

Strategic Pillars of the National Anti- Corruption Strategy (NACS: 2020-2030)

Presentation Date: 09 November 2023

Occasion: National Dialogue on Anti-Corruption



Purpose

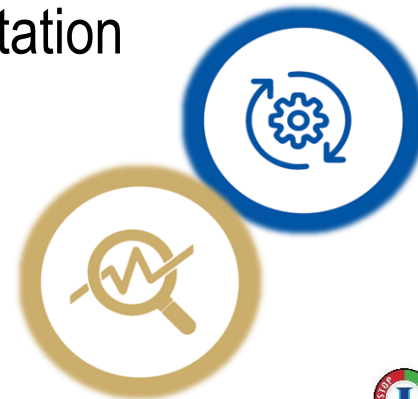
To present the content of the National Anti-Corruption Strategy (2020-2030), with a special emphasis on its 6 strategic pillars.



Content of the Strategy



- Vision
- Values
- Strategic Objectives
- Pillars and Proposed Programmes
- Stakeholders and Role-players
- Roles and Responsibilities
- Institutional Arrangements for Implementation
- Timeframes for Implementation
- Review and reporting





The vision of the NACS is a South Africa that has:

Ethical, transparent and accountable state, business and civil society sectors in which those in positions of power and authority act with integrity;

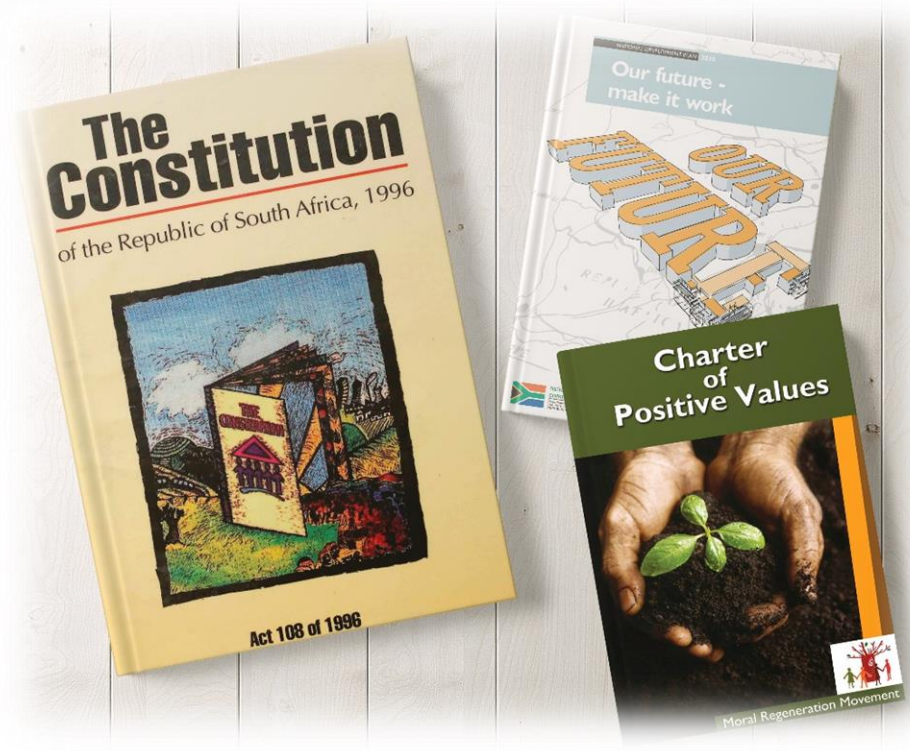
Citizens who respect the rule of law and are empowered to hold those in power to account;

Zero tolerance of corruption in any sphere of activity; and

Substantially reduced levels of corruption¹⁴.

The following guiding values, are the cornerstone of this Strategy:

- Adherence to Constitutional Values
- Integrity
- Accountability and responsibility
- Transparency and access to information
- Collaboration.





Citizen Participation



Ethical Leadership



Professional and skilled employees



Transparent and accountable governance systems



A culture of reporting and whistleblowing



Protection of sectors most vulnerable to corruption



Strengthening of anti-corruption agencies



1. Promote and encourage active citizenry, whistleblowing, integrity and transparency in all spheres of society



2. Advance the professionalisation of employees to optimise their contribution to create corruption-free workplaces



3. Enhance governance, oversight and consequence management in organisations



4. Improve the integrity and credibility of the public procurement system



5. Strengthen the resourcing, coordination, performance, accountability and independence of dedicated anti-corruption agencies



