

Revised Medium Term Strategic Framework (MTSF) 2019-2024

LET'S GROW SOUTH AFRICA TOGETHER

Overview of the presentation

- Introduction and background
- Current context
- Problem statement
- Approach to the MTSF and the revision
- Key interventions per priority area
- Driving implementation

Introduction and background

Introduction and Background

- The MTSF 2019-2024 was developed in 2019, approved by Cabinet at the end of October 2019 and officially launched with the SONA 2020 for implementation
- Subsequently, a decision was taken to revise the MTSF based on critical new developments including the COVID-19 pandemic
- Among the impacts of the pandemic was significant budget reprioritization, which affected departmental baselines and the MTSF targets
- Major contextual factors taken into consideration included the following:
 - **Public health context**, including reallocation of funds for socio-economic relief, higher public health expenditure and the vaccine rollout
 - **Economic context**, with economic contraction, high unemployment and lower revenue projections
 - **Fiscal outlook** heavily constrained with high debt to GDP ratio
- Notable that effectively only three years of implementation remaining for the 6th administration – 2021/22, 2022/23 and 2023/24

Problem statement

High-level problem statement

Despite significant progress since 1994, critical challenges persist:

Lack of economic transformation, continued economic exclusion, skewed ownership patterns and slow land redistribution

High levels of unemployment, poverty and hunger exacerbated by COVID-19

Weaknesses in building a capable state and implementing NDP priorities

Insufficient reach and impact of government programmes and public expenditure

Persistence of wealth, income and gender inequality

Imbalance between redistribution and productive capacity

Spatial disparity and persistence of apartheid spatial planning

Continued inequality in access to and quality of public services, education & health systems

Low growth rates, economic contraction and decline in revenue

Lack of digital readiness

Persistence of GBVF and violent crime

Corruption threatening moral and ethical basis of democracy and undermining public trust

“The state has not adequately utilized the levers at its disposal to fundamentally entrench the economic rights of the historically disadvantaged and reverse the apartheid legacy” (25-year review, DPME, 2019)

Why have we not achieved the desired inclusive growth?

- Significant improvements in employment, poverty and growth over the decade up to 2008, since then progress has stalled;
- **High structural unemployment** and a **lack of economic participation** have impacted on efforts to raise living standards, eradicate poverty and achieve greater equity;
- Performance in meeting NDP objectives for **industrial dynamism** over the past decade has been poor;
- South Africa still has **high levels of market concentration**, significant presence of collusive behaviour and legacy barriers to market access for new players, especially those that were historically disadvantaged;
- Significant **asset poverty** amongst the majority of the population contributes to vulnerability and constrains intergenerational class mobility - slowing overall economic and employment growth – the suite of challenges relates to **land ownership** in rural, township and urban areas, **home ownership, access to finance**, and the ability to build up household savings
- Insufficient efforts to address the **youth** and **gender** dividend and focus on higher levels of economic inclusion

“Much has changed for the better since the apartheid era [but] the lived reality for the majority of South Africans is still of high unemployment, limited access to economic opportunities, and asset poverty”
(Economic Progress Towards the NDP, NPC 2020)

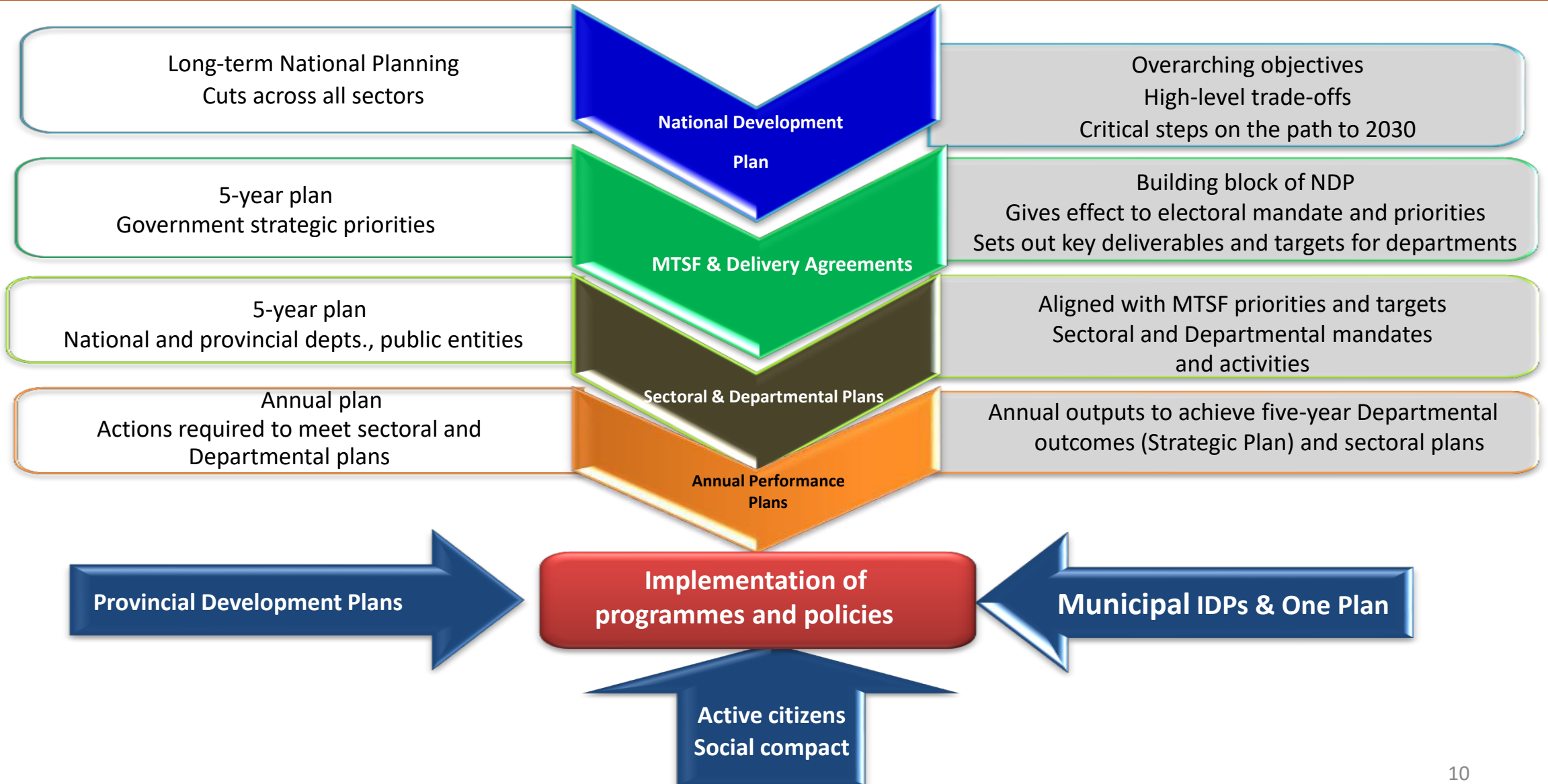
Why have we not achieved the desired inclusive growth? (2)

