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# CONCEPT NOTE ON THE NDP FIVE YEAR IMPLEMENTATION PLAN

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## **1. Introduction**

The purpose of this concept note is to articulate the rationale for the development of the NDP Five Year Implementation Plan for South Africa. The concept of planning has increasingly gained momentum in the last two decades more especially in developing countries around the African continent. Planning as an academic discipline has claimed its status separate from the social sciences based on the coherent body of theories as a foundation. The planning analysis consists of two theories: procedural theory or theory of planning, and substantive theory or theory in planning. The former is a theory of planning activity and the latter is a theory of “areas of concern” of planning activity.

## **2. Theory in Planning**

As a concern for all social scientists, theory in planning consists of three interrelated but separate entities. Firstly, it is the traditional and most developed economic planning theory which improves through embracing sociological and political variables in the new style of political economy. Secondly, it is the social planning which embraces the social dimension of development including its impact on politics. Thirdly, the administrative planning theory through which the development process is multidimensional in its socio-political, politico-administrative and political economy aspects.

## **3. Planning Theory**

The planning theory consists of four stages of analysis. The first stage is the rationale for planning theory based on the assumption that rational planning is the best concept for planning to promote human growth. Secondly, the framework stage which presents the core of the conceptual framework for planning in the form of a model for planning agencies, their operations and limitations. Thirdly, the synthesis of the model and classification concepts of planning dimensions. The fourth stage results in systematisation of the planning process.

#### **4. Developmental Planning Approach**

Berrisford, 1995 states that there are a variety of meanings related to planning such as 'physical planning', 'land-use planning', including 'development planning' and 'spatial planning' (Berrisford, 1995). The former two were regarded as narrow in their scope and less integrative, with development planning used more frequently in South Africa (SA) since democracy, and embedded in local government's Integrated Development Plans (IDPs).

Development planning is defined as "...a participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas, and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and marginalised."

#### **5. Planning in Developmental States**

Chalmers Johnson (1982) first used the concept of a 'developmental state' to describe Japan's economic growth. Johnson distinguishes the concept of a 'developmental state' from standard government intervention, to being about how and why a state intervenes in the economy. This refers to a "centralised state that interacts with the private sector from a position of pre-eminence in order to secure development objectives" (Gumede, 2009, p4).

This concept and analysis has since been expanded to other countries in East Asia (China, South Korea, Malaysia, Taiwan). With increasing number of countries recognising the centrality of the State to achieve developmental objectives, and moving away from neo-liberal ideology, many more country cases are recognised and documented as developmental states. None of the states studied, exist in their 'purest' form, as each country implemented a mix of different policies and intervention strategies when taking into account historical contexts and state capacity. There are no guidelines regarding the number of the attributes a state should have before it can be regarded as 'developmental'. In addition, many synonymous terms are used in the literature to describe the developmental state, ranging from 'Industrial State';

‘Administrative State’; ‘Regulatory State’; ‘Predatory State’ and the ‘Network State’, demonstrating the focus of attention by the researchers.

Many more countries are being identified as developmental states, demonstrating the changing socio-economic environment. A key consideration is an understanding of the developmental paradigm, as what constitutes developmental outcomes remain contested. The composition of what attributes are associated with developmental states varies. Emerging pathways to becoming a developmental state are observed, taking into account different contexts. Increasing attention on climate change and the 4<sup>th</sup> industrial revolution presents both challenges and opportunities to drive the development agenda recently. A single and widely used definition of a developmental state is therefore not available in the literature; rather attributes are linked to these countries. The following key attributes across country cases have been noted:

#### **Attributes of a Developmental State**

A capable, autonomous (but embedded) bureaucracy;

A political leadership oriented towards development: i.e. legitimacy based on developmental outcomes;

A close, often mutually beneficial symbiotic relationship between some state agencies and key industrial capitalists; and

Successful policy interventions, which promote growth.

## **5.1. International Case studies**

### **5.1.1 Uganda**

The government of Uganda adopted and approved the Comprehensive National Development Planning Framework (CNDPF) which provides for the development of a 30-year Vision to be implemented through: three 10-year plans; six 5-year National Development Plans (NDPs); Sector Investment Plans (SIPs); Local Government Development Plans (LGDPs), Annual work plans and Budgets. The National Planning Authority (NPA) within the Ministry of Finance, Planning and Economic Development, in consultation with other government institutions and other stakeholders has developed a Uganda Vision 2040 and was responsible for operationalising this Vision statement. The strategic role of the NPA in driving national planning and development is well recognised by state and non-state actors.

