcement and consequence management			
3.5 Timeously and effective parallel investigation (non-criminal) of reported incidents of alleged corruption, maladministration, and wrongdoing, in compliance with the relevant organizational/ labour relations policies and procedures and the applicable law	1. **Percentage of reported incidents of corruption, maladministration, and wrongdoing investigated within prescribed timeframes:** Reflects the efficiency of the investigation process in addressing reported incidents. 2. **Reduction in the number of unresolved non-criminal investigations:** Measures the	1. **Number of non-criminal investigations initiated and concluded in compliance with organizational policies and labour laws:** Tracks the volume and completion of investigations within departments. 2. **Number of departments with established procedures for conducting timeous and**	***Data Source:*** • Departmental investigation logs, Public Service Commission (PSC) reports, and internal audit records. • PSC and departmental	PSC DPSA

	success in closing investigations and resolving cases in a timely manner. 3. **Percentage of non-criminal investigations resulting in disciplinary action or corrective measures:** Indicates the effectiveness of the investigations in leading to actionable outcomes.	**effective parallel investigations:** Measures the structural readiness of departments to handle investigations efficiently.	investigation reports, HR records, and internal audits. • PSC disciplinary case reports, internal HR reports, and departmental records. • Departmental investigation logs, PSC reports, and internal audit findings. • Departmental policy documents, HR compliance reports, and PSC audits.	
	Rationale: These indicators focus on the efficiency and effectiveness of non-criminal investigations in addressing corruption, maladministration, and wrongdoing. They are specific, measurable through departmental and PSC reports, and achievable within the existing investigation and labour relations frameworks. The indicators are time-bound to the duration of the investigation and compliance reporting cycles, aligning with SMART criteria.			
3.6 Implement the Central Register, which aims to prevent officials dismissed from one sphere of government from finding employment in another sphere, unless rehabilitated	1. **Percentage reduction in re-employment of dismissed officials in other government spheres (measured through registry data):** Reflects the effectiveness of the Central Register in preventing dismissed officials from being rehired across government departments.	1. **Number of government departments using the Central Register during recruitment processes:** Measures the scope of the register's implementation across national, provincial, and local government.	*Data Source*: • Central Register reports, HR audit logs, and Public Service Commission (PSC) oversight data.	PSC DPSA
	2. **Increase in the number of officials successfully rehabilitated and cleared for re-employment (measured through registry clearance records):** Indicates the impact of the rehabilitation process on allowing officials to return to public service.	2. **Number of dismissed officials added to the Central Register:** Tracks the volume of entries into the register of dismissed officials.	• Central Register rehabilitation clearance reports, departmental HR records. • HR recruitment audit reports,	

			departmental compliance records.
3. **Percentage increase in compliance with the use of the Central Register by government departments during the recruitment process:** Captures the adoption of the register as part of the hiring protocol in all government spheres.			• Central Register usage logs, departmental compliance reports. • HR records, PSC dismissal and misconduct logs, and departmental reports.
Rationale: These indicators focus on both the outcomes of preventing dismissed officials from re-entering the public sector and the direct output of implementing and using the Central Register. They are specific, measurable through HR and PSC compliance reports, and achievable within the scope of government recruitment and dismissal processes. The indicators are time-bound to the hiring cycles and annual reporting schedules, aligning with SMART criteria.			

2.4 Strategic Pillar 4: Credible, transparent procurement system

Strategic Pillar 4: Credible, transparent procurement system	Focus: Improve the integrity and credibility of the public procurement system

The priority interventions under Pillar 4 aim to address the vulnerabilities in the public procurement system, primarily through the implementation of the Public Procurement Act and its accompanying regulations. Improving the knowledge of officials working in procurement particularly on the provisions of the new procurement regulations can contribute to reducing the levels of maladministration in procurement, while the strengthening the capacities and capabilities of investigators can improve the success rate of prosecutions.

Priority intervention	(draft) Outcome Indicators	Output Indicators	Potential data sources	Responsible department or entity
Awareness and education to prevent and combat corruption				
4.1 Procurement Office to ensure professional development and training of officials involved in procurement	1. **Percentage increase in procurement officials demonstrating improved knowledge and skills post-training (measured through assessments):** Reflects the effectiveness of training programs in enhancing the professional capacity of procurement officials.	1. **Number of procurement officials trained through professional development programmes:** Measures the scale of participation in training initiatives.	*Data Source*: • Post-training assessments, procurement audits, and feedback surveys. • Auditor-General reports, internal procurement audits, and Public Service Commission (PSC) reports. • Procurement compliance audits, internal audit reports.	NT
	2. **Reduction in procurement-related irregularities or mismanagement cases (measured through audit findings):** Indicates the impact of professional development on	2. **Number of professional development and training sessions conducted for procurement officials:** Tracks the volume and frequency of training activities conducted by		

