

FOREWORD

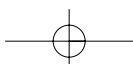
The Proposal and Implementation Plan for a Government-Wide Monitoring and Evaluation System: A publication for Programme Managers is the first comprehensive initiative monitoring and evaluation guideline after the cabinet of the Republic of South Africa approved a process to plan a monitoring and evaluation (M&E) system for use across government in 2004.

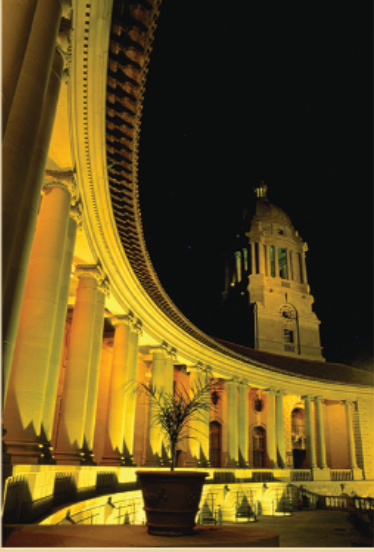
The purpose of this publication is to contribute to improved governance and enhance the effectiveness of public sector organisations and institutions in South Africa. It was written to support the improvement of the collection and collation, analysis, dissemination and application of information on the progress and impact of programmes in order to ensure transparency and accountability and to promote service delivery improvement and compliance with statutory and other requirements, as well as a learning culture in the public sector.

The proposal aims specifically to:

- focus on the essential elements of results-oriented monitoring and evaluation that respond to the requirements of government's programmes, policies and projects for decision-making, accountability and learning
- strengthen the role of the monitoring function within the three spheres of government
- present a more integrated approach to monitoring and evaluation functions in government
- introduce simplified, streamlined and harmonised procedures in line with government's results-oriented framework for monitoring and evaluation combined with practical guidance for the development of selected instruments
- provide guidance on the assessment of results within a clearly defined framework or context of government programme of action and its priorities
- create greater attention to monitoring than in the past, to stress that both monitoring and evaluation are important management functions aimed at ensuring the quality of interventions and supporting decision-making, accountability, learning and capacity development.

This publication is therefore intended for various levels of management within government, senior management, and technical, programme and project managers. It is divided into two parts: Part One presents the conceptual and operational framework for monitoring and evaluation and implementation plan, while Part Two offers indicators for monitoring and evaluating programmes and projects at a macro level.





The process of developing this proposal and implementation plan, as well as development indicators, coordinated by the Presidency, has been a collaborative effort by many people and we would like to acknowledge their contributions.

Constructive insights from colleagues in Policy Coordination and Advisory Services (PCAS) were especially helpful throughout the process. Our thanks also go to the Office of the DG-DPSA, the M&E task team, GCIS for rigorous editorial and publication designs, as well as Stats SA for refining and reviewing the indicators in detail and providing useful comments and suggestions.

I trust that this publication will be a useful tool to those of you responsible for the management of monitoring actions and the effective conduct of evaluation exercises

Rev F Chikane
Director-General
The Presidency

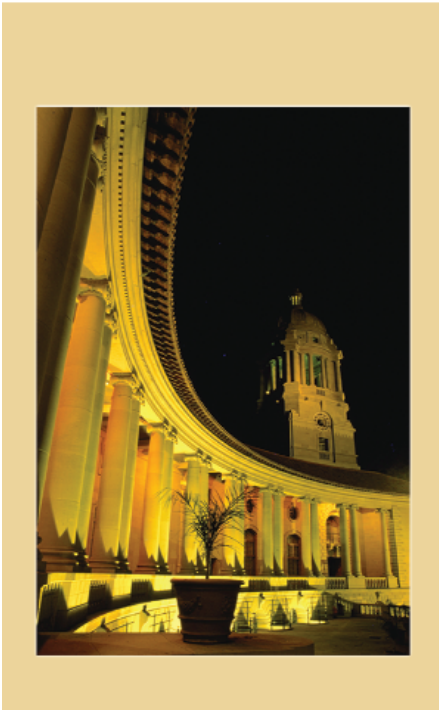
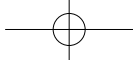


TABLE OF CONTENTS

1. INTRODUCTION TO THE GOVERNMENT-WIDE MONITORING AND EVALUATION SYSTEM

- Definition of monitoring and evaluation
- Background and rationale
- Lessons from international experience
- The quality of existing government monitoring and evaluation systems
- Other national information systems

2. SYSTEM USERS AND THEIR NEEDS

- Meeting the needs of diverse users
- The Presidency and Premiers' Offices
- Centre of Government
- Decision-makers in public-service organisations and local authorities
- Oversight bodies
- The public

3. SYSTEM AIMS, OBJECTIVES AND INTENDED RESULTS

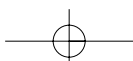
- System aims and objectives
- Results to be achieved
- Programme logic and underlying assumptions
- Indicators of system success

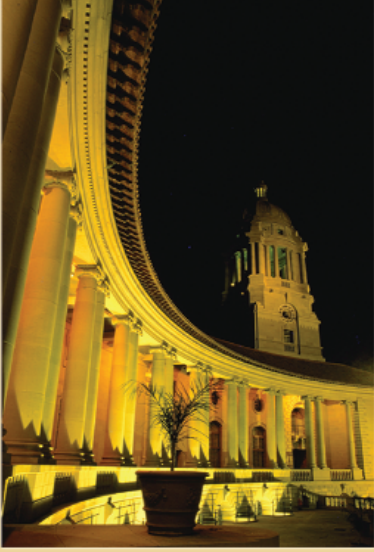
4. PERFORMANCE INDICATORS AND SOURCES OF INFORMATION

- Overview of the systems approach to indicators
- A National Indicator Initiative
- Departmental indicators
- Transversal indicators
- Government Programme of Action
- Links to other sources

5. SYSTEM REPORTS AND THEIR UTILISATION

- Issues to be addressed in system reports





- Composite indicators: a government performance dashboard
- Qualitative and impact studies
- Responses to information provided by the system

6. ROLES AND RESPONSIBILITIES

- System management and maintenance
- Institutional responsibilities
- Transversal responsibilities
- Capacity building

APPENDIX A

Implementation Strategy and Plan

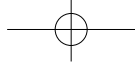
- Strategic approach
- Projects required
- Implementation schedule

APPENDIX B

- Transversal systems

APPENDIX C

- Framework for Development Indicators for South Africa 2005 - 2014



1. INTRODUCTION TO THE GOVERNMENT-WIDE MONITORING AND EVALUATION SYSTEM

- Definition of monitoring and evaluation
- Background and rationale
- Lessons from international experience
- The quality of existing government monitoring and evaluation systems
- Other national information systems

1.1 Definition of monitoring and evaluation

Monitoring is a continuous managerial function that aims to provide managers, decision-makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives.

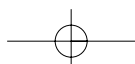
Monitoring involves reporting on actual performance against what was planned or ,expected according to pre-determined standards. Monitoring generally involves collecting and analysing data on implementation processes, strategies and results, and recommending corrective measures.

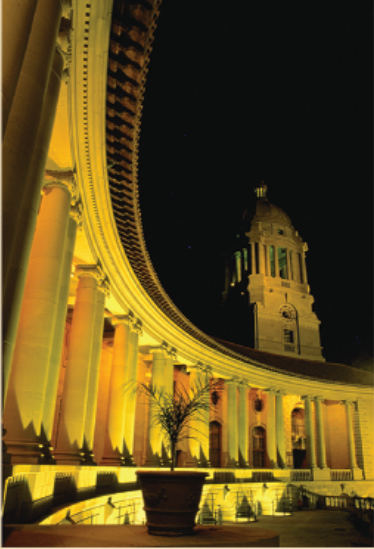
Evaluation is a time-bound exercise that systematically and objectively assesses the relevance, performance, challenges and successes of programmes and projects. Evaluation can also address outcomes or other development issues.

Evaluation usually seeks to answer specific questions to guide decision-makers or programme managers. Evaluation should advise whether underlying theories and assumptions were valid, what worked, what did not work, and why. Evaluation commonly aims to determine relevance, efficiency, effectiveness, impact and sustainability.

1.2 Background and rationale

This document proposes the development of a government-wide monitoring and evaluation system (GWM&ES) that will deliver useful information and analysis and improve monitoring and evaluation (M&E) practices and capacity, contributing to better public management in South Africa.





Effective management is a continuous cycle that starts with planning and that leads to implementation and evaluation (PIE model). Implementation plans should be monitored and evaluated, producing knowledge and insights that are fed back into planning processes.

Public management in South Africa has improved significantly since democratisation. Each public service institution has been made accountable for their own management, leading to fundamental improvements in governance. The Public Finance Management Act and the implementation of the Medium Term Strategic and Expenditure Framework have made it necessary to define and align activities and spending around clearly defined objectives. These reforms have led to major improvements in planning and implementation, and have encouraged a focus on service-delivery quality and impact.

With decentralisation of accountability, line managers have become more responsible for non-core functions, such as human resources development and equity.

The key strategic challenge is to increase public service effectiveness, so that government achieves its desired outcomes and strategic objectives. This makes monitoring and evaluation critically important.

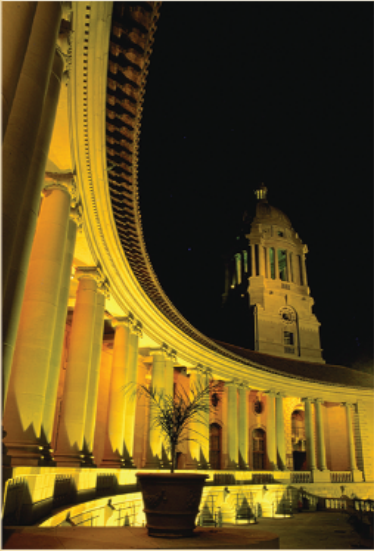
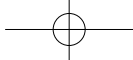
This proposal describes how a government-wide system should operate and what it should produce. The proposal specifically addresses:

- Who the users of the system should be and which of their needs it should meet
- The system's aims, objectives and intended results
- Sources of information and procedures for data collection
- How system reports should be presented and used
- Roles and responsibilities of various stakeholders
- How the system should be implemented and rolled out.

It is likely that, as implementation of the system progresses and users' needs become clearer, the system will develop to look somewhat different to the one described in this document. This is desirable and intended.

1.3 Lessons from international experience

As part of this project, a rapid review of international experiences was undertaken. The review looked at a range of international experiences, from which it emerged that the development of a GWM&E system is an ambitious task best tackled incrementally over several years.



The clearest lessons in this regard can be found in the case of the United States, which passed the Government Performance and Results Act (GPRA) in 1993. The GPRA addresses a broad range of concerns about government accountability and performance. Its goals were to focus on the actual results of government activity and services, support congressional oversight and decision-making, and improve the managerial and internal workings of agencies within the federal government.

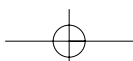
While the GPRA followed on the heels of a number of efforts throughout the past fifty years to improve the workings of the federal government, it is unique in its requirement that agency results be integrated into the budgetary decision-making process. The GPRA can also be distinguished from prior reform attempts because it is taking place in a climate of increased political emphasis on downsizing and reinventing federal government, devolution of federal activities to states, and the privatisation of many federal government activities. Finally, rather than other reforms that were primarily Executive Branch initiatives, the GPRA is statutory – its performance measurement requirements are law.

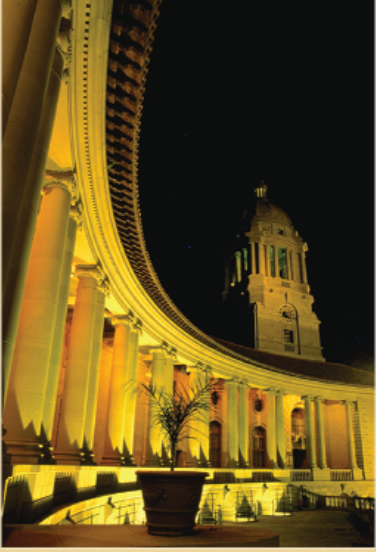
All agencies of the federal government, defined as cabinet departments and other concerns of the government, including independent agencies and government corporations, are bound by the GPRA, with certain limited exclusions. Although passed in 1993, actual GPRA requirements began to be implemented in 1997, and the first full cycle was implemented in March 2000. The GPRA requires agencies to prepare three key documents:

- strategic plans
- performance plans
- performance reports.

Other lessons from international practice include the need to adopt a realistic and practical approach. Australia, for example, has experienced difficulties in its efforts to implement a 'whole of government' system and has made limited progress in implementing a system intended to support the development of 'joined-up government' operating as a seamless network.

Research also points to the need to build a government-wide culture of monitoring and evaluation and on strengthening the centre of government. A radical public service reformer, New Zealand has more recently acknowledged that it overstated decentralisation and rather created a short-term outlook that overemphasised efficiency and undervalued longer-term outcomes. It has subsequently started processes to increase the capacity of central government to play an oversight role.





The international review shows very clearly that the concept of monitoring and evaluation is widely used globally and that its importance and value are increasingly accepted. Three factors affecting M&E can be identified:

- Government must be seen to take the initiative by creating appropriate policies and showing a willingness and capacity to control and guide implementation.
- Infrastructure and financial and human capacities must be available and be deployed as required.
- Public involvement improves the quality and impact of M&E and makes findings more widely accepted and useful.

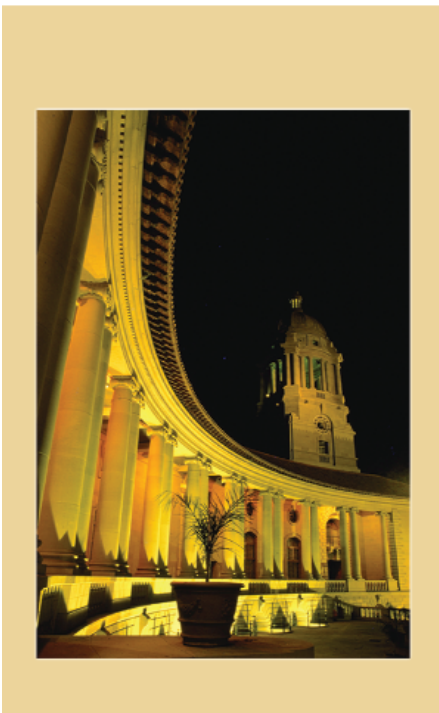
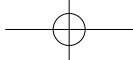
1.4 Existing monitoring and evaluation systems

In order to ensure that this proposal took account of current practices and capacities, a rapid review of existing government M&E systems was undertaken. The review involved circulating a questionnaire to all national departments, Premiers' Offices and provincial treasuries, twenty of whom responded, providing useful insight into the current quality and extent of M&E practices.

The review findings indicate very clearly that M&E systems are generally underdeveloped and inadequate, although the basic building blocks are usually present as a result of government's strategic planning and budgeting systems. The results also showed that monitoring and evaluation is widely seen as an important area of management that is generally acknowledged as strategically important and useful. There is a widespread preparedness to improve and enhance systems and practices, essential for long-term capacity and capability development. This willingness to improve is a major advantage that must be effectively used.

Since most government departments have not progressed very far in the development of their M&E systems, the GWM&E system enjoys the advantage of 'latecoming', learning from others' experiences and applying international best practices. It can also be developed without having to accommodate or cater extensively for other existing systems and processes. However, the GWM&E system needs to be closely structured around the existing planning framework and should be clearly integrated with it and complement it wherever possible.

Even though not always centrally located or ideally configured, most departments have some level of monitoring and evaluation capacity in place. This means that once the government-wide system articulates its reporting requirements to departments, they will



have human and other resources available, even if it will take time to get institutional and operational arrangements functioning optimally.

While information technology systems for M&E are often not installed or not entirely satisfactory, they are in many instances in the process of being developed or improved. There is thus an exciting window of opportunity to contribute to these system development processes by defining very clearly what functionality is required by the government-wide system.