Uganda Vision 2040 provides development paths and strategies to operationalise Uganda's Vision statement which is "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years." Interventions are sequenced and detailed in the 5-year national development plans and annual budgets. Over the Vision period, the planning approach is based on harnessing strategic opportunities by strengthening the relevant fundamentals that facilitate maximum returns from the opportunities. The CNDPF outlines the hierarchy of planning and the development planning process. This Ugandan's CNDPF provides a holistic approach to long term planning, and further outlines the process through which plans are produced by various sectors. Plans are synchronised with the Medium Term National Development Plan. The framework provides for the Mid-term reviews (2½ years).

Planning is coordinated at two levels of government; national and local government. Firstly, at the national level it entails the determination of national priorities, integration of local government and sector plans, and production of the national development plans. Secondly, at the local government level as provided for under section 37 and 38 of the Local Government Act, 1997 and the process of producing of Higher and Lower Local Government plans is coordinated by the District Council which shall be the District Planning Authority.

### **5.1.2 Namibia**

The Namibian government is currently implementing its 5<sup>th</sup> Five-year National Development plan for 2017-2022. This medium term plan has Pillars and Goals, which further outlines the comprehensive development strategy over the period of five years. The plan is a medium-term national development plan, which charts a course towards the accumulative targets outlined in Vision 2030 and further consists of policy document and an implementation plan. This plan took into consideration the global, continental, regional and national development frameworks inclusive of the Sustainable Development Goals (SDGs), African Union Agenda 2063, South African Development Community (SADC), Regional Integrated Strategic Plan (RISDP), Vision 2030, Harambee Prosperity Plan and governing party manifesto. The NDP5, sets out a roadmap for achieving Rapid Industrialisation while adhering to four integrated pillars of sustainable development, which are Economic Progression, Social Transformation, Environmental Sustainability and Good Governance.

The current plan has four key goals namely: to achieve inclusive, sustainable and equitable economic growth; build a capable and healthy human resources; ensure sustainable environment and enhance resilience and promote good governance through effective institutions. In the spirit of Harambee, NDP5 embraced the concept of partnership in pursuit of national development goals. The plan was developed through extensive consultation with stakeholders including members of civil society, private sector and development partners. Their approach to planning is that the process should not be top-down but bottom-up which embraces the principle of partnership and coordination from private sector, civil society organisations, community based organisations together with international communities to cooperate with government ministries.

The Planning Commission plays a central coordination role for national planning. The NDP Vision 2030 expresses the national aspirations based on forecast, outline goal statements, major objectives and broad strategies. It also contains the milestones, which indicated the interval targets or indicators that are useful to monitoring the progress towards the achievement of desired objectives. While the NDP Five-Year Plan is a comprehensive medium term plan, which is inclusive of the government, private sector and civil organizations' contribution towards NDP Vision 2030, the government further outline their strategies, programmes and projects in the Implementation Plan.

### **5.1.3 China**

The current 5-Year Plan (2016-2020) is the 13<sup>th</sup> one with China's first 5-Year Plan developed in 1953-1957. Except for a two-year hiatus for economic adjustment in 1963-1965, the 5-Year Plans have been continuous<sup>1</sup>. The Chinese developmental state made use of the National Development and Land Reform Commission (NDRC) as a central planning agency in charge of executing the state's policies. The NDRC is a central agency charged with carrying out such macroeconomic 'control'. It oversees national macro-economic, energy, price, industrial and investment policies, among others. It also enjoyed increased power in domestic politics under the Hu-Wen leadership, when an aggressive state-led industrial policy was adopted to help

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<sup>1</sup> China NDP The 13th Five-Year Plan for Economic and Social Development of the People's Republic of China (2016-2020)

domestic companies. Other government agencies call the NDRC a 'small state council' or a super ministry, because it has departments matching every sector of the economy and has a higher political position than the ministries. At the same time, it has inherited a conservative position on reform from its former body, the State Planning Commission.

The current five (5) year plan that covers implementation, is used to ensure that governments at all levels better perform their duties and stimulate the vitality and creativity of different types of participants, so that the entire party and the people of China work collaboratively "in finishing the building of a moderately prosperous society in all respects." This involves strengthening overall management and coordination and creating a development planning system headed by the plan for economic and social development, and supported by subject-specific, regional, local and annual plans.