	reducing unethical or mismanaged procurement processes. 3. **Improvement in compliance with procurement regulations by trained officials (measured through compliance audits):** Captures the change in behaviour and adherence to procurement guidelines following training.	the Procurement Office.	• Procurement Office training logs, HR records, and attendance sheets. • Procurement Office training schedules, National Treasury training reports.	
	Rationale: These indicators focus on both the direct outcomes of improved procurement practices and the outputs of professional development and training efforts. They are specific to procurement officials, measurable through audits, training assessments, and attendance logs, and achievable within the existing capacity of training programs. The indicators are time-bound to the training cycles and procurement audit schedules, aligning with SMART criteria.			
Prevention of administrative corruption in the public sector				
4.2 Implementation of the Public Procurement Act and regulations– that will include the following areas to prevent and combat procurement fraud –	1. **Percentage reduction in reported procurement-related irregularities:** Measures impact on procurement integrity. 2. **Increase in transparency score for public procurement (measured through a Procurement Transparency Index):** Tracks improvements in procurement openness.	1. **Number of procurement officials trained on new regulations:** Measures the reach of capacity-building efforts. 2. **Number of public procurement transactions monitored through the digital system:** Indicates the uptake of digital transparency tools.	***Data Source:*** • Annual procurement audits and SIU reports. • Transparency International's Procurement Index. • National Treasury training records. • Procurement system logs.	NT
	Rationale: The indicators are tailored to procurement-specific outcomes and outputs, leveraging existing data sources and tracking changes relevant to the strategic goal.			
4.2.1 Establishment of a Public Procurement Office within the National Treasury to oversee procurement activities and ensure	1. **Percentage increase in compliance with procurement regulations across government departments (measured through audits):** Reflects the	1. **Number of government departments reporting to the Public Procurement Office on procurement compliance:** Tracks the coverage of the Public Procurement Office's	***Data Source:*** • Auditor-General reports, Public Service Commission (PSC)	NT

compliance with the provisions of the Bill.	effectiveness of the Public Procurement Office in ensuring adherence to procurement guidelines. 2. **Reduction in procurement-related irregularities and mismanagement cases across government departments:** Indicates the impact of the Public Procurement Office in reducing unethical practices and enhancing transparency. 3. **Improvement in overall procurement governance ratings across government departments (measured through governance assessments):** Captures the success of the Public Procurement Office in improving procurement governance.	oversight across different departments. 2. **Number of procurement compliance audits conducted by the Public Procurement Office annually:** Measures the direct output of oversight activities by the newly established office.	compliance audits, and internal procurement audits. • Internal audits, Auditor-General's reports, and PSC reports. • Management Performance Assessment Tool (MPAT) assessments, National Treasury reports. • National Treasury compliance reports, departmental procurement logs. • Public Procurement Office audit logs, National Treasury reports.	
	Rationale: These indicators focus on both the outcomes of improved compliance and procurement governance, as well as the direct outputs of the Public Procurement Office's oversight activities. They are specific to procurement activities, measurable through audits and governance assessments, and achievable within the institutional capacity of the National Treasury. The indicators are time-bound to the audit and reporting cycles, aligning with SMART criteria.			
4.2.2 Public Procurement Bill (Parts 2 and 3) tasks the Public Procurement Office to establish an integrated digital system for procurement and institute measures to "access procurement processes; (b) scrutinize procurement, and (c) monitor high value or complex procurement that entail significant risks of mismanagement and corruption. Enhanced public procurement data and management	1. **Percentage increase in procurement transparency (measured through access to public procurement data):** Reflects the impact of the integrated digital system in enhancing transparency in procurement processes.	1. **Number of government departments using the integrated digital system for procurement processes:** Measures the scope of the system's implementation across departments.	*Data Source*: • Public Procurement Office reports, open contracting data logs, and external transparency assessments. • Auditor-General reports, National Treasury audits, and SIU reports.	NT

systems to ensure improved integration, digitalization, and transparency of procurement information and databases on the principles of open governance and open contracting.			• Procurement process data from the digital system, departmental procurement logs. • Public Procurement Office digital system usage logs, departmental compliance reports. • Public Procurement Office reports, procurement monitoring logs.	
	2. **Reduction in mismanagement or corruption cases in high-value or complex procurement:** Indicates the system's effectiveness in reducing risks and improving oversight over high-risk procurement activities. 3. **Percentage improvement in procurement efficiency (measured through time taken to process high-value or complex procurements):** Captures the effect of the digital system on streamlining procurement processes and reducing bottlenecks.	2. **Number of high-value or complex procurements scrutinized and monitored through the digital system:** Tracks the volume of high-risk procurement activities being processed and monitored through the digital platform.		
	Rationale: These indicators are designed to measure both the outcomes of improved transparency, risk management, and efficiency, as well as the direct outputs of system implementation and monitoring activities. They are specific, measurable through digital system logs and audits, and achievable within the scope of the Public Procurement Office's mandate. The indicators are time-bound to system rollout and annual reporting cycles, aligning with SMART criteria.			
4.2.3 Promotion of integrity and transparency in the procurement process – which includes codes of conduct of officials, bidders, and suppliers, measures to prevent abuse of the procurement system, and debarment of bidders and suppliers found to have engaged in corrupt practice	1. **Percentage reduction in procurement-related corruption cases involving officials, bidders, and suppliers:** Reflects the effectiveness of measures to promote integrity and transparency in the procurement process. Data Source: Public Procurement Office reports,	1. **Number of officials, bidders, and suppliers trained or briefed on the procurement code of conduct:** Measures the reach of integrity training and awareness programs for stakeholders involved in the procurement process. Data Source: Public Procurement Office training	*Data Source*: • Public Procurement Office reports, Auditor-General reports, Special Investigating Unit (SIU) findings. • Public Procurement Office debarment	NT