While M&E strategies are generally poorly stated, this is partly a consequence of a historical lack of guidance on the issue. Clearly defined terms and standards must be an integral part of the system so that departments are able to assess their own M&E products and outputs and make improvements as necessary. Public service organisations are now well placed to make use of practical guidelines and other forms of support to enhance and improve their M&E strategies and to ensure that they meet the required standards and achieve the intended results.

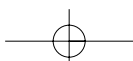
In summary, the government-wide system needs to be:

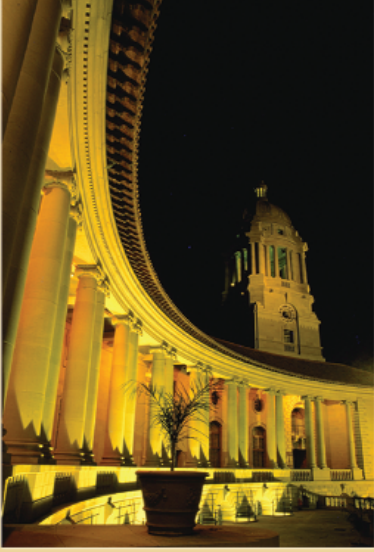
- prescriptive and clear about what information should be submitted to it by departments and other public entities
- accommodating and flexible with regard to how information should be collected and who should be responsible for doing so.

A capacity-building and best-practice promotion component to the system is required so that those public service organisations that find it difficult to meet the prescribed standards are supported and assisted to do so. This could include a forum or forums to promote M&E practices and methodologies.

It may also be a useful strategy to provide some kind of assessment and accreditation service so that it is clear when the necessary standards are met and whether improvements are required.

Overall, it is important that the government-wide system makes its purpose absolutely clear to all participants and stakeholders. 'Improving service by learning' needs to be the overarching theme of the system and the underlying processes for its successful implementation.





1.5 Other national information systems

Statistics South Africa is responsible for the implementation of a National Statistical System (NSS) that will serve as the conceptual and technical spine for assessing government's progress.

The NSS will ensure that South Africa can report on major policy objectives such as the Millennium Development Goals, and will include the forging of agreements with government entities around the provision of accurate and reliable statistical information. It will also include the adoption of statistical standards and definitions. The system is still in its preliminary phases and will be implemented over a three-year period.

2. System users and their needs

- Meeting the needs of diverse users
- The Presidency and Premiers' Offices
- Centre of Government
- Decision-makers in public organisations and local authorities
- Oversight bodies
- The public

2.1 Meeting the needs of diverse users

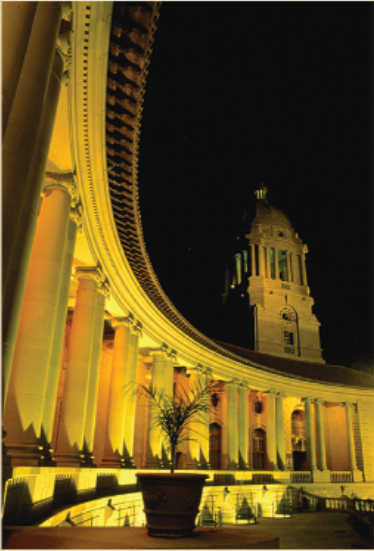
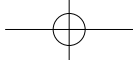
The system will have a number of users, each with their own specific needs. The various users and their needs are proposed below.

Systematic consultations will be undertaken with these users in order to ensure that their needs are properly understood and met by the system.

2.2 The Presidency and Premier's Offices

As the principals of national and provincial departments, the Presidency and Premiers' Offices need reliable and accurate information on institutional progress and performance to guide them in developing strategies and programmes, as well as in the allocation of resources, and to prompt interventions as required.

The GWM&E system should provide accurate and reliable information that allows these users to assess the impact achieved by departments and organisations and to encourage and promote policy revisions where necessary.



2.3 Centre of government

The centre of government includes the Presidency, the National Treasury, the Departments of Public Service and Administration (DPSA) and Provincial and Local Government (DPLG), and the Public Service Commission. These bodies have an essential role to play in ensuring that human, financial and other resources are well used to achieve the greatest impact.

These departments need easy and ready access to non-financial progress reports, as well as to qualitative and quantitative information on the financial and non-financial performance of every institution falling within the scope of their mandate.

Each central department has a particular area of concern and needs information suitable for their own particular type of analysis to be accessible to them.

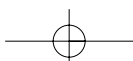
The GWM&E system needs to provide National Treasury with data that allows it to assess that value for money is being provided and DPSA with the data it needs to assess whether human resources are being well used, managed and developed. It also needs to provide DPLG with information that allows it to assess how well provinces and local authorities are performing in meeting their mandates. The Presidency needs to be provided with information on the performance of agencies in implementing the Programme of Action and the impact of long-term efforts to improve economic performance and alleviate poverty.

2.4 Decision-makers in public organisations and local authorities

Decision-makers in all government agencies, departments and local authorities need access to regular and reliable information that contributes to their own management processes by revealing which of their practices and strategies work well and which need to be changed or improved.

On an ongoing basis, every public body needs to assess and report on their own progress in terms of the performance indicators they have defined for each of their programmes.

This management information should be detailed and accurate and should be generated by regular, integrated management processes, rather than through separate procedures.





Each institution also needs to periodically assess the extent to which they are achieving their strategic objectives and to evaluate the impact they have in their own special areas of responsibility.

The GWM&E system needs to present regularly updated information on progress in implementing programmes (in terms of inputs, outputs and outcomes) and periodic information on impact and results. It should also provide useful guidelines on information management.

2.5 Oversight bodies

Our Constitution has created a number of oversight bodies, each with their own specific area(s) of concern. These are:

- The Public Protector (responsible for investigating improper conduct in public administration)
- The Human Rights Commission (responsible for promoting human rights)
- The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (responsible for defending the rights of particular groups)
- The Commission for Gender Equality (responsible for promoting gender equality)
- The Auditor General (responsible for auditing and reporting on the accounts of public bodies)
- The Electoral Commission (responsible for free and fair elections)
- The Public Service Commission (responsible for monitoring and evaluating the public service and promoting a high standard of professional ethics).

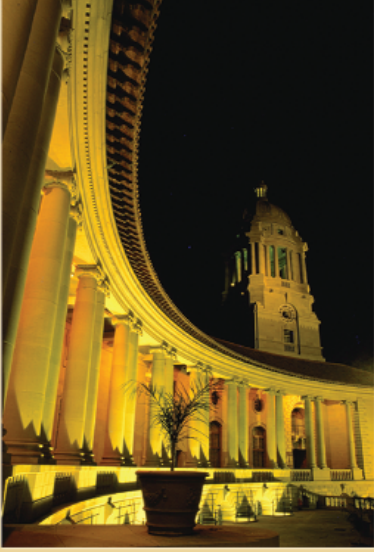
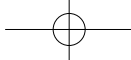
Each of these bodies needs access to information that allows them to review government compliance with various legislative and other requirements and to evaluate performance in terms of their own particular areas of concern.

The GWM&E system can assist these oversight bodies with supportive information on governance and administration matters for every public organisation.

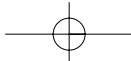
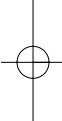
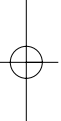
2.6 The public

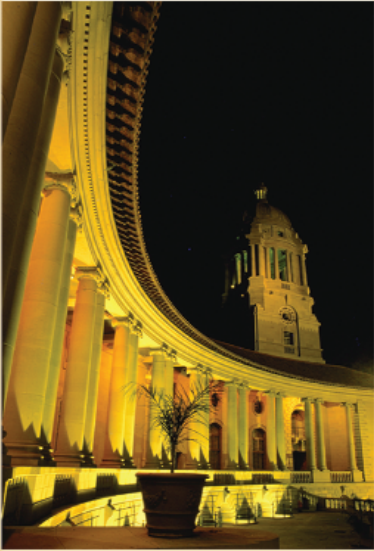
Good governance requires that the public be encouraged to participate in governance and policy-making processes.

This can take a wide range of forms, including commenting on policy proposals, participating in improvement initiatives and providing assessments through public opinion surveys.



In order to allow such participation, the GWM&E system needs to provide access to clear, accurate and well-presented updates on progress in government programmes and their impact, as well as indicating where more detailed information can be accessed.





3. SYSTEM AIMS, OBJECTIVES AND INTENDED RESULTS

- System aims and objectives
- Results to be achieved
- Programme logic and underlying assumptions
- Indicators of system success

3.1 System aims and objectives

The aim of the Government-Wide Monitoring and Evaluation System is to contribute to improved governance and to enhance the effectiveness of public sector organisations and institutions.

The system objectives are the collection, collation, analysis and dissemination, and application of information on the progress and impact of programmes and initiatives in order to:

- ensure transparency and accountability
- promote service delivery improvement
- ensure compliance with statutory and other requirements
- promote the emergence of a learning culture in the public sector.

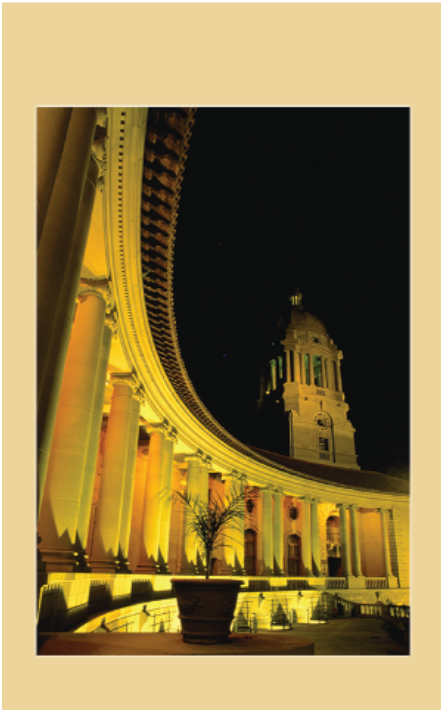
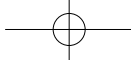
3.2 Results to be achieved

The system will achieve the following results:

RESULT ONE: Accurate and reliable information on progress in the implementation of government and other public sector programmes is collected and updated on an ongoing basis.

RESULT TWO: Information on the outcomes and impact achieved by government and other public bodies is periodically collected and presented.

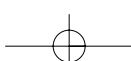
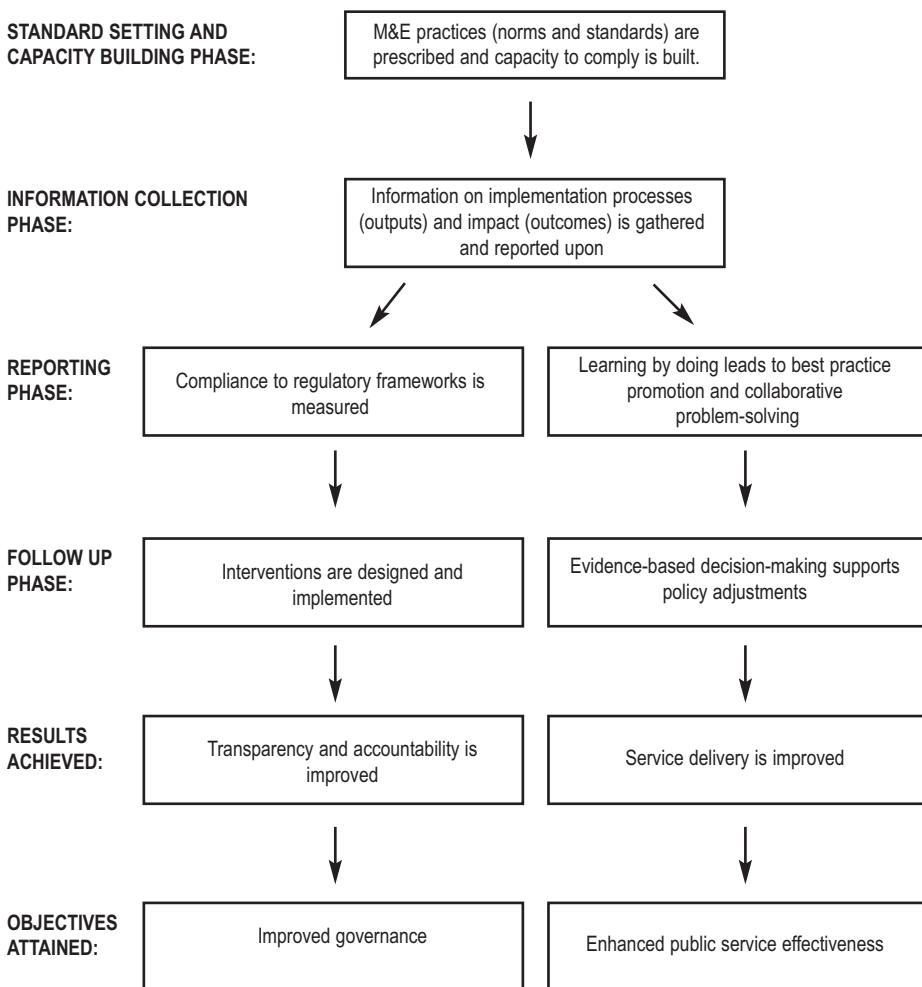
RESULT THREE: The quality of monitoring and evaluation practices in government and public bodies is continuously improved.

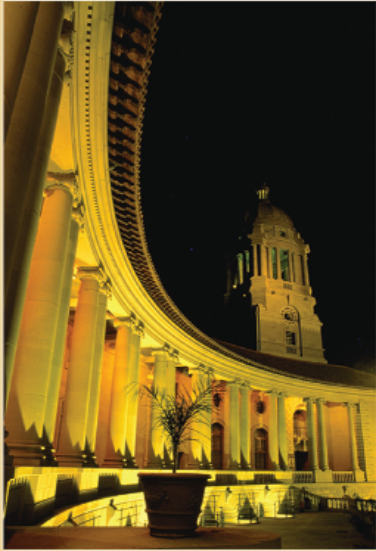


3.3 Programme logic and underlying assumptions

The system is based on the basic assumption that promoting certain practices and collecting and providing information to system users will result in certain positive consequences.

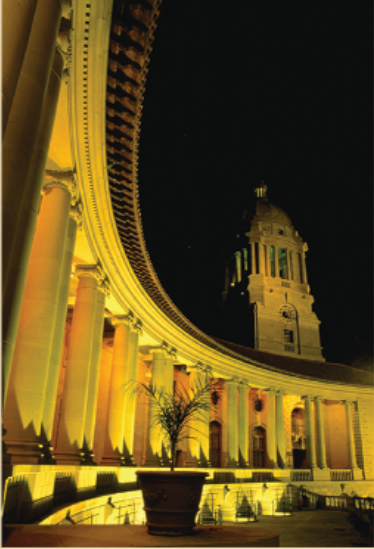
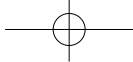
This intended sequence of events is called a logic model and can be depicted as follows:





3.5 Indicators of system success

Performance area	Performance indicator
M&E practices (norms and standards) are prescribed and adhered to	<ul style="list-style-type: none"> • Comprehensiveness and rigour / quality of standards and their dissemination • Extent of compliance to national M&E requirements by government entities
Information on implementation processes (outputs) and impact (outcomes) is gathered and reported upon	<ul style="list-style-type: none"> • Frequency and quality of reports produced by government entities and transversal systems
Compliance to regulatory frameworks is measured	<ul style="list-style-type: none"> • Number and quality of compliance reports • Proportion of government on which compliance reporting is completed • Implementation of recommendations from compliance reports
Learning by doing leads to best-practice promotion and collaborative problem-solving	<ul style="list-style-type: none"> • Number of practice improvements resulting from learning from the system
Interventions are designed and implemented	<ul style="list-style-type: none"> • Number and quality of support interventions and their results
Evidence-based decision-making supports policy adjustments	<ul style="list-style-type: none"> • Number of policy revisions resulting from system reports
Transparency and accountability is improved Service delivery is improved Improved governance Enhanced public service effectiveness	<ul style="list-style-type: none"> • Result and Objective Level Indicators to be developed through the National Indicator Initiative



4. Performance indicators and sources of information

- Overview of the system's approach to indicators
- A National Indicator Initiative
- Departmental indicators
- Transversal indicators
- Government Programme of Action

4.1 Overview

The GWM&E system will be a secondary system that does not undertake primary research or data collection itself. Rather, it will draw in information from a range of sources and present this in user-friendly and accessible formats tailored to the needs of different users.