Relevant departments under the State Council organise the formulation of a set of national subject-specific plans, which set out in detail the implementation of the main tasks and targets of this plan. Local governments ensure that their development plans, strategies, main targets, key tasks, and major projects are coordinated with those defined in the national plans and implement the unified arrangements provided for in these plans. Mechanisms for implementation include all local governments departments to organise, coordinate and guide the implementation of the plan. Reporting is done to the Standing Committee of the National People's Congress according to the law. Approval procedures related to the projects, initiatives included in this plan will be streamlined, and priority will be given to them in site selection, land availability and funding. Auditing offices play a role in overseeing implementation. If the plan needs to be adjusted, proposals are put forward by the State Council and reported to the NPC Standing Committee.

#### **5.1.4 Malaysia**

The Malaysian state introduced the framework for implementing the developmental plan through four pillars that guided their strategic priority reforms which were accumulative over the years up to the final medium term period of 2020. Their Vision



2020 comprises of long term goals; 20 years and 10 years per phase dating back from 1971 -2020, comprising of New Economic Policy, National Development policy, National Vision and New Economic Model. These phases were further divided into 5 year medium terms for the implementation of their National Development Plan. The development of the Eleventh Plan was guided by the Malaysian National Development Strategy (MyNDS), which focuses on rapidly delivering high impact on both the capital and people economies at low cost to the government.

**Table 1: Malaysia’s National Development Plan Framework**

Vision 2020				
	New Economic Policy	National Development Policy	National Vision	New Economic Model
	1971 - 1990	1991 - 2000	2001 - 2010	2011 - 2020
	Growth with Equity And Fostering National Unity	Accelerating Poverty Eradication And Reducing Social And Economic Imbalance	Resilient and Competitive Nation	High Income Nation

Malaysian Framework outlines the long-term plans in terms of the waves of development, which has the 20-year period. These waves explain the journey of development on each phase however this framework does not outline the guidelines for the NDP Five-Year Implementation Plan. Other means of soliciting their frameworks can be arranged, as their documents are not available on the websites.

The Malaysia National Development Planning Committee, with the Economic Planning Unit as its secretariat, is responsible for the formulation, implementation, progress evaluation and revision of the country’s development plan. There are a number of councils and committees that are assigned roles and responsibilities. The National Action Council (Prime Minister) decide on the overall policies and implementation development strategies that are in line with Vision 2020; and also ensures the implementation of the National Action Plan and policies meet their objectives in line with NVP. This council has to evaluate the implementation strategies of development projects under the NVP and coordinates development issues related to the environment.

### 5.1.5 Ethiopia

The Ethiopian government adopted the national developmental planning Vision 2025 in 2009; which is implemented through three five-year medium-term plans. The formulation of their Growth and Transformation Plan (GTP) involved high-level political leadership and public participation and has been stimulated on key national development issues to promote the sense of ownership. The national vision included the existing national and sectoral policies, strategies and programmes; performance under GTPI; commitment to Sustainable Development Goals (SDGs) and regional and international economic collaboration initiatives were the basis for the formulation of the Second Growth and Transformation Plan (GTPII).

The National Planning Commission is responsible for the development of the plan and subsequently, the final version of the plan is approved by the council of ministers endorsed by Parliament. The comprehensive plan consists of the sector indicators and target for the five-year period. The country is using the achievements of the first Five-Year Plan as the springboard or building block towards the achievement of the National Development Plan Vision 2025. The document outlines the overarching objectives of the plan such as macroeconomic sector, productive sectors, economic infrastructure sectors and social sectors as well as, capacity building and good governance. Further, there is commitment to the performance targets for crosscutting sectors and a monitoring and evaluation system of the plan.

### 5.1.6 Rwanda

The country adopted the national planning Vision 2020, which has the six priority pillars and three cross-cutting areas for the development of long term transformations in Rwanda. Vision 2020 is a framework for Rwanda's development, presenting the key priorities and providing Rwandans with a guiding tool for the future. This will not be achieved unless we transform from a subsistence agriculture economy to a knowledge-based society.