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	Auditor-General reports, Special Investigating Unit (SIU) findings. 2. **Percentage of debarred suppliers and bidders found to have engaged in corrupt practices:** Captures the impact of the debarment process in maintaining integrity within the procurement system. Data Source: Public Procurement Office debarment records, procurement compliance audits. 3. **Increase in compliance with the code of conduct by officials, bidders, and suppliers (measured through audits):** Indicates adherence to established ethical guidelines by all stakeholders in the procurement process. Data Source: Procurement audits, internal compliance reports, Public Service Commission (PSC) evaluations.	logs, attendance records, departmental training reports. 2. **Number of bidders and suppliers debarred for engaging in corrupt practices:** Tracks the enforcement of the debarment process as a measure to prevent unethical behaviour. Data Source: Public Procurement Office debarment logs, departmental procurement compliance reports.	records, procurement compliance audits. • Procurement audits, internal compliance reports, Public Service Commission (PSC) evaluations. • Public Procurement Office training logs, attendance records, departmental training reports. • Public Procurement Office debarment logs, departmental procurement compliance reports.	
	Rationale: These indicators focus on both the promotion of ethical conduct and transparency, as well as the enforcement of debarment for corrupt practices. They are specific to procurement processes, measurable through audits, training records, and debarment logs, and achievable within the scope of the Public Procurement Office's oversight. The indicators are time-bound to procurement cycles and annual reporting periods, aligning with SMART criteria.		
4.2.4 Measures to promote access to the procurement process, and disclosure of procurement information.	1. **Percentage increase in public access to procurement information (measured through procurement data disclosure rates):** Reflects the success of efforts to make procurement processes more transparent and accessible to the public.	1. **Number of procurement information disclosures made available to the public annually:** Measures the frequency and extent of procurement data being made accessible.	*Data Source*: • Public Procurement Office reports, open procurement data logs, and independent transparency assessments.	NT

Commented [AB16]: I don't understand what this indicator is measuring.

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	2. **Percentage increase in the number of bidders from previously disadvantaged groups participating in the procurement process:** Captures the effectiveness of measures aimed at improving access to the procurement process for underrepresented groups. 3. **Improvement in public perception of transparency in the procurement process (measured through surveys):** Indicates the public's view on the effectiveness of transparency and access measures.	2. **Number of initiatives or programmes established to improve access to the procurement process for disadvantaged groups:** Tracks the implementation of programmes aimed at increasing inclusivity in the procurement process.	• Procurement process data, bidder registration logs, and departmental reports. • Public perception surveys, independent evaluations, and Public Procurement Office feedback reports. • Public Procurement Office disclosure logs, government procurement websites, and open data platforms. • Departmental reports, Public Procurement Office records, and National Treasury program logs.	
	Rationale: These indicators focus on both improving access to procurement processes and increasing transparency through the disclosure of information. They are specific to the goals of enhancing public participation and inclusivity, measurable through disclosure logs and public perception surveys, and achievable within the scope of the Public Procurement Office's mandate. The indicators are time-bound to annual reporting cycles and procurement data releases, aligning with SMART criteria.			
4.2.5 Establishment of a Public Procurement Tribunal to provide avenues for bid reconsideration, review, and dispute resolution.	1. **Percentage of procurement disputes resolved through the Public Procurement Tribunal (measured annually):** Reflects the effectiveness of the tribunal in resolving procurement disputes. 2. **Reduction in the number of unresolved procurement disputes (measured through backlog reports):** Indicates the tribunal's impact in reducing the volume of unresolved or prolonged disputes.	1. **Number of cases reviewed and resolved by the Public Procurement Tribunal annually:** Tracks the workload and output of the tribunal in terms of dispute resolution. 2. **Number of procurement-related disputes referred to the tribunal for reconsideration and review:** Measures the volume of cases brought before the tribunal for bid reconsideration and dispute	***Data Source:*** • Tribunal case records, Public Procurement Office reports, and National Treasury dispute resolution logs. • Tribunal case logs, dispute resolution audits, and departmental procurement records. • Stakeholder satisfaction surveys, Public	NT

Commented [AB17]: This measures BBBEE and does not seem to fit here. Perhaps the indicator should be about disclosure of BBBEE rating of bid winners?

	3. **Improvement in stakeholder satisfaction with the procurement dispute resolution process (measured through surveys):** Captures the perception of bidders, suppliers, and officials regarding the fairness and efficiency of the tribunal's proceedings.	resolution.	Procurement Office feedback mechanisms. • Tribunal case logs, dispute resolution reports, and National Treasury annual reviews. • Public Procurement Office referral logs, tribunal records.	
	Rationale: These indicators are designed to measure both the outcomes of improved procurement dispute resolution and the direct outputs of the tribunal's activities. They are specific, measurable through tribunal and Public Procurement Office records, and achievable within the scope of the newly established tribunal's mandate. The indicators are time-bound to annual reporting cycles and case resolution timelines, aligning with SMART criteria.			
4.2.6 Measures for investigating procurement–related matters, a delegation of powers and duties, criminalization of misconduct, regulations, amendments, and implementation procedures. It provides a comprehensive framework for effectively enforcing and administering the provision of the Act.	1. **Percentage of procurement-related investigations concluded with actionable findings (measured annually):** Reflects the effectiveness of the investigative measures in uncovering procurement misconduct and irregularities. 2. **Reduction in procurement-related criminal misconduct cases (measured through prosecutions):** Indicates the success of criminalizing procurement misconduct and enforcing penalties. 3. **Increase in compliance with procurement regulations and amendments post-investigation (measured through audits):** Captures the change in behaviour and compliance following the	1. **Number of procurement-related investigations initiated annually by the Public Procurement Office or other designated bodies:** Tracks the volume of investigations conducted under the new framework. 2. **Number of cases where procurement misconduct led to criminal charges or sanctions:** Measures the enforcement of criminalization provisions and the outcomes of procurement-related investigations.	*Data Source*: • Public Procurement Office investigation reports, Auditor-General findings, Special Investigating Unit (SIU) reports. • National Prosecuting Authority (NPA) case records, SIU investigation logs, and internal procurement audits. • Procurement audits, internal compliance reviews, Public Procurement Office reports. • Public Procurement Office investigation logs, departmental audit reports, SIU case records.	NT

