

Priority 1: A Capable, Ethical and Developmental State

INTRODUCTION

A capable, ethical and developmental state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state.

The following key definitions are provided for Priority 1, namely:

CAPABLE STATE:

A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the NDP through a social contract with the people.

ETHICAL STATE:

An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights.

DEVELOPMENTAL STATE:

A developmental state aims to meet people's needs through interventionist, developmental, participatory public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an active citizenry through partnerships with all sectors of society.

A capable and honest government

A capable, ethical and developmental state will be a critical enabler for the effective implementation of the priorities of government and the achievement of the NDP 2030 goals. A developmental state will provide conditions that grow the economy, create jobs and improve society's quality of life.

A capable state requires effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the people in the achievement of the nation's developmental objectives. This vision requires a state that has the capacity to formulate and implement policies that serve the national interest and address the root causes of poverty and inequality.

Performance within the public service is uneven, with capacity challenges in local, provincial and national government. This is the result of multiple challenges, including tensions in the political-administrative interface, instability in administrative leadership, skills deficits, the erosion of accountability and authority, poor organisational design and low staff morale. An efficient, effective and development-orientated public service can only exist in a capable state with a developmental and transformative role. Government must make radical shifts to correct previous mistakes, improve on its poor performance, and make the necessary impact on society.

The legitimacy of the state is challenged by the erosion of trust and confidence in state institutions, as evidenced by the prevalence of violent protests and unfavourable ratings in public opinion surveys and international credit rating agencies. There is a need to galvanise society towards building social compacts with key stakeholders on matters of national interest in order to create public value, build trust and stimulate the energy of the

citizens via participatory governance mechanisms, dialogues and delivery of quality of public services.

Over the past 25 years, government has introduced a vast array of legislation, policies and programmes to achieve the vision of the RDP. It has introduced many public-sector reforms to create an efficient, effective, development-oriented, people-centred public sector to serve all the people of South Africa.

The NDP vision of a capable developmental state must be taken forward through:

- Strong leadership: The Presidency, as the centre of public-sector governance, must play a leadership role in building a capable developmental state through robust macro-policy planning and coordinated implementation.
- A focus on people: People-centeredness (Batho Pele) means that government decisions are always tested against the principle of valuing human life and dignity.

The public sector faces persistent challenges at an operational level, including: declining public confidence and trust; skills gaps; weak accountability and governance; uneven service delivery; an unsustainable wage bill; persistent corruption; a leadership deficit; and poor governance of ICT resulting in missed opportunities and efficiency gains.

At a strategic level, government's administration must instill confidence that it has the capacity and commitment to deliver on policy objectives. The state wishes to achieve public value and trust, supported by an active citizenry, partnerships in society and participatory democracy.

Improved leadership, governance and accountability

A developmental state has strong leaders that direct development planning, enabling policies, legislation and budgets to trigger developmental change that reduce inequalities and improve the quality of life.

A developmental state has an effective governance and accountability capability that intervenes to deal with the structural causes of economic and social underdevelopment. It is accountable and responds to the expectations and needs of citizens.

Functional, efficient and integrated government

In an effort to accelerate implementation and improve service delivery, government is committed to eliminating its fragmented approach to development and strengthening coordination across the public sector. Government needs to function efficiently and effectively to solve the development challenges of the country. Government had previously expressed intentions to establish a single public service. The Public Administration Management Act, 2014 (PAMA) provides for a more inclusive definition of Public Administration to include all three spheres of government. It also enables transfers of staff between the three spheres of government. The challenge is the readiness of government in terms of

structures, skills, finance and infrastructure to make this policy intention a reality. Transversal administrative systems are also outdated.

Professional, meritocratic and ethical public administration

A developmental and meritocratic state has to develop professional capabilities in the following areas:

- Knowledge and skills.
- Financial management.
- · Governance and accountability.
- Infrastructure/facilities and equipment.
- Operational (business process and practice).
- ICT.

An ethical state strengthens governance and accountability between citizens and government. It promotes honesty, ethics and integrity; helps strengthen democratic institutions and the capability of the state to fight corruption; and ensures compliance with constitutional values and Batho Pele principles.