The system will make use of a web-based Internet portal onto which institutions will be expected to post their information and reports. This information will be consolidated and formatted according to the various user specifications.

4.2 A National Indicator Initiative

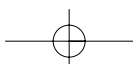
The Presidency and Statistics South Africa are finalising a compendium of national indicators as part of the M&E system. The generic indicators (see Annexure I) have been identified, and further work on disaggregation is continuing.

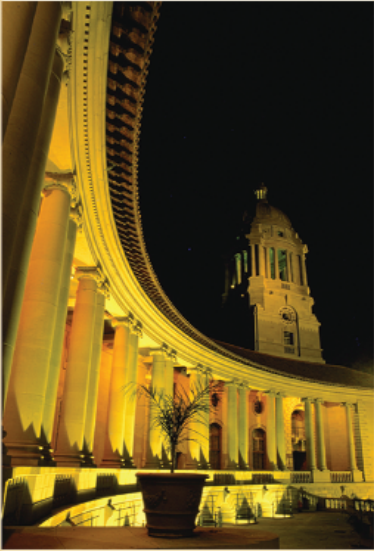
A forum of departmental monitoring and evaluation officers will be established to facilitate debate and to promote a culture of measurement in government.

This forum will coordinate the development and adoption of standardised programme level indicators based on strategic plans and supporting programmes.

4.3 Departmental information

Each department or public sector organisation will be required to provide the GWM&E system with the following information by posting it on the GWM&E system:





- Clear strategic plans broken down into programmes, each with input, process, output and outcome indicators with quarterly targets. (These are essentially already in place as they are required by the Medium Term Expenditure Framework and will just have to be quality assured and improved in some instances.)
- Quarterly reports on the achievements of their targets, stated in terms of the performance indicators included in their strategic plans.
- Bi-monthly collation of information on the progress made in relation to the government's programme of action and reporting to Cabinet through the cluster system.
- Reports on impact studies for each of their programmes undertaken at least every five years, in line with the MTSF.

4.4 Transversal information

The following transversal systems will be implemented and their findings and recommendations posted on the GWM&E system:

- Value-for-money will be assessed by a system managed by National Treasury.
- Human resources utilisation will be assessed by DPSA.
- An early warning system will also be managed by DPSA, drawing on data from Persal and Vulindlela.
- Public administration will be assessed by the Public Service Commission.
- Constitutional rights will be assessed by the Department of Justice.
- Service-delivery quality will be assessed by DPLG's system for monitoring the performance of provinces and local governments.

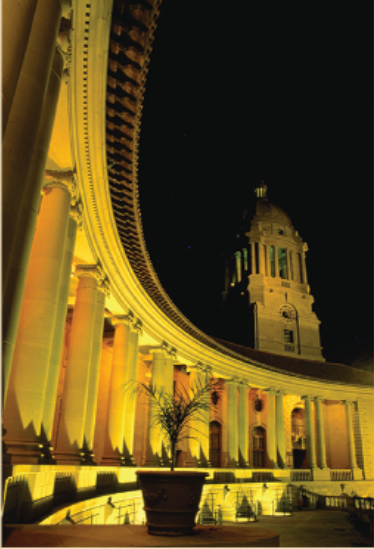
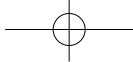
4.5 Information on the Government Programme of Action

The existing web-based system for providing information on progress in implementing the Government Programme of Action will form part of the GWM&E system.

Existing arrangements for submitting and processing information will be retained.

4.6 Links to other sources

The system will provide web links to other appropriate sources of information, including private and civil society sources.



4.7 Verifying information

The Presidency, together with the other coordinating departments, will verify information provided by government agencies to the GWM&E system.

The Auditor General may be required to participate in the verification of information provided by agencies. The precise role of the Auditor General's Office in this regard will be clarified when Cabinet approves proposed amendments to the Auditor General's mandate.

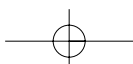
5. System reports and their utilisation

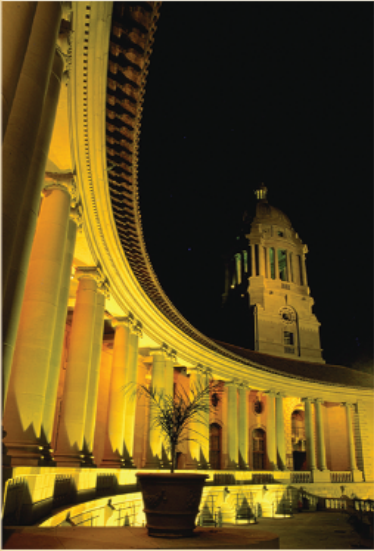
- Issues to be addressed in system reports
- Composite indicators: a government performance dashboard
- Qualitative and impact studies
- Responses to information provided by the system

5.1 Issues to be addressed in system reports

The system, located in the Presidency, will generate reports that address overall government performance, institutional performance and progress in implementing programmes. It will also receive impact evaluation reports and make these available to system users.

Further details on each of these categories are provided below:





Type of information:	Provided by:	Contents:
Information on overall government performance	Various government and non-government sources, primarily Stats SA	Progress in terms of Key National Indicators based on Developmental Indicators for South Africa 2005–2014
	Assigned lead departments	Performance in implementation of current government programme of action
Information on individual institutional performance	Auditor General	Quality of accounts
	PSC	Quality of public administration
	DPSA	Human resources utilisation
	DPSA and National Treasury	Financial and Human Resources utilisation
Information on progress in implementing programmes	Department of Justice	Compliance with constitutional rights
	National Treasury	Value-for-money assessments
Information on impact	Departments and organisations concerned	Progress to plans measured by MTEF and non-financial programme performance indicators
	Departments and organisations concerned.	Findings from periodic impact evaluations

5.2 The Key Government Indicator dashboard

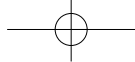
As part of Phase Two of the system’s implementation, a dashboard-style presentation of key data will be developed according to the needs of each user group.

The dashboard will collate information from the various systems, providing information to the GWM&E system and presenting it in formats that are useful to each specific user.

5.3 Qualitative and impact studies

Monitoring reports will need to be supplemented by periodic evaluations that assess the impact of government programmes and propose changes to policy and implementation strategies.

These evaluations will need to be specifically tailored to the needs of the programmes being evaluated. They will also have to meet certain minimum standards.



These standards would include issues such as the frequency with which evaluations should be undertaken, who should be involved, and what kinds of research, consultation and public participation should be undertaken.

Setting these minimum evaluation standards will be addressed through the M&E Norms and Standards Project to be undertaken as part of the implementation of the GWM&E system.

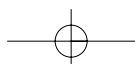
5.4 Responses to system reports

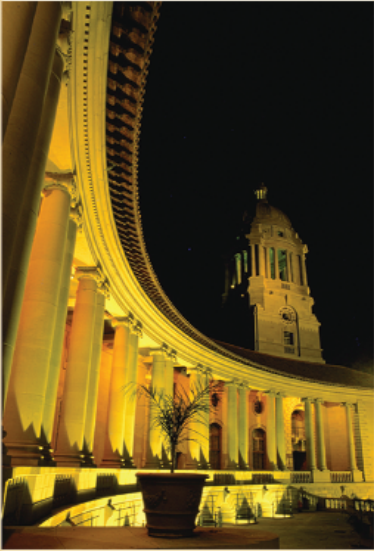
When submitting their quarterly monitoring reports, each government agency will be required to commit themselves to certain actions in response to the information they provide. Responsibility for reviewing whether these commitments are kept still needs to be allocated. This will be handled at both the Presidency through the Policy Unit and the cluster system.

Ideally, agencies' responses should be linked to their internal Knowledge Management Strategies, through which learning is institutionalised and good practices are promoted. Few government agencies have such strategies in place and will need to be encouraged to develop them. This will also be addressed in the proposed Norms and Standards Project.

The Department of Public Service and Administration has developed a Framework for Government Interventions. This framework provides a process to be followed and defines responsibilities for implementing interventions to address institutional problems. The framework will be implemented when system reports indicate that departments require assistance in addressing problems.

Besides triggering implementation of the Framework for Government Interventions, the system will provide its users with data for use in evidence-based decision-making in their own areas of responsibility. This will lead to improved decision-making, better long-term use of resources and an increased focus on institutions requiring attention and support.





6. Roles and responsibilities

- System management and maintenance
- Institutional responsibilities
- Transversal responsibilities
- Capacity building

6.1 System management and maintenance

The system will be managed and maintained by the Policy Coordination and Advisory Service in the Presidency.

This will entail:

1. maintaining regular communication with all affected stakeholders and ensuring that each of them is fully aware of what is required of them
2. providing the information technology infrastructure for the submission of information and the creation of system reports
3. reviewing and assessing the frequency and quality of information provided by each government agency and by the transversal systems
4. alerting the relevant authorities (including political principals) when system information indicates that there are problems or matters requiring attention, for example by triggering implementation of the Framework for Government Interventions
5. developing and improving the system over time.

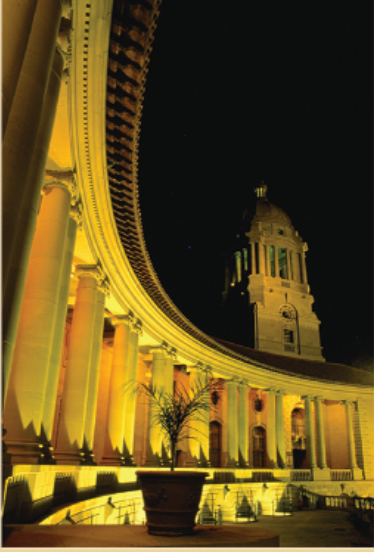
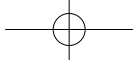
6.2 Departmental systems

Each department or public sector body will have to ensure that they are able to provide the necessary information as required and should determine procedures and processes appropriate to their own operations in order to be able to do so.

Guidelines for reporting will be developed and disseminated through the M&E Norms and Standards Project mentioned above.

6.3 Transversal systems

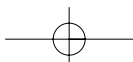
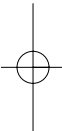
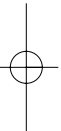
DPSA is to develop a system for assessing human resources and skills utilisation. DPLG



will implement a system for assessing service delivery. The Department of Justice will implement a system for assessing the protection of constitutional rights. The Public Service Commission will continue to implement its system for assessing adherence to public administration principles. Each of these systems will need to have early warning mechanisms.

6.4 Capacity building

SAMDI will design and implement a strategy for building the capacity of all government agencies to undertake monitoring and evaluation.





APPENDIX A IMPLEMENTATION STRATEGY AND PLAN FOR GWM&ES (2005–2007)

- Strategic approach
- Projects required
- Implementation schedule
- Financial considerations

1. Strategic approach

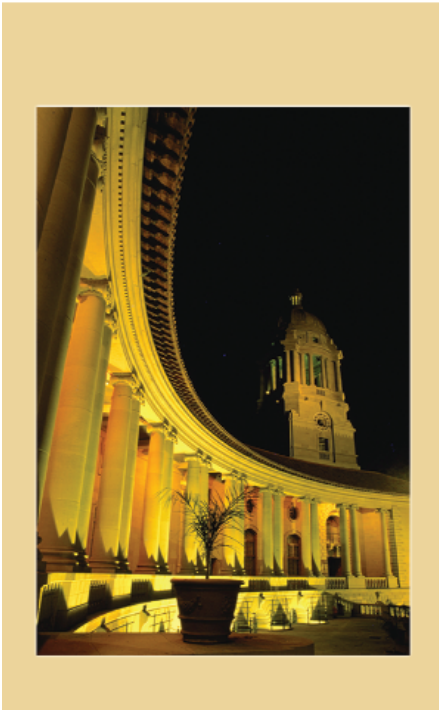
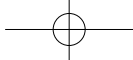
The GWM&ES is essentially a composite system that requires a number of supporting or contributory systems to be in place and fully operational before the overarching system can function.

These contributory systems include the following:

- 1.1 A National Indicator Initiative coordinated by the Policy Unit in the Presidency as part of the National Statistical System will be implemented with Statistics SA.
- 1.2 A national compendium of indicators has been developed, building on the Ten Year Review indicators developed by the Presidency, and will be further improved by the proposed M&E forum.
2. All public service entities need to undertake their own credible M&E processes that meet clearly-defined standards and deliver information on their progress and performance. Statistics SA and the Presidency will provide the base document for standards and guidelines.
3. Transversal systems, including systems for assessing human resources and skills utilisation (DPSA), value-for-money (Treasury), service-delivery standards at provincial and local levels (DPLG), protection of constitutional rights (Justice) and adherence to public administration principles (PSC). (Others may need to be added.)

These underlying systems will take time to design and implement fully (up to two years, until 2007) and it is thus proposed that a phased approach be adopted.

Three phases are proposed, although each phase does not need to be complete before the next can start, provided that significant progress has been made with the prior phase. The suggested phases are as follows:



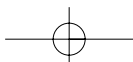
- **Phase One** will involve the creation and improvement of the transversal, departmental and statistical systems mentioned above and the implementation of efforts to improve M&E capacity (by June 2006).
- **Phase Two** will involve detailed consultations with users to ensure that their needs are properly understood, the design of report formats, and the development of an information technology architecture and platform that will receive data and format it into reports that meet users needs (by December 2006).
- **Phase Three** will involve testing and piloting the system, evaluating and adjusting it and then rolling it out to the rest of the public service, local authorities and state-owned enterprises (by July 2007).

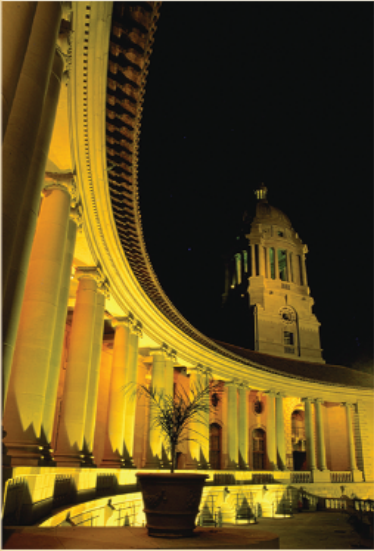
2. Projects approach

The following projects will have to be undertaken to deliver the required results for each phase:

Phase One: Setting the basis for implementing the reporting practices

- 1.1 The development of clear M&E requirements and standards to be met by all government institutions, linked to the requirements of the National Indicator Initiative. Activities will involve drafting an initial proposal, hosting a consultative conference, amending the proposal and releasing it as a Regulation under the Public Service Act, in terms of which all government bodies will have to comply with the standardised requirements. There will be a parallel process, along with or immediately after 1.1, to develop capacity in the Presidency and the Premiers' and Mayors' Offices to assist in implementing the rest of the 'Projects' and to carry out their central M&E responsibilities
- 1.2 The development of the transversal systems listed in Phase One above. Activities will include working closely with the responsible departments and supporting them in their system-development processes. Undertake capacity building and provide accreditation. Activities will include drawing on the PSC's assessment project to determine what each department needs to do to bring their M&E systems up to standard and assisting them to do so.





