THE PRESIDENCY: REPUBLIC OF SOUTH AFRICA

Private Bag X1000, Pretoria, 0001

Review of the implementation plan and M&E framework of

the National Anti-corruption Strategy –

recommendations to strengthen reporting and accountability

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This report was compiled by:

Dr Victor Naidu

Chief Director: Anti-Corruption Programme M&E

EXECUTIVE SUMMARY

This report focuses on the review the implementation, of the NACS.

The report provides progress made by government institutions and key social partners in the implementation of key interventions and targets in the National Anti-Corruption Strategy 2020-2030.

Based on the assessment, the report identifies catalytic interventions in the revised National Anti-Corruption Strategy 2020- 2030 Implementation Plan in line with the MTDP 2024 -2029 to guide the relevant departmental Annual Performance Plan 2025/26.

Further, the report outlines the Revised Monitoring and Evaluation Framework to track the institutionalization of key interventions.

Finally, the report proposes key recommendations to strengthen reporting and accountability by key governance structures.

PART A: INTRODUCTION

1.1 BACKGROUND

The National Anti-Corruption Strategy (NACS) 2020-2030 is a comprehensive "whole of society" strategy approved by Cabinet on 18 November 2020 to prevent and combat corruption. The NACS responds to Constitutional values and its commitment to create a just and equitable society, and is also aligned to the imperatives of United Nations Convention against Corruption (UNCAC) and the National Development Plan 2030. The National Anti-Corruption Advisory Council (NACAC) was appointed by the President in October 2022 to provide leadership in institutionalizing the NACS.

This report focuses on the review of the implementation of the NACS, examines the progress made by government institutions and key social partners in the implementation of key interventions and targets in the National Anti-Corruption Strategy 2020- 2030; and assesses the gaps and makes recommendation for the revision of the implementation plan, monitoring and reporting framework. Secondly, the review describes the catalytic interventions in the revised National Anti-Corruption Strategy 2020- 2030 Implementation Plan in line with the MTDP 2024 -2029 to guide the relevant departmental Annual Performance Plan 2025/26. Thirdly, the review outlines the Revised Monitoring and Evaluation Framework to track the institutionalization of key interventions and, finally, proposes key recommendations to strengthen reporting and accountability.

Why the review? Section 8 of the NACS states the importance of periodic review and reporting to ensure the strategy remains up-to-date, relevant, responsive to domestic and global developments, and impactful. It is further stated in section 8.2 (b) that the review will be the result of ongoing monitoring and the periodic evaluation of the strategy. The monitoring framework is being finalized to comply with the ongoing monitoring requirements and relevant evaluation questions have been identified for a first evaluation of the NACS. While the process is not explained in detail in the NACS, a review usually involves collecting and analyzing evidence, engaging stakeholders, and reflecting on what has worked, what hasn't, and why — with the goal of informing decision-making and adjustments. Given the midpoint of the strategy's timeframe is approaching, a review is

both timely and strategic. The report will be presented at the Executive Management Meeting in the Office of the Director-General in the Presidency, the Executive Management meeting of the Department of Planning, Monitoring and Evaluation, and the NACAC Plenary Meeting. The report will be presented in the relevant governance structures.

1.2   APPROACH IN WRITING THE REPORT

The scope of this report is to describe the review of the NACS Implementation Plan; and the Monitoring and Evaluation framework to track the institutionalization of key strategic interventions in the NACS for the MTDP 2024 -2029 and relevant departmental Annual Performance Plan 2025/26. The review was based on the assessment of the sources of data that included - quarterly departmental and Cabinet reports, NACAC reports, 2024/25 progress report on implementation of the 60 actions contained in the President's Response to the Recommendations of the State Capture Commission, and reports from non-state partners. The prioritization and choice of strategic interventions from the NACS in the revised NACS Implementation Plan 2025 -2029 was informed by – priorities in the NDP 2030, MTDP 2024 – 29, NACAC mid-term report recommendations, G20 Anti-Corruption Working Group priorities and a review of DPME -GIZ TIP I and planning for TIP2 anti-corruption partnership programme.

1.3   BACKGROUND

1.3.1 Strategic Intent of the National Anti-Corruption Strategy 2020 – 2030

The strategic intent of the National Anti-Corruption Strategy 2020 – 2030 is to guide state and non-state actors on the implementation, monitoring and reporting of interventions on how to prevent and combat corruption**.** The NACS **intentionally focuses more   on preventive measures to combat corruption**   by using the collective   power of the   whole of society to establish an ethical,   transparent,   and   accountable state,   business sector, and civil society.   The strategy is   based on   the assumption that   the greater effort in using the "whole of society"   approach   to prevent corruption will   have   a   higher   probability   of   reducing   corrupt practices   in government and the   different sectors of society.   The focus on prevention is described   as -

"*The NACS is premised on the principle that there should be more emphasis on the prevention of corruption through good governance, transparency, integrity management and accountability in society, and early detection of potentially corrupt practices to supplement the reactive measures executed by law enforcement agencies and other anti-corruption bodies in society.*" (NACS 2020:9).