	enforcement of procurement laws.		• NPA prosecution records, SIU investigation logs, departmental HR disciplinary reports.	
	Rationale: These indicators are designed to measure the outcomes of investigating and enforcing procurement-related matters, with a focus on reducing misconduct and improving compliance. They are specific, measurable through investigation logs, prosecution records, and audits, and achievable within the scope of the Public Procurement Office's mandate. The indicators are time-bound to annual reporting cycles and investigation timelines, aligning with SMART criteria.			
4.2.7 Mechanisms and structures to coordinate the implementation of the procurement regulations.	1. **Percentage increase in compliance with procurement regulations across government departments (measured through audits):** Reflects the effectiveness of coordinated mechanisms and structures in ensuring adherence to procurement laws and regulations. 2. **Reduction in procurement-related discrepancies or mismanagement cases across government entities:** Indicates the success of coordinated mechanisms in reducing non-compliance and procurement mismanagement. 3. **Improvement in procurement efficiency across departments due to streamlined coordination (measured through time to process procurements):** Captures the impact of coordination mechanisms on improving the efficiency of procurement processes.	1. **Number of coordinating structures established to support the implementation of procurement regulations:** Tracks the establishment of frameworks and systems to ensure the smooth implementation of procurement regulations. 2. **Number of government departments and entities participating in coordination mechanisms:** Measures the scale of participation by different departments in the coordinated implementation of procurement regulations.	*Data Source*: • Auditor-General reports, Public Procurement Office audits, departmental compliance reviews. • Internal audit reports, Special Investigating Unit (SIU) findings, and Public Procurement Office reviews. • Procurement process data, departmental logs, Public Procurement Office reports. • Public Procurement Office reports, National Treasury records, and departmental compliance logs. • Participation records, Public Procurement Office reports, departmental logs.	NT

	Rationale: These indicators focus on the effectiveness and efficiency of coordinating mechanisms to ensure compliance with procurement regulations. They are specific, measurable through audits and departmental participation logs, and achievable within the Public Procurement Office's mandate. The indicators are time-bound to annual reporting cycles and regulatory implementation periods, aligning with SMART criteria.			
4.2.8 Strengthening monitoring and reporting and enforcing compliance with public procurement regulations.	1. **Percentage increase in compliance with public procurement regulations across government departments (measured through audits):** Reflects the success of strengthened monitoring and enforcement efforts in ensuring adherence to procurement rules.	1. **Number of monitoring and reporting frameworks established or strengthened to ensure procurement compliance:** Measures the development of systems to enhance procurement monitoring and reporting.	***Data Source***: • Auditor-General reports, Public Procurement Office audits, departmental compliance reviews. • Auditor-General's findings, Public Service Commission (PSC) reports, and internal procurement audits. • Procurement compliance assessments, Public Procurement Office reports. • Public Procurement Office reports, National Treasury records. • Auditor-General audit reports, Public Procurement Office compliance logs.	NT
	2. **Reduction in procurement-related violations or non-compliance cases (measured through investigations and audits):** Indicates the impact of stronger enforcement mechanisms in reducing non-compliance.	2. **Number of procurement audits and compliance assessments conducted annually:** Tracks the volume of monitoring and compliance checks conducted to ensure adherence to regulations.		
	3. **Improvement in procurement process efficiency and transparency due to enhanced monitoring and reporting mechanisms (measured through compliance assessments):** Captures the impact of improved monitoring on procurement efficiency and transparency.			
	Rationale: These indicators focus on both the strengthening of monitoring and enforcement mechanisms, as well as the outcomes of improved compliance and efficiency. They are specific to the goal of enhancing public procurement regulation, measurable through audits and compliance assessments, and achievable within the institutional framework of the Public Procurement Office. The indicators are time-bound to annual reporting cycles and regulatory review periods, aligning with SMART criteria.			

Commented [AB18]: This reads like an outcome rather than an outcome indicator.

Enforcement and consequence management				
4.3 Strengthen the capability of Investigations and prosecution of anyone for misconduct and engaged in procurement-related criminal practices	1. **Percentage increase in successful prosecutions for procurement-related criminal offenses (measured through prosecution records):** Reflects the effectiveness of strengthened investigation and prosecution capabilities in addressing procurement-related crimes.	1. **Number of procurement-related investigations initiated and concluded annually:** Tracks the volume and output of investigations into procurement misconduct.	***Data Source***: • National Prosecuting Authority (NPA) prosecution records, Special Investigating Unit (SIU) reports. • SIU and Auditor-General reports, internal departmental audits. • SIU investigation logs, Public Procurement Office reports. • SIU investigation logs, departmental compliance audits, Public Procurement Office reports. • SIU referral logs, NPA prosecution records, Public Procurement Office compliance reports.	DPSA, SAPS, SIU NPA
	2. **Reduction in procurement-related criminal misconduct cases (measured through audits and investigations):** Indicates the success of improved capabilities in deterring and addressing procurement-related misconduct.	2. **Number of procurement-related criminal cases referred to the NPA for prosecution:** Measures the number of cases that move from investigation to prosecution.		
	3. **Increase in the number of procurement misconduct cases referred for criminal prosecution (measured through investigation logs):** Captures the efficiency of investigative bodies in identifying cases for criminal prosecution.			
	Rationale: These indicators focus on strengthening both the investigative and prosecutorial arms in addressing procurement-related criminal misconduct. They are specific, measurable through investigation and prosecution records, and achievable within the scope of existing investigative bodies such as the SIU and NPA. The indicators are time-bound to annual reporting cycles and investigation timelines, aligning with SMART criteria.			
4.4 Creation of the Central Register, which aims at debarment of bidders	1. **Percentage reduction in procurement contracts awarded to debarred bidders and suppliers (measured through procurement**	1. **Number of bidders and suppliers added to the Central Register due to corrupt practices:** Measures the output of the debarment	***Data Source***: • Data Source: Public Procurement Office	NT