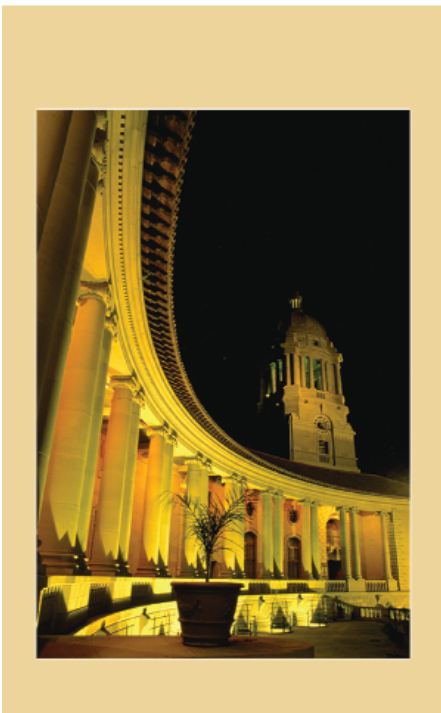
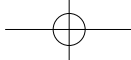
- 1.3 Once the necessary remedial steps have been taken, a second assessment will have to be done in order to accredit them as meeting the required standards.

Phase Two: Reporting formats and users' needs identification

- 2.1 The development of reporting formats that meet users needs. Activities will include initial consultations and the formulation of draft and final report formats.
- 2.2 The development of an IT architecture that provides a platform to receive and collate data into the necessary reporting formats. Alongside the normal activities required for IT development, users and their IT functions will have to be consulted to ensure overall interoperability and integration. The current work on the Executive Information Management System (EIMS) and POA will be integrated and form the basis for using IT architecture in this proposal.

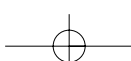
Phase Three: Use of information management system as a tool, building on the current POA and EIMS

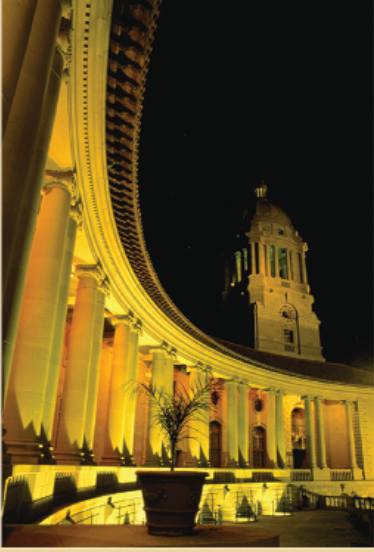
- 3.1 Initial pilot project with a select few departments in order to test the system's functionality. Part of this project will be developing a detailed activities plan that will serve as a template for the later roll-out.
- 3.2 An independent evaluation of the system will be commissioned and adjustments made to the system according to the evaluator's findings and recommendations. Key activities will be developing a clear terms of reference, selecting a reputable service provider and providing whatever assistance is required.
- 3.3 The gradual extension of the system to include all government bodies, starting with national departments, then provincial departments, local authorities and all SOEs. Activities for this project will be determined in project 3.1.



3. Implementation schedule

Project	Milestones	Completion date
1.1 Reporting norms and standards	Complete initial draft	December 2005
	Hold conference and release final draft	March 2006
	Issue regulations	April 2006
1.2 Integrating and improving transversal systems	Conclude agreements with departments	March 2006
	Collect baseline data on developed indicators	January 2006
	Test systems	June 2006
	Amend and finalise systems	December 2006
1.3 Capacity building and accreditation	Roll out government wide	July 2007
	Complete PSC project	December 2005
	Define capacity-building interventions needed	January 2006
	Complete capacity-building processes	June 2006
	Re-assess and accredit departments	December 2006
2.1 Reporting formats	Draft initial formats	July 2006
	Consult and amend	September 2006
	Finalise and disseminate formats	December 2006
2.2 IT architecture building on and enhancing EIMS and POA platforms	Define user specifications	January 2006
	Develop and test an initial proposal	March 2006
	Finalise architecture and platform	June 2006
	Implement	July 2006
3.1 Pilot project for implementation	Select pilot departments	July 2006
	Implement all systems	August 2006
	Collate data and prepare reports	September 2006
	Review results and make recommendations	December 2006
3.2 Roll out to the rest of government	Gradual extension to all bodies of government	From April 2007 onwards
3.3 Evaluation appraisal	Commission research Receive and consider findings Implement recommendations	November 2007

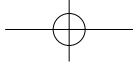




APPENDIX: B

- Transversal systems

System	Focus	Data sources	Responsibility
<i>Value or money</i>	Results achieved assessed against resources used	Existing financial systems and performance information as envisaged by the performance information working committee	<i>National Treasury</i>
<i>Human Resources utilisation</i>	Effectiveness of human resources utilisation	To be determined as part of DPSA processes to improve HR practices	<i>DPSA</i>
<i>Early warning system</i>	Identifying where interventions are required as early as possible	Data from departmental reports, Persal, Vulindlela, and other sources	<i>The Presidency, National Treasury and DPSA</i>
<i>Public administration performance</i>	Compliance to Constitutional principles	Mix of existing information required by various frameworks and primary research	<i>PSC</i>
<i>Delivery of Constitutional rights</i>	Compliance to Constitutional rights	Department of Justice M&E working committee to determine	<i>Department of Justice</i>
<i>Service-delivery quality</i>	Ten key services assessed through longitudinal studies	Original research at sentinel sites	<i>Not yet determined</i>



APPENDIX C

FRAMEWORK OF DEVELOPMENT INDICATORS FOR SOUTH AFRICA 2005-2014

1. GOVERNANCE INDICATORS

Governance is defined as the traditions and institutions by which authority is exercised. This includes:

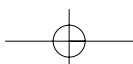
- The process by which those in authority are selected and replaced (VOICE AND ACCOUNTABILITY; POLITICAL STABILITY & ABSENCE OF VIOLENCE)
- The capacity of government to formulate and implement policies (GOVERNMENT EFFECTIVENESS; REGULATORY QUALITY)
- The respect of citizens and state for institutions that govern interactions among them (RULE OF LAW; CONTROL OF CORRUPTION)

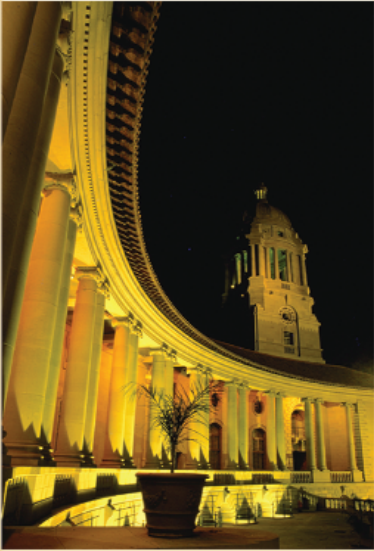
1.2 SOURCES OF GOVERNANCE DATA

"Perceptions" data on governance is sourced from 25 different sources constructed by 18 different organizations. Data sources include cross-country surveys of firms, commercial risk-rating agencies, think-tanks, government agencies, international organizations etc.), over 200 proxies for various dimensions of governance.

The governance measures are organized into six indices corresponding to definition of governance, for four periods: 1996, 1998, 2000, and 2002, covering up to 199 countries. These indicators are based on several hundred individual variables measuring perceptions of governance. Individual measures of governance are assigned to categories capturing key dimensions of governance while an unobserved components model is used to construct six aggregate governance indicators.

This implies that cross-country comparisons of levels of governance based on this type of data should be made with due caution. Six aggregate governance indicators, motivated by a broad definition of governance as the traditions and institutions by which authority in a country is exercised. This includes





- 1) The process, by which governments are selected, monitored and replaced as affirmed.
- 2) The capacity of the government to effectively formulate and implement sound policies, and
- 3) The respect of the citizens and the state for the institutions that govern economic and social interactions among them.

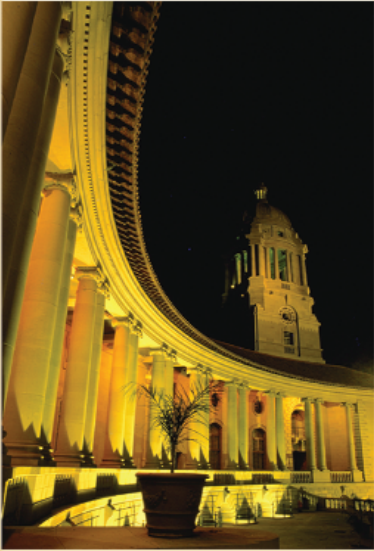
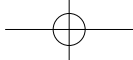
This classification of indicators into indices corresponding to this definition of governance is not intended to be definitive.

1.3 MEASURING GOVERNANCE (SIX INDICES)

The processes by which those in authority are selected and replaced as affirmed is measured through "Voice and Accountability" and include in it a number of indicators measuring various aspects of the political process, civil liberties and political rights. These indicators measure the extent to which citizens of a country are able to participate in the selection of governments. This category of indicators is further measuring the independence of the media, which serves an important role in monitoring those in authority and holding them accountable for their actions.

The second governance index is labeled "Political Stability and absence of Violence". This index is made up of a combination of several indicators which measure perceptions of the likelihood that the government in power will be destabilized or overthrown by possibly unconstitutional and by/or violent means, including domestic violence and terrorism. The index captures the idea that the quality of governance in a country is compromised by the likelihood of wrenching changes in government, which not only has a direct effect on the continuity of policies, but also at a deeper level undermines the ability of all citizens to peacefully select and replace those in power.

In "Government Effectiveness," a single grouping of responses on the quality of public service provision, the quality of the bureaucracy, the competence of civil servants, the independence of the civil service from political pressures, and the credibility of the government's commitment to policies is made. The main focus on this index is on "inputs" required for the government to be able to produce and implement good policies and deliver public goods. The other index, which is referred to as "Regulatory Quality", is more focused on the policies themselves. It includes measures of the incidence of



market-unfriendly policies such as price controls or inadequate bank supervision, as well as perceptions of the burdens imposed by excessive regulation in areas such as foreign trade and business development.

In "Rule of Law" several indicators which measure the extent to which agents have confidence in and abide by the rules of society are grouped. These include perceptions of the incidence of crime, the effectiveness and predictability of the judiciary, and the enforceability of contracts. Together, these indicators measure the success of a society in developing an environment in which fair and predictable rules form the basis for economic and social interactions, and importantly, the extent to which property rights are protected.

Control of Corruption, measures perceptions of corruption, conventionally defined as the exercise of public power for private gain. Despite this straightforward focus, the particular aspect of corruption measured by the various sources differs somewhat, ranging from the frequency of "additional payments to get things done," to the effects of corruption on the business environment, to measuring "grand corruption" in the political arena or in the tendency of elite forms to engage in "state capture". The presence of corruption is often a manifestation of a lack of respect of both the corrupter and the corrupted for the rules which govern their interactions, and hence represents a failure of governance according to our definition.

Within each index, each of these indicators measure a similar underlying basic concept of governance. Given this view, there are considerable benefits from combining these related indicators into an aggregate governance indicator for each index or composite indicator.

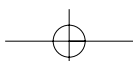


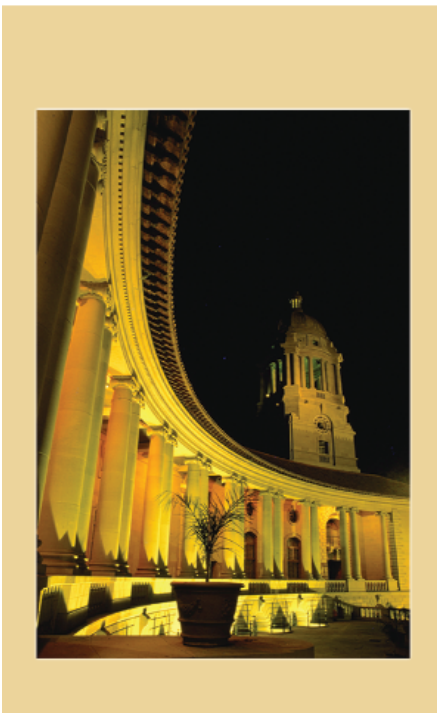
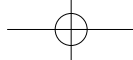
TABLE 1: GOVERNANCE AND ADMINISTRATION INDICATORS

GOVERNANCE AND ADMINISTRATION			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
VOICE AND ACCOUNTABILITY			
Satisfaction with the way Democracy works. Human Rights. % who believe elections are free and fair. % who believe the country is governed by the will of the people. Transparency of government policy	Voter Education and wide media campaigns (IEC), International Observer Missions	Annually	Human Rights Commission (HRC), Human Science Research Council(HSRC), hotline with reference to Gallup International, Voice of the People Report, IEC, IDASA
Freedom of association.	Extent of political competition/participation of civil society	Annually	HRC,HSRC, IEC, IDASA with reference to Gallup International, Voice of the People Report
Accountability of public officials. Trust in government and parliament % who believe government is accountable	Composition and accountability of Parliament	Annually	IEC, DPISA with reference to Gallup International, Voice of the People Report, IDASA,
POLITICAL INSTABILITY AND VIOLENCE			
Decline of Central political authority and a threat to political stability Level to which political protest posed a threat to political stability Armed conflict Violent demonstrations International tensions/ terrorist threat The highest power is always peacefully transferred Likelihood of unconstitutional invest	Political violence	Annually	Institute for management development, SAPS HRC
level to which ethno-cultural posed a threat to political stability Social unrest	Ethnic violence	Annually	SAPS
GOVERNMENT EFFECTIVENESS			
Management of external debts [Effectiveness at collecting taxes and other forms of government revenue]	Transaction costs of doing business in government	Annually	SARS, National Treasury, SARB with reference to Business Environment Risk Intelligence Country Policy and Institutional Assessment,
Quality of Public Administration Level of administrative and technical skills of the country's civil service; Institutional Effectiveness;	Quality of public services	Annually	DPISA, SAMDI, DOE, HSRC with reference to World Business Environment Survey Latinobarometro

GOVERNANCE AND ADMINISTRATION			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
VOICE AND ACCOUNTABILITY			
Competence of public sector personnel Quality of public schools			The Economic Intelligence,
Management of development programs Ability to formulate and implement national policy initiatives Credibility of government's commitment to policies	Effective implementation of government decisions	Annually	Annual Review Reports, Cluster Reports to Cabinet Makgotla PCAS and GCIS,PSC
Efficiency of government in delivering services	Access to services	Annually	dplg, DSD,PSC
Public expenditure management Waste government expenditure	Wasteful expenditure		National Treasury
Bureaucratic delays Efficiency of the country's national bureaucracy overall	Bureaucratic delays		State Failure Task Force State
% People who believe government is efficient , Trust in Police	Public opinion of government service	Annually	GCIS with reference to Gallup International IDASA
REGULATORY QUALITY			
How problematic are labour regulations for the growth of businesses Trade policy Price liberalisation Trade & foreign exchange system Unfair competitive practices	Regulatory burden to starting a business, registering for social grants and services	Annually	Trade and Industry, National Treasury with reference to World Bank
How problematic are tax regulations for the growth of your business Commercial law effectiveness Discriminatory taxes	Incidence of company tax policy	Annually	National Treasury and DTI with reference to European Bank for Reconstruction and Development,
Excessive protections	Number of patent rights cases; Size of the informal sector	Annually	The Economist Intelligence Unit



GOVERNANCE AND ADMINISTRATION			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
RULE OF LAW			
Speediness of judicial process Common crime imposes costs on business	Losses and costs of crime	Annually	Department of Justice The Economist Intelligence Unit,
Violent Crime Organized Crime Concerns with level of crime	Cases referred to higher courts	Annually	Department of Justice, SAPS Gallup International,
Level to which the State adhere to the rule of law Fairness of judicial process Trust in the legal system	Predictability of the judiciary	Annually	Department of Justice
Level to which the state is seen as legitimately representing its citizens Trust in judiciary	Legitimacy of judgments in popular perceptions	Annually	GCIS, HSRC, IDASA Latinobarometro,
Legal system effectiveness in enforcing commercial contracts Level to which property rights are adequately protected Systems in place to ensure justice for the poor	Property rights Access to justice for the poor	Annually	DOJ,LHR, HRC
Tax evasion	Tax compliance	Annually	SARS, National Treasury
ETHICS			
Level of corruption among public officials Level to which firms pay irregular payments to get things done % People who believe government is corrupt	Number of corruption cases in public and private sector	Annually	SAPS, NPA, IDASA, World Bank, SAPA, NPA, DPSA
Cases of bribing and corruption in the economy			
Transparency, accountability and corruption in public sector	Source of exposure of corruption Existence and effectiveness of institutional arrangements to deal with corruption	Annually	National Prosecution Authority, SAPS DPSA & OPSC



2. ECONOMIC INDICATORS

2.1 Current growth

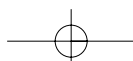
This set of indicators is designed to measure how well the economy is currently growing. Percentage growth in gross domestic product, real, describes the inflation discounted growth in the output of the domestic economy. Discounting inflation means that only real changes in output are measured. This is the conventional measurement of growth. Real per capita growth measures how much output has grown in relation to the size of the population. If real per capita growth is positive it means that the standard of living is rising, but it does not imply anything about the distribution of wealth or income. Net creation of SMEs (small and medium enterprises) measures the number of new SMEs subtract the number of SMEs closed down. It is a measure of entrepreneurship. Rising SME creation is a positive indicator.