To achieve this there needs to be a significant focus on public awareness and education about corruption ein all its facets, the promotion of constitutional values and   ethical leadership.
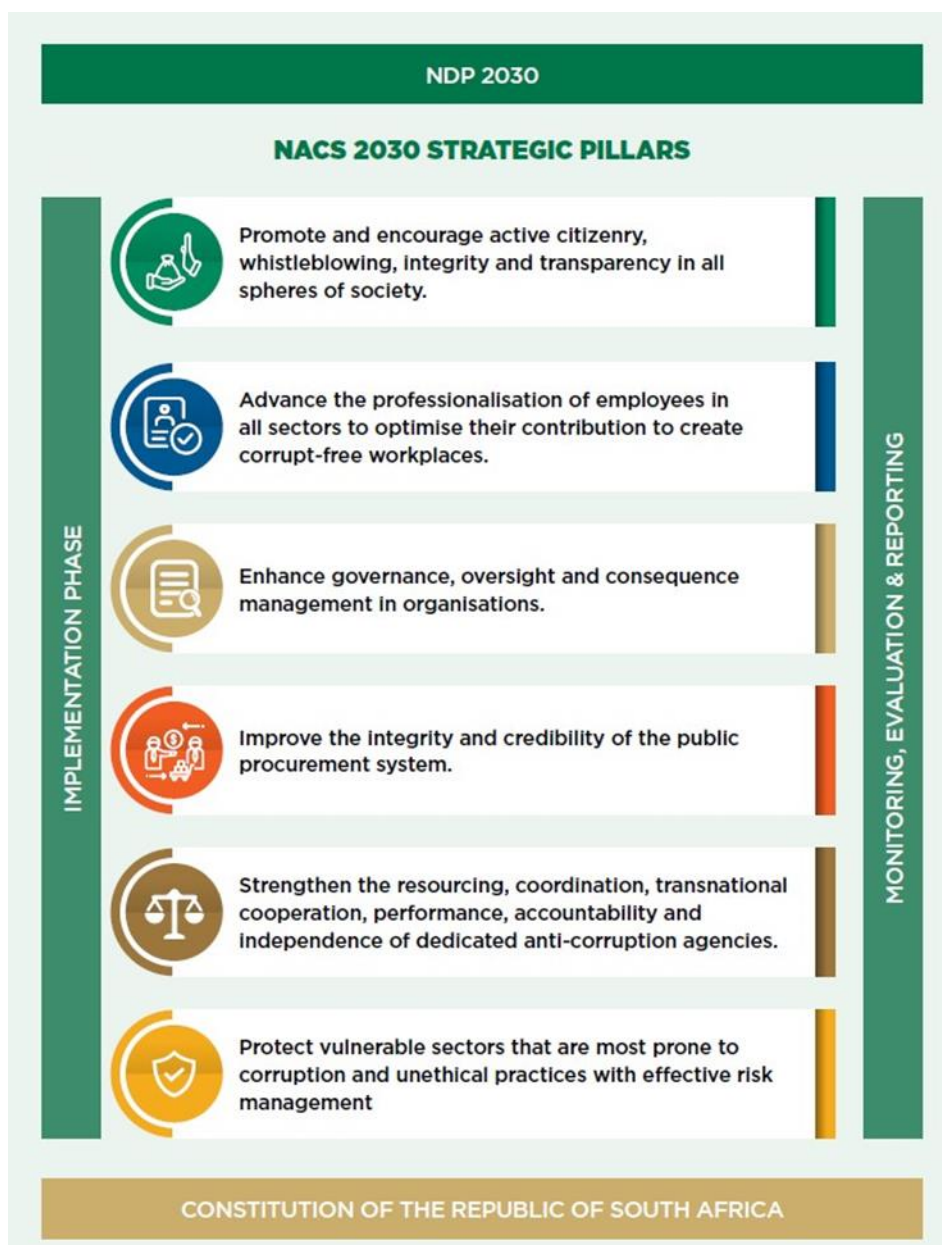
The   **"whole of society approach"** is a significant feature of the NACS. The strategy is the product of an extensive multi-stakeholder process involving leading expertise from government, civil society, labor, business, and academia. The NACS advocates both non-state and state actors to co-own, coordinate, and implement the interventions, monitor, and report on the strategy.

The NACS has seven (7) strategic objectives and its implementation was conceptualized around six (6) strategic pillars, which are to be actioned through twenty (20) proposed thematic programs (as reflected in NACS Annexure G).

1.3.2   The Pillars of the National Anti-Corruption Strategy 2020 – 2030

The NACS's implementation was conceptualized based on systems thinking, and broad programmes cluster proposed activities (to achieve the strategic objectives and to develop systemic resilience in line with the NDP 2030 around six strategic pillars.

Figure 1: Six Strategic Pillars of the National Anti-Corruption Strategy 2020-2030

NDP 2030

NACS 2030 STRATEGIC PILLARS

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

Advance the professionalisation of employees in all sectors to optimise their contribution to create corrupt-free workplaces.

Enhance governance, oversight and consequence management in organisations.

Improve the integrity and credibility of the public procurement system.

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

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

IMPLEMENTATION PHASE

MONITORING, EVALUATION & REPORTING

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Source: National Anti-Corruption Strategy 2020-2030

2. PART B: PROGRESS MADE IN THE IMPLEMENATION OF NACS

2.1 Role of the National Anti-Corruption Advisory Council

National Anti-Corruption Advisory Council (NACAC) responded to the State Capture Commission recommendations, through a broad consultative process with key national and international stakeholders and social partners, NACAC developed a proposal for the establishment of an independent anti-corruption entity, The new entity will work with existing law enforcement agencies to strengthen the detection, investigation, and prosecution of systemic corruption. The NACAC Mid-Term Report was acknowledged by the President. The Chair of the Council has presented the recommendations in its mid-term report to the SCC Steering Committee and JPCS DG Cluster. The Chair and Council members met with the Minister of Justice on 27 Feb 2025. NACAC has planned to conduct with governance structures (FOSAD and JPCS Ministers Cluster) through the ODG in the Department of Justice. Consultation also planned with critical stakeholders in line with the "whole of society" approach.

Furthermore, NACAC produced evidenced-based advisories to the President to strengthen procurement, mitigate risks of party-political funding, and implement reforms to whistleblower protection and support policies.

NACAC, in partnership with PSC, hosted International **Anti-Corruption Day** (9 Dec 20240) and **National Dialogue** (10 Dec 2024) with 500 participants- active state and non-state participation in both events. The stakeholders from different sectors made a critical assessment of the institutionalization of the NACS. Their key reflections were an important source of information for this review and informed the prioritization of intervention of NACS 2005- 2029.

2.2 Progress in Implementation of key targets in NACS by government institutions.

This section will highlight key milestones achieved and areas of improvement in the institutionalization of the NACS.

Pillar One - Promote and encourage active citizenry.
To strengthen the transparency and accountability of political parties in the context of the June 2024 national and provincial elections, NACAC developed and submitted an advisory to the President on political party funding and has had engagements with the IEC's unit responsible for administering the register of party funding as per the Act. The **Electoral Matters Amendment Act,** accented by the President, amends the Political Party Act to make it an offense – punishable with a fine, imprisonment, or both – where donations are made to gain political influence and favour. A multi-year and interdisciplinary research study, 'Tracking Social Norms and Behavior Change in South Africa: Measuring Attitudes to Corruption' by the HSRC will provide the baseline information to the monitoring and evaluation of the NACS Framework. NACAC and PSC hosted International Anti-Corruption Day and National Dialogue (9-10 Dec 2024) with 500 participants across different sectors reflecting on the progress made in the institutionalization of the NACS. The National Anti-Corruption Advisory Council (NACAC) and the Platform to Protect Whistleblowers in Africa (PPLAAF) hosted a conference to 0n 3-4 March 2025 to discuss the amendments to South Africa's whistleblower protection framework under the theme: Strengthening Whistleblower Protection Mechanisms In South Africa. The conference brought together key stakeholders, including legal experts, civil society leaders as well as public and private sector representatives.

Pillar 2 - Advance the professionalism of employees

Two key legislative reforms were introduced in parliament to give effect to the **to the framework** towards the Professionalisation of the Public Sector.

The Public Service Amendment Bill seeks to amend the Public Service Act, 1994, to provide for, among others, the devolution of administrative powers from executive authorities to heads of department, while strategic powers are required to reside with executive authorities. It also provides that the Director-General in the Presidency is to be the Head of the Public Administration. The Public Service Amendment Bill was submitted to Parliament on 31 March 2023 and has been processed through the National Assembly and is currently with the National Council of Provinces for further processing.