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and suppliers found to have engaged in corrupt practices	**records):** Reflects the effectiveness of the Central Register in preventing corrupt suppliers from securing government contracts.	process in identifying and registering corrupt bidders and suppliers.	reports, Central Register logs, departmental procurement records.
	2. **Increase in the number of suppliers and bidders debarred for engaging in corrupt practices (measured annually):** Indicates the impact of the Central Register in maintaining integrity within the procurement process.	2. **Number of government departments using the Central Register during procurement processes:** Tracks the adoption and use of the Central Register across various government departments.	• Central Register debarment logs, Public Procurement Office reports. • Procurement compliance audits, internal audit reports, Public Procurement Office findings.
	3. **Improvement in compliance with procurement regulations by suppliers and bidders (measured through audits):** Captures the deterrent effect of the debarment process on procurement misconduct.		• Central Register logs, Public Procurement Office reports. • Public Procurement Office usage logs, departmental procurement compliance records.

Rationale: These indicators focus on the impact of the Central Register in preventing corrupt bidders and suppliers from participating in public procurement. They are specific, measurable through procurement records and Central Register logs, and achievable within the scope of the Public Procurement Office's oversight. The indicators are time-bound to annual reporting and procurement cycles, aligning with SMART criteria.

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2.5   Strategic Pillar 5: Strong anti-corruption agencies

Strategic Pillar 5: Strong anti-corruption agencies	Focus: Strengthen the resourcing, coordination, transnational cooperation, performance, accountability, and independence of dedicated anti-corruption agencies

Pillar 5 priority interventions focus on institutional strengthening of anti-corruption agencies to effectively detect, investigate and prosecute cases of alleged corruption. These priorities not only address the capacities of individuals withing anti-corruption agencies – they also include addressing gaps in legislative mandates and the progression towards establishing a single anti-corruption to address systemic corruption.

Priority intervention	(draft) Outcome Indicators	Output Indicators	Data sources	Responsible department or entity
		Awareness and education to prevent and combat corruption		
5.1 Continuous professional development of officials in the anti-corruption law- enforcement agencies	1. **Percentage increase in successful prosecutions of corruption cases:** Reflects the improved capacity and effectiveness of anti-corruption law enforcement agencies. 2. **Percentage of cases investigated within specified timeframes:** Measures efficiency in case management and processing time. 3. **Improvement in satisfaction levels among anti-corruption staff on training relevance (measured through feedback surveys):** Captures qualitative data on	1. **Number of officials trained in specific areas such as forensic investigation, financial crime, and asset recovery:** Measures immediate training outputs and skill development. 2. **Number of anti-corruption law enforcement agencies implementing continuous professional development plans:** Tracks the structural uptake of professional development strategies.	*Data Source*: • Department of Justice (DoJ) annual prosecution reports. • National Prosecuting Authority (NPA) case management system. • Training feedback surveys and HR evaluations. • HR training registers and National School of Government (NSG) records. • Departmental strategic plans and HR reports.	DoJ, NSG

	the effectiveness of capacity-building initiatives.			
	Rationale: These indicators focus on measuring the direct impact of capacity development on enforcement outcomes. They are SMART as they capture measurable outputs and outcomes that are relevant to enhancing law enforcement capabilities within a realistic timeframe.			
5.2 Strengthening official capacity and organizational capabilities in law enforcement agencies' areas of investigation, prosecution, and Asset Recovery functions; and specific scare skill areas of forensic investigation and financial crime investigation	1. **Percentage increase in successful prosecutions for financial crime and corruption (measured through law enforcement records):** Reflects the effectiveness of enhanced capacity in prosecuting complex financial crimes and corruption cases.	1. **Number of law enforcement officials trained in forensic investigation, financial crime investigation, and asset recovery:** Tracks the direct output of capacity-building efforts.	*Data Source:* • National Prosecuting Authority (NPA) reports, Special Investigating Unit (SIU) logs, and Asset Forfeiture Unit (AFU) reports. • AFU asset recovery records, SIU reports, NPA findings. • Source: Law enforcement case management systems, SIU and NPA records. • Training attendance logs, National School of Government (NSG) records, and law enforcement agency reports. • Law enforcement agency reports, NPA, and SIU records.	DoJ
	2. **Percentage increase in the value of assets recovered from corruption-related cases (measured through asset recovery logs):** Indicates the impact of strengthened asset recovery functions in retrieving assets obtained through corrupt activities.	2. **Number of specialized units established or expanded within law enforcement agencies to handle financial crime and asset recovery:** Measures the structural output in strengthening organizational capabilities.		
	3. **Reduction in backlog of financial crime and corruption cases under investigation (measured through case management data):** Captures the efficiency improvements in handling complex investigations due to capacity strengthening.			
	Rationale: These indicators focus on both the strengthening of investigative, prosecutorial, and asset recovery capabilities in law enforcement agencies and the outcomes in terms of improved prosecutions and asset recovery. They are specific, measurable through law enforcement records and training logs, and			