6. Protect vulnerable sectors that are most prone to corruption and unethical practices with effective risk management



Description of focus



Anticipated impact



Key envisioned outcomes for the pillar

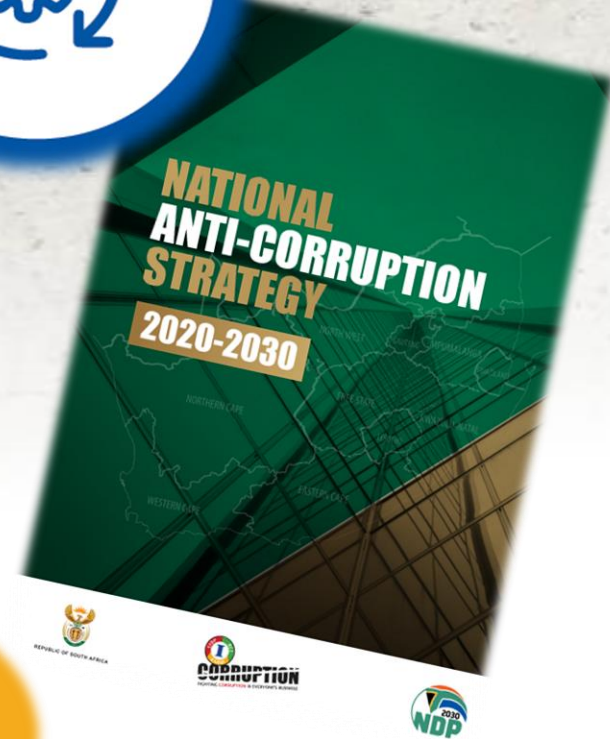


Implementation programmes

- Detail on these programmes are in the draft Implementation plan - an extract is appended to the Strategy as Appendix G.
- The Implementation Monitoring Framework consolidates the high-level Outputs that should be achieved through these programmes
- NACAC is currently refining the NACS Implementation Plan and M&E Framework. Advisory note in place.



Pillars and Programmes of the National Anti-Corruption Strategy



As reflected in NACS Implementation Monitoring Framework
March 2021

PROGRAMME 1.A. (Outputs)

Support active citizenry and promote values reorientation initiatives to prevent and combat corruption.

1.A.1	Anti-corruption strategy launched via a broad-based multi-sectoral event
1.A.2	National communication plan developed to encourage values re-orientation in society
1.A.3	Programmes developed to promote enhanced understanding of citizens' rights and government processes
1.A.4	Education campaigns implemented at all schools
1.A.5	Annual anti-corruption summit(s) hosted
1.A.6	National programme of government-supported public dialogues (involving focused engagements with civil society, communities (urban and rural), government, professional bodies, business, traditional leadership etc.) aimed at identifying and addressing the root causes and effects of corruption.



PROGRAMME 1.B. (Outputs)

Protect and support whistle-blowers and resource the whistleblowing mechanisms

1.B.1	Research report with recommendations completed into strengthening whistleblower mechanisms, including feasibility of a centralised whistle-blower agency
1.B.2	Recommendations of whistleblower report implemented
1.B.3	Organisational policies and procedures to support whistle-blowers strengthened and training provided for HR officials.



PROGRAMME 1.C. (Outputs)

Improve integrity management and encourage a commitment to ethical behaviour

1.C.1	Ethics and integrity courses included in all higher education programmes
1.C.2	Companies/organisations commit to fair business practices through Corporate Integrity Pledges
1.C.3	Enabling environment for the media in the fight against corruption ensured
1.C.4	Overarching engagement plan to facilitate and support: <ul style="list-style-type: none">- Sector stakeholder engagements forums- Ethics and Integrity Management infrastructure/committees (public and private sector)- Communities of Practice (e.g. learning networks); and- Professional support forums





PROGRAMME 1.D. (Outputs)

Increase and strengthen transparency in all sectors

1.D.1	Review of PAIA undertaken to ensure compliance with the African Model Law on Access to Information
1.D.2	Oversight mechanisms in place to improve government compliance with PAIA and to promote pro-active disclosure
1.D.3	Government administrative systems (including record-keeping and archiving) reformed, digitised and data integrity management improved to: <ul style="list-style-type: none"> - reinforce and support oversight functions (i.e. Public Audit Act, PAIA, PAJA & POPI); and - improve availability and quality of data on corruption matters.
1.D.4	Mechanisms to provide information on “Beneficial Ownership” established
1.D.5	Compliance by private sector on reporting of corruption improved
1.D.6	Transparency in political party funding improved through effective implementation of Political Party Funding Act (Act 6 of 2018)
1.D.7	Transparency in governance improved through professional guidelines, information campaigns and communication on successes (e.g. arrests / convictions) and the consequences of corruption



PROGRAMME 2.A. (Outputs)

Support professionalisation of the public sector by giving effect to Chapter 13 of the National Development Plan.