The Public Administration Management Amendment Bill provides for the transfer of employees between the public service and municipalities and between municipalities with consent to ensure the mobility of employees across the spheres of government where human resource deficiencies exist or where operational requirements necessitate. **DPSA issued a directive on revised criteria for the appointment of SMS**.

Draft Public Administration Management Regulations for the Central register was published for public comment in the Government Gazette of 24 January 2025. The Central Register will enable DPSA to track disciplinary cases across government spheres and public enterprise, to disqualify officials who have dismissed to reemployed in the public sector. In line with the Professionalization Framework for the Public Sector, the National School of Government has rolled out mandatory programmes to instil a culture of continuous learning and accountability. NSG flagship Nyukela programme, a pre-entry assessment for the appointment of senior managers, has almost at 100 percent compliance. Conference hosted by South African Association of Public Administration and Management (SAAPAM) 23 – 27 Sept 2024 focused on professionalization of public service.

Pillar 3 - Enhance ethical governance

President Cyril Maphosa signed the Companies Amendment Bill and the Second Amendment Bill (collectively, "Bills") into law on 26 July 2024. The Bills will facilitate the compliance of Corporate Boards and businesses to ethical governance standards. Implementation of the President's Response Plan is currently at 40 % of the 60 actions recorded as complete. Monitoring reports by NT to address the greylisting

by the Financial Action Task Force (FATF), indicated that the country has addressed 16 of the 22 action items in its Action Plan (FATF).

Pillar 4 – Improve the public procurement system

The Public Procurement Act was enacted on 23 July 2024. Section 15 provides for comprehensive procedures for the disbarment of bidders or suppliers who contravened a provision of this Act. To promote greater transparency, Beneficial ownership is created registered at CIPC. There had been joint initiatives by the State institutions to prevent and combat crime and corruption leveraging private sector capacity. The National Treasury commissioned a research report on designing a Governance Risk Assessment System (GRAS) for public procurement data systems. The National Treasury's has implemented an e-procurement system with key stakeholders emphasizing transparency, community oversight, and blacklisting corrupt suppliers. These measures aim to address irregular contracts, bid rigging, and inadequate contract management, fostering accountability and efficiency. The SOCs Memoranda of Incorporation were reviewed to prohibit board members and Ministers involvement in operational or procurement in SOEs.

Pillar 5 - Enhancing **Capacity and Independence of Anti-Corruption Agencies**

For the President's assent, several pieces of anti-corruption legislation were submitted to strengthen the anti- corruption architecture. NPA Amendment Act, establishing **the Independent Directorate Against Corruption** as a statutory body, empowered to undertake search and seizures and effect arrests; **General Intelligence Laws Amendment Bill -** proposes amendments to the National Strategic Intelligence Act, 1994 (Act 39 of 1994) - to address the weaknesses identified through Financial Action Task Force process, including measures to combat money laundering and terrorist financing. There is slow but steady progress in the prosecution of criminal referrals. The appointment of the National Director of Public Prosecutor and Commissioner of SARS followed rigorous and transparent processes.

Asset Forfeiture Unit and SIU report that R10.752 billion (ten billion, seven hundred and fifty-two million rand) has been recovered in state capture related cases. This has been achieved through forfeiture orders, confiscations and settlement payments reached through alternative dispute resolution mechanisms. In Feb 2024 SONA the total recovered

was reported as R8,6bn. A further R17,65 billion is currently subject to preservation or restraint orders pending the outcome of court processes.

In response to the recommendation of the State Capture Commission and the NACS, the National Anti-Corruption Advisory Council in its mid-term report recommended to the President to establish the Office of Public Integrity (OPI) as an independent Chapter 9 institution with constitutional protections. The OPI will address systemic corruption, conduct civil investigations, issue binding recommendations, and lead preventative measures through public education and institutional capacity-building.

Pillar 6 – Protect Vulnerable sectors against corruption
Public Procurement Act, which takes forward several recommendations of the State Capture Commission, to protect vulnerable sectors against future state capture. SIU drafted the Risk Management and Prevention Framework for consultation. SIU established risk management sector forums.

Based on the above assessment of the institutionalization, the following key areas for improvement in the next phase of the implementation of NACS will include the following actions -
 The amendment to the Public Disclosure Act to strengthen whistleblower protection and support has been slow and needs to be fast-tracked by the Doja. Proposed amendments include expanding the scope of the Protected Disclosures Act, criminalizing retaliation, and establishing independent bodies to manage disclosures and provide support. There is a need for more public awareness and education campaigns to destigmatize whistleblowing and foster a culture of integrity by both government institutions and non-state actors.

The multi-sector National Dialogue held on 9-10 Dec 2024 highlighted the need for integrating gender and youth perspectives and a more inclusive approach to addressing systemic inequalities and promoting ethical governance. Strategies include developing gender-sensitive anti-corruption policies, engaging youth through innovative tools such as social media, and empowering marginalized communities to participate in governance structures.

To strengthen a capable and ethical developmental state, there is a need for acceleration of the roll out of mandatory professionlsation courses like the ethics training programme by NSG in partnership with Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit, DPSA, there is a need to implement the Competency-based recruitment and to execute the reforms in performance management, in particular, disciplinary management by DPSA.

The National Treasury has to implement the public procurement reforms through regulations, technical guidance notes, and capacity building. The ethical governance of SOEs and vulnerable sectors needs to be strengthened.

The recommendation of NACAC has to be processed through the DOJ to the governance structures to Cabinet for considerations and recommendations. The key areas to strengthen the capability of anti-corruption agencies include: Agencies such as the Hawks, the National Prosecuting Authority (NPA), and the Special Investigating Unit (SI face significant resource and capacity challenges. Recommendations included increasing funding, improving forensic capabilities, and establishing a dedicated unit within the NPA to prosecute complex corruption cases. Inter-agency collaboration and enhanced coordination, guided by a streamlined case management system, is deemed essential for effective law enforcement.

There is a need for more targeted oversight of the most vulnerable at-risk sectors—including healthcare, education, and local government; and enhanced public involvement, improved mechanisms for service delivery improvement, and heightened accountability. As part of the preventative strategy, recently established sector forums by SIU should facilitate conducting risk assessment to identify and prioritise potential risks in vulnerable sectors and develop, implement, and monitor the mitigation plan.

2.3 Analysis of Departmental APPs

This section examines the alignment of national department annual performance plans 2024/25 with NACS outputs and indicators.