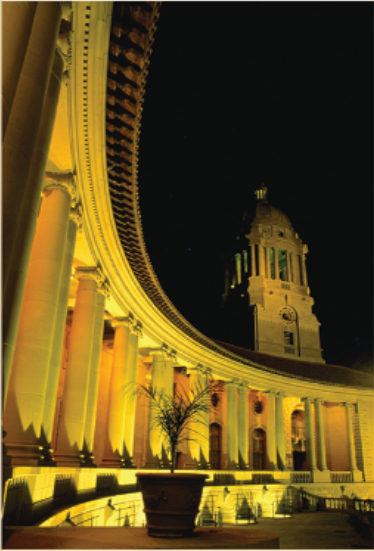
2.2 Sustainable growth

This measure seeks to predict the likelihood that growth will be sustained, or even accelerate. It is similar to Category 5 but looks at capital flows rather than investment in people or equipment. Inward flows of FDI (Foreign Direct Investment) indicate how South Africa is judged as an investment prospect in relation to its rivals elsewhere in the world. Inward FDI is measured in rand and dollars to compensate for the effect of a variable exchange rate. Capital formation is the amount invested in buildings and equipment. Gross fixed capital formation includes the amount needed to adjust for depreciation, as well as new investments, but it is the conventional measure. Capital formation can be disaggregated into the three main investor categories: the private sector, the public corporations and government. It is conventionally measured as a percentage of GDP—a strong developing country usually has capital formation at a rate of around 25 percent or higher.

2.3 Economic Stability

The indicators in this category point to the vulnerability of a country to economic problems. Government debt, the budget deficit and government consumption expenditure should not be too high, public sector and private sector investment should





not be low, and government expenditure on social services should be strong, but not too strong in relation to other government responsibilities. The prime interest rate and the real interest rate are measures of the cost of capital. If they are too high, the economy will slow down; if they are too low or negative, there is a risk of inflation.

2.4 Economic Governance

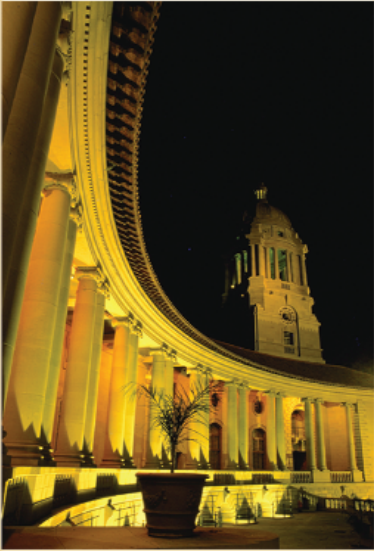
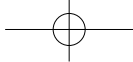
These indicators are related to those in Category 3 and are good indicators of the likelihood of future stability or instability. The inflation rate should be low, but not too low, because this might lead to deflation (falling prices) and a loss of consumer confidence as in Japan in the 1990s. The target rate set by government is 3-6 percent. The administered price index will measure trends in "administered prices" such as water, electricity, education and health care, many of which are prices set by government or government agencies. This price index is a measure of government efficiency—it should not rise above the general rate of inflation.

The risk premium over Libor means how much do South African borrowers pay to borrow money internationally compared with the London inter-bank borrowing rate. The premium over the US Treasury Bond rate is a similar measure of perceived relative risk. They indicate the degree of confidence lenders have in the government and the economy. The premium should be as low as possible—this cheapens the cost of borrowing for the government and the private sector.

Contact crimes have been a factor diminishing confidence in South Africa. A falling crime rate would be a positive signal.

2.5 Future Competitiveness

This category seeks to derive indicators of the future potential of the economy to grow and to spread its benefits. The number of SET (science, engineering, and technology) graduates of tertiary education institutions indicates the growth of human capacity to drive the economy. The percentage of matriculants passing maths and science in the higher grade is an indication of the overall health of the education system, and of the supply of matriculants suitable for further science and engineering studies. These are crucial measures of future competitiveness.



Trends in productivity are indicative of trends in the capacity of the economy to create wealth and to grow. A high productivity growth rate indicates a growing capacity to create wealth.

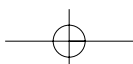
The technology composition of trade is a measure of the percentage of imports and exports that are classified as low technology, medium technology, and high technology. A higher proportion of medium and high technology exports are a positive sign of sustainable growth and wealth creation. The technology balance of trade is obtained by the value imports of goods of a certain technology levels from the value of exports goods in the same category. A positive technology balance of trade for medium and high technology is a sign of the sophistication and competitiveness of the economy.

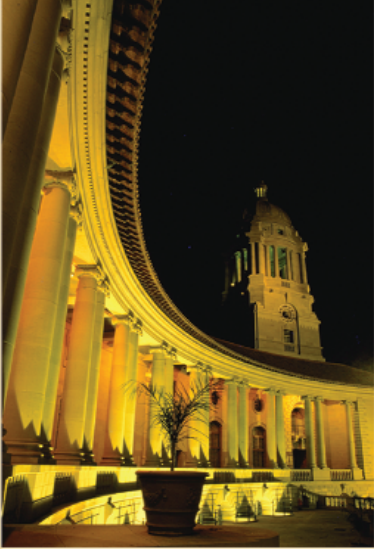
The percentage of senior black and female managers and of black ownership of public companies is measures by empowerment. A strong empowerment performance is an indicator of strong future growth.

Measures of the capacity of the electricity system, of the cost of telecommunications and the cost of freight transport are also key measures which predict the future performance of the economy.

2.6 Environmental Sustainability and Energy Sufficiency indicators

Development cannot be measured adequately without referring to the natural resource base as input to capital even if only linked to economic or social development, such as tourism or exports of goods derived from the environment. To measure conservation/environmental protection we use: CO2 emissions: Emissions stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring. (Carbon Dioxide Information Analysis Center) Deforestation: The permanent conversion of natural forest areas to other uses, including shifting cultivation, permanent agriculture, ranching, settlements, and infrastructure development. Deforested areas do not include areas logged but intended for regeneration or areas degraded by fuel wood gathering, acid precipitation, or forest fires. Negative numbers indicate an increase in forest area. (Food and Agriculture Organization) Forest area: Land under natural or planted stands of trees, whether productive or not. (Food and Agriculture Organization) Freshwater





resources: Refer to total renewable resources, which include flows of rivers and groundwater from rainfall in the country, and river flows from other countries. Freshwater resources per capita are calculated using the World Bank's population estimates. (World Resources Institute)

To measure the energy intensiveness of the economy we use :Energy use per capita: The apparent consumption of commercial energy, which is equal to indigenous production plus imports and stock changes, minus exports and fuels supplied to ships and aircraft engaged in international transportation. (International Energy Agency) Pet joules/ Rand or US\$ of GDP: Measurement of energy intensity and is mostly measured as energy consumption per unit of GDP

2.7 Employment and unemployment

Aggregate demand is a useful measure of the purchasing power of a country, and it relatively easy to measure. If aggregate demand grows consistently faster than employment it is possible that the employment numbers are faulty.

The ratio of the cost of skilled labour relative to unskilled labour is a measure of inequality, but it is also a measure of the relative shortage of skilled labour. The larger the cost ratio, the greater the shortage of skilled labour, relative to demand.

Rate of population growth is a useful index when compared to employment trends. If employment grows at a faster rate than the population, the rate and number of unemployed should eventually decline. The narrow unemployment rate is the percentage of the economically active population (workers and jobseekers 16-64) who are not employed and have recently actively sought work. The broad definition is the percentage of the economically active population that is out of work, whether or not they have recently sought work. The government is committed to reducing the unemployment rate by half by 2014. We interpret this to mean reducing the narrowly defined unemployed from 30 percent to 15 percent. Unemployment can be broken down into categories such as gender, age, race and education level—useful guides to the source of the unemployment problem.

The female labour force participation rate is the percent of women aged 16 to 65 who

are not outside the economically active population (e.g. not full-time mothers, learners, or retired). In South Africa female labour force participation was low under apartheid. African women were third class citizens. Since 1994, female labour force participation has risen fast, an important sign of liberation and modernization.

Table 2: Economic Indicators

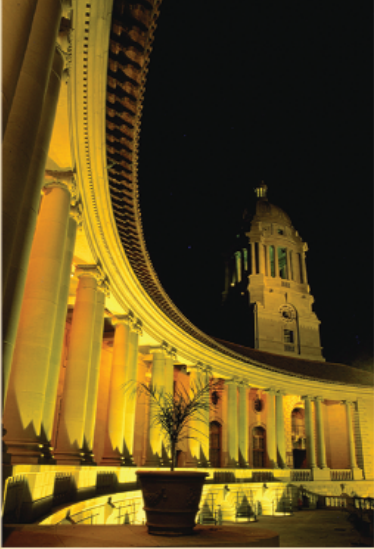
ECONOMIC SECTOR			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of indicators	Source
ECONOMIC GROWTH			
CURRENT GROWTH			
Wealth creation	Real per capita growth Net creation of SMEs % GDP Growth- real	Quarterly Annually Quarterly	SARB DTI SARB
SUSTAINABLE GROWTH			
Investment	Inward FDI in rands Inward FDI in US dollars; Capital formation/GDP ; percentage	Quarterly Quarterly	SARB SARB
ECONOMIC STABILITY			
Government Investment Capital expenditure of public sector as % of GDP Rate of growth of capital expenditure by Government	Government debt % of GDP Budget deficit before borrowing Public sector investment/GDP ; Consumption expenditure by government/GDP % GDP expenditure on health, education, , DSD	Annually Annually Annually Annually	NT NT
Private investment Cost of Capital	Private investment as % GDP; Interest rates- prime and real(prime-cpi)	Annually Quarterly	NT SARB SARB
ECONOMIC GOVERNANCE			
interest rates; government investment; domestic crime rates uncertainty- political uncertainty-regulation uncertainty-prices	Inflation rate (CPIX) Export US dollars; Risk premium over Libor; PE ratio's on JSE contact crimes crime rates Bond points spread (SA treasury US treasury); Administered price index Inflation, both CPIX and Headline rates	Quarterly Annually, Quarterly Annually Quarterly, Annually Quarterly	Stats SA SARB, NT SAPS NT, StasSA StatsSA



ECONOMIC SECTOR			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
FUTURE COMPETIVENESS			
Productivity	Number of SET graduates	Annually	DoE
Skills diversity	% matrics studying Hg science and maths	Annually	DoE
competitiveness of market	Multi -factor productivity	Annually	SARB
Technology	Technology composition	Annually	
	Trade technology balance of trade	Annually	DST
	R&D expenditure /GDP percent		
capital versus labor costs and Investment institutional arrangements/social capital	Capital formation /GDP percent	Annually	SARB
		Annually	DTI
Diversity of labor force	Net creation of SMME	Annually	DoL
	% top management held by blacks	Annually	DoL
	% top management held by women	Annually	DoL
	% black ownership of public companies	Annually	DoL
	Net creation of SMME	Annually	Empowerdex
	% top management held by blacks		
	% black ownership of public companies		
Economic Infrastructure	Capacity of electricity supply	Annually	Eskom(NER)
	Unit cost of telephone use nominal cost per minute, cents) local and to UK	Annually	ICASA

ECONOMIC SECTOR			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
Inequality	(proxy)	Annually	DoT
	Unit cost of freight transport (rail and road)	Annually	DoT
	Proportion income spent on transport (not sure if possible)	Annually	StatsSA
	Gini Coefficient, Theil Index, coefficient of variation, Log variance, Sen Index		
FUTURE COMPETIVENESS			
Productivity PovertyRelative factor prices: skills and experience	Percent living below poverty line (HH)	Annually	StatsSA
	Unit labour cost against international benchmark	Annually	SARB
EMPLOYMENT / UNEMPLOYMENT RATES			
Economic Growth (expansion)	Aggregate demand; GDP growth;	Quarterly	SARB
	Skilled/unskilled labour cost ratio	Annually	StatsSA
Population growth Employment creation	% population growth	Annually	StatsSA
	Unemployment rate narrow Definition	Half-yearly	StatsSA
Labour force diversity	Unemployment broad definition	Half-yearly	
	Female Labour Force Participation and female unemployment rate	Half-yearly	StatSa
	Employment / unemployment rates by age, race; gender	Half-yearly	StatsSA





3. SOCIAL SECTOR INDICATORS

Introduction

The Social Cluster component of the Ten Year Review Indicators consists of six categories, namely: Health and Food Security, Housing, Human Resource Development, Social Cohesion, Poverty and Inequality, and Human Development.

3.1 Health and Food Security

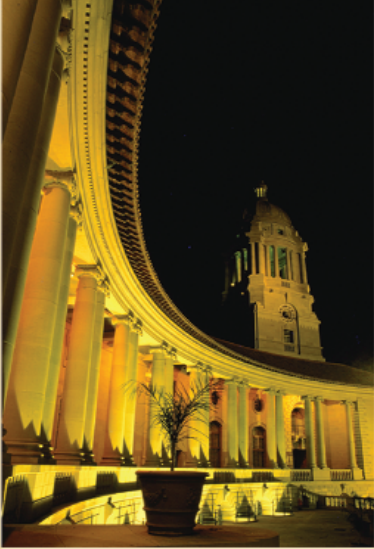
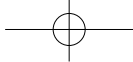
Monitoring change is an important part of efforts to maintain and improve the nutritional health of the population. A system based on core indicators can provide valuable information. It is also important to evaluate interventions in order to be able to attribute observed changes to inputs. It is recognized that a limited number of indicators cannot capture the full breadth and depth of nutrition-related conditions, or replace a comprehensive nutrition monitoring system.

Data for the core nutrition indicators are available at the national level and for many of the indicators at the provincial levels as well. In addition, data for many of the indicators will be reported according to age groups, sex, and by proxy measures of socio-economic status..

3.2 Human Resource Development

This set of indicators for the Human Resource Development category of indicators is approached from the education system of indicators point of view. This has been sub disaggregated into category indicators, input indicators, process indicators, and output or outcome indicators.

- basic financial and economic context, e.g. the GDP per capita
- educational goals and standards by level of education, e.g. higher completion rates, more equitable distribution of university graduates



3.3 Social Cohesion

Within a conceptual framework of social cohesion based at the household level, it is important to recognize that there are a host of substantive issues on which relevant information can be obtained. In this compendium of indicators, we have elected to arrange this material into six broad sections:

3.3.1 Groups and Networks

This is the category most commonly associated with social cohesion. The indicators here consider the nature and extent of a household member's participation in various types of social organizations and informal networks, and the range of contributions that one gives and receives from them. It also considers the diversity of a given group's membership, how its leadership is selected, and how one's involvement has changed over time.

3.3.2 Trust and Solidarity

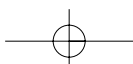
In addition to the canonical trust indicator that is used in asked in a remarkable number of Monitoring and Evaluation Frameworks, this category seeks to procure data on trust towards neighbors, key service providers, and strangers, and how these perceptions have changed over time.