- **Public infrastructure investment** – most notably in respect of energy, water, ICT, and transport – is central to achieving greater productivity and competitiveness, reducing spatial inequality and supporting the emergence of new job-creating sectors;
- **Electricity shortages** are still a key constraints, despite a slowdown in economic activity. Electricity shortages will continue to hamper economic activity and deter people from making new investments;
- Evidence suggests that the **social wage** has made a significant impact on the quality of life, with the multi-dimensional poverty headcount falling from 17.9% in 2001 to 8.0% by 2011, and then to 7.0% in 2016 – but there are limits to the contribution of the social wage;
- Although **education outcomes** have improved, we still lag behind based on international benchmarks - there is a very close correlation between improvement in education and employment and incomes;
- The quality of delivery – from public infrastructure to skills development– is determined by the capability of the state. **A capable state** implements policies effectively, uses state resources efficiently, and builds the confidence of citizens and the private sector;
- The **COVID-19 pandemic has worsened economic growth**, unemployment, poverty and inequality.

Approach to the MTSF & revision

Planning framework, NDP and electoral mandate, MTSF objectives, prioritization and new inputs

Planning framework



National Development Plan

The NDP is our long-term strategic plan that serves four broad objectives:

1. Providing overarching **goals** to be achieved by 2030
2. Building **consensus** on the key obstacles and specific actions to be undertaken
3. Providing a common **framework** for detailed long term planning
4. Creating a basis for making **choices** about how best to use limited resources



NATIONAL DEVELOPMENT PLAN 2030

NDP review assesses progress towards Vision 2030 and makes recommendations for course correction towards the achievement of NDP targets and outcomes

The overarching goals of the NDP:

- **Eradicate absolute poverty** – from 39% of people living below the poverty line of R419 (2009 prices) to zero.
- **Reduce unemployment rate to 6%** – by creating 11 million more jobs by 2030.
- **Significantly reduce inequality** from 0.69 to 0.60 gini coefficient through a range of policy interventions.

The NDP, Electoral Mandate and the MTSF

- The MTSF is the **five-year building block** of the NDP and gives effect to the **electoral mandate** of the governing party for the electoral term
- Both seek to achieve **a better life for all** South Africans by addressing the triple challenges of the unemployment, poverty and inequality
- The electoral mandate is derived from the 2019 Manifesto “**Let’s Grow South Africa together: A people’s plan for a better life for all**”
- **The Electoral Mandate seeks to:**
 - **Transform the Economy to serve the people**
 - **Advance Social Transformation**
 - **Build Safer Communities**
 - **Fight Corruption and Promote Integrity**
 - **Strengthen Governance and Public Institutions**
 - **Build National Unity and Embrace Diversity**
 - **Promote a Better SA, Africa and World.**

Approach to the 2019-2024 MTSF

The MTSF is a national medium-term development planning instrument which adopts a **results-based approach** to outcome and impact planning

MTSF focus is on **seven national strategic priorities** of the 6th administration of government towards the achievement of NDP goals in particular those relating to **poverty, inequality and unemployment**

It sets out the **desired impacts and outcomes, indicators and targets** in undoing the structural pillars of apartheid which produced multi-generational impoverishment of black people in general and Africans in particular

The MTSF is the **central organising framework** for integrated planning, implementation, coordination, alignment and monitoring over the five-year period.