**Table 2: Pillars and cross cutting areas of Rwanda's Vision 2020**

<b>Pillars of Vision 2020</b>	<b>Cross cutting areas of Vision 2020</b>
Good Governance and a capable state	Gender equality

Human resources development and knowledge based	Protection of the environment sustainable natural resource management.
A private sector led economy	
Infrastructure development	Science and technology
Provided and market-oriented agriculture	
Regional and international economic integration	

The plan provides the road-map for Vision 2020 to be realised through the country's planning process. It will reflect the whole planning process and particularly, medium and short-term instruments. Therefore, the long-term aspirations of the Vision will translate into medium term Economic Development and Poverty Reduction Strategies (EDPRS) at national level.

The EDPRS is operationalised through sector strategies and district development plans. The sector strategies and the district development plans are implemented through the Medium-Term Expenditure Framework (MTEF); three year fully integrated budgets that mainstream the Public Investment Programmes (PIP) of the agencies and translate into concrete action plans, costed through annual budgets. The poverty reduction achieved through the MTEF will be monitored and will feedback into the elaboration of sector and district plans.

## 5.2. Good Practices of the International case studies

- The government of **Uganda** adopted a Comprehensive National Development Planning Framework, which provides for the overall development of long, medium and short term plans from the 30-year Vision up to Annual Work Plans and Budgets.
- The government of **Namibia's** current plan is implemented through four integrated pillars of sustainable development, which are Economic Progression, Social Transformation, Environmental Sustainability and Good Governance.
- The **Chinese** used the National Development and Land Reform Commission (NDRC) as a central planning agency in charge of executing the state's policies. The current five (5) year plan that covers implementation ensures collaboration with the citizens in finishing the building of a moderately prosperous society. Local government is extensively involved in the development of the plan. Auditing offices play a role in overseeing implementation.
- **Malaysia** has implemented the National Vision by breaking it down into blocks of 5 ten years of developmental phases with thematic areas and NDP goals. Their long term plans are developed in terms of waves of development.
- **Ethiopia** has a comprehensive plan which consists of the sector indicators and targets for the five-year period, which outlines the overarching objectives of the plan such as macroeconomic sector, productive sectors, economic infrastructure sectors and social sectors as well as, capacity building and good governance. The plan is approved by the council of ministers endorsed by Parliament. In Ethiopia, the plan is supported by high level political leadership and public participation.
- In **Rwanda**, the government adopted the national planning Vision 2020, which has the six priority pillars and three crosscutting areas which informs the development of all sectors NDP Five Years Implementation Plan. Rwanda's plans are supported by political leadership, strong accountability and consequence management for non-performance and non-service delivery. Their five year plans are costed.

## 6. South Africa's approach to Developmental Planning

Nationally, the concept of a developmental state can be traced back to the ruling party's 2007 Strategy and Tactics document, which informed chapter thirteen of the NDP. The NDP outlines a developmental state as being one that "brings about rapid and sustainable transformation in a country's economic and/or social conditions through active, intensive and effective intervention in the structural causes of economic or social underdevelopment" (NDP, 2011: p 409). The South African NDP's definition includes two concepts. Firstly, a state is 'developmental' through embracing policies which aim to lift South Africans out of poverty, eradicate inequality and create jobs. Secondly, a developmental state must also be 'capable,' through the capacity to actually implement the developmental policies. The state must provide the necessary institutions and infrastructure to ensure the economy performs in a socially optimal manner (state investment in infrastructure). Chapter thirteen of the NDP is thus the over-arching guide on how the NDP will be successfully implemented.

The developmental approach adopted by the South African government conceptualises development planning as a means of achieving national development goals. Development planning involves the South African government making decisions about selecting and prioritising goals of national interest and charting a road map towards achieving these goals.

In 2012, South Africa adopted the National Development Plan (NDP) 2030, which sets out a long term vision for the country. The plan constitutes the programme through which South Africa can advance radical economic transformation. The rationale for the development of such a long-term plan is the recognition of the need for a coherent vision for the future, in order to realise changes in the socio-economic structure and the culture of society; which are a result of a history of oppression, exploitation and dispossession. The National Development Plan envisions a South Africa where everyone feels free, yet bound to others; where everyone embraces their full potential, a country where opportunity is determined not by birth, but by ability, education and hard work.

The achievement of the NDP goals demands a cooperative relationship across national, provincial and local governments; private sector; labour; and civil society.

The three spheres of government need to work collaboratively to ensure alignment between their powers and functions, the planning processes and budget allocation processes. Substantial progress has been made in establishing South Africa's planning system. The appointment of the National Planning Commission (NPC), and the establishment of the function of planning, monitoring and evaluation at the centre of government provided a comprehensive institutional framework for planning to drive the developmental agenda toward the goals of the National Development Plan in a national democratic society.