Commented [AB19]: Should check against NPA APP indicators. The indicator is not clear - are we looking at the success rate of prosecutions? If so, may be clearer if expressed as "Increase in percentage of successful prosecutions"…

Commented [AB20]: The value of assets recovered depends on the crime and assets that are available for recovery. SIU reports on value of assets recovered. I think the indicator should be an increase in the volume of assets recovered and not pin it down to a percentage as it raises questions of targets.

achievable within the existing capacity-building frameworks. The indicators are time-bound to annual reporting cycles and case resolution timelines, aligning with SMART criteria.			
Prevention of administrative corruption in the public sector			
5.3 Research on the review of all anti-corruption mechanisms and agencies, their mandates, performance, and independence to inform legislative reforms	1. **Percentage of legislative reforms adopted based on research findings (measured through parliamentary records):** Reflects the impact of research on shaping policy and legislative changes.	1. **Number of research studies conducted on the performance, mandates, and independence of anti-corruption mechanisms and agencies:** Tracks the output of research initiatives aimed at informing legislative reforms.	***Data Source***: • Data Source: Parliamentary records, legislative amendment logs, government reform reports. • Public and stakeholder perception surveys, independent evaluations, research institution reports. • Auditor-General's reports, agency performance reviews, research reports. • Research institution reports, government-commissioned research logs, and academic publications. • Research reports, government reform proposals, and parliamentary committee reports.	NACAC
	2. **Increase in the perceived independence and effectiveness of anti-corruption agencies (measured through public and expert surveys):** Indicates the broader societal and expert perception of improved agency performance post-reform. 3. **Reduction in overlapping mandates or inefficiencies among anti-corruption agencies (measured through audits or agency reviews):** Captures the effect of research-driven reforms in streamlining the roles and operations of anti-corruption bodies.	2. **Number of recommendations proposed based on the research for legislative and policy reforms:** Measures the direct output of research activities in terms of actionable recommendations.		
Rationale: These indicators focus on the research conducted to review the effectiveness, mandates, and independence of anti-corruption agencies and the resulting legislative reforms. They are specific, measurable through research publications and legislative records, and achievable within the scope of government-led or independent research projects. The indicators are time-bound to the research cycles and legislative reform processes, aligning with SMART criteria.			

5.4 Establish an Anti-Corruption Agency as a Chapter 9 institution to combat and prevent systemic corruption as revealed by the State Capture Commission	1. **Establishment of the Anti-Corruption Agency as a Chapter 9 institution (Yes/No):** Tracks the formal creation of the agency. 2. **Percentage of systemic corruption cases successfully prosecuted by the new agency:** Measures the impact of the agency on addressing systemic corruption. 3. **Reduction in public perception of corruption in high-risk sectors (measured through perception surveys):** Captures the societal impact of the agency's work.	1. **Number of staff recruited and trained in the new Anti-Corruption Agency:** Measures the foundational output of establishing a capable agency. 2. **Number of key anti-corruption functions (investigation, prosecution, prevention) operationalized within the agency:** Tracks the establishment of core capabilities.	*Data Source*: • Legislative records and gazetted documents. • Agency's annual performance reports and case tracking. • Perception surveys conducted by independent research agencies. • Agency HR reports. • Agency's strategic and operational plans.	NACAC

Commented [AB21]: Responsibility rests with Government and not NACAC. The latter made recommendations but is not responsible for establishing the entity.

Rationale: These indicators directly align with the goal of establishing a specialized agency, are measurable through legal and institutional records, and relevant to ensuring a credible anti-corruption system. They are time-bound by the legislative and operational timelines for creating the agency.	

5.5 Strengthen coordination mechanisms	1. **Percentage increase in inter-agency collaborations on anti-corruption investigations and prosecutions (measured through joint case logs):** Reflects the effectiveness of strengthened coordination mechanisms in facilitating joint operations and investigations. 2. **Reduction in the duplication of efforts or overlapping mandates between anti-corruption agencies (measured through audit reports):** Indicates the success of coordination in reducing inefficiencies and	1. **Number of formal coordination mechanisms or frameworks established between anti-corruption agencies:** Tracks the establishment of structures that facilitate coordination and joint operations. 2. **Number of joint anti-corruption operations conducted annually:** Measures the frequency and output of coordinated efforts between anti-corruption bodies.	*Data Source*: • Data Source: Joint investigation logs, inter-agency reports, case collaboration records. • Auditor-General's reports, performance audits, agency collaboration reviews. • National Prosecuting Authority (NPA) case records, Special Investigating Unit (SIU) reports, Public Service Commission (PSC) data.	Presidency, NACAC, DoJ

Commented [AB22]: How will this be measured?

	improving focus among agencies. 3. **Increase in the number of successful cross-agency investigations and prosecutions (measured through case outcomes):** Captures the direct impact of coordinated efforts on the success of anti-corruption operations.		• Agency collaboration agreements, coordination framework documents, inter-agency meeting minutes. • Joint investigation logs, agency reports, inter-agency coordination records.	

Rationale: These indicators focus on the strengthening of coordination mechanisms among anti-corruption agencies, measuring both the outcomes in terms of improved collaboration and efficiency, as well as the outputs of formalized frameworks and joint operations. They are specific, measurable through inter-agency records and collaboration logs, and achievable within the scope of anti-corruption frameworks. The indicators are time-bound to reporting cycles and joint investigation timelines, aligning with SMART criteria.