Approach to the 2019-2024 MTSF

- MTSF provides basis for
 - Alignment across planning instruments incl. NDP and plans at **sectoral, provincial** (PGDS/PMTSF), **local** (IDPs, DDM One Plan) and **institutional** level (SPs and APPs) for greater impact
 - Alignment of country plans with **global, regional and sub-regional instruments** (SDG 2030, AU 2063 and SADC RISDP 2030)
 - More effective **programme development** and design to achieve targets
 - Decisions on **resourcing** and impact of public expenditure
 - Partnerships and **social compacting**
 - Planning to fast-track **spatial transformation** through location of projects to address spatial inequalities and priorities
 - Alignment between national strategic priorities and public sector **performance management system**
 - Greater **accountability** through Performance Agreements between President, Ministers, Deputy Ministers and Directors General

The Overarching MTSF and NDP Goals remain in place

Measures and Indicators		Baseline	MTSF Target 2024	Target NDP 2030
Growth	GDP growth	0.8%	2% - 3%	5.4%
Unemployment	Formal rate	27.6%	20%-24%	6.0%
Employment	Number employed	16.3 million	18.3 – 19.3 million	23.8 million
Investment	% of GDP	18%	23%	30%
Inequality	Gini coefficient (income)	0.68	0.66	0.60
Poverty	Food poverty	24.7%	20%	0.0%
	Lower bound	39.8%	28%	0.0%

Baselines are as at 2019

The seven Apex Priorities remain in place

The Seven Priorities are derived from the NDP, Electoral Mandate and SONA:

- **Priority 1:** A Capable, Ethical and Developmental State
- **Priority 2:** Economic Transformation and Job Creation
- **Priority 3:** Education, Skills and Health
- **Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 5:** Spatial Integration, Human Settlements and Local Government
- **Priority 6:** Social Cohesion and Safe Communities
- **Priority 7:** A better Africa and World

Cross Cutting Focus: Women, Youth & Persons with Disabilities

NDP 2030 GOALS

- **Eradicate absolute poverty** – from 39% of people living below the poverty line of R419 (2009 prices) to zero.
- **Reduce unemployment rate to 6%** – by creating 11 million more jobs by 2030.
- **Significantly reduce inequality** from 0.69 to 0.60 gini coefficient through a range of policy interventions.



“If state capability is poor, then even the best-designed policies and interventions will not succeed...”

**“Building a capable state is a top priority in delivering on economic objectives.”
(NPC Economic Review, 2020)**

Medium Term Goals

State of the Nation Address 2019

- Within the next 10 years we will have made progress in tackling poverty, inequality & unemployment
- No person in South Africa will go hungry
- Our economy will grow at a much faster rate than our population
- Two million more young people will be in employment
- Our schools will have better educational outcomes & every 10-year-old will be able to read for meaning
- Violent crime will be halved

MTSF commitments

- Eradicate **learning under the trees** through the Department of Basic Education
- Eradicate **mud schools** through the Department of Basic Education
- Eradicate the **sanitation backlog in schools**
- Eradicate the **backlogs of issuing title deeds**
- Eradicate **wasteful and fruitless expenditure**

Focus and prioritisation essential

- MTSF should focus on **priorities** and **interventions** which are strategic in nature
- Given the growth and fiscal position there is a need for greater focus on the **most impactful interventions** that optimise **impact of expenditure**
- Focus on **interventions** with the following characteristics:
 - Have firm **conceptual** foundations
 - Are **evidence-based**
 - Have ability to achieve **results** with results chains which demonstrate contribution to identified outcomes and impacts
 - Deliver **value for money**
 - Have a social return on investment
 - Improve **productive capacity**
- Budget cuts have impacted on the achievement or rescheduling of some targets
- Be cognizant of need to avoid dispersing and diluting implementation efforts which may result in poor impact



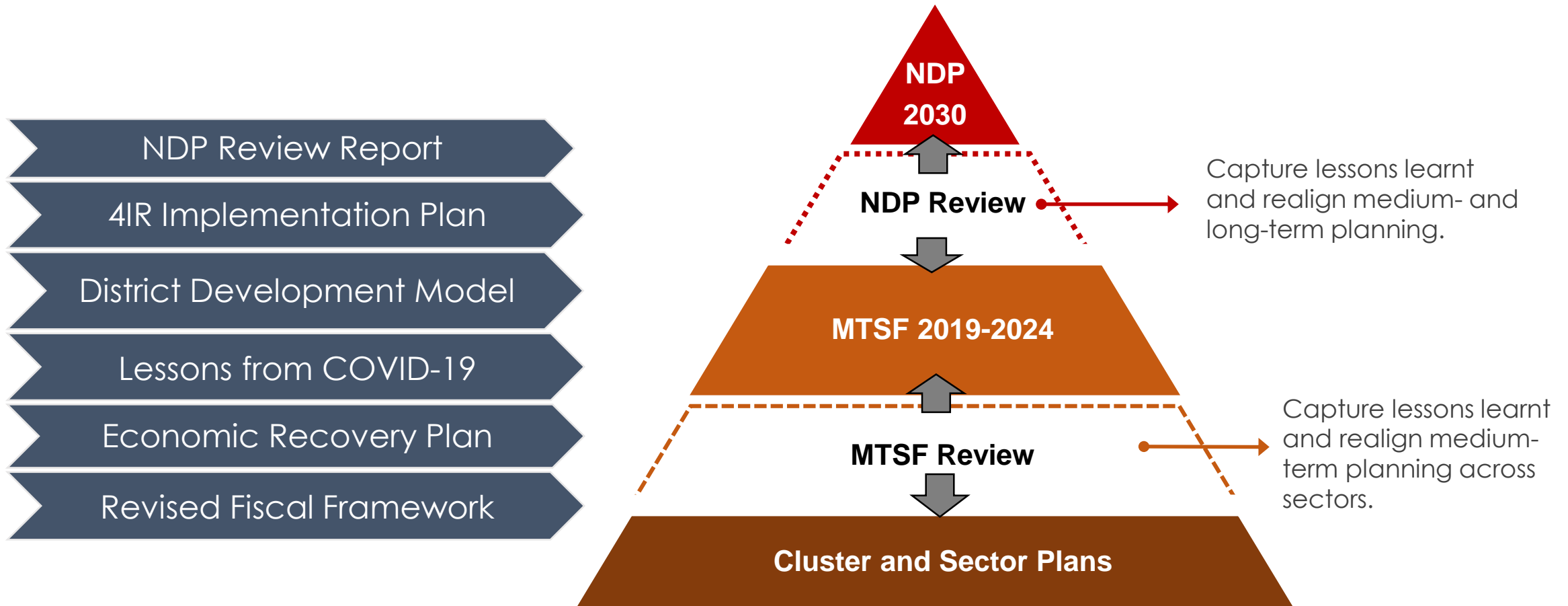
- Operational issues should be dealt with in APPs and operational plans