3.3.3 Collective Action and Cooperation

This category explores whether and how household members have worked with others in their community on joint projects and/or in response to a crisis. It also considers the consequences of violating community expectations regarding participation.

3.3.4 Information and Communication

Access to information is being increasingly recognized as central to helping poor communities have a stronger voice in matters affecting their well-being (World Bank 2002). This category of indicators explores the ways and means by which poor households receive information regarding market conditions and public services, and





the extent of their access to communications infrastructure.

3.3.6 Inclusivity

"Communities" are not single entities, but rather are characterized by various forms of division and difference that can lead to conflict. Indicators in this category seek to identify the nature and extent of these differences, the mechanisms by which they are managed, and which groups are excluded from key public services. Questions pertaining to everyday forms of social interaction are also considered.

3.3.7 Empowerment and Political Action

Individuals are "empowered" to the extent they have a measure of control over institutions and processes directly affecting their well-being (World Bank 2002). The indicators in this section explore household members' sense of happiness, personal efficacy, and capacity to influence both local events and broader political outcomes.

3.4 Human Development

The Human Development category, as measured by the Human Development Index, consists of elements that have been mentioned already in the preceding categories, and as such the constitutive elements are not discussed again here.

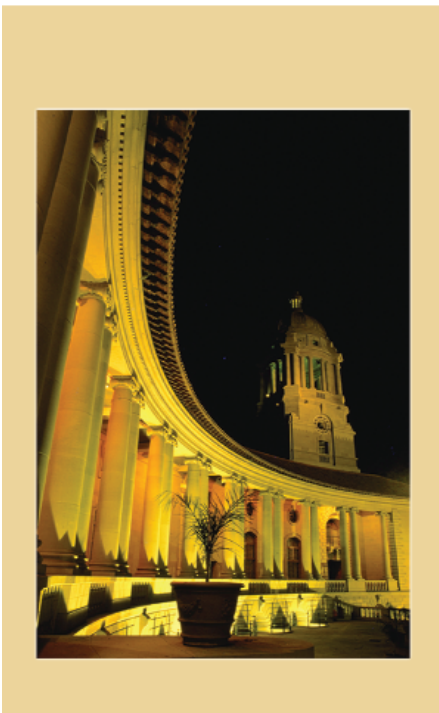
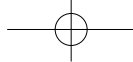
3.4.1 Poverty and Inequality

The measurements for this category include Gini-coefficient, Human Poverty Index, and Human Development Index – all of which measure different combinations of various elements of the categories discussed already.

3.5 Definition of Indicators Used and their Measurement

3.5.1 Life Expectancy

Measures how many years on average a new-born baby is expected to live, given current age-specific mortality risks. Life expectancy at birth is an indicator of mortality conditions and, by proxy, of health conditions.



3.5.2 Infant Mortality estimates the proportion of newborns who die during the first year of life. The commonly used indicator of infant mortality is called Infant Mortality Rate which is the number of children <1 yr old who die in a specified period of time per 1000 live births in same specified period of time

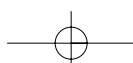
3.5.3 Maternal Mortality: This indicator estimates the proportion of pregnant women who die from causes related to or aggravated by the pregnancy, delivery or its management. The commonly used indicator of maternal mortality is called Maternal Mortality Ratio which measures the number of women who die from pregnancy related causes during pregnancy or within 42 days of delivery or termination of pregnancy in a specified period of time per 100 000 live births during that specified period of time

3.5.4 Stunting, wasting and underweight

Stunting is commonly used as an overall indicator of the long-term health and nutrition situation of a population, pointing to poverty, low socio-economic conditions and the prevalence of chronic diseases. Wasting is an indicator of hunger, insufficient food intake and crisis-related food shortages. If poverty is considered as "unsatisfied basic needs", then stunting and wasting are appropriate indicators of poverty. Stunting reflects the non-satisfaction of basic nutrition needs during the first years of life while wasting reflects the acute deprivation of basic needs.

The following nutritional status indicators use international definitions

- o Prevalence of stunting: % of children aged 1-5 yrs who height-for-age is below minus 2 standard deviations from the median height-for-age of the NHCS/WHO reference population
- o Prevalence of wasting % of children aged 1-5 yrs who weight-for-height is below minus 2 standard deviations from the median height-for-age of the NHCS/WHO reference population
- o Prevalence of underweight % of children aged 1-5 yrs who weight-for-age is below minus 2 standard deviations from the median weight-for-age of the NHCS/WHO reference population





Other important indicators to consider are:-

- o Contraceptive prevalence rate
- o Childbirth care measured by proportion of births attended by skilled health personnel
- o Immunisation coverage:- percentage of 1 yr old children who are fully immunized

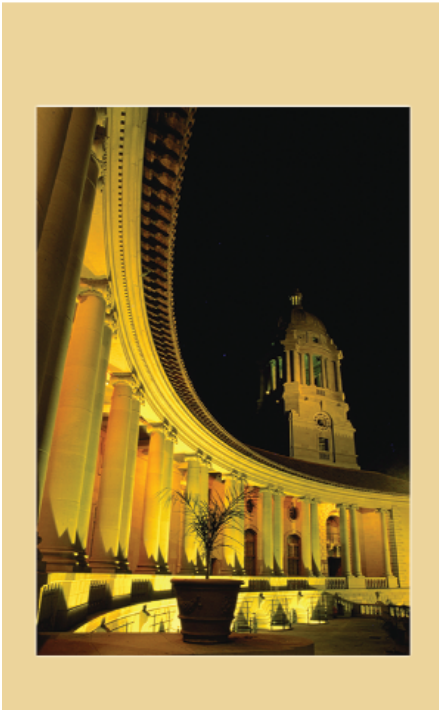
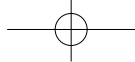
3.5.5 Percentage of Population Housed in Formal Dwellings

Percentage of population housed in formal dwellings. By focusing on the formality of human settlements, this indicator measures the marginality of human living conditions.

3.5.6 Proportion of Households with Access to Piped (Safe Drinking) Water

Proportion of population with access to an adequate amount of safe drinking water in a dwelling or located within a convenient distance from the user's dwelling. The purpose of this indicator is to monitor progress in the accessibility of the population to safe drinking water.

- i) **Population covered:** This includes urban population served by house connections, urban population without house connections but with reasonable access to public stand posts, and rural population with reasonable access to safe water.
- ii) **Reasonable access to water:** This is defined as water supply in the home or within 15 minutes walking distance. Actually a proper definition should be adopted taking the local conditions into account; in urban areas, a distance of not more than 200 metres from a house to a public stand post may be considered reasonable access. In rural areas, reasonable access implies that anyone does not have to spend a disproportionate part of the day fetching water for the family's needs.
- iii) **Convenient distance:** Convenient distance and access are distinct in a sense that there may be access to water but it is not necessarily convenient to fetch the water due to distance. The water should be within a reasonable distance from the home that is 200 metres.
- iv) **Adequate amount of water:** The amount of water needed to satisfy metabolic, hygienic, and domestic requirements. This is usually defined as twenty litres of safe water per person per day.
- v) **Safe water:** The water does not contain biological or chemical agents at concentration levels directly detrimental to health. "Safe water" includes treated surface waters and



untreated but uncontaminated water such as that from protected boreholes, springs, and sanitary wells. Untreated surface waters, such as streams and lakes, should be considered safe only if the water quality is regularly monitored and considered acceptable by public health officials.

3.5.7 Proportion of Households with Access to Sanitation

This indicator refers to the proportion of population with access to a sanitary facility for human excreta disposal in the dwelling or immediate vicinity and its purpose is to monitor progress in the accessibility of the population to sanitation facilities.

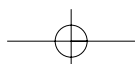
- i) **Sanitary facility:** "A sanitary facility is a unit for disposal of human excreta which isolates faeces from contact with people, animals, crops and water sources. Suitable facilities range from simple but protected pit latrines to flush toilets with sewerage. All facilities, to be effective, must be correctly constructed and properly maintained".
- ii) **Population covered:** This includes the urban population served by connections to public sewers; the urban population served by household systems (pit privies, pour-flush latrines, septic tank, etc); the urban population served by communal toilets; and the rural population with adequate excreta disposal such as pit privies, pour-flush latrines, etc.

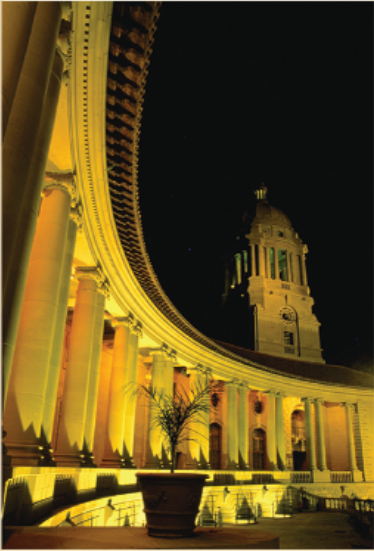
3.5.8 Gross Enrollment Ratio: Secondary

This is the total enrolment in secondary education as a proportion of the population of secondary school-age according to national regulations. The gross enrolment ratio is a general indicator of the level of participation in secondary education. It provides at the same time a measure of the availability and utilization of school places to satisfy the educational needs of the eligible school-age population.

3.5.9 Gross Enrollment Ratio: Primary

This is the total enrolment in primary education as a proportion of the population of primary school-age according to national regulations. The gross enrolment ratio is a general indicator of the level of participation in primary education. It provides at the same time a measure of the availability and utilization of school places to satisfy the educational needs of the eligible school-age population.





3.5.10 Poverty and Inequality (Gini index of Income Inequality)

This indicator is a summary measure of the extent to which the actual distribution of income, consumption expenditure, or a related variable, differs from a hypothetical distribution in which each person receives an identical share. The Gini Index provides a measure of income or resource inequality within a population. It is the most popular measure of income inequality.

3.5.11 Gender Parity Index: (Primary, Secondary, Tertiary)

This indicator is the arithmetical difference between male and female enrolment ratios. It indicates the extent of gender disparities with regard to the degree of participation in education between male and female.

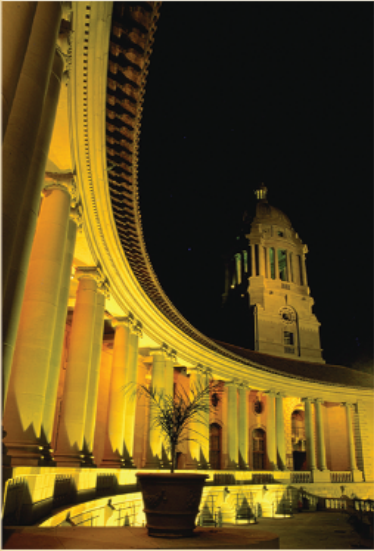
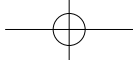
3.5.14 Senior Certificate Pass Rate: measures the number of students who pass Grade Twelve with or without university exemption

3.5.12 HIV Prevalence among pregnant women aged 15 – 24 years (youth) and 15 – 49 Years

HIV prevalence among 15–49 year-old pregnant women is the percentage of pregnant women ages 15– 49 (presenting at public health facilities) whose blood samples test positive for HIV. The indicator is used as a proxy for gauging HIV prevalence rates for the country's population. Population based survey provides HIV prevalence status in a population. Another valuable indicator relates to the percentage of orphans due to HIV and AIDS

3.5.13 TB Prevalence Rate

Tuberculosis prevalence is the number of cases of tuberculosis per 100,000 people. A tuberculosis case is defined as a patient in whom tuberculosis has been bacteriologically confirmed or diagnosed by a clinician. The indicator gives an indication of TB rates in the general population. Other important indicators are TB cure and death rates



- 3.5.15 Learner Classroom ratio:** measures the average number of pupils per classroom
- 3.5.16 Matric Pass Rate:** measures the number of students who pass Standard Twelve with university exemption
- 3.5.17 Student Teacher Ratio:** measures the average number of pupils per teacher
- 3.5.18 Income Inequality:** the measurement of the percentage of the population living below the specified poverty line
- 3.5.19 Inequality:** the measurement of the share of income or consumption accruing to the poorest 20% of the population
- 3.5.20 Social Cohesion**
- 3.5.21 Groups and Networks:** measures the nature and extent of a household member's participation in various types of social organizations and informal networks, and the range of contributions that one gives and receives from them.
- 3.5.22 Trust and Solidarity:** this indicator seeks to procure data on trust towards neighbors, key service providers, and strangers, and how these perceptions have changed over time.
- 3.5.23 Information and Communication:** this indicator explores the ways and means by which poor households receive information regarding market conditions and public services, and the extent of their access to communications infrastructure.
- 3.5.24 Inclusivity:** this indicator seek to identify the nature and extent of differences (various forms of division and difference that can lead to conflict) , the mechanisms by which they are managed, and which groups are excluded from key public services.

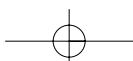


Table 3: Social Indicators

SOCIAL SECTOR CLUSTER			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
HEALTH AND FOOD SECURITY MACRO-INDICATOR (OUTCOME OR IMPACT): LIFE EXPECTANCY AT BIRTH			
Mortality and Morbidity: Conditions, the effect of general socio-economic and technological conditions on human health, etc	Mortality by cause, Life Expectancy at birth as expressed in years	5 yearly	Medical Research Council (MRC) United Nations Development Programme (UNDP)
INFANT MORTALITY			
Availability and access to quality prenatal care and access to health care professional at birth, the effect of general socio-economic and technological conditions on human health	% deaths per 1000 children born	Five yearly	South African Demographic and Health Survey (SADHS) Stats SA UNDP MRC
MATERNAL MORTALITY			
Maternal health status: preceding and during the pregnancy	% deaths during birth or during the first two months after giving birth	Five yearly	South African Demographic and Health Survey (SADHS) Stats SA UNDP MRC
TB PREVALENCE RATE			
Availability, affordability and acceptability of health facilities for tuberculosis.	Number of reported TB cases per 100 000	annually	Health Systems Trust, Department of Health (DoH)

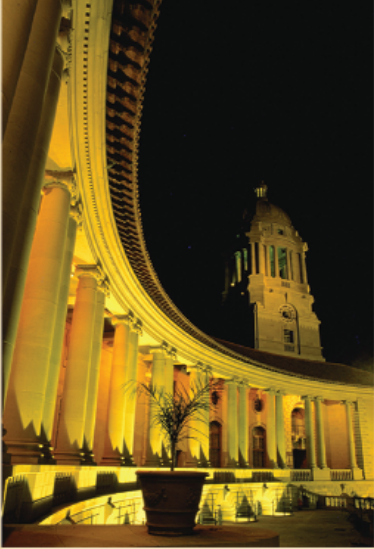
SOCIAL SECTOR CLUSTER			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
HIV AND AIDS NATIONAL PREVALENCE RATE			
Prevalence of other disease, e.g. TB, risk sexual behaviours such as unprotected sexual intercourse, intravenous drug use, mother-to-child transmission	No of people having HIV at a given time	Annually	DoH; Human Science Research Council (HSRC)
HIV AND AIDS PREVALENCE—ANTE NATAL CLINICS			
Prevalence of other diseases, e.g. TB; risk sexual behaviours such as unprotected sexual intercourse, intravenous drug use, mother-to-child transmission, rape, needle stick injury, etc	ANC attendees diagnosed with HIV	Annually	DoH; Human Science Research Council (HSRC)
MALARIA NOTIFICATION CASES PER ANNUM			
Disaggregated spending on health and malaria	No. of cases reported	monthly	DoH; Human Science Research Council (HSRC)
KWASHIOKOR PREVALENCE RATE 6 MONTHS-6 YEARS			
	No. of 6yr olds having kwashiokor	Annually	Health Systems Trust, Department of Health (DoH)
STUNTING PREVALENCE RATES			
	No. of 6yr or below experiencing stunting	Annually	DoH, MRC
HOUSING PERCENTAGE OF POPULATION HOUSED IN FORMAL DWELLINGS			
Rate of growth of urban population	Percentage of population housed in formal dwellings	bi-annually	Stats SA, Department of Housing
PROPORTION OF HOUSEHOLDS WITH ACCESS TO PIPED WATER			
	Proportion accessing piped water	Annually	Department of Housing