Enforcement and consequence management				
5.6 Accelerate enforcement to increase the number of prosecutions, convictions, and recoveries related to corruption in the public and private sectors	1. **Percentage increase in the number of corruption-related convictions annually:** Measures enforcement effectiveness and judicial outcomes. 2. **Total value of assets recovered from corruption-related cases (in ZAR):** Captures the financial impact of enforcement efforts. 3. **Reduction in repeat offenders in corruption cases (measured through repeat offender tracking):** Indicates long-term deterrence and effectiveness of sanctions.	1. **Number of corruption cases prosecuted by the NPA each year:** Measures immediate enforcement outputs. 2. **Number of inter-agency collaboration agreements implemented to expedite prosecution and recovery efforts:** Tracks structural and strategic enforcement mechanisms.	*Data Source*: • NPA prosecution reports. • Asset Forfeiture Unit (AFU) reports and South African Revenue Service (SARS) records. • Judicial records and NPA databases. • NPA annual reports. • Memorandums of Understanding (MoUs) and inter-agency reports.	DoJ, NPA, SIU, SAPS, SARS

> **Commented [AB23]:** Suggest delete this as there are too many factors influencing recidivism.

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| | **Rationale:** These indicators are designed to measure enforcement capacity, impact, and coordination. They are SMART as they capture both quantitative and qualitative progress in combating corruption and are aligned with existing law enforcement monitoring systems. | |

2.6   Strategic Pillar 6: Protection of vulnerable sector

Strategic Pillar 6: Protection of vulnerable sectors	Focus: Protect vulnerable sector that are most prone to corruption

Priority interventions under Pillar 6 place a strong emphasis on corruption prevention through research to identify sectors highly vulnerable to corruption and putting effective risk management plans in place. While these interventions include the private sector and civil society, priority will be given to the public sector, including State-Owned entities. By identifying vulnerabilities based on research, public sector institutions will be better placed to develop risk mitigation plans informed by evidence. These plans will have to be monitored closely. The priority interventions include enforcement and consequence management.

Priority intervention	(draft)Outcome Indicators	Output Indicators	Data sources	Responsible department or entity
Awareness and education to prevent and combat corruption				
6.1 Training of Board of Directors and executive leadership in vulnerable sectors ethics and integrity management	1. **Percentage of Board members and executives reporting increased understanding of ethics and integrity management (measured through post-training surveys):** Captures the effectiveness of the training in increasing awareness and commitment to ethical practices. 2. **Percentage reduction in reported incidents of unethical behaviour within targeted sectors:** Indicates the practical impact of ethics training on conduct.	1. **Number of Board members and executives trained on ethics and integrity management:** Measures the immediate output of capacity-building activities. 2. **Number of ethical conduct guidelines developed and disseminated to vulnerable sectors:** Tracks the structural outputs that support behavioural change.	*Data Source*: • Post-training feedback surveys and independent evaluations. • Sectoral compliance and disciplinary records. • Training attendance records and completion certificates.	Presidency, NSG

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			• Documentation from responsible departments and agencies.	
	Rationale: These indicators focus on building leadership capacity for ethical governance in vulnerable sectors. They are specific, measurable through post-training assessments and sectoral reports, and achievable given targeted capacity-building interventions. They are time-bound to the training cycles and strategic rollout plans.			
6.2 Programme to create values-based organization and individual work ethos and adherence to Batho Pele principles in Public Service	1. **Percentage increase in public servants adhering to Batho Pele principles (measured through performance evaluations):** Reflects the success of the program in fostering a values-based work ethos across public service departments. 2. **Reduction in complaints related to service delivery failures or unethical behaviour in public service (measured through complaint logs):** Indicates the impact of the program on improving service delivery and ethical behaviour in the public sector. 3. **Increase in public satisfaction with government services (measured through surveys):** Captures the broader societal impact of adherence to Batho Pele principles on public service delivery.	1. **Number of public servants trained on Batho Pele principles and values-based work ethics:** Tracks the immediate output of training initiatives aimed at building a values-based organizational ethos. 2. **Number of departments implementing the values-based ethos program and adherence to Batho Pele principles:** Measures the extent of institutional adoption of the program across the public sector.	*Data Source*: • Departmental performance reviews, Public Service Commission (PSC) audits, and internal compliance reports. • Public service complaint systems, PSC reports, and departmental HR logs. • Public satisfaction surveys, independent research reports, and government service feedback mechanisms. • National School of Government (NSG) training logs, departmental training records, and attendance reports. • Departmental reports, PSC audits, internal compliance evaluations.	DPSA, NSG
	Rationale: These indicators focus on the creation of a values-based organizational culture and the adherence to Batho Pele principles in the public service. They are specific, measurable through training records, performance reviews, and public satisfaction surveys, and achievable within the existing frameworks for public service ethics			

Commented [AB24]: This will be difficult to measure compliance of individuals. We can measure compliance of institutions (departments) with Batho Pele.