Towards prioritisation

- Interventions can be evaluated across a range of criteria that would enable prioritisation:
 - Social (e.g. redistribution)
 - Economic (e.g. efficiency)
 - Policy-based (e.g. transformation)
- **Social interventions have mainly focused on redistribution** through government's social wage (social welfare, health, education, basic services, etc.);
- **Critical economic interventions are required** to improve allocative and production efficiency within the economy (these can be through direct support or regulatory in nature);
- Responding to the COVID-19 pandemic, including the **vaccine rollout** and implementing the **Economic Reconstruction and Recovery Plan** must be key focus areas
- Reforms to focus on long outstanding structural reforms, infrastructure investment (e.g. network industries) and re-industrialisation
- **Key policy-based interventions are required** to deal with economic inclusion and asset poverty;
- Ultimately, prioritisation should ensure the appropriate mix of economic, social and policy interventions

Key Inputs to support the MTSF Revision

The Revised MTSF includes revisions and new interventions, indicators and targets due to COVID-19, Budget reprioritisation and to support Recovery Plans.



Inclusive Growth

- Concern over weak inclusion which was further exacerbated by COVID-19
- NDP & MTSF implementation aimed at inclusive development incl. the following:
 - **Employment opportunities** incl. public employment programmes, youth and women employment and stimulating employment generating industries
 - **Localisation; SMME & cooperatives** support and active measures to integrate SMMEs etc. in public and private sector value chains and improved access to markets
 - **Land redistribution** and support and expanded participation in and ownership of agricultural production
 - **Preferential procurement** targets, including for women, youth and persons with disabilities
 - A focus on **township and rural economies** and support for township and village enterprises, including informal sector
 - **Industrial strategy** to accelerate industrialization by supporting enterprises including black, women and youth-owned enterprises
 - A review of BBEE for **worker empowerment**
 - Establishment of HDI ownership thresholds
 - **Infrastructure investment** incl. labour intensive jobs

“Sustained economic growth over many decades is a necessary but not sufficient foundation for economic inclusion and shared prosperity” (Economic Progress Towards the NDP, NPC 2020)

Inclusive Growth

- Critical economic and social measures (interventions):
 - Improving access to **early childhood development**
 - Expanding quality of and access to education and skills development
 - Moving towards **universal health coverage**
 - Developing a **comprehensive social security system**
 - **Spatial transformation** and integration
 - Improving access to **basic services**; and
 - Promoting **social cohesion**

“Sustained economic growth over many decades is a necessary but not sufficient foundation for economic inclusion and shared prosperity (Economic Progress Towards the NDP, NPC 2020)

Key Interventions Per Priority

Problem statement, overview, key outcomes and interventions

Priority 1: A Capable, Ethical and Developmental State (1)

- **Problem statement:**

- State capacity is uneven and at times uncoordinated. Maladministration, poor governance and corruption need to be addresses across all three spheres, including public entities.

- **Overview:**

- Priority 1 focuses on building a capable, ethical and development state which underpins the achievement of the other priorities of the MTSF 2019-2024

- **Key Outcomes to be achieved:**

- A capable and honest government;
- Improved leadership, governance and accountability;
- Functional, efficient and integrated government;
- Professional, meritocratic and ethical public administration; and
- Mainstreaming of gender, empowerment of youth and persons with disabilities.