The figure below shows the extent of the nationalization of the NACS outputs and indicators   across national departments' 2024/25 annual performance plans.
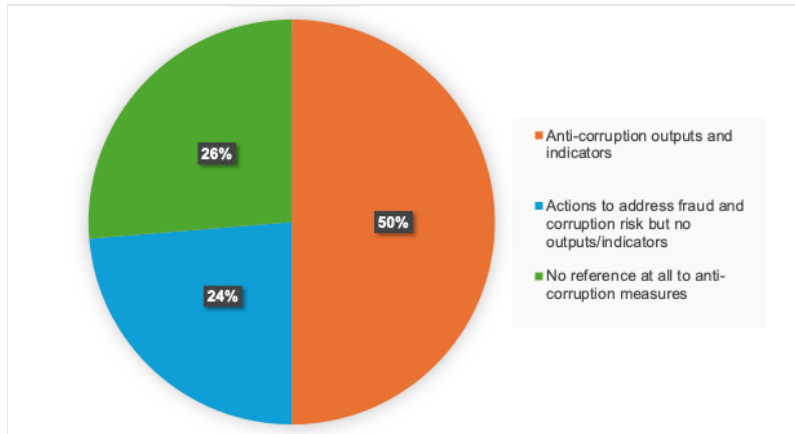
The analysis of the 38 APPS of National Departments showed that 19 APPs contained outputs and indicators on anti-corruption in line with NACS, 19 contained related fraud and anti-corruption measures in the risk mitigation but no clearly defined outputs and indicators related to NACS, and 10 Apps had no mention of anti-corruption measures. The analysis shows that the NACS has not been fully institutionalized with government departments.

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| • Basic Education
• Human Settlements
• SASSA | • Employment and Labour
• Mineral Resources and Energy
• Transport | • Civilian Secretariat of Police
• Correctional Services
• Defence
• Home Affairs
• IPID
• Justice (including NPA)
• Office of the Chief Justice
• SAPS (including DCPI)
• Special Investigations Unit | • DPME
• DPSA
• Public Service Commission
• The Presidency |

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Categories	Number of outputs
Awareness and education to prevent and combat corruption	6
Prevention of administrative corruption in public sector	15
Enforcement and consequence management	13
Monitoring and oversight	8

Departments/entities in the Justice Crime Prevention and Security Cluster (JCPS) and Governance, State Capacity and Institutional Development Cluster (GSCID) were more likely to have outputs and indicators on anti-corruption than departments in the other clusters. Departments in other clusters tend to have anti-corruption measures under Programme 1: Administration, as part of institutional governance and/or employment relations.

The review has shown that in the 2025/26 APP has DPME to ensure NACS targets are included in the Departments/entities in Justice Crime Prevention and Security Cluster (JCPS); and Governance, State Capacity and Institutional Development Cluster (GSCID); and NACS interventions to be mainstreamed in Porgramme 1 of all national and provincial departments Annual Performance Plans.

To strengthen the institutionalization of the NACS, the revised NACS implementation plan 2025 -2029 has been developed. In the section below the draft revised implementation plan 2025- 29 will be described.

3. PART C: DRAFT REVISED IMPLEMENTATION PLAN 2025- 2029 FOR THE NATIONAL ANTI-   CORRUPTION STRATEGY

The Draft Implementation of the Strategy prioritizes catalytic interventions that will contribute to significantly reduced levels of corruption and improved investor   and public confidence and trust in South Africa.

Annexure 1 provides a detailed revised NACS implementation plan.

The revised NACS implementation plan prioritizes the following outcomes -

- Promote and encourage active citizenry to act with integrity and transparency and blow the whistle on corrupt practices;
- Advance the professionalism of employees in all sectors to optimize their contribution to create a corruption-free workplace
- Enhance ethical governance, oversight, and consequence management
- Improve the integrity and credibility of the public procurement system;
- Strengthen capability and inter-agency coordination of anti-corruption agencies to investigate and prosecute corruption-related cases.
- Protect vulnerable sectors most prone to corruption with effective risk management through functional sector forums.

4. PART D: DRAFT MONITORING AND REPORTING FRAMEWORK ANTI-CORRUPTION STRATEGY 2020 -2030

The Draft Monitoring and Reporting Framework of the implementation of the Strategy is intended to track progress against key output and outcome targets. Annexure 2 provides a detailed revised NACS monitoring and reporting framework.
 A summary of the key outcome indicators to guide the tracking of the effectiveness and impact of the revised implementation plan is described below.

- Percentage change in attitudes/ values and norms related to ethics, integrity, and transparency to encourage whistle-blowing disaggregated into different sectors and gender (Source of data – surveys by research institutes – e.g., HSRC);
- Percentage increase in compliance by employees to ethical and professional standards in line with the Constitutional values in Chapter 9 and Professionalization Framework for the Public Service (Source of data – DPSA Annual Report);
- Percentage increase in clean audits in government institutions (Source of data – AG annual audit reports);

- Percentage increase in transparency in public procurement to improve integrity and credibility (Source of data – Procurement Transparency Index);
- Percentage increase in investigation, prosecution of corruption-related cases, and total amount of asset recovery (Source of data- DOJCD Annual Reports);
- Percentage reduction in corruption-related incidents in Identified vulnerable sectors (Source of data – AG annual reports and SIU reports).

5. PART E: RECOMMENDATIONS AND CONCLUDING REMARKS

To strengthen the institutionalizing of the NACS,   the following recommendations are made -

5.1 Recommendations

1. The Presidency to strengthen oversight and accountability of respective HoDs responsible for the implementation of the NACS through its governance mechanism – State Capture Steering Committee, FOSAD, GISCD and JPCS Clusters.
2. DPME, DPSA and DoJ (SIU) to improve coordination and collaboration of implementation of NACS by government and non-state partners. Key national departments and institutions to take ownership of implementing key interventions.
3. DPME to ensure NACS targets are included in the 2025/26 APPs of Departments/entities responsible for the implementation of the Strategy: Justice and Correctional Services; Police; Finance; Cooperative Governance and Traditional Affairs; and Public Service and Administration.
4. DPME to strengthen monitoring and reporting by state and non-state actors bi-annually on the progress made in institutionalizing the NACS through the GISCD to Cabinet.
5. GCIS to improve communication on government fight against corruption.

5.2 CONCLUDING REMARKS

The overall assessment, despite a well-designed strategy, the efforts by government institutions and social partners in the communication, institutionalization, and implementation as a "whole of society approach" have not been effective in preventing and combatting corruption. Public confidence in the state's ability to deal with corruption is relatively low. To strengthen the institutionalizing of the NACS, the report provided for the review and draft NACS implementation plan (2025 -29) with a revised monitoring and reporting framework. The next step will be to convene key stakeholders to discuss the implementation arrangements, the meeting will be convened and facilitated by the NACS M&E expert at the Department of Planning, Monitoring and Evaluation (DPME), who also serves as the Head of the NACAC Secretariat.

This report was compiled by:

Dr Victor Naidu
Chief Director: Anti-Corruption Programme M&E
Date: 31 March 2025

1: DRAFT IMPLEMENTATION PLAN 2025- 2029 FOR THE NATIONAL ANTI-CORRUPTION STRATEGY

1.   STRATEGIC PILLAR ONE: CITIZEN PARTICIPATION
   Focus: Promote and encourage active citizenry, whistleblowing, integrity , and transparency in all of society:

Public awareness and education to prevent and combat corruption

1.1   Promotion of **values reorientation education in the schooling system and civil society** to inculcate constitutional values, ethics and integrity; and increase awareness on how to prevent and combat corruption -   DoE; non-state actors.