SOCIAL SECTOR CLUSTER			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PROPORTION OF HOUSEHOLDS WITH ACCESS TO SANITATION			
Availability of water	% of gdp spent on sanitation infrastructure	Annually	Stats SA, Department of Water Affairs and Forestry (DWAF)DoH; Human Science Research Council (HSRC)
PROPORTION OF HOUSEHOLDS WITH ELECTRICITY			
Access to electricity	Proportion accessing electricity	Annually	Stats SA, Department of Mineral and Energy Affairs (DME)
HUMAN RESOURCE DEVELOPMENT GROSS ENROLLMENT RATE: PRIMARY			
Gross enrolment Rate: Primary	Number of learners enrolled at primary school level as a percentage of age appropriate primary school going population	Annually	Stats SA, Department of Education
GROSS ENROLLMENT RATE: SECONDARY			
Gross enrolment Rate: Secondary	Number of learners enrolled at secondary school level as a percentage of age appropriate secondary school going population	Annually	Stats SA, Department of Education
ENROLLMENT RATE: HIGHER EDUCATION			
HE Participation Rate	Number of learners enrolled at HE institutions as a percentage of age appropriate population	Annually	Department of Education
CLASS SIZE : PUBLIC SCHOOLS			
Rate of growth of urban population	Percentage of population housed in formal dwellings	Annually	Stats SA, Department of Housing
PROPORTION OF HOUSEHOLDS WITH ACCESS TO PIPED WATER			
Adequacy of sufficient learning spaces and educators	Average class size	Annually	Department of Education
GENDER PARITY INDEX: SECONDARY			
Gender equality	Gross enrollment ratio for girls as a proportion of male gross enrollment rate	Annually	Stats SA, Department of Education

SOCIAL SECTOR CLUSTER			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PERCENTAGE FEMALE ENROLLMENT AT UNIVERSITIES			
	% female enrollment	Annually	Stats SA, Department of Education
SENIOR CERTIFICATE PASS RATE			
	Number and % passed : Senior Certificate Examinations	Annually	Stats SA, Department of Education
MATRICULATION PASS RATE WITH "ENDORSEMENT"			
	Number % passed with Endorsement	Annually	Stats SA, Department of Education
PERCENTAGE LEARNER PASSING WITH HIGHER GRADE MATHEMATICS, SCIENCE AND TECHNOLOGY			
Learner home background, access to Maths, Science and Technology	Number and % African learners passed with higher grade in mathematics, science and technology	Annually	Stats SA, Department of Education
SOCIAL COHESION, SOCIAL NETWORKS AND SOCIAL CAPITAL			
Groups and networks	Membership of Different types of organisations and groups	Five yearly	Idasa Barometer
Trust and solidarity	Perception of social trust in community		Idasa Barometer
Collective Action and Cooperation	Voluntary participation in community activities that are aimed at benefiting the whole community	Five yearly	Idasa Barometer
Participation in community structures	Social Capital Index	Five yearly	Social Surveys
Participation in public affairs			
Community Volunteerism			
Social Trust and solidarity			
INCOME POVERTY AND INEQUALITIES			
control and ownership of means of production, employment, etc	All government programmes	Five yearly	Stats SA
Social Grants			
Social Wage			
Economic Participation			
HUMAN DEVELOPMENT			
Education	All government programmes	Five yearly	Stats SA
Health			
Economic Opportunities			





4. JUSTICE CRIME PREVENTION AND SECURITY INDICATORS

4.1 INTRODUCTION

The JCPS cluster development indicators consist of two broad categories, that is, Public safety and National security. Public safety is used here to refer to internal safety and security and covers broad based policy indicators such as reducing the levels of crime, reducing public fear of crime and increased access to justice. Whereas National security refers to external threat and security of the state, it includes broad based indicators such as, increased territorial integrity and increased stability and good governance with the region and Africa. The broad based indicators would be realised through the fulfilment of various institutional, programme, project and activity indicators.

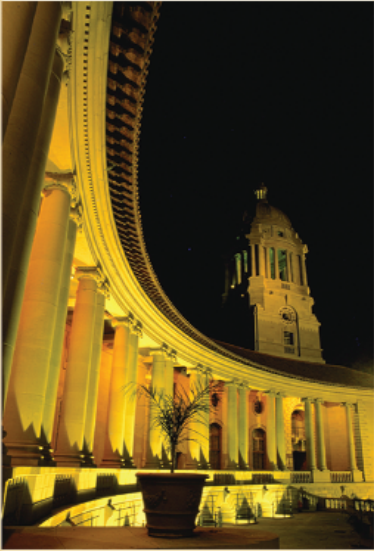
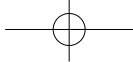
4.2 PUBLIC SAFETY

4.2.1 Reducing the levels of crime

This indicator is one of the JCPS highest policy level development indicators measuring public experience of crime and victimisation. It is believed that overall reduction in number of crimes and victimisation will lead to stable communities and can facilitate business development.

Reduction in levels of crime will be measured by actual reduction in risk factors facilitating criminality and increase in protective factors promoting safety and security of the public. Protective factors are described as an absence of risk factors. Some indicators for risk and protective factors include:

- Reduce levels of crimes reported crime
- Reduce rate of criminal victimisation
- Reduce number of illegal firearms in circulation
- Reduce number of organised crime syndicates in the country
- Reduce access to illegal drugs and alcohol
- Reduce levels of gang activities
- Reduce levels of dysfunctional families, schools and communities



- Increase decent housing and other social amenities
- Increase employment and employment opportunities
- Reduce levels of social inequalities

These risk factors should not be assessed in isolation, because an increase or decrease in levels of crime depend on an increase or decrease in a number of risk factors. The risk factors related to causes of crime are not the sole responsibility of JCPS cluster but cut across various clusters. Therefore some policies, programmes and projects aimed at reducing these risk factors lay with Economic, Social and Government and Administration clusters.

4.2.3 Reduction in public fear of crime and increase in public confidence on the criminal justice system

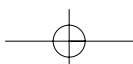
Public fear of crime does not necessarily indicate the high levels of crime in a society, but point to public perception of crime. Public fear of crime is a very subjective indicator that, contribute to public confidence in the criminal justice system and security structures and often lead to improvement in the quality of life in the community.

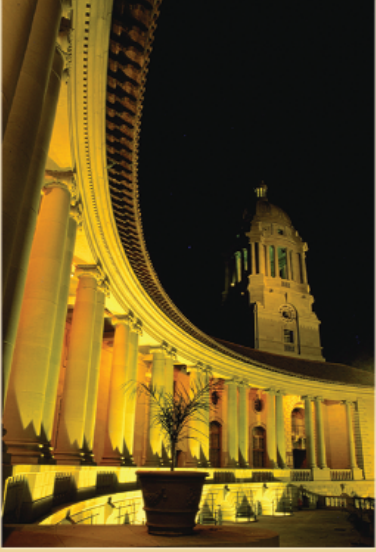
While people fear of crime refer to fear of specific crime or fear of specific physical space, it also point to what the public think about criminal justice system. Most of these indicators are measured through surveys and include some of the following indicators:

- Increased number of people who safe or unsafe in their area during the day or after dark
- Reduce number of geographical spots where people feel unsafe
- Increase police visibility
- Improve police response time
- Reduce perceived corruption or inefficiency of criminal justice system and security structure officials
- Reduce perception or experience of poor service by the criminal justice system and security structure officials

4.2.4 Access to justice

Access to justice refers to the provision of criminal justice services in general not just to courts. The indicators of access to justice measure progress made towards removing





barriers to reaching the justice system and increasing public knowledge and awareness of how the criminal justice system function.

Indicators of access to justice measure legal and physical access to criminal justice systems, criminal justice systems' response to public problems, process of awaiting trial prisoners and legal aid support to those who are in conflict with the law, management of sentenced prisoners and dealing with real or perceived corruption within the criminal justice system. Some of the indicators include:

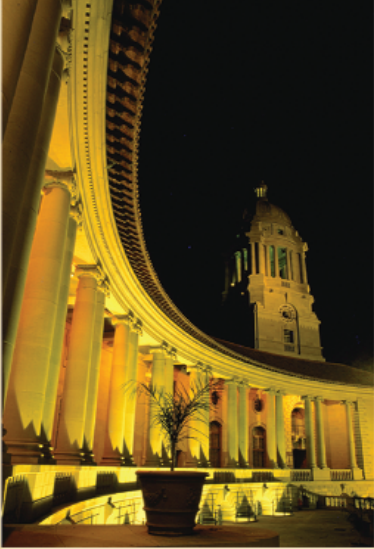
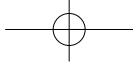
- Increase number of police stations, prisons and courts
- Reduce distance where people live and the location of criminal justice system services
- Increase number and availability of criminal justice personnel
- Increase number of investigations processed and finalised
- Increase rate of arrests
- Increase rate of cases finalised
- Increase conviction rate
- Reduce proportion of awaiting trial prisoners
- Reduce prisoner population
- Reduce perceived corruption and effectiveness of the criminal justice system

4.3 NATIONAL SECURITY

4.3.1 Increased Territorial integrity

The concept of territory is intimately inter-linked with related concepts of sovereignty and jurisdiction. Territory is the portion of earth including the seas and air-space, whose boundaries are legally determined by the sovereign state within whose jurisdiction the particular territory falls. Therefore states have responsibility to ensure and enhance the integrity of his territory. This responsibility has everything to do with the protection of natural and intellectual resources and protection of citizens against external or internal threat.

External threat refers to diplomatic or violent protection of the citizens or resource against foreign states or individuals. Internal threat refers the diplomatic or violent protection of the state, its citizens and resources against domestic insurgency. Every



state is a conglomeration of groups with different ideologies and believes. If the conditions within the state are such that any of these groups is either excluded or affected by the process of nation building, this can lead to instability and in extreme cases to violence and civil unrest. Increased territorial integrity is a highest policy indicator that can be realised through the implementation of various institutional, programmes and project activities of security cluster and other related clusters. Some of the indicators for increased territorial integrity include:

- Increased or enhanced border control and security
- Reduction of conflict and dispute between south Africa and foreign and/or neighbouring countries
- Increased diplomatic relation with foreign and/or neighbouring countries
- Increased external and internal intelligence operations
- Increased public participation in state affairs and governance
- Reduced domestic unrest

4.3.2 Increased stability and good governance with the region and Africa

International law and charters and regional and sub-regional protocols provide authority for international organisations to intervene in the affairs of other states. The UN Charter adopted resolutions authorising interventions in the affairs of member states. The provision of the Consultative Act of the African Union (AU) and the AU's Protocol on Peace and Security provided for intervention of AU member states in such situations where a gross violation of human rights has occurred or conflict has reached such a stage that it is prejudicial to continental and sub-regional security.

Increased stability and good governance with the region and Africa will be realised through the following institutional, programme and project indicators:

- Increased adherence in AU safety and security protocols
- Reduction in violent conflict in the region and in Africa
- Increased peace brokering in the region and in Africa
- Increase in democratic states
- Improved functioning of AU and SADC peace and security structures

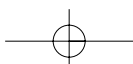
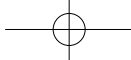
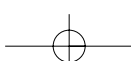
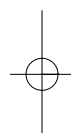
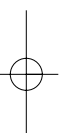


Table 4. Justice and Crime Indicators

JCPS			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PUBLIC SAFETY LEVELS OF CRIME			
Number of reported crimes Rate of criminal victimisation	Reduction in numbers of reported contact crimes Reduction in number crimes against women and children Reduction in numbers of property crimes Increase in number of illegal drugs and substance seized (short term) Increase in number of illegal firearm and ammunition confiscated (short-term) Rate of arrests Conviction rates Reduction in number of people who have been victims of crime Increase in number of victims who reported crime to the police Reduction in repeat offending	Annual NCSV bi-yearly	SAPS crime statistics National Crime Victim Surveys (NCVS) by Statistics South Africa (StatsSA), Human Science Research Council (HSRC) and Institute for Security Studies (ISS) National Injury Mortality Surveillance System (NIMSS) by UNISA-Institute for social and health Sciences and MRC-UNISA Crime, Violence and Injury Lead Programme



JCPS			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
LEVELS OF CRIME			
Proliferation of firearms Gun regulation laws Demand for and Supply of firearms	Reduction in number of firearms in Circulation Increase in number of firearms and ammunition seized by SAPS Increase in number of illegal weapon and ammunition destroyed Increase in quantity of DOD old stock of weapons and explosive destroyed Increase in quantity of weapons and explosive destroyed in neighbouring countries Decrease in number of firearm related deaths and injuries Decrease in number of gun running syndicates Reduction in gun ownership Arrest rates for gun offences Conviction rate for gun offences	Annual Bi-yearly (NCVS)	SAPS crime stats NCVS (HSRC, STATSSA, ISS) NIMSS Ambulance statistics Hospital Trauma Units registry SAPS –Gun registry
Drugs and substance abuse Uncontrolled liquor outlets Demand for and Supply of drugs	Number of clandestine laboratories closed Number of illegal liquor outlets closed down Quantity and types of drugs seized Rate at which illicit drugs are seized. Number of people in drug rehabilitation centers	Annually	SAPS – crime stats Drugs and Substance Abuse Rehabilitation Centres registry – Department of Social Development



JCPS			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PUBLIC SAFETY LEVELS OF CRIME			
Organized crime Existence of organized crime syndicate Existence of market for organized crime Organized crime transit route Capacity of the CJS	Rate of convictions of organised crime syndicate members Organised crime syndicate arrest rate Number of organized crime syndicate neutralized Number of organised crime syndicate investigated Percentage of organised crime syndicate cases to court Illegal movement of people, articles and goods	Annually	SAPS DSO – National Prosecuting Authority
Education, training and schools related factors	National literacy levels Percentage of children enrolled in school % of pupils passing matric Rate of school drop-out School dysfunctionality Number of post-schools training institutions	Refer to Social cluster	Refer to Social cluster
Economic Factors	Unemployment Severe economic and social inequalities % of people living below poverty line	Refer to economic sector	Refer to economic sector
Social Factors	Prevalence informal settlement Household overcrowding Percentage of single parent headed family Percentage of severe dysfunctional families Internal migration Urbanization	Refer to Social cluster	Refer to Social cluster

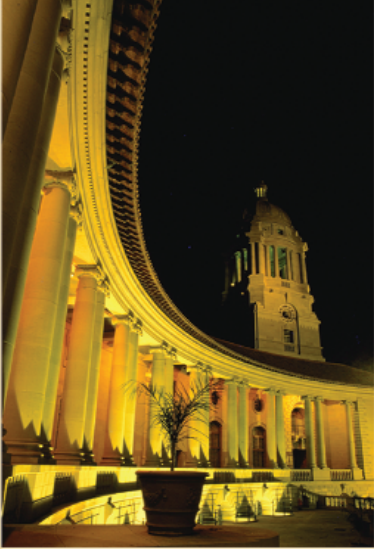
JCPS			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PUBLIC CONFIDENCE ON CRIMINAL JUSTICE AND SECURITY SERVICE STRUCTURES			
High rate of crime Public fear of crime Perceived or experienced poor service by CJS and security structures officials Intimidation of witness Lack of cooperation between CJS and communities Lack of public understanding of the functioning of CJS	Reduce number of reported crime Reduce risk of criminal victimisation Improve police visibility Improve police response time Reduce number of geographic spots where people feel unsafe Improve investigation Increase arrest of serious offenders Reduce case cycle time Increase conviction rates for serious crimes Improve witness protection programme, Improve communication on serious crime Reduce gangs and organised crime activities Reduce corruptions by CJS officials Improve CJS customer service Increase public awareness of CJS campaigns	Bi-yearly	SAPS service delivery survey DoJCD service delivery survey NCVS Public Perception surveys
ACCESS TO JUSTICE PHYSICAL ACCESS			
Availability of CJS institutions Availability of transport Distance between communities and CJS services Rural/urban dichotomy Access to information	Number of courts countrywide % of Victim satisfied with CJS Number of police stations countrywide Reduction in cases of vigilantism Ratio of prosecutor to number of cases	Annually	DoJCD and NPA data