Social compact and engagement with key stakeholders

The developmental state has to be embedded in society, build constructive relations, collaborate with all sectors of society and empower citizens to be active agents of change in communities. Improved communication, consultation and engagement by government with key stakeholders, particularly citizens, will give the state legitimacy and build public trust.

Mainstreaming of gender, empowerment of youth and people with disabilities

Empowering women, youth and people with disabilities cuts across all seven priorities and the four sub-programmes discussed above.

Implementation Plan: Improved leadership, governance and accountability

OUTCOME	IMPROVED LEADE	RSHIP, GOVERNAN	ICE AND ACCOUNTABILITY				
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Coordinate engagements between leadership of the executive, legislature and judiciary on strengthening state governance and public accountability	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	The three arms of the State such as: President and his Cabinet; Chief Justice and Presidents of the Court of Appeal and High Courts; Speakers of the legislatures and Heads of Chapter 9 institutions – as core partners for the social compact	Not applicable	Not applicable	Not applicable	Lead: DoJ, Contributing: Presidency, DPME
Rationalise governance system in the public sector	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Lead: Presidency, Contributing: DCOG, DPME, DPSA
Enable leadership in National and Provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations	Priority areas will be resourced within the MTEF budget allocation of lead departments	MISA SITA	DBSA	Not applicable	Not applicable	Intervention in respective provinces and district municipalities in terms of Section 100 & 139	Lead: DCOG, Contributing: NT, DPSA, DPME
Integrated Monitoring System for public sector accountability	Priority areas will be resourced within the MTEF budget allocation of lead departments	SITA	DBSA	Technology platform for the Integrated Monitoring System	Integrated Monitoring System will include spatial data with reference to the implementation of the District Coordination Model	All provinces and pilot districts	Lead: DPME, Contributing: DPSA

OUTCOME	IMPROVED LEADE	RSHIP, GOVERNAN	ICE AND ACCOUNTABILITY				
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Performance management of ministers and deputy ministers	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Lead: Presidency, DPME
Management of the political- Idministrative interface	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Lead: Presidency, Contributing DPSA, DPME
Strengthen governance system of SOEs	Priority areas will be resourced within the MTEF budget allocation of lead departments	DBSA, SOEs and public entities will be the implementing agencies		Technical and professional advisory capacity in relation to identified SOEs	Not applicable	Not applicable	Lead: DPME, Contributing DPE, NT

Monitoring Framework: Improved leadership, governance and accountability

2024 IMPACT: PUBLIC	VALUE AND TRUST; ACT	IVE CITIZENRY	AND PARTNERSHIP	S IN SOCIETY				
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Improved governance and accountability	Integrated Monitoring and Evaluation System for public sector governance and accountability	Current M&E systems	Integrated monitoring reports produced biannually to Cabinet	Coordinate engagements between leadership of the executive, legislature and judiciary on strengthening state governance and public accountability	Social Compact between the Executive, Judiciary and the Legislative tiers of government	New indicator	A social compact developed by 2021 and implemented by 2024	Lead: DoJ,&CD Contributing: Presidency, DPME
				Rationalise governance system in the public sector	Institutional model for intergovernmental and interdepartmental coordination developed	New indicator	National cluster system, IMCs and implementation forums reviewed by March 2020	Lead: Presidency, Contributing: DCOG, DPME, DPSA
				Enable leadership in national and provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations	Sections 100 & 139 Monitoring and Intervention Bill drafted and approved by Parliament	IMC interventions, issues of national concern and previous Section 100 and 139 interventions	Sections 100 & 139 Monitoring and Intervention Act in place by 2022	Lead: DCOG, Contributing: NT, DPSA, DPME

Dutcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
					Develop programme by national and provincial departments to capacitate and intervene in state institutions with challenges	2014-2019 interventions	Programme by national and provincial departments to capacitate and intervene in challenged state institutions developed by 2022	Lead: DPME Contributing DCOG, DPSA, NT
				Integrated Monitoring System for public sector accountability	Implementation of the Integrated Monitoring System for public sector accountability established	2014-2019 POA	Biannual progress reports submitted to Cabinet on the implementation of the MTSF	Lead: DPME Contributing DPSA
				Performance management of Ministers and deputy ministers	Annual performance score card reports for ministers and deputy ministers submitted to the President	Previous performance and delivery agreements	Annual performance score card reports for ministers and deputy ministers submitted to the President	Lead: Presidency, Contributing DPME
				Management of the political- administrative interface	Establishment of the Head of National Administration; and Head of Public Service	New indicator	Head of National Administration; and Head of Public Service established	Lead: Presidency, Contributing DPSA, DPME
				Strengthen the governance system of SOEs	Number of identified "high risk" SOE governance system reviewed and recommendations implemented	Previous interventions by the NT, DPE and Presidency	Five "high risk" SOEs governance system reviewed by 2021 and recommendations implemented by 2023	Lead: DPME Contributing NT, DPE, DPSA

Implementation Plan: Functional, efficient and integrated government

OUTCOME	FUNCTIONAL, EFFICIEN	NT AND INTEGRATED	O GOVERNMENT				
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Enhance productivity and functionality of public sector institutions in supporting people- centered service delivery	Priority areas will be resourced within the MTEF budget allocation of lead departments	Productivity Institute of South Africa, SETAs for technical and artisan skills, technical colleges and higher education institutions	Not applicable	Human capital requirement for consolidation of departmental skills development plans into National Public Service Skill Development Plan by March 2020	Not applicable	9 provinces and identified district municipalities and metro municipalities	Lead: DPSA, Contributing: DCOG, DPME
Modernise business processes in the public sector	Priority areas will be resourced within the MTEF budget allocation of lead departments	SITA to play a critical role as the implementing agency for digital transformation of government	Partnership with Development partners for ICT technical advisory support	Approved technology	Not applicable	National	Lead: DPSA, DCDT, Contributing: SITA, DPW
Improve financial management capability in the public sector	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Partnership with financial management companies for social corporate investment contribution, FFC	Financial management HR capability	Not applicable	Identified provinces and municipalities	Lead: NT, Contributing: DPSA DPWI
Measures taken to elim- inate wasteful, fruitless and irregular expendi- ture in the public sector	Priority areas will be resourced within the MTEF budget alloca- tion of lead depart- ments	Not applicable	Partnership with risk management companies for social corporate investment contribution	Not applicable	Not applicable	Identified Provinces and municipalities	NT
Programme to prevent and fight corruption in government	Priority areas will be resourced within the MTEF budget alloca- tion of lead depart- ments	Not applicable	Partnership with anti- corruption agencies and non- state actors in this regard	Not applicable	Not applicable	Identified Prov- inces and munici- palities	Lead: DoJCD and PSC Contributing: DPSA

OUTCOME	FUNCTIONAL, EFFICIE	NT AND INTEGRATED	J GOVERNMENT				
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Improve coordination between national, provincial and local government for an integrated approach to service delivery	Priority areas will be resourced within the MTEF budget allocation of lead departments	Technical support Implementation agencies DFI	Development partners Private sector investors	Provided by respective agencies and departments, and depends on the intervention	Spatial Planning Reference applicable to the implementation of the District Coordination Model	Eastern Cape: OR Tambo Municipality EThekwini Metropolitan Council Limpopo: Waterberg Municipality	Lead: DCOG, Contributing: Presidency and all spheres of government

Monitoring Framework: Functional, efficient and integrated government

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Functional, Efficient and Integrated Government	Percentage of qualified audits in national, provincial, local government and public entities	2018	75% reduction of qualified audits in national, provincial, local government levels and public entities by 2024	Enhance productivity and functionality of public sector institutions in supporting people- centered service delivery	Implement Organisational Functionality Assessment Framework as a mechanism to measure the levels of productivity and functionality (efficiency and effectiveness) of departments in supporting service delivery objectives	Piloted system by DPSA	Organisational Functionality Assessment Framework implemented by 2022	Lead: DPSA, Contributing DCOG, DPME