1.2   **Awareness and training** of government officials and the whole of society on **whistleblower protection and support** to encourage people to willingly report corruption – State - PSC/ DPSA and   NSG; Non-state actors PPLAAF.

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 -   PSC/DPSA and non-state partners.

1.4 Enhance **communication of anti-corruption** messages to all sectors -   GCIS and media.

Prevention of administrative corruption

15. Drafting **legislation and regulations on whistleblower protection and support** in South Africa.   Lead department -   DoJ and DPME.

1.6 **Departmental Directive on protection and support whistleblowing** to guide departments and encourage officials to report suspected corrupt activities and unethical behavior to the employer - DPSA.

1.7 **Review the Public Access to Information Act** and strengthen oversight to improve compliance with PAIA – Lead departments - PSC/DPSA/ OTPs.

Enforcement and consequence management

1.8 Enforcement of prosecution and conviction of persons for any criminal offence against whistleblowers.

1.9 Monitor and report on the implementation of the 60 actions of the State Capture Commission to promote transparency and accountability – Presidency/ DoJ.

2. STRATEGIC PILLAR TWO: PROFESSIONAL CONDUCT

Focus: Advance the professionalization of employees in all sectors to optimize their contribution to create corruption-free workplaces

Public awareness and education to prevent and combat corruption

2.1 Programme to create **awareness for public and private sectors to embrace a values-based work ethos and adherence to ethical principles** - DPSA and departments; non-   state partner Ethics Institute.

Prevention of administrative corruption

2.2 Implementation and Monitoring of "A National Framework Towards the Professionalization of the Public Sector" - DPSA/ DPME.

2.3 Institutionalization of the Ethics Officer function within departments - DPSA.

2.4 Compliance to financial declarations and lifestyle audits of all executives, SMS - PSC/   DPSA.

Enforcement and consequence management

2.5 Enforce discipline management in the Public Sector- PSC/   DPSA.   Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit   (PA-EID-TAU)

3. STRATEGIC PILLAR THREE: ETHICAL GOVERNANCE

Focus: Enhance governance, oversight, and consequence management in organizations.

Public awareness and education to prevent and combat corruption

3.1 Training of executive leadership in ethics and integrity management – NSG; Ethics Institute.

3.2 Public dialogues on the role of stakeholders in the promotion of integrity, ethics, and accountability in challenging environments like labor and traditional leadership   (PSC/ Unions/Traditional Leaders)

Prevention of administrative corruption

3.3 Monitor organizational compliance with measures to ensure good governance DPME/ DPSA.

3.4 Monitor the implementation of recommended actions by the Auditor-General in three spheres of government to address identified material irregularities to enhance ethical governance and accountability in line with the Public Audit Amendment Act (2018)1 - AG/NT/   DPME. DCOG.

Enforcement and consequence management

3.5 Case resolution in the public sector of alleged corruption,   maladministration, and wrongdoing, in compliance with the relevant organizational/labor relations policies and procedures and the applicable law -   PSC and DPSA/ SIU.

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 - PSA/DPSA.

4. STRATEGIC PILLAR FOUR: CREDIBLE, TRANSPARENT PROCUREMENT SYSTEM

Focus: Improve the integrity and credibility of the public procurement system.

Public awareness and education to prevent and combat corruption

4.1 Professional development interventions of officials involved in procurement – NT/NSG.

Prevention of administrative corruption

4.2 Implementation of the Public Procurement Act and regulations to prevent and combat procurement fraud - NT.

4.3 Monitoring and reporting of the public procurement regulations. - NT

Enforcement and consequence management

4.4 Investigations and prosecution of anyone for misconduct and engaged in procurement-related criminal practices – DPSA, SAPS, SIU.

4.5 Creation and implementation of the Central Register, which aims at debarment of bidders and   suppliers found to have engaged in corrupt practices – NT

5. STRATEGIC PILLAR FIVE: STRONG ANTI-CORRUPTION AGENCIES

Focus: Strengthen the resourcing, coordination, transnational cooperation, performance, accountability, and independence of dedicated anti-corruption agencies.

Public awareness and education to prevent and combat corruption

5.1 Continuous professional development of officials in the anti-corruption law-law-enforcement law-enforcement agencies and judiciary – DoJ and NSG.

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 – DoJ.

Prevention of administrative corruption in the public sector

5.3 Research on the strengthening of law enforcement and anti-corruption agencies, their investigative and prosecutorial capability, performance, and independence to inform legislative reforms   - NACAC.

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 – DoJ/ NACAC.

5.5 Strengthen Coordination Mechanisms of Law Enforcement Agencies - Presidency, NACAC, and DoJ

Enforcement and consequence management

5.6 Accelerate enforcement to increase the number of prosecutions, convictions of corruption cases - DOJ

5.7 Increased asset recoveries related to corruption in the public and private sectors - DoJ, NPA, SIU, SAPS,   and SARS

6. STRATEGIC PILLAR SIX: PROTECTION OF VULNERABLE SECTORS

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

Public awareness and education to prevent and combat corruption

6.1 Training of Board of Directors and executive leadership in vulnerable sectors (in particular State-Owned Entities, and Municipal Councils) - in good governance -   ethics and integrity management –   Presidency/NSG/ SALGA.

Prevention of administrative corruption in the public sector

6.2 Establish sector risk management committees and implement risk management plans of vulnerable sectors – SIU/ DCOG/ NT.

6.3 Monitoring and reporting the implementation of the anti-corruption interventions in vulnerable sectors – PSC, Presidency, NT, DPME, and   DCOG.

Enforcement and consequence management

6.4 Enforcement of discipline management of corrupt of   officials in vulnerable sectors. – PSC and DPSA.

6.5 Enforcement to increase the number of prosecutions, convictions, and asset recoveries related to corruption in the vulnerable sectors in both public and private sectors – DOJ, NPA, SIU, SAPS, and SARS.

Annexure 2 DRAFT MONITORING AND REPORTING FRAMEWORK ANTI-CORRUPTION STRATEGY 2020 -2030

This section will discuss the Draft Monitoring and Evaluation Framework of the NACS in line with the Medium-Term Development Plan 2024 -2029**.**

1.   STRATEGIC PILLAR ONE: CITIZEN PARTICIPATION

1. 1   PROPOSED INTERVENTIONS AND INDICATORS TO PROMOTE AND ENCOURAGE ACTIVE CITIZENRY, WHISTLEBLOWING, INTEGRITY, AND TRANSPARENCY IN ALL OF SOCIETY.

MTDP 2025 -29 OUTCOME 1: PROMOTE AND   ENCOURAGE ACTIVE CITIZENRY TO ACT WITH INTEGRITY AND   TRANSPARENCY AND BLOW THE WHISTLE ON CORRUPT PRACTICES.