A review of the five year plans and / or development planning frameworks of Uganda, Namibia, China, Malaysia, Ethiopia and Rwanda, and was done in order to inform the methodology and approach for the development of the NDP Five Year Implementation Plan for South Africa.

## **7. Where We Are: Implementation of the NDP between 2014 and 2019**

The MTSF was developed as a five-year implementation plan towards the achievement of the priorities of the NDP 2030. The intention was to develop five year plans towards the achievement of the 2030 vision, aligned to the electoral cycles.

The MTSF was designed to identify critical actions to be undertaken during 2014-2019 that would put the country on a positive trajectory towards the achievement of the 2030 vision. It set out indicators and targets to be achieved within the planning period. The aim was, to as far as possible, reflect department-specific NDP targets to enable direct links between the NDP, MTSF and departmental strategic plans and annual performance plans.

According to the 2014-2016 MTSF mid-term review report, South Africa was in a better place in 2017 than it was in 1994. Progress has been made towards realizing the goals of the NDP 2030, across the economic services, social services, building a capable state and fostering active citizenry. However, progress is uneven across sectors.

Furthermore, performance on NDP 2030 actions which require cooperation across multiple departments, spheres of government or non-governmental stakeholders shows poor implementation progress. The fact that there are too many government priorities which are accorded equal weighting and status has yielded the slow/poor

implementation of the NDP. As a result, resources are thinly spread given the current economic environment. Inadequate information systems in government to track progress towards the NDP 2030 is also identified as a key challenge.

## **8. Where We Are Going: Implementation of the NDP between 2019 and 2024**

The purpose of the NDP Five Year implementation plan is to advance and guide medium term and short term planning that is responsive to the attainment of the NDP priorities in the period between 2019 and 2024.

In order for South Africa to make significant progress in the achievement of the priorities as articulated in the NDP; there is need to adequately assess where the country is, where it is going and how it will arrive at its destination. This should be accompanied by timeframes within which all these deliverables must be achieved.

There is a need to ensure that vision 2030 and all the priorities outlined therein are clearly articulated in the medium and short term plans of institutions. There is also a need to strengthen integrated planning across spheres of government. Intergovernmental and interdepartmental planning is crucial to the realisation of government priorities and ultimately the vision for South Africa. The NDP Five Year Implementation Plan will allow for the coordination and alignment of priorities across the spheres of government and assist in integrating all the components of national development into mainstream planning processes.

The realisation of national development priorities requires, among other conditions, that all sectors develop and implement sector plans that are aligned to the NDP, guided by a common planning approach. Sector plans that have already been in existence prior to the development of the NDP and / or are in the process of being developed (e.g. National Transport Master Plan (NATMAP) and National Water and Sanitation Master Plan) should be reviewed in line with the first iteration of the 2019-24 NDP Five Year Implementation Plan.

A participatory approach, including all stakeholders (government, private sector, labour and civil society) will be pursued in the development of the NDP Five Year Implementation Plan. Engagements and consultations will be broader than government and inclusive of all the stakeholders to ensure buy-in and ownership of

the plan, and alignment between the different spheres of government plans to the national strategic vision of the NDP Five Year Implementation Plan. These engagements will also need to determine mechanisms to hold non-government stakeholders accountable for contributions to the national strategic vision.

The Budget Prioritisation Framework will be used as a mechanism to ensure that resources are allocated to priorities as provided through the NDP Five Year Implementation Plan.

## **8.1 Purpose and Objectives of the NDP Five Year Implementation Plan**

The NDP Five Year implementation plan is aimed at reinforcing a coherent vision and plan to achieve the long term priorities expressed in the NDP. It is intended to outline an indicative medium term roadmap, which will form the basis for developing five-year institutional plans that will guide the realisation of the NDP priorities over the remaining 10 years.

It will provide a national strategic direction for the country's development in the medium term period, considering the autonomy of the provincial and local governments to do their own planning. The plan is intended to inform and should align to institutional plans at each sphere of government, but not replace institutional planning. The plan will provide a clear outline of the priorities for the planning cycle. The plan will allow for necessary prioritisation of a few key interventions and the sequencing of their implementation to enable effective and optimal resource allocation, and measurement of contribution to the impact of government.