- **Key Interventions:**

- Implementation of the National Anti-Corruption Strategy towards building an ethical state;
- Implement a performance management system for ministers, deputy ministers and directors-general;
- Establish the Head of Public Administration to manage the political-administrative interface;
- Repurpose SOEs to strengthen governance systems with particular focus on Infrastructure SOEs

Priority 1: A Capable, Ethical and Developmental State (2)

- **Key Interventions:**

- Enhance productivity and functionality of public sector institutions in supporting people-centred service delivery
- Modernise business processes in the public sector including through a national e-Government strategy and delivery on SA connect targets;
- Improve financial management capability in the public sector, especially at local government level;
- Ensuring 100% of public institutions achieve unqualified audits
- Improve coordination between national, provincial and local government to improve service delivery through the District Development Model;
- Participatory local governance mechanisms and citizen engagement;
- Develop regulatory framework on the rights of women, youth and persons with disabilities.
- Enhance capacity for Disaster Management and future pandemics
- Address fiscal sustainability and strengthen SARS revenue collection capacity and modernisation

Priority 2: Economic Transformation and Job Creation (1)

- **Problem statement:**

- Weak economic growth has hampered inclusion, the reduction of unemployment, poverty and inequality;

- **Overview:**

- Priority 2 focuses on building an inclusive economy that supports job creation. Faster and inclusive growth is key to improving prosperity, reducing inequality and unemployment;

- **Key Outcomes to be achieved:**

- More decent jobs sustained and created;
- Investing in accelerated inclusive growth;
- Industrialisation, localisation and exports;
- Innovation and research;
- Competitive and accessible markets; and
- Improved quality and quantum of infrastructure investment

Priority 2: Economic Transformation and Job Creation (1)

- **Key Interventions:**

- Rollout public employment programmes, including the Mass Employment Stimulus Programme;
- Implement comprehensive Presidential Youth Employment Programme;
- Revise visa regime to support importation of critical skills, and improve processing turnaround time;
- Ensure macroeconomic policy alignment and coherence;
- Review B-BBEE to support worker empowerment and establish legislation for worker, community and HDI ownership;
- Review the financial sector code to support transformation in the sector;
- Reduce illicit financial flows and misuse of tax havens;
- Create a conducive enabling environment in national priority sectors
 - to support industrialisation and localisation,
 - increased exports,
 - employment, and youth- and women-owned SMMEs and Co-operatives participation →
 - Industrial policy masterplans developed by end of 2021
- Indigenisation of pharmaceutical production including through state-owned company
- Support localisation and industrialisation through government procurement;

Priority 2: Economic Transformation and Job Creation (2)

- **Key Interventions (cont.):**

- Spectrum licensing, broadband rollout and reducing the cost of communications
- Implementation Plan for Presidential Commission on 4IR developed by 2021
- Reduce high levels of economic concentration through rigorous implementation of the Competition Act and other regulations;
- Facilitate the increase in number of competitive small businesses with a focus on township and rural enterprises;
- Improve the quality and rate of infrastructure investment in energy, water, roads and public transport systems.
- Improve turnaround times for public private partnerships
- Public Procurement Bill to support accelerated economic inclusion and localization as well as promote SMMEs, cooperatives and economic empowerment of women, youth and persons with disabilities

Mapping the Economic Reconstruction and Recovery Plan

8 PILLARS OF THE ECONOMIC PLAN



- The Economic Reconstruction and Recovery Plan is a key component of Government's response to the COVID-19 pandemic and the current economic recession;
- It is supported by 8 Pillars;
- A number of these interventions are in the current MTSF;
- New interventions that are key to implementation are incorporated into the Revised MTSF;
- Ongoing monitoring should be coordinated between ESIEID and DPME.

Priority 3: Education, Skills and Health (1)

- **Problem statement:**

- Better education outcomes are critical for skills, innovation and social and economic development;

- **Overview:**

- The first component of Priority 3 (**Education and skills**) focuses on developing the capabilities of South Africans through investments from ECD to post school skills development;

- **Education and Skills - Key Outcomes:**

- Access to early childhood development;
- More children in foundation phase and ten-year olds read for meaning
- Youth better prepared for further study and contribution to socio-economic development;
- Improved school infrastructure and teaching environment;
- Expanded access to PSET opportunities and improved success of PSET system.

- **Key Interventions:**

- Migration of pre-schooling to DBE to improve early childhood development;
- School readiness assessment operational by 2021;
- Introduction of new systemic evaluation system
- Three-Streams Curriculum Model rolled out by 2024;
- Redesign and reconfiguration of second-chance matric programme to 60 000 learners;
- DBE to collaborate with DCDT to ensure 80% school connectivity;

Priority 3: Education, Skills and Health (2)

- **Problem statement:**

- The public health system cannot meet demand or sustain quality and there is a need to reduce disparities in the public/private health system and promoting access.

- **Overview:**

- The second component of Priority 3 (**Health**) focuses on improving the quality of life and productive capacity of South Africans.

- **Health - Key Outcomes to be achieved :**

- Universal health coverage for all South Africans;
- Progressive improvement in total life expectancy;
- Reduced maternal and child mortality; and
- Improved health outcomes for women, youth and persons with disabilities.

- **Key Interventions:**

- Most interventions from the MTSF 2019-2024 continue to ensure medium-term reform and improvements, especially to ensure recovery and resilience post COVID-19;
- Enabling legal framework created for the implementation of NHI Bill;
- Improved quality of primary healthcare services through expansion of the Ideal Clinic Programme;

Priority 3: Education, Skills and Health (3)

- **Key Interventions:**

- Develop and implement a Human Resource Health strategy;
- Improve the integrated management of childhood disease services;
- Drive national health and wellness and healthy lifestyle campaigns to reduce the burden of disease and ill-health;
- Implement a national COVID-19 vaccination programme.

Priority 4: Consolidating the Social Wage (1)

- **Problem statement:**

- The social wage has been vital in reducing poverty and inequality but is negatively impacted by a weak economy;

- **Overview:**

- Priority 4 focuses on developing an inclusive and responsive social protection system. This is to ensure that the most vulnerable in society have an effective safety net.