MTDP 2025-29 OUTCOME INDICATOR 1 -

Percentage **change** in attitudes/ values and norms related to ethics, integrity, and transparency to encourage whistle-blowing disaggregated into different sectors and gender (Source of data – surveys by research institutes – e.g., HSRC).

Public awareness and education to prevent and combat corruption

1.1.1 **Promotion of values-reorientation programs by different sectors to inculcate ethical values and integrity to prevent and combat corruption - Lead department:** Department of Education/ Lead sectors

Outcome indicator: Percentage change in attitudes/ values and norms related to ethical values and integrity disaggregated into different sectors – schooling sector, civil society-based organizations, business. (Measured through HSRC surveys that capture the change in attitudes/ values and norms related to ethics and integrity).

Output indicator: Number of sectors implementing anti-corruption programs to inculcate ethical values and integrity.

1.1.2 Whistleblower **protection and support training to government officials and citizens to encourage people to report corruption —**PSC/ DPSA and NSG.

Outcome indicator: Percentage of whistle-blowing reports on observed corrupt conduct and practices disaggregated into public officials and citizens reporting corruption. (Measured through whistleblowing Hotline data hosted by the Public Service Commission.)

Output indicator: Number of government officials and citizens trained on whistle-blower policies and procedures. (Measured through annual data from DPSA and NSG training register, NGO training registers).

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1.1.3 **Promotion of awareness to prevent and combat corruption in all sectors of society through public dialogues and International Anti-Corruption Day -** NACAC and PSC.

Outcome indicator: Percentage increase in public awareness of anti-corruption efforts (measured through participant perception feedback data).

Output indicators: Number of participants attending public dialogues and annual anti- corruption day events (measured through attendance registers).

1.1.4 **Enhance communication of anti-corruption messages to all sectors - GCIS.**

Outcome indicator: Percentage increase in public awareness of corruption-related messages (measured through annual surveys by GCIS).

Output Indicator: Periodic reports on the number of anti-corruption messages by GCIS.

Prevention of administrative corruption in the public sector

1.1.5 **Reviewing of legislation and drafting of regulations on whistleblower protection and support in   South Africa -   Lead department - DPSA.**

Outcome indicator – Increase in the number of whistle-blowers using legal protections to report corruption cases (measured through reports from anti-corruption agencies and whistle-blower protection units).

Output indicator - Amendments to the Protected Disclosures Act and regulations to strengthen whistle-blower protection and support approved by Parliament**.**

1.1.6 Review **the Public Access to Information Act and strengthen oversight to improve compliance with PAIA** – Lead departments - PSC/DPSA/ OTPs.

Outcome indicator - Percentage increase by departments' compliance with PAIA requests (measured through data from PSA)

Output indicator - Review of Public Access of Information Act passed by Parliament. (Measured through DPSA reports)

Enforcement and consequence management

1.1.7   Enforcement of prosecution and conviction of persons for any criminal offence against whistleblowers.

Outcome indicator – Percentage increase in prosecution and conviction of persons for any criminal offence against whistleblowers.

Output indicator – Number of prosecutions and convictions of persons for any criminal offence against whistleblowers year to year.

1.1.8 **Monitor and report on the implementation of the 60 actions of the State Capture   Commission to promote transparency and accountability** – Presidency/ DPME/DoJ.

Outcome indicator – Percentage increase in public confidence in government anti-corruption measures related to the implementation of recommendations of the State Capture   Commission (measured through perception surveys).

Output indicator – Number of the 60 actions implemented by government departments and agencies (measured bi-annually by the Presidency).

2.   STRATEGIC PILLAR TWO: PROFESSIONAL CONDUCT

1   PROPOSED INTERVENTIONS AND INDICATORS TO ADVANCE PROFESSIONALISATION OF EMPLOYEES IN ALL SECTORS

MTDP 2024 -2029 OUTCOME 2 – ADVANCE PROFESSIONALISM OF EMPLOYEES IN ALL SECTORS TO OPTIMISE THEIR CONTRIBUTION TO CREATE A CORRUPT-FREE WORKPLACE.

MTDP 2024 -2029 OUTCOME INDICATOR 2- :
PERCENTAGE INCREASE IN COMPLIANCE BY EMPLOYEES TO ETHICAL AND PROFESSIONAL STANDARDS   IN TERMS CONSTITUTIONAL VALUES IN CHAPTER 9 AND NATIONAL   PROFESSIONALISATION FRAMEWORK   FOR THE PUBLIC SERVICE (Source of data - DPSA employee annual survey).

Public awareness and education to prevent and combat corruption

2.1.1 **Programme to create awareness among public servants to embrace a value-based work ethos and adhere to Batho Pele principles in the Public Service—DPSA   and departments.**

Outcome indicator: Percentage increase in adherence to Batho Pele principles that promote values-based work ethos (Source of data - DPSA annual departmental survey).

Output indicator: Number of public servants trained in Batho Pele principles and ethics in their respective departments (Source of data - annual training data by   DPSA/NSG).

Prevention of administrative corruption in the public sector

2.1.2 **Implementation and Monitoring of "A National Framework Towards the Professionalization of the Public Sector" - DPSA/ DPME.**

Outcome indicator: Percentage increase in satisfaction levels by employees in implementing the pillars of the professionalization framework by their department (source of data - DPSA employee annual satisfaction survey).

Output indicator: Bi-annual monitoring reports on the implementation of the pillars of the professionalization framework by departments (source of data – DPME Bi-Annual Monitoring of MTDP reports).

2.1.3 **Institutionalization of the Ethics   Officer function within departments** - DPSA.

Outcome indicator: Percentage of departments with fully operational Ethics Committee (source of data - DPSA annual surveys).

Output indicator Directive will be issued on the institutionalization of ethics officer function in the public service by March 2026. (DPSA Bi-Annual MTDP progress reports).

2.1.4 **Compliance to financial declarations and lifestyle audits of all public servants**

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PSC/ DPSA.

Outcome indicator – Percentage of investigations into public officials based on detection of inconsistencies or unethical financial behaviour (source of data – PSC reports.

Output indicator – Number of public servants complying with submission of financial declarations and lifestyle audits (source of data – PSC/ DPSA   compliance reports).

Enforcement and consequence management

2.1.5 **Enforcement of discipline management in the Public Sector- (**Source of data - PSC/ DPSA.   Public Administration Ethics, Integrity and   Disciplinary Technical Assistance Unit   (PA-   EID-TAU)

Outcome indicator - Percentage of disciplinary cases resolved within prescribed timeframes with appropriate sanctions or dismissals (source of data – PSC/DPSA annual disciplinary management reports).