2.A.1	Appointment processes reformed for public servants and local government administrators by giving effect to Chapter 13 of the National Development Plan to professionalise the public service.
2.A.2	Competency assessments designed and implemented for senior public officials and SOE boards that give effects to reformed recruitment processes as per the NDP, and which support effective evaluation of technical / subject matter expertise.
2.A.3	A graduate recruitment scheme with some common /shared training and development experience implemented for key professions and senior managers in the public sector.



PROGRAMME 2.B. (Outputs)

Enhance the capacity and integrity of the professions central to anti-corruption efforts

2.B.1	Specialised training and development for the professions central to anti-corruption
2.B.2	Strong ethics curricula included in all tertiary qualifications for the professions central to AC work, and/or courses offered by professional associations
2.B.3	Professional associations reinvigorate ethical standards of their respective professions.





PROGRAMME 3.A. (Outputs)

Enhance ethical leadership across sectors



3.A.1	Director development programmes expanded to enhance good governance and build the ethics competency of board members in private sector and SOEs
3.A.2	<p>Ethics frameworks for elected representatives strengthened</p> <p><u>Initiatives in this regard could include:</u></p> <ul style="list-style-type: none"> - Reviewing the Executive Members Ethics Act (No 82. of 1998) and other relevant codes; - Ethics training and dialogues; and - Supporting existing initiatives such as the development of the Code for Ethical Governance in Local Government.
3.A.3	<p>Annual awards that recognises ethical leadership and integrity initiatives.</p> <p>These awards could be hosted by civil society organisations working to promote public ethics and accountability.</p>
3.A.4	Mechanisms developed to enhance accountability and compliance by Accounting Officers, Accounting Authorities and Senior Managers in the Public Sector.





PROGRAMME 3.B. (Outputs)

Strengthen oversight and governance capacity in the public sector

3.B.1	Assessment conducted to determine how Constitutional and other oversight bodies can be strengthened (e.g. AGSA, Public Protector, IPID etc.) and recommendations implemented
3.B.2	Local Government Anti-Corruption Strategy and relevant provincial strategies implemented
3.B.3	Capacity and performance of municipal oversight functions in the local government sphere improved



PROGRAMME 3.C. (Outputs)

Strengthen ethics and integrity promotion across sectors

Improve measures and systems to manage integrity and employee behaviour, and to proactively detect deviant behaviour

3.C.1	Resource the DPSA Public Administration Ethics, Integrity, and Disciplinary Technical Assistance Unit and ensure corresponding resourcing and implementation of PAMA within departments.
3.C.2	Requirements of the Public Service Regulations and other legislation regulating ethics, the conduct of employees of the state and public representatives implemented.
3.C.3	Database developed and administered by the DPSA of all public sector officials found guilty of fraud, corruption or other white-collar crimes. At local government level, CoGTA should maintain a similar database. These databases must be consulted before appointments are made.
3.C.4	Integrity testing and lifestyle audits framework finalised and processes implemented (starting with for senior officials involved in tender processes, supply-chain management officials, members of boards of SOEs)
3.C.5	Training and capacity-building programmes in the public sector enhanced to: a) promote an enhanced understanding of key legislation relevant to anti-corruption and b) foster a values-based organisational culture and workplace
3.C.6	Holistic employee wellness programmes provided in the public sector to limit deviant behavior or susceptibility to corruption, caused by financial distress.
3.C.7	Implementation of integrity promotion measures included as indicator in the performance management contracts of senior managers in all sectors





PROGRAMME 3.D. (Outputs)

Strengthen accountability and programme management in organisations across sectors



3.D.1	Research project focused on the development of anti-corruption architecture and investigative capacity in the public sector. (This should include recommendations on developing the capacity for integrity testing and life-style audits)
3.D.2	Enhance and publicise clear accountability frameworks for professional associations for transgressing professional codes.
3.D.3	Anti-corruption compliance culture developed in private companies and state-owned entities to proactively prevent and manage the risk of corruption



PROGRAMME 4.A. (Outputs)

Enhance oversight and enforcement in public procurement



4.A.1	Regulatory and compliance mechanism established to ensure adherence to the relevant legislation, policies and procedures regulating financial conduct and procurement across the entire public sector (including the PFMA, MFMA and other procurement, and audit legislation).
-------	--



4.A.2	Processes to restrict, debar, or blacklist individuals and businesses found to have transgressed legislation relevant to procurement or financial accountability strengthened.
-------	--



4.A.3	Feedback and monitoring system put in place to track progress with the implementation of remedial actions recommended in forensic audit reports.
-------	--



4.A.4	Formal referral and tracking mechanism established for procurement and financial misconduct cases to be taken to law enforcement agencies
-------	---



4.A.5	Research report on feasibility of incentivising reporting (whistleblowing) on illegal conduct in the public procurement system
-------	--