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing department
				Modernise business processes in the public sector	Business Processes Modernisation Programme in the public sector approved and implemented	New indicator	Business Processes Modernisation Programme in the public sector approved by 2020 and implemented by 2023	Lead: DPSA DCDT, Contributing DPW
					Implementation of the National e-Government Strategy and Roadmap, as well as recommendations of the Presidential Commission on 4IR	New indicator	National e-Government Strategy and Roadmap implemented by 2022 towards digitalisation of government services	Lead: DPSA, DCDT, Contributing SITA, DPSA
				Improve financial management capability in the public sector	Strengthen Municipal Financial System	2018 Baseline	Strengthen Municipal Financial System by 2023	NT
					Implement the Integrated Financial Management System (IFMS) in the public sector	Progress made on IFMS up to 2019	Implement the IFMS in the public sector by 2021	Lead: NT, SITA, Contributing DPSA
					Develop programme to strengthen the supply chain management and procurement system in the public sector	2018 Baseline	Develop programme to strengthen supply chain management and procurement system institutionalised in the public sector by 2023	NT

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing department
					Develop programme to strengthen asset management in the public sector	2018 Baseline	Develop programme to strengthen asset management in the public sector by 2023	Lead: NT Contributing DPW
				Measures taken to eliminate wasteful, fruitless and irregular	Percentage elimination of wasteful and fruitless expenditure in public sector institutions	2018 Baseline	100% elimination of wasteful and fruitless expenditure in the public sector institutions incrementally from baseline of 2019 by 2024	Lead: NT
				expenditure in the public sector	Percentage reduction of irregular expenditure in public sector institutions	2018 Baseline	75% reduction of irregular expenditure in public sector institutions from incrementally from baseline of 2019 by 2024	NT
					Percentage reduction of qualified audits in the public sector	2018 Baseline	75 % reduction of qualified audits in the public sector incrementally from baseline of 2019 by 2024	NT
				Programme to prevent and fight corruption in government	Percentage resolution of reported incidents of corruption in the government	Trends from the Anti-corruption Hotline and Crime Statistics	95% resolution of reported incidents of corruption in the government by 2024 via disciplinary and criminal interventions	Lead: DoJ, PSC, Contributin DPSA
				Improve coordination between national, provincial and local government to improve service delivery	Clarification of institutional arrangements for the District Development Model	New indicator	Institutional arrangements for the District Development Model clarified by March 2020.	Lead: DCO Contributir DPME
					Monitor implementation of the District Development Model plans through an Integrated Monitoring System for account- ability	Back to basics monitoring system of DCOG and LG- MIM and Frontline Monitoring systems by DPME	Reports developed through an Integrated Monitoring System and submitted to Cabinet on a regular basis	Lead: DCO DPME

Implementation Plan: Professional, meritocratic and ethical public administration

OUTCOME	PROFESSIONAL, MERITO	OCRATIC AND ETHICA	L PUBLIC ADMINISTRATION	NC			
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Programme for building a professional public administration	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Partnership with occupational and professional bodies	Professional trainers in public governance, management and administration	Not applicable	All provinces and pilot district municipalities	Lead: DPSA, Contributing: DCOG, NSG, NT
Institutionalise professional code of ethics in public administration	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Not applicable	All public sector	Not applicable	All provinces and municipalities	Lead: DPSA, Contributing: DCOG

Monitoring Framework: Professional, meritocratic and ethical public administration

2024 IMPACT: PUBLIC VA	ALUE AND TRUST; AG	CTIVE CITIZEN	NRY AND PARTNERSHIPS I	N SOCIETY				
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Professional, meritocratic and ethical public administration	% compliance with Batho Pele principles by the public sector	New indicator	100% compliance with Batho Pele principles by the public sector	Programme for building a professional public administration	Job Competency Framework for public sector	2018 Baseline	Job Competency Framework for public sector implemented by 2023	Lead: DPSA, Contributing: DCOG
					Develop and implement mandatory in-service training for public sector	2018 Baseline	Mandatory in-service training framework ap- proved by 2020 and 8 mandatory programmes rolled out by 2022	Lead: NSG, Contributing: DPSA, NT