- **Key Outcomes to be achieved :**

- A transformed social welfare;
- Quality access to ECD services;
- A comprehensive social security system;
- Sustainable community development; and
- Increased access to development opportunities for women, youth and persons with disabilities.

- **Key Interventions:**

- Most interventions focus on ensuring medium-term reform and improvements. Lessons learnt from COVID-19 highlight the need for an efficient and comprehensive social security system;
- Review Social Development welfare services legislative frameworks;
- Provide quality ECD services to children (0-4);
- Develop and operationalise an ECD planning, funding, registration and information systems;

Priority 4: Consolidating the Social Wage (2)

- **Key Interventions:**

- Develop a comprehensive social security system by optimising the social security legislative framework and develop appropriate norms and standards for service delivery;
- Implement food and nutrition security initiatives for vulnerable individuals and households
- Contribute and provide employment opportunities for vulnerable and poor citizens
- Improve payments of social grants/benefits to eligible beneficiaries based on lessons from COVID-19.

Priority 5: Spatial Integration, Human Settlements and Local Government (1)

- **Problem statement:**

- The legacy of spatial inequalities and access to assets continue to hobble inclusive growth;

- **Overview:**

- Priority 5 seeks to address historical spatial inequalities, ensure the development of sustainable human settlements and promote access to basic services. Key to this is also to ensure environmental sustainability in both urban and rural spaces.

- **Key Outcomes to be achieved:**

- Coordinated and integrated spatial transformation;
- Functional sub-national development;
- Integrated service delivery and settlement transformation;
- Environmental management and climate change;
- Just transition to a low-carbon economy;
- Sustainable land reform; and
- Agrarian transformation and rural development.

- **Key Interventions**

- Approval and implementation of the National Spatial Development Framework (NSDF) and implementation charters to guide national spatial development;
- Three cities redesigned as smart cities; initiate feasibility/ planning for new coastal city

Priority 5: Spatial Integration, Human Settlements and Local Government (2)

- **Key Interventions**

- Implementing the DDM including One Plans for 44 Districts and 8 Metros
- Accelerated basic service provision through job creating projects in water, construction of rural roads and bridges and mass infrastructure maintenance programme
- Implementation of revised CWP
- Promote township enterprises incl. investment and support strategy
- Sector and municipal plans to reduce vulnerability to risks associated with climate change
- Land acquired for redistribution, restitution and tenure reform → 900 000 ha of land redistributed
- Increase Ha of land under cultivation in rural and traditional areas
- Smallholder farmers supported for food production and commercial activities
- Agri-hubs and agro-processing facilities established
- Spatial transformation through multi-programme integration in priority development Areas
- Adequate housing and improved quality living environments and eradicating title deeds backlog
- Expansion of the Integrated Public Transport Networks.

Priority 6: Social Cohesion and Safer Communities (1)

- **Problem statement:**

- Without social cohesion and trust national development is undermined

- **Overview:**

- Priority 6 (**Social Cohesion**) seeks to promote a democratic culture of participation and equality. This is to heal the fault lines of racism, gender discrimination, inequality and prejudice.

- **Social cohesion - Key Outcomes to be achieved :**

- Fostering constitutional values;
- Equal opportunities, inclusion and redress;
- Social cohesion across space and class;
- Fostering a social compact; and
- Promoting active citizenry.

- **Key Interventions:**

- Promote Constitution and its values in schools, awareness campaigns;
- Enactment of Hate Speech and Hate Crimes Bill
- Outreach initiatives towards the realisation of the rights of women, youth and persons with disabilities;
- Coordinate the implementation of the National Action Plan to combat Racism, Racial Discrimination, Xenophobia and Related Intolerance;
- Promoting social cohesion through increased interaction across space and class.
- Elimination of sexist and racist content in learning materials

Priority 6: Social Cohesion and Safer Communities (2)

- **Problem statement:**

- Crime levels are too high, especially against women and children

- **Overview:**

- The second component of Priority 6 (**Safer Communities**) seeks to strengthen criminal justice platforms, police services, border management and community participation.

- **Safer communities - Key Outcomes to be achieved:**

- Reduced corruption;
- Reduced organized crime;
- Increased safety in communities;
- Secured cyber space; and
- Defended and protected borders.
- Reduction in gender-based violence and femicide

Priority 6: Social Cohesion and Safer Communities (3)

- **Key Interventions**

- Deal with corruption and fraud through the freezing of money and recovering assets
- Enhance capacity of designated Special Commercial Crimes Courts on economic crimes
- Reduce serious corruption and improve convictions
- Deal with cable theft and drug syndicates, some programmes impacted by funding reductions
- New interventions to reduce contact crimes (including the Criminal Procedure Amendment Bill) and improve GBVF conviction rates
- Operationalise the Border Management Agency across key ports of entry.

Priority 7: A Better Africa and World

- **Problem statement:**

- Declining international trade, exports and tourism impact on the achievement of economic growth

- **Overview:**

- Priority 7 focuses on promoting investment, trade, tourism and using international relations to achieve a positive geo-political impact.

- **Key Outcomes to be achieved:**

- Increased FDI;
- Growth in the tourism sector;
- Increased regional integration and trade;
- Increased intra-Africa trade; and
- Equitable multilateral institutions and enhance global governance.