Output indicator - Number of disciplinary cases processed and concluded using the strengthened discipline management framework. (PSC/ DPSA annual disciplinary management reports)

3. STRATEGIC PILLAR THREE: ETHICAL GOVERNANCE

3.1 PROPOSED INTERVENTIONS AND INDICATORS TO ENHANCE ETHICAL GOVERNANCE, OVERSIGHT, AND CONSEQUENCE MANAGEMENT IN ORGANISATIONS

MTDP 2024- 29 OUTCOME –

ENHANCE ETHICAL GOVERNANCE, OVERSIGHT , AND CONSEQUENCE MANAGEMENT

MTDP 2024 -29 OUTCOME INDICATOR –

PERCENTAGE INCREASE IN CLEAN AUDITS IN GOVERNMENT INSTITUTIONS THAT DEMONSTRATES ETHICAL GOVERNANCE AND OVERSIGHT (Source of data - Auditor-General annual audit report).

Public awareness and education to prevent and combat corruption

3.1.1 **Training of executive leadership in ethics and integrity management** – NSG.
Outcome indicator – Percentage increase in clean financial audit statements by Auditor-General demonstrating ethical and integrity management of institutions (source of data – Annual Auditor-General report).

Output indicator - Number of Directors-General and Deputy Directors General in the public sector trained in ethics and integrity management (source of data – NSG training data).

3.1.2 **Public dialogues on the role of stakeholders in the promotion of integrity, ethics, and accountability.** (NACAC/PSC).

Outcome indicator - Percentage of stakeholders implementing ethical practices with their organizations (source of data - follow-up surveys).

Output indicator - Number of stakeholders participating in public dialogues on ethics and accountability (source of data – attendance registers).

Prevention of administrative corruption in the public sector

3.1.3 **Monitor organizational compliance with measures to ensure good governance and support the promotion of ethics and ethical behavior in all government institutions - PSS/ DPSA.**

Outcome indicator- Percentage of government institutions complying with good governance and ethical standards (source of data – PSC annual compliance reports).

Output indicator – Number of government institutions implementing good governance and ethical standards (source of data- PSC annual compliance reports).

3.1.4 **Develop and monitor the recommended actions by the Auditor-General in three spheres of government to address identified material irregularities to enhance accountability and compliance with the Public Audit   Amendment Act (2018)1 - AG/NT/   DPME. DCOG.**

Outcome indicator – Percentage reduction in material irregularities by government institutions (source of data – Annual Auditor- General Report).

Output indicator – Monitoring reports on the implementation of recommended actions by the Aud   itor-General in three spheres of government to address identified material irregularities (source of data – Bi-annual reports by DPME and DCOG).

Enforcement and consequence management

3.1.5 **Case resolution in the public sector of alleged corruption, maladministration, and wrongdoing by PSC.**

Outcome indicator- Percentage of non-criminal investigations initiated and concluded in compliance with organizational policies and labour laws (PSC annual reports)

Output indicator – Number of non-criminal investigations initiated and concluded by departments in compliance with organizational policies and labour laws (departmental and PSC case management reports)

3.1.6 **Implement the Central Register, which aims to prevent officials dismissed from one sphere of government from finding employment in another sphere, unless rehabil\itated - PSA/DPSA.**

Outcome indicator – Percentage reduction in re-employment of dismissed officials in other government spheres (source of data - PSA Central Register)

Output indicator - Number of government institutions using the Central Register during recruitment processes (source of data PSA Central Register

4. **STRATEGIC PILLAR FOUR: CREDIBLE, TRANSPARENT PROCUREMENT SYSTEM**

4.1 PROPOSED INTERVENTIONS AND INDICATORS TO IMPROVE THE INTEGRITY AND CREDIBILITY OF THE PUBLIC PROCUREMENT SYSTEM.

MTDP 2024 – 2029 OUTCOME 3 –
IMPROVE THE INTEGRITY AND CREDIBILITY OF THE PUBLIC PROCUREMENT SYSTEM.

MTDP 2024 – 2029 OUTCOME INDICATOR 3 -
INCREASED TRANSPARENCY IN PUBLIC PROCUREMENT TO IMPROVE INTEGRITY AND CREDIBILITY (Source of data - Procurement Transparency Index)

Public awareness and education to prevent and combat corruption

4.1.1 **Procurement Office to ensure professional development and training of officials involved in procurement** – NT/NSG.

Outcome indicator – Rate of compliance with procurement regulations by trained procurement officials (annual survey of compliance report by NT).

Output indicator - Number of procurement officials trained through professional development programmes (source of data – NSG training registers and NSG annual training report)

Prevention of administrative corruption in the public sector

4.1.2 Implementation **of the Public Procurement Act and regulations** to **prevent and combat procurement fraud** - NT.

Outcome indicator - Increase **in transparency score for public procurement (source   of data - Procurement Transparency Index):**

Output indicators – Monitoring reports on the implementation of the **Public Procurement Act and regulations** to **prevent and combat procurement fraud** (source of data –   DPME Bi-annual Report on MTDP)   4

Enforcement and consequence management

4.1.3 Investigations **and prosecution of anyone for misconduct and engaged in procurement-related criminal practices – DPSA, SAPS, SIU**.

Outcome indicator - Percentage of procurement-related investigations concluded with appropriate sanctions (source of data - SIU annual reports).

Output indicator - Number of procurement-related investigations initiated annually by the Public Procurement Office or other designated bodies (source of data – SIU annual reports)

4.1.4 **Creation of the Central Register, which aims at debarment of bidders and suppliers found to have engaged in corrupt practices** – NT

Outcome indicator - Percentage reduction in procurement contracts awarded to debarred bidders and suppliers listed on the Central Register (source of data- NT procurement records)

Output indicator - Number of debarment of bidders and suppliers detected and listed on the Central Register (data source – Central Register

5. STRATEGIC PILLAR FIVE: STRONG ANTI-CORRUPTION AGENCIES

5.1 PROPOSED INTERVENTIONS AND INDICATORS TO STRENGTHEN THE ANTI-CORRUPTION AGENCIES

MTDP 2024 -29 OUTCOME –
STRENGTHEN RESOURCING, COORDINATION, TRANSNATIONAL COOPERATION, PERFORMANCE, AND INDEPENDENCE OF   ANTI-CORRUPTION AGENCIES.

MTPD 2024 -29 OUTCOME INDICATOR –
PERCENTAGE   INCREASE   IN   INVESTIGATION,   PROSECUTION   OF CORRUPTION-RELATED   CASES   AND   ASSET   RECOVERY   THROUGH STRENGTHENED LAW   ENFORCEMENT   AND   ANTI-CORRUPTION INSTITUTIONS, AND INTER-AGENCY   COORDINATION   AND COLLABORATION. (Annual Report from DOJCD).

Public awareness and education to prevent and combat corruption

5.1.1 Continuous professional development of officials in the anti-corruption law-law-enforcement law-enforcement agencies and judiciary – Doja and NSG.
Outcome indicator – Percentage improvement in the performance of officials trained (annual survey conducted by DPSA/DoJCD).