4.A.6	Measures to improve ethical behaviour by business strengthened in particular business integrity in large procurement contracts (e.g. the introduction of cross-sectoral integrity pacts; and strengthening cooperation to cancel contracts and recover costs after convictions)
-------	---





PROGRAMME 4.B. (Outputs)

Improve transparency and data management in public procurement



4.B.1	Integrated, digital financial and procurement management system incorporating the principles of open governance and open contracting established
4.B.2	Public education tools developed to support accountability in public procurement

PROGRAMME 4.C. (Outputs)

Support professionalism in Supply Chain Management



4.C.1	Professionalisation of occupations within the SCM value chain in state organisations and public entities enhanced
4.C.2	Compulsory training programme for senior management and accounting officers on SCM developed



PROGRAMME 5.A. (Outputs)

Strengthen South Africa's relationships with other countries in the fight against corruption

5.A.1	Bilateral cooperation between South Africa and other countries improved for specialised investigations, prosecutions and judicial proceedings with emphasis on economic, cyber and financial crimes
5.A.2	Improve relations in respect to extradition and mutual legal assistance (including negotiation of agreements and strengthening of implementation mechanisms)



PROGRAMME 5.B. (Outputs)

Establish an anti-corruption coordinating body to coordinate all anti-corruption activities

5.B.1	Full-time secretariat appointed to support National Anti-Corruption Advisory Council (NACAC)
5.B.2	National Anti-Corruption Advisory Council (NACAC), established, comprising representatives from all sectors of society
5.B.3	Performance and functioning of the current AC mechanisms and functions reviewed and strengthened
5.B.4	Overarching body established to coordinate all anti-corruption activities



PROGRAMME 5.C. (Outputs)

Resource anti-corruption agencies by undertaking capacitation, training and modernisation of methodology and human resource for improved law enforcement

5.C.1	Systems for capturing and analysing relevant intelligence information and data on reported or suspected cases of corruption improved
5.C.2	Use of intelligence products and advisories in corruption matters improved
5.C.3	Advanced skills development programmes for investigators and prosecutors implemented (Also see Output 2.B.1)
5.C.4	Specialised training, with supportive mentoring and coaching programmes, provided to investigators in the field of sophisticated economic and financial crime as well as cybercrime (Also see Output 2.B.1)



PROGRAMME 5.D. (Outputs)

Safeguard the independence of key anti-corruption agencies responsible for investigating and prosecuting corruption

5.D.1	Effective oversight of anti-corruption agencies through direct performance reporting to the relevant clusters, Parliament and through public scrutiny undertaken by civil society and members of the public.
5.D.2	Anti-corruption agencies receive adequate budgets



PROGRAMME 6.A. (Outputs)

Conduct research into public and private sectors vulnerable to corruption

6.A.1	Risk management framework developed to guide the assessment of vulnerable sectors
6.A.2	Key industries, sectors and government departments at all three tiers and state-owned entities that are most vulnerable to corruption/exploitation identified
6.A.3	Comprehensive research undertaken into each of the identified areas regarded as most vulnerable to corruption, with recommendations to address risks

PROGRAMME 6.B. (Outputs)

Implement interventions aimed at: reducing the risk of corruption and promoting integrity management in vulnerable sectors

6.B.1	Review of existing strategies, projects and/or programmes of action in terms of their effectiveness in mitigating risks identified within the targeted sectors
6.B.2	Promote collaboration between key stakeholders to fight corruption in sectors vulnerable to corruption
6.B.3	Anti-corruption strategies developed and implemented in each prioritised sector, government department and/or state-owned entity.



PROGRAMME 6.C. (Outputs)

Conduct monitoring, evaluation and a review of interventions aimed at risk management in vulnerable sectors



6.C.1	Measurable plans developed for interventions for each identified vulnerable entity / sector
-------	---

6.C.2	Monitoring and evaluation implemented to assess progress and impact of interventions in vulnerable sectors
-------	--



6.C.3	Process for regular review of priorities and interventions established and recommendations from these evaluations implemented
-------	---

The Mandate of NACAC

1. Advise on the effective implementation of the Strategy by government, civil society and the private sector;
2. Advise key role-players on the overarching thrust of the Strategy, namely the six pillars upon which it is premised;
3. Advise on strengthening of South Africa's anti-corruption architecture;
4. Host the national anti-corruption summit(s), bringing together government, civil society, business, and academia, to set the country's anti-corruption agenda and evaluate progress in the implementation of the Strategy.
5. Advise on the implementation of the recommendations of 'The Judicial Commission of Enquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector, including Organs of State' (The Zondo Commission) from a strategic and systemic perspective



NACAC priorities and workstreams

1. NACS monitoring, evaluation, research and learning
2. Whistleblower protection
3. Anti-corruption in procurement
4. Anti-corruption institutional architecture
5. Legislation and transparency
6. Communication



THANK YOU