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments	
				Institutionalise professional code of ethics in public administration	Programme to institutionalise professional code of ethics in public administration	2018 Baseline	Professional code of ethics in public administration institutionalised by 2023	Lead: DPSA, Contributing: DCOG	
					Approved Lifestyle Audit Guideline	New indicator	Lifestyle Audit Guideline developed and approved by March 2020	Lead: DPSA	

Implementation Plan: Social compact and engagement with key stakeholders

OUTCOME	SOCIAL COMPACT AND ENGAGEMENT WITH KEY STAKEHOLDERS									
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments			
Participatory local governance mechanisms and citizen engagement	Priority areas will be resourced within the MTEF budget allocation of lead departments	Not applicable	Partnership with civil society organisations	Not applicable	Not applicable	District municipalities	Lead: DCOG Contributing: DPSA, DPME			

Monitoring Framework: Social compact and engagement with key stakeholders

2024 IMPACT: PUBLIC VALUE AND TRUST; ACTIVE CITIZENRY AND PARTNERSHIPS IN SOCIETY										
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead department and team		
Social compact and engagement with key stakeholders	% trust in government	17% public trust in government in 2019	80% public trust in government as per the Edelman Trust Barometer	Participatory local governance mechanisms and citizen engagement	Programme for participatory governance mechanisms and citizen engagement	Studies conducted on the effectiveness of existing participatory governance mechanisms	Programme to facilitate participatory governance mechanisms and citizen engagement (including review of structure on ward committees) developed by 2020 and implemented by 2024	Lead: DCOG, Contributing: DPSA, DPME		

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

Implementation Plan: Mainstreaming of gender, youth and disability empowerment and development institutionalised

OUTCOME MAINSTREAMING OF GENDER, YOUTH AND DISABILITY EMPOWERMENT AND DEVELOPMENT INSTITUTIONALISED								
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments	
Monitoring of mainstreaming programmes on empowerment and development of women, youth and persons with disabilities		DWYPD will engage with all relevant stakeholders	DWYPD in partnership with civil society organisations and other relevant stakeholders	DWYPD will coordinate with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	Per district model of the relevant and key de- partments	National, provincial, district and local municipalities as defined by key departments and partners	DWYPD	
Monitoring imple- mentation of Gender, Youth and Disability responsive planning, budgeting, monitor- ing, evaluation and auditing framework		DWYPD will engage with all relevant stakeholders	DWYPD in partnership with civil society organisations and other relevant stakeholders	DWYPD will coordinate with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention.	Per district model of the relevant and key de- partments	National, Provincial, District and Local Municipalities as defined by key departments and partners	DWYPD	

Monitoring Framework: Mainstreaming of gender, youth and disability empowerment and development institutionalised

2024 IMPACT: A GENDER, YOUTH AND DISABILITY RESPONSIVE PUBLIC SERVICE									
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments	
Mainstreaming of gender, youth and disability, empowerment and development institutionalised	Level of mainstreaming across public service and through the services delivered by sex, gender, age and disability	25 Year reviews	100% compliance to mainstreaming	Monitoring of mainstreaming of gender, empowerment and development of youth and persons with disabilities programmes	Level of implementation of Gender, Youth and Disability Responsive Planning, Budgeting, Interventions, Policies and legislations	25 Year Review	100% Implementation	DWYP	
Gender, Youth and Disability-responsive planning, budgeting, monitoring, evaluation and auditing institutionalised across government	Level of institutionalisation of the Gender, Youth and Disability responsive planning, budgeting, monitoring, evaluation and auditing	New indicator	100% compliance with the frameworks	Monitoring implementation of Gender, Youth and Disability responsive planning, budgeting, monitoring, evaluation and auditing framework	Number of government entities implementing Gender, Youth and Disability Responsive Planning, Budgeting, Interventions, Policies and legislations Number of national government department strategic plans which include WYPD priorities Number of Performance Agreements of Executive Authorities and Accounting Officers that are responsive to WYPD priorities	New target	100% by 2024	DWYPD	