- **Key Interventions:**

- Source R1.2 trillion in investment for the identified sectors into the South African economy;
- Develop and implement a destination brand strategy to promote South Africa as a preferred tourism destination;
- Implementation of the AfCFTA and other trade agreements in order to grow intra-African trade;
- Contribute to the implementation of identified Agenda 2063 Flagship Projects;
- Promote regional, global integration, and improve peace, security and stability on the Continent.

Driving implementation

Delivery Plans, Alignment of APPs, Geospatial Referencing, DDM, Monitoring and Reporting System, Performance Management System

Supporting MTSF implementation

- **Key components to ensure implementation include the following:**
 - Improving the quality of interventions including delivery plans/ implementation plans
 - Alignment of Strategic Plans and APPs
 - Geospatial referencing and spatial planning alignment
 - District Development Model
 - MTSF Monitoring and Reporting System
 - Performance Management System

Implementation Paradigm – first things first

Departments to ensure MTSF and SONA priorities supported by a delivery plan with following elements:

- A coherent **theory of change** – articulating the best way to achieve the aspiration based on relevant evidence as well as theoretical literature and research on local and international cases
- **Delivery plans/ implementation plans** with practical implementation measures and specific milestones to be reached with leading indicators.
- **Quality** of interventions (addressing inhibitors/constraints and identifying drivers of performance).
- Agreeing on **who is involved** and how those involved will go about contributing to the priority including **social partners**
- **Delivery trajectory mapping** out the points from current performance (baseline) and showing how implementation of initiatives will shift performance towards the set outcome and target.
- Points along the delivery trajectory will be used to **conduct rapid impact assessments** to establish whether real improvement is happening on the ground.



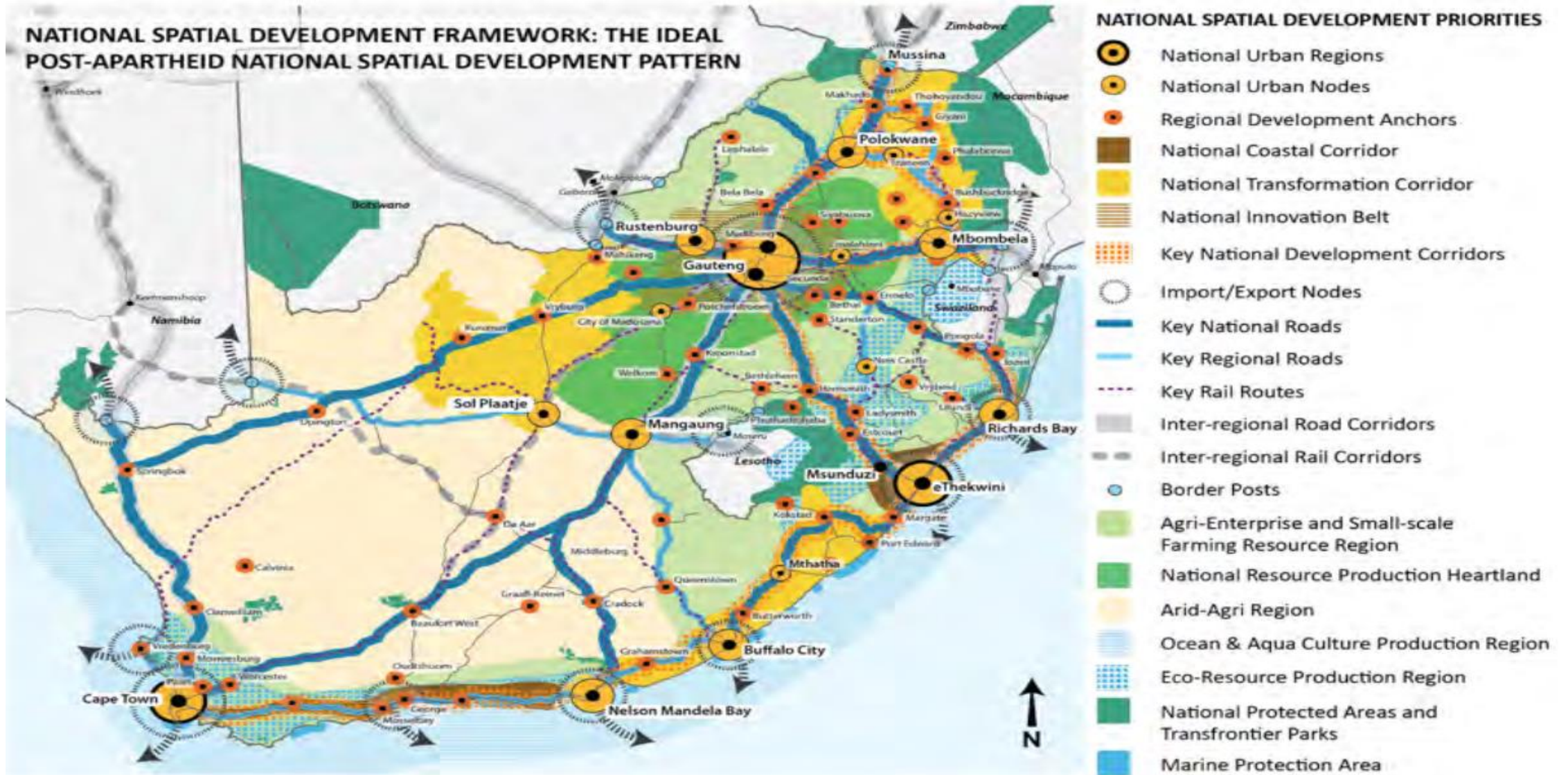
Aligning institutional plans with MTSF for implementation