Government institutions will still be required to provide their strategic approach in line with their mandate. The strategic approach must support the achievement of the priorities articulated in the NDP Five Year Implementation Plan. Institutional plans comprise of both the priorities in the development agenda and the sustained agenda. The sustained agenda responds to the departmental legislative mandates. The purpose of the NDP Five Year Implementation Plan is to inform the development agenda of government.

### **8.1.1 Objectives of the NDP Five Year Implementation Plan**



The main objectives of the NDP Five Year Implementation Plan are to:

- Enable the achievement of the NDP through five year building blocks.
- Outline results to which government, the private sector, labour and civil society must contribute.
- Coordinate the harmonisation of the different levels of sector plans – alignment and consistency.
- Foster spatial and economic reforms for development planning.
- Indicate the factors which may impede development, and determine the conditions which could be established for the successful execution of the plan.
- Provide a basis for a monitoring framework to measure progress towards the achievement of the NDP Five Year Implementation Plan.

### **8.1.2 Scope and Content of the NDP Five Year Implementation Plan**

The NDP Five Year Implementation Plan provides the framework for the policy options, impact, outcomes, strategies and targets to inform planning at institutional level.

The scope and content of the NDP Five Year Implementation Plan includes the following:

- Alignment of government planning to global development agendas – Sustainable Development Goals (SDGs) and the Agenda 2063 of the African Union (AU 2063).
- The NDP Five Year Implementation Plan covers a five year time frame.
- The NDP Five Year Implementation Plan will identify results for the country which contributes to the achievement of the NDP priorities.
- It allows for planning to reflect the linkages between sector policies, programmes and strategies.
- The NDP Five Year Implementation Plan will be informed by the contribution of all sectors and stakeholders.
- It identifies areas of contribution and priority areas for all stakeholders which consists of government, business and civil society.
- The NDP Five Year Implementation Plan will emphasise inter-sector linkages and promote cross sector collaboration. It will also foster the integration of

cross-cutting issues (e.g. Population, Gender, Climate Change, Vulnerability etc.) in the development of policies, programmes and projects.

## **9. Process for the Development of the NDP Five Year Implementation Plan**

The NDP Five Year Implementation Plan must be developed taking into account the major global and local trends, and main development challenges.

### **9.1 What will inform the NDP Five Year Implementation Plan**

The NDP Five Year Implementation Plan will be informed by the long term priorities set out in the NDP and the National Spatial Development Framework (NSDF). It will also be guided by the Constitution of the Republic of South Africa (1996) and incorporate the priorities outlined in the Manifesto of the Ruling Political Party after the general elections.

The plan will build on gains made so far in key sectors and will use, amongst others, the MTSF mid-term review (2014-2016) and the 25 Year Review as a basis for analysis of objectives that will be prioritised. The MTSF 2014-2019 progress reports for the remaining period will also be taken into account, to ensure that the overall picture in terms of the MTSF progress in achieving the set targets is addressed.

#### **9.1.1 Principles to Guide the Development of the NDP Five Year Implementation Plan**

Development of the NDP Five Year Implementation Plan will be guided by the following basic principles of development planning:

- Alignment to the vision and priorities of the NDP
- Alignment to international and regional development priorities
- Alignment to the National Spatial Development Framework
- Alignment to the Ruling Party's election manifesto
- Inclusive participation of government and non-government stakeholders
- Evidence-based and utilisation of key planning tools which assist in planning for development results
- Integration of cross-cutting sector policies and plans
- Standardisation of planning concepts

### 9.1.2 Processes for the Development

The following steps will be followed in the development of the NDP Five Year Implementation Plan:

- **Assessment: Progress Made in Achieving the NDP priorities**
  - Progress to date on the implementation of NDP priorities based on synthesis of evidence
  - Lessons learnt in the 2014-19 implementation period
  - What still needs to be achieved and how it will be achieved
  - Challenges experienced and how they should be addressed
  - Findings from relevant government reviews and evaluations
  
- **Development of the NDP Five Year Implementation Plan 2019 – 2024**
  - A thematic approach based on the pillars and priorities of the NDP
  - Determine the priorities for the 2019 – 2024 period
  - Sequencing of priorities
  - Identify interventions aligned to priorities and the contribution of government and non-government stakeholders
  - Identify areas that cut across pillars and priorities
  - Drafting of the NDP Five Year Implementation Plan
  - Securing endorsement and approval

### 9.1.3 Timeframe for the Development of the NDP Five Year Implementation Plan

The NDP Five Year Implementation plan must be ready for advocacy and implementation in the 2019/20 financial year. The activity timeframe is outlined in the table below:

**Table 3: Activity Timeframes**

Activity	Timeframe
Assessment of the NDP	November 2018
Engagements with Stakeholders	November and December 2018

Activity	Timeframe
Draft NDP Five Year Implementation Plan	February 2019
Incorporation of the Ruling Party's Manifesto	June 2019
Final Draft presented at Lekgotla	July 2019
Securing endorsement and approval	July 2019

## **10. Institutionalisation of Development Planning through NDP Five Year Implementation Plans**

Institutional or corporate planning processes are a critical element of planning and inform the development of the contents of short and medium term plans. It is important for public sector, private sector, labour and civil society institutions to align their short and medium terms plans to the national strategic direction of the NDP Five Year Implementation Plan.

### **10.1 Alignment of Government Plans to the NDP Five Year Implementation Plan**

Guided by the Constitution of the Republic of South Africa (1996) all the three spheres of government will be required to adhere to the principles of co-operative governance and conduct their activities within the parameters of these principles. The NDP Five Year Implementation Plan will provide opportunities for planning integration and complementarity between national government and other spheres of government.

Government's policy implementation will be streamlined to ensure that the long and medium term development priorities are implemented, with appropriate oversight and accountability mechanisms to support policy coordination and implementation.

The NDP Five Year Implementation Plan will be institutionalized through the Strategic and Annual Performance Plans at the national and provincial spheres and through the Integrated Development Plan and Service Delivery and Budget Implementation Plans at local government. Figure 1 below, shows a clear line of sight between development planning and institutionalisation of development plans.

**Figure 1: Planning Hierarchy**



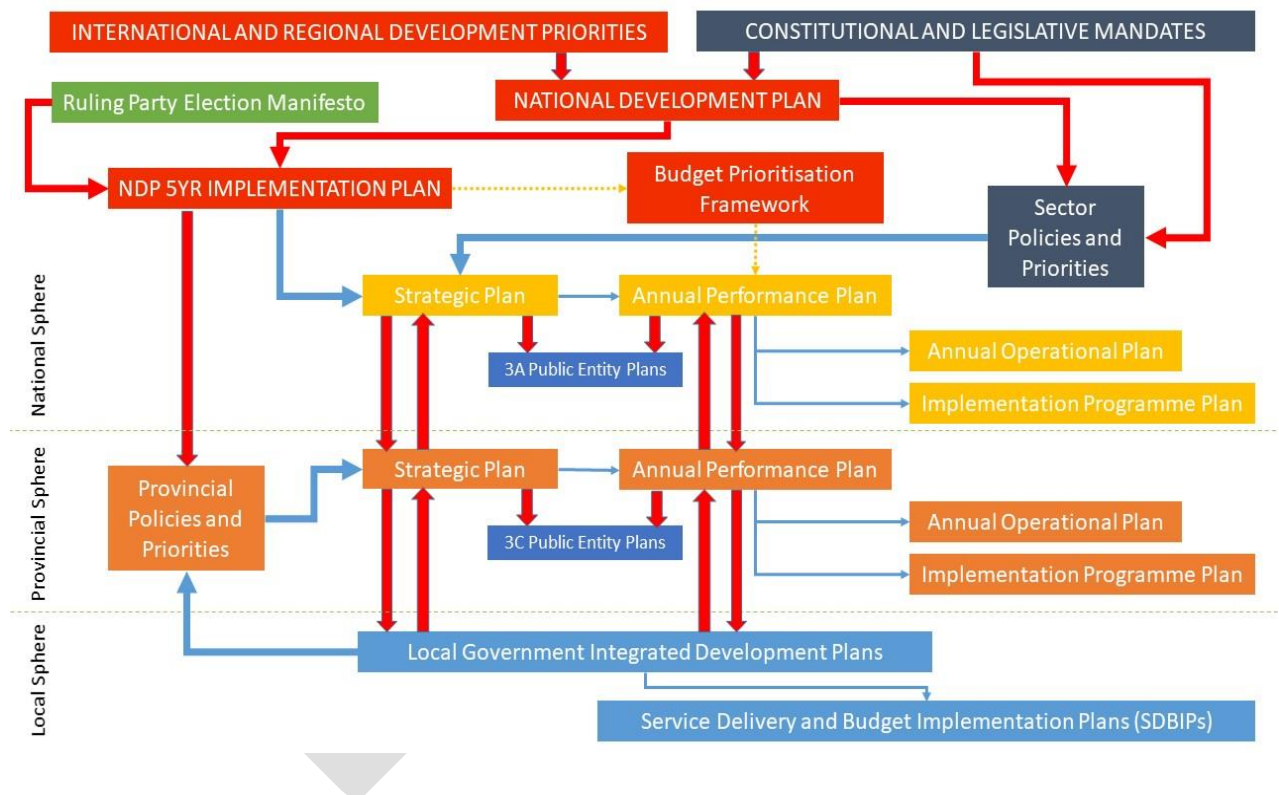
**Figure 2: Intergovernmental Planning Model**