Output indicator - Number of officials trained in specific areas such as forensic investigation, prosecution, and asset recovery (source of data – NSG training report/ Justice College training report)

Prevention of administrative corruption in the public sector

5.1.2 Research **on the strengthening of law enforcement and anti-corruption agencies,   their investigative and prosecutorial capability, performance, and independence to inform legislative reforms**   - NACAC.

Outcome indicator – Percentage improvement in investigative and prosecutorial capabilities of law enforcement agencies through implementation of the recommendations (annual survey by DOJ/CD).

Output indicator - Research report with key findings and recommendations on the capabilities of law enforcement agencies (source of data – NACAC report).

5.1.3 Establish **an Anti-Corruption Agency as a Chapter 9 institution to combat and prevent systemic corruption as revealed by the State Capture Commission** – NACAC.

Outcome indicator - Parliament approved legislation establishing an Anti–Corruption Agency as a Chapter 9 institution to combat and prevent systemic corruption.

Output indicator - Drafting of legislation with a funding model for the establishment of an Anti-Corruption   Agency as a Chapter 9 institution to combat and prevent systemic corruption.

5.1.4 **Strengthen coordination mechanisms of Law Enforcement Agencies** - Presidency,   NACAC, and DoJ

Outcome indicator – The percentage increase in investigations and prosecutions of corruption-related cases through inter-agency collaborations.

Output indicator - Monitoring report on coordination mechanisms for joint operations by anti-   corruption agencies to prevent and combat corruption (source of data – annual report by DoJ/Presidency)

Enforcement and consequence management

5.1.5 Accelerate enforcement to increase the number of prosecutions, convictions, and asset recoveries related to corruption in the public and private sectors - DoJ, NPA, SIU, SAPS, and SARS.

Outcome indicator - Percentage increase in corruption-related prosecutions and amount of asset recoveries. (Source of data – NPA annual report).

Output indicator - Number of corruption cases prosecuted by the NPA and amount of assets recovered (source of data   – NPA annual report).

6.   STRATEGIC PILLAR SIX: PROTECTION OF VULNERABLE SECTORS

6.1   PROPOSED INTERVENTIONS AND INDICATORS TO PROTECT VULNERABLE SECTORS MOST PRONE TO CORRUPTION WITH EFFECTIVE RISK MANAGEMENT

MTDP 2024 – 29 OUTCOME –
PROTECT   VULNERABLE SECTORS MOST PRONE TO CORRUPTION WITH EFFECTIVE RISK MANAGEMENT

MTDP 2024 – 29 OUTCOME INDICATOR –
PERCENTAGE REDUCTION IN CORRUPTION-RELATED INCIDENTS IN IDENTIFIED VULNERABLE SECTORS (Source of data – Auditor   General   annual   audit reports and   SIU sector forum periodic reports).

Public awareness and education to prevent and combat corruption
6.1.1 Training of Board of Directors and executive leadership in vulnerable sectors ethics and integrity management
Outcome indicator - Percentage increased in adherence to ethical and integrity management standards by the Board of Directors and executives in vulnerable sectors (source of data – annual survey Professional Bodies for Board of Directors).

Output indicator - Number of Board members and executives trained on ethics and integrity management standards (source of data – training reports of NSG and   Executive Management Training Institutions).

Prevention of administrative corruption

6.1.2 Establish sector risk management committees and **implement risk assessment and mitigation plan in vulnerable sectors through   sector forums** – SIU.

Outcome indicator - Percentage reduction in corruption-related incidents in identified vulnerable sectors (source of data – Auditor General reports and SIU sector f   forum reports).

Output indicator – Number of vulnerable sectors forums established and number of targets achieved in the risk management plan.

6.1.3 M**onitoring and reporting of the implementation of the   anti-   corruption interventions in vulnerable sectors** – PSC, Presidency, NT,   DPME,   and DCOG.

Outcome indicator - Percentage reduction of corrupt practices in vulnerable sectors (source of data – Auditor-General annual reports).

Output indicator – Number of monitoring and evaluation reports on the implementation of the anti-corruption interventions in vulnerable sectors – (DPME Bi-annual MTDP reports   and DPME evaluation reports)

Enforcement and consequence management

6.1.4 Enforcement **to increase the number of prosecutions, convictions, and recoveries related to corruption in the vulnerable sectors in both public and private sectors**   – DOJ, NPA, SIU, SAPS, and SARS.

Outcome indicator - Percentage increase in corruption-related prosecutions in identified vulnerable sectors and total amount of recoveries (source of data - SIU and   NPA annual reports).

Output indicator – Number of corruption cases in vulnerable sectors prosecuted and number of recoveries   per year (source of data - SIU and NPA annual reports)

The table below is a summary of the prioritization of outcomes and indicators from the NACS to guide the MTDP 2024- 29.

Table 1 -Summary of prioritization of outcomes and indicators from the NACS to guide the MTDP 2024- 29

Pillar of NACS 2020 -2030	MTDP 2025 – 29 Outcome	MTDP 2025 -29 Outcome indicator
Pillar 1 – Promote Active Citizenry	Outcome 1 Promote and encourage active citizenry to act with integrity and transparency and blow the whistle on corrupt practices**.**	Outcome indicator 1 Percentage change in attitudes/ values and norms related to ethics, integrity, and transparency to encourage whistle-blowing disaggregated into different sectors and gender (Source of data – surveys by research institutes – e.g., HSRC).
Pillar 2 - Professional Conduct	Outcome 2 Advance professionalism of employees in all sectors to optimize their contribution to create a corruption-free workplace.	Outcome indicator 2 Percentage increase in compliance by employees to ethical and professional standards in line with the Constitutional values in Chapter 9, and Professionalisation Framework for the Public Service (Source of data – DPSA Annual Report)
Pillar 3 - Ethical Governance	Outcome 3 Enhance ethical governance, oversight, and consequence management	Outcome indicator 3 Percentage increase in clean audits in government

		institutions (Source of data – AG annual audit reports).
Pillar 4 - Credible and transparent public procurement system	Outcome 4 Improve the integrity and credibility of the public procurement system.	Outcome indicator 4 Percentage increase in transparency in public procurement to improve integrity and credibility (Source of data – Procurement Transparency Index).
Pillar 5 – Strong anti-corruption agencies	Outcome 5 Strengthen capability and inter-agency coordination of anti-corruption agencies to investigate and prosecute corruption-related cases.	Outcome indicator 5 Percentage increase in investigation, prosecution of corruption-related cases, and total amount of asset recovery (Source of data- DOJCD Annual Reports)
Pillar 6 – Protection of vulnerable sectors	Outcome 6 Protect vulnerable sectors most prone to corruption with effective risk management through functional sector forums.	Outcome indicator 6 Percentage reduction in corruption-related incidents in Identified vulnerable sectors (Source of data – AG annual reports and SIU reports).