	and performance. The indicators are time-bound to annual training cycles and service delivery review periods, aligning with SMART criteria.			
**Prevention of administrative corruption in the public sector**
6.3 Research to identify sectors vulnerable to corruption and the nature of corruption, in the public and private sectors, and civil society	1. **Publication of a comprehensive report on vulnerable sectors and corruption patterns (Yes/No):** Measures the completion of the research study. 2. **Increase in the number of evidence-based policy recommendations implemented based on research findings:** Reflects the use of research outputs in policy formulation and sectoral reforms.	1. **Number of sectors analysed and assessed for corruption vulnerabilities:** Captures the scope of the research conducted. 2. **Number of key corruption risks identified in each sector:** Indicates the direct outputs of the research process. Data Source: Research findings and risk assessment frameworks.	*Data Source*: • Research report records and academic publications. • Policy documents and legislative amendments. • Research project documentation and sectoral reports. • Research findings and risk assessment frameworks.	NACAC
		**Rationale:** These indicators are specific to measuring research outputs and their application in policymaking. They are measurable through research publications and policy tracking systems, making them feasible and relevant for supporting evidence-based anti-corruption strategies.
6.4 Develop, revise, and implement risk management and integrity management plans of vulnerable sectors	1. **Percentage reduction in corruption-related incidents or risks in identified vulnerable sectors (measured through audits and investigations):** Reflects the effectiveness of the implemented risk and integrity management plans in reducing corruption risks. 2. **Increase in compliance with integrity management standards in vulnerable sectors (measured through compliance audits):** Indicates the success of risk and integrity management plans in promoting ethical behaviour and reducing corruption risks. 3. **Improvement in risk management outcomes in identified sectors**	1. **Number of risk and integrity management plans developed or revised for vulnerable sectors:** Tracks the output of creating and updating management plans across different vulnerable sectors. 2. **Number of vulnerable sectors implementing revised risk and integrity management plans**: Measures the extent of plan implementation across identified sectors.	*Data Source*: • Auditor-General reports, internal audits, Special Investigating Unit (SIU) reports, and departmental risk assessments. • Departmental audits, Public Service Commission (PSC) reports, and sector-specific compliance reviews. • Risk management reports, PSC evaluations, and	PSC

	(measured through risk assessments): Captures the overall reduction in identified risks due to the development and implementation of management plans.		• internal compliance audits. • Departmental reports, risk management logs, and Public Procurement Office records. • Departmental compliance reports, Auditor-General's findings, PSC evaluations.	
	Rationale: These indicators focus on both the outcomes of implementing risk and integrity management plans to reduce corruption and ethical risks in vulnerable sectors and the direct outputs of developing and revising such plans. They are specific, measurable through audits, risk assessments, and compliance reviews, and achievable within the existing frameworks for public sector risk management. The indicators are time-bound to annual review and implementation cycles, aligning with SMART criteria.			
6.5 Ongoing monitoring, periodic evaluation, and review of the implementation of the anti-corruption interventions in vulnerable sectors	1. **Percentage of anti-corruption interventions in vulnerable sectors showing positive results (measured through periodic evaluations):** Measures the effectiveness of interventions over time. 2. **Increase in compliance rates with anti-corruption measures in identified vulnerable sectors:** Indicates improvements in adherence to anti-corruption standards.	1. **Number of periodic evaluation reports produced and disseminated to stakeholders:** Measures the regularity of evaluation activities. 2. **Number of recommendations from evaluations implemented within a specified timeframe:** Tracks follow-up actions based on evaluation findings.	*Data Source*: • Evaluation reports and independent assessments. • Compliance audits and monitoring reports. • Evaluation logs and dissemination records. • Implementation tracking systems and department performance reviews.	PSC, Presidency, NT, DPME, DCoG
	Rationale: These indicators are designed to measure the ongoing effectiveness and adaptability of anti-corruption interventions. They are specific and measurable through existing monitoring and evaluation systems and are time-bound to the periodic evaluation cycles.			
	Enforcement and consequence management			

6.6 Detection, discipline management, and consequence management of corrupt officials	1. **Percentage reduction in corruption-related offenses among targeted officials:** Measures the impact of discipline and consequence management on deterring corruption.	1. **Number of disciplinary cases initiated and concluded each year:** Tracks the volume of consequence management activities.	***Data Source***: • PSC discipline management reports and internal audit records. • PSC and DPSA case management systems. • Disciplinary case records from DPSA and the Public Service Commission. • HR records and departmental reports.	PSC, DPSA
	2. **Percentage of disciplinary cases resolved within prescribed timeframes:** Reflects the efficiency of the consequence management process.	2. **Number of corruption-related disciplinary actions resulting in sanctions or dismissals:** Measures the direct output of disciplinary enforcement.		
	Rationale: These indicators align directly with the goal of strengthening consequence management. They are achievable given the existing disciplinary frameworks, measurable through established data sources, and relevant for curbing unethical behaviour.			
6.7 Enforcement to increase the number of prosecutions, convictions and amount of recoveries related to corruption in the vulnerable sectors in both public and private sectors	1. **Percentage increase in corruption-related prosecutions in identified vulnerable sectors:** Measures enforcement success in prosecuting cases.	1. **Number of inter-agency task forces established to target corruption in vulnerable sectors:** Measures the coordination of enforcement efforts.	***Data Source***: • NPA and DOJ prosecution records. • AFU and SARS recovery reports. • MoUs and inter-agency collaboration agreements. • DOJ and NPA annual reports.	DOJ, NPA, SIU, SAPS, SARS
	2. **Total value of assets recovered from corruption cases in vulnerable sectors (in ZAR):** Captures the financial impact of successful prosecutions and recoveries.	2. **Number of corruption cases in vulnerable sectors prosecuted per year:** Tracks the immediate output of enforcement activities.		
	Rationale: These indicators are tailored to the enforcement of anti-corruption measures in high-risk sectors. They are measurable through existing enforcement data, relevant to prosecutorial objectives, and time-bound to the strategy's implementation period.			