The figure 2 above illustrates the interrelationships between the different levels of planning at the different spheres of government. In essence, the national government plans inform plans for the provincial sphere, and provincial plans inform local government plans. The national and provincial sphere must take the local government Integrated Development Plans into consideration when charting a development agenda. The figure shows how the results of the planning of one sphere needs to feed into the planning of the other spheres in a cyclical feedback process.

The information provided in the figure 3 below outlines the processes for institutions to align their short and medium term plans to the strategic vision of the country.

**Figure 3: National, Provincial and Local Government Planning Alignment**



## 10.2 Alignment of Non-Government Stakeholder Plans to the NDP Five Year Implementation Plan

Government must collaborate with non-government stakeholders to determine, through consultations, the mechanisms to ensure that the contributing results to the key priorities of the NDP Five Year Implementation Plan are aligned to non-government stakeholder’s planning instruments.

### **10.3 Roles and Responsibilities**

Engagement and commitment from the widest spectrum of stakeholders should be secured and firmly rooted at the outset of the plan's development process. The following stakeholders must be involved in the development of the NDP Five Year Implementation Plan:

#### **10.3.1 Government Stakeholders**

Government stakeholders consists of all government departments, public entities and State Owned Entities. The National Planning Commission (NPC) will be expected to put forward solid research, sound evidence and clear recommendations for government during the development, implementation and monitoring of the NDP Five Year Implementation Plan.

#### **10.3.2 Private Sector Stakeholders**

Private sector stakeholders include business and professional bodies.

#### **10.3.3 Labour Sector Stakeholders**

Labour sector constituencies.

#### **10.3.4 Civil Society Organisations**

Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs).

#### **10.3.5 DPME Internal Task Team**

The task team will consist of representatives from various DPME branches including sector experts who will contribute to the development of the NDP Five Year Implementation Plan. The work of the task team will be shared with the Steering Committee, DPME executive management, and other relevant external stakeholders.

### **10.3.6 Steering Committee for the Development of the NDP Five Year Implementation Plan**

The steering committee will consist of departments that are leading critical development agendas aligned to the national development agenda. Within government, these will include DPME, Department of Trade and Industry, Department of Social Development, Department of Basic Education, Department of Health, Department of Environmental Affairs, Department of Cooperative Governance, National Treasury and Offices of the Premier. Non-government stakeholders in the Steering Committee will be determined during consultations.

### **10.3.7 Work Streams for the Development of the NDP Five Year Implementation Plan**

The NDP Five Year Implementation Plan will be developed using a participatory approach. Work streams which consist of various stakeholders will be established. The work streams will be chaired by the DPME outcome facilitator and/or sector expert per NDP pillar.

## **11. The Monitoring Framework of the NDP Five Year Implementation Plan**

Developing an effective monitoring and evaluation system is crucial for the successful implementation of the NDP. The implementation of plans, this includes long-term, medium-term and short-term plans, must be monitored to measure progress towards the achievement of planned targets, and to use monitoring and evaluation findings to improve performance, and future planning and budgeting.

There is a need to develop an effective monitoring framework for the NDP Five Year Implementation Plan to measure government's contribution to the NDP Five Year Implementation Plan. Reporting is a vital component of the monitoring process and must be undertaken with the intent to use findings to inform public sector management and oversight decision making.

Through the stakeholder engagements, government together with non-government stakeholders must determine mechanisms to hold non-government stakeholders accountable for contributions to the national strategic vision.



## **12. Communication Strategy**

The draft and final NDP Five Year Implementation Plan will be shared with national, provincial and local government through the existing planning and monitoring forums. The DPME will also communicate the draft and final NDP Five Year Implementation Plan through existing partnerships with private sector, labour and civil society.

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