JCPS			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
NUMBER OF INVESTIGATIONS COMPLETED			
Sufficiency/insufficiency of detectives	% of cases sent to court	Annually	SAPS crime data
Experience of detective	Rates of investigations		
Docket overload	Number of cases rejected by Prosecution		
Complexity of case	Number of criminal investigations suspended by SAPS		
Support provided by prosecutors			
RATE OF ARREST			
Intensity police operations	Rate of arrest	Annually	SAPS data
Experience of police officers	Number of arrest warrants not executed		
Location of police station			
RATE OF FINALIZED CASES			
Number of prosecutors	Number of cases finalized	Annually	DoJCD and NPA data
CONVICTION RATE			
Experience of prosecutors	Rate of diversion	Annually	DoJCD and NPA data
Complexity of cases	Number of cases rejected by court		
Quality of investigations	Conviction rate		
Case backlog	Withdrawal rate		
PROPORTION OF AWAITING TRIAL PRISONERS			
Number of prosecutors	Reduction in the number of cases that get postponed	Annually	DCS data
Experience of prosecutors	Rate of finalized cases		NPA
Case time-lag	Increase in court hours		NPA,SAPS
Quality of investigations	Reduction in a number of outstanding cases		NPA,SAPS
	Rate of reduction case preparation cycle time		

JCPS			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
NATIONAL SECURITY TERRITORIAL INTEGRITY			
Border control and security Influx of immigrants Quality of facilities at border posts Corruption by state officials Cooperation by border security departments Capacity of border control officials	% of illegal immigrants arrested Rate of arrests and seizures Extent to which illegal goods are confiscated Number of officials employed at border posts	Annually	SAPS and DHA
Cross-border crime Porous borders corruption by state official	Rate of arrests and seizures Reduction in cross border crime	Annually	
Quality of facilities and technology at Security at border posts Intelligence coordination regional and continental cooperation	Extent to which illegal goods are confiscated Number of SA citizens serving prison sentence outside SA Number and rate of cross border operations		
Diplomatic relations with foreign states Conflict and Dispute Resolution mechanism between SA and neighboring countries and foreign Countries	Refer to IRPS	Refer to IRPS	Refer to IRPS
Domestic unrest			
Public participation in state affairs and governance	Refer to G&A cluster	Refer to G&A cluster	Refer to G&A cluster
STABILITY AND GOOD GOVERNANCE WITHIN THE REGION AND AFRICA			
Violent conflict and instability in the region Adherence to AU peace and security protocols Democracy and Good Governance Strong AU and SADC structures on Peace and Security	Refer to IRPS cluster	Refer to IRPS cluster	Refer to IRPS cluster





5. INTERNATIONAL RELATIONS, PEACE AND SECURITY CLUSTER DEVELOPMENT INDICATORS

5.1 Introduction

The International Relations, Peace and Security (IRPS) cluster development indicators consist of five broad based categories. These are: Bilateral Political and Economic Relations; International Organisations and Multilateralism; Peace, Security and Stability; Global Economic Integration; and African Renaissance.

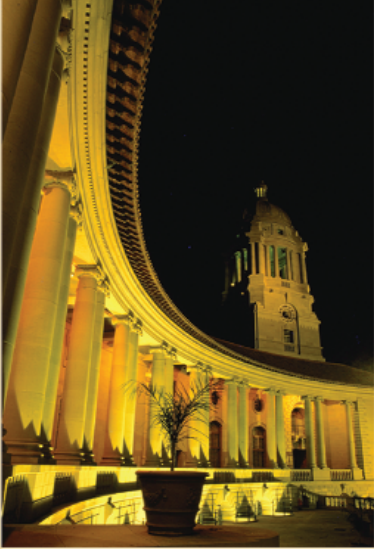
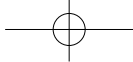
5.1 Bilateral Political and Economic Relations

The democratic government has successfully normalised South Africa's diplomatic relations with the world. This has involved the opening of new missions and the strengthening of existing ones in countries in the North and the South, particularly to promote trade and investment opportunities. This growth in diplomatic representation has also involved increased defence and commercial representation. This has created a demand for more diplomatic personnel, particularly with expertise in economic diplomacy. As an African country, South Africa has correctly prioritised the strengthening of our bilateral relations with the continent, particularly to support their sustainable economic development. This is reflected in the Cabinet decision to have full representation in all African capitals by 2007. The indicators used to measure progress in strengthening bilateral political and economic relations are:

- Formal recognition
- Structured bilateral relations
- Fiscal and diplomatic resources
- Political relations
- Trade and investment
- Tourism
- Defence and police cooperation
- Science and technology (S&T) cooperation

5.2 International Organisations and Multilateralism

South Africa is a respected partner and participant in a number of significant regional, continental and multilateral institutions, in which we are advancing the interests of



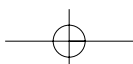
developing countries and focusing the international agenda on addressing poverty and the underdevelopment of the South. These international organisations include: the United Nations (UN), the Non-Aligned Movement (NAM), the G77 and China, the Commonwealth, the World Trade Organisation (WTO), the African Union (AU) and sub-regional organisations such as the Southern African Development Community (SADC). South Africa has been honoured to host a number of important multilateral conferences over the past decade.

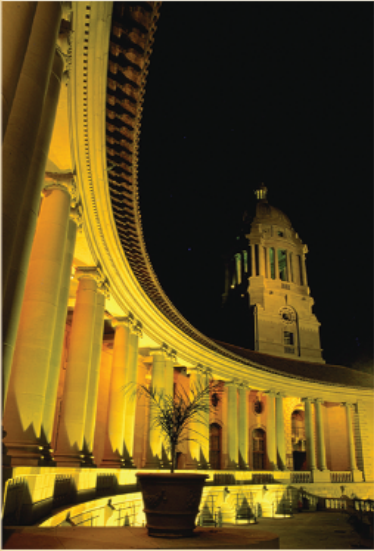
Multilateralism and the promotion of a more democratic, equitable, rules-based and people-centred global order are indeed critical axioms of South Africa's foreign policy. The academic literature broadly defines multilateralism as the practice of co-ordinating national policies among three or more states, through ad hoc arrangements or by means of institutions, and this takes place on the basis of generalised principles of conduct and an equitable sharing of the costs and benefits that apply to all participating states. This has become particularly important in an era of accelerating globalisation and enhanced interdependence among nation states. The indicators used for this category are:

- Normative orientation of the international organisation
- Normative commitment to multilateralism
- Reform agenda
- Strategic political leadership and support
- Reporting commitments
- North-South cooperation
- South-South cooperation

5.3 Peace, security and stability

South Africa has consistently placed a premium on promoting peace, stability and security (including crime management and prevention) in Africa and the rest of the world. In this regard, the country has made a number of peace brokering interventions or supported regional peace initiatives that the positively contributed to peace, stability and security in several countries on the continent. South Africa has also assisted in a number of humanitarian and relief operations in the southern African region. Despite being a relative newcomer to peace support operations, South Africa has quickly





developed a reputation for its positive contribution in support of UN- and AU-mandated peace support operations. An important new priority is to assist countries emerging from conflicts with post-conflict reconstruction and development. The indicators for measuring progress in peace, security and stability are:

- prevention, management and resolution of intra- and inter-country conflicts
- peace support operations
- humanitarian emergencies
- post-conflict reconstruction and development
- defence capabilities
- global and regional governance on new security challenges

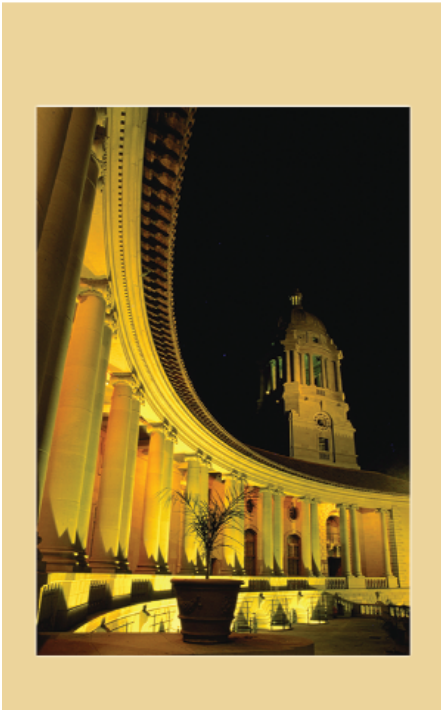
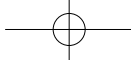
5.4 Global Economic Integration

In order to promote domestic economic growth and employment, it is critical that South Africa continues to integrate into the global economy through diversifying and deepening the country's trading networks, export markets and sources of foreign direct investment (FDI). Apart from its traditional trading partners, South Africa has developed more extensive relations with South America, Asia and Africa, thereby enhancing South-South economic cooperation. As part of its global trade strategy, government has identified strategic partner countries with which to develop economic relations through bilateral FTAs. Enhancing flows of intra-African trade in line with the NEPAD principles is an important priority. The indicators used to measure the level of South Africa's global economic integration include:

- multilateral and plurilateral economic agreements and treaties
- levels of total trade
- levels of FDI inflows and outflows

5.5 African renaissance

South Africa's foreign policy objectives are centred around Africa's renewal, as well as the belief that the country's future is tied to that of the African continent. Thus the country played a crucial role in reconstituting the Organisation of African Unity (OAU) into the AU as a more effective pan-African continental body based on modern realities and

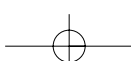


challenges. The New Partnership for Africa's Development (NEPAD) was launched as the socio-economic programme of the AU in 2002. The Pan-African Parliament was launched in 2004. The Peace and Security Council and the Economic, Social and Cultural Council (ECOSOCC) have also been established. The African Central Bank is in the process of being established as Africa's institutional structure to advance the development of the continent. The African Peer Review Mechanism has been established as a voluntary mechanism with the mandate to ensure that policies and practices of participating states in NEPAD conform to agreed political, economic and corporate governance values and codes. The indicators for this category are:

- African Union
- Implementation of NEPAD projects
- Implementation of APRM
- Regional economic integration
- North-South cooperation
- South-South cooperation
- Enhanced socio-economic development

Table 5: International, Peace and Security Indicators

INTERNATIONAL RELATIONS, PEACE AND SECURITY (IRPS)			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
INTERNATIONAL RELATIONS			
BILATERAL POLITICAL AND ECONOMIC RELATIONS			
Formal recognition	number of countries South Africa formally recognises as sovereign states number of foreign missions abroad number of foreign missions in South Africa number of international organisations represented in South Africa	annually	DFA



INTERNATIONAL RELATIONS, PEACE AND SECURITY (IRPS)			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
INTERNATIONAL RELATIONS BILATERAL POLITICAL AND ECONOMIC RELATIONS			
Structured bilateral relations	number and nature of Binational and Joint Commissions	annually 6 months	
	depth and scope of bilateral engagement		
Fiscal and diplomatic resources	DFA Budget Vote	annually	DFA
	number of diplomats trained by the FSI		DFA
	number of officials seconded to multilateral organisations		DFA, DPSA
Political relations	state of bilateral political relations	6 months	DFA
Trade and investment	levels of bilateral total trade	Quarterly	SARB, DTI
	levels of bilateral FDI (inward and outward)	Quarterly	SARB, DTI
Tourism	number of international tourist arrivals	Monthly	DEAT, Tourism SA ACSA
	number of international airline arrivals	Annually	DEAT, IMC
	total tourism spend remaining in South Africa	6 months	
	number and nature of national and provincial imaging, branding and marketing initiatives		
Defense and police cooperation	number of security cooperation agreements	6 months	DOD, SANDF, SAPS, NICOC
Science and Technology (S&T) cooperation	number of S&T agreements and joint projects	6 months	DST

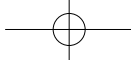
INTERNATIONAL RELATIONS, PEACE AND SECURITY (IRPS)			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
INTERNATIONAL ORGANISATIONS AND MULTILATERALISM			
normative orientation of the international organisation	number of international organisations South Africa belongs to	annually	DFA
	alignment to South Africa's principles and priorities	annually	DFA
normative commitment to multilateralism	Levels and trends of worldwide unilateral behaviour	Annually	
reform agenda	enhanced democratic governance and transparent functioning of multilateral institutions	annually	
strategic political leadership and support	number and nature of United Nations resolutions sponsored or supported	6 months	DFA
	number of officials seconded to multilateral organisations	annually	DFA, DPSA
	number and nature of international conferences hosted in South Africa	annually	DFA
	level of implementation of outcomes of international conferences	6 months	
reporting commitments	timeous and adequate reporting on implementation of international legal instruments	annually	
north-south cooperation	nature and effectiveness of multilateral consultation and cooperation	6 months	
	effective incorporation of NEPAD into relevant resolutions and outcomes		
south-south cooperation	nature and effectiveness of multilateral consultation and cooperation	6 months	



INTERNATIONAL RELATIONS, PEACE AND SECURITY (IRPS)			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PEACE, SECURITY AND STABILITY			
prevention, management and resolution of intra- and inter-country conflicts	resolution and reduction of intra- and inter-country conflicts		
peace support operations	contribution to and participation in UN and AU mandated peace support operations, including peacekeeping	quarterly	DOD, SANDF, DFA, SAPS
humanitarian emergencies	contribution to and participation in regional and international humanitarian relief missions	quarterly	DOD, SANDF, DFA
post-conflict reconstruction and development	Number of countries in which South Africa is engaged in post-conflict reconstruction and development Nature of engagement in post-conflict reconstruction and development		All relevant departments
defense capabilities	DOD Budget Vote (defense spending as % of GDP)	Annually	DOD
	size and resources of national defense force	Annually	DOD
global and regional governance on new security challenges	level of ratification and accession to relevant African and international instruments for combating terrorism	Quarterly	DFA, DOD, SAPS, DME, Transport
	level of ratification and accession to relevant African and international instruments for arms control and disarmament	Quarterly	DFA, DOD, SANDF, SAPS
	alignment of arms sales to UN principles		

INTERNATIONAL RELATIONS, PEACE AND SECURITY (IRPS)			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PEACE, SECURITY AND STABILITY			
multilateral and plurilateral economic agreements and treaties	level of ratification and accession to relevant multilateral and regional economic agreements and treaties number and scope of regional trade agreements (RTAs)	Annually quarterly	DTI
levels of total trade: imports and exports	balance of payments (current account) imports as % of GDP exports as % of GDP	Quarterly Quarterly quarterly	DTI DTI DTI
levels of FDI inflows and outflows	balance of payments (financial and services account)	quarterly	SARB
African Union	level of operationalisation and effective functioning of AU organs secondment of officials	Quarterly 6 months	
implementation of NEPAD projects	progress of implementation of NEPAD projects Timeous and adequate reporting by G8 on implementation of the G8 Africa Action Plan	quarterly	
implementation of APRM	level of ratification and accession to the APRM number of successfully completed peer reviews	Annually 6 months	
regional economic integration	implementation of MOUs and other regional economic agreements and treaties integration of NEPAD and SADC RISDP into government policies rationalisation and effective functioning of RECs	Annually annually	





INTERNATIONAL RELATIONS, PEACE AND SECURITY (IRPS)			
Factors contributing to outcome or impact indicators	Programme/Policy level indicators (input, output indicators) of contributing factors	Frequency of collection of Indicators	Source
PEACE, SECURITY AND STABILITY			
north-south cooperation	level and nature of cooperation level of ODA flows	annually	
south-south cooperation	Level and nature of cooperation		
enhanced socio-economic development	MDG indicators WSSD indicators Human Development Index (HDI)	Annually UNDP	