- Public institutions (national and provincial departments, public entities etc.) are advised to incorporate the Revised MTSF indicators and targets in the 2021/22 **Annual Performance Plans** (APPs) prior to approval by the Executive Authority (EA)
- DPME assesses draft Strategic and Annual Performance Plans for alignment to the MTSF according to the Guidelines for Assessment of Strategic Plans and Annual Performance Plans.
- DPME has undertaken **analysis of 2021/22 APPs** of 48 national departments and provincial departments in seven provinces with recommendations for enhancement
- This will ensure alignment between the 2021/22 APPs and the Cabinet approved Revised MTSF 2019-2024
- The 2021/22 APPs must be tabled in Parliament and in the relevant Provincial Legislatures.
- Departments should **reprioritise their baseline budgets** towards the achievement of the MTSF deliverables.

Geospatial referencing of all plans & linked to DDM

- The Integrated Geospatial Information Framework (IGIF) produced by the United Nations Committee of Experts on Global Geospatial Information Management (UN-GGIM) (<https://ggim.un.org/IGIF/>) defines geospatial information as a nation's 'digital currency' for evidence-based decision-making.
- **Geospatial information** is a critical component of the national infrastructure and knowledge economy; a blueprint of what happens where, and the means to inform development plans and to monitor their implementation.
- Some aspects of the MTSF have been geo-located but still gaps.
- **Key plans** including MTSF and APP deliverables, Economic Recovery and Reconstruction Plan, Master Plans etc. are to be **geo-located** for planning and performance reporting.
- Geo-located deliverables to be directly linked to the **District Development Model (DDM)** for planning and monitoring purposes.
- DPME has produced **geo-spatial referencing guidelines** and standards and will collaborate across three spheres on implementation.

Goal is to pursue a coordinated developmental path within “spaces”



Integrated and coordinated delivery through the District Development Model

National Development Plan (NDP Vision 2030)
National Spatial Development Perspective

Medium Term Strategic Framework

Provincial Growth and Development Strategies

Local Integrated Development Plans (IDPs)

Sector Plans and APPs

Sector Plans and APPs

SDBIP and Sector Plans

District Profiles

District Development Plans

Spatially referenced projects to establish an intergovernmental project pipeline which results in integrated delivery
Local Economic Recovery Plans

District Development Model (DDM) Strategic Implementation Framework

Problem Statement

Poor service delivery and development impact caused by: lack of coherent planning, budgeting & implementation; weak inter-sphere collaboration; deficient strategic focus of plans; existing IGR mechanisms not optimally utilised; and no real joint planning by government departments & entities.

Objectives

Solve horizontal & vertical silos; narrow distance between people and government; deliver integrated services and M&E; maximising impact and aligning resources; facilitate inclusive economic development; infuse long-term strategic planning. Build state capacity and strengthen system of LG.

Outcomes

Sustainable development resulting in poverty reduction, increased employment & improved equality; Inclusive & gender-mainstreamed budgets based on people/ community needs.

Phases

1 Establishment

Objectives:

To develop and obtain approval for the DDM concept document.

Outputs:

- Concept note developed.
- Broad Intergovernmental & private sector consultations held.
- DDM concept approved by Cabinet.
- National and provincial DDM inter-governmental coordinating structures established.
- CoGTA national and provincial DDM teams established
- Political champions appointed.

Yr. 1 (Aug. 2019-Mar 2020)

2 Piloting

Objectives:

To launch the three pilots and establish the requisite technical capacity for the DDM implementation.

Delivery packages/work streams:

- Launch of three pilots
- Appointment of Implementing Agent (DBSA)
- Development of 52 district/metro profiles
- Establishment of DDM hubs in pilots
- One Plan development

Key indicators:

- 3 pilots launched by Nov. 2019
- DBSA appointed by March 2020
- 52 profiles developed & published by Aug. 2020
- One Plan process guidelines issued by Sept. 2020
- 3 DDM hubs launched by Oct. 2020
- One Plan prototypes developed by March 2021
- DDM IMS One Plan module launched by March 2021
- CoGTA internal DDM institutional realignment completed by March 2021

Yr. 1-2 (Aug. 2019-March 2021)

3 Institutionalisation

Objectives:

To improve Integrated long-term planning, budgeting & implementation and the sustainability of local government.

Delivery packages/work streams:

- Budget reprioritisation and spatialisation.
- One Plan development & implementation
- Intergovernmental (IGR) coordination & structures
- Local Government Recovery & Stabilisation.

Key indicators:

- IMS fully developed by Sept. 2021
- IGR structures strengthened & aligned to DDM approach by March 2021
- IGRF Act regulations promulgated by April 2021.
- 52 One Plans developed & adopted by March 2022
- Identified DDM hubs established by March 2022
- LG support & shared services (*powers & functions reviewed*) implemented by March 2023
- Budget reprioritisation and spatialisation principles infused across govt by March 2025

Yr. 2-5 (April. 2020-Mar 2025)

4 Sustainability

Objectives:

To improve quality of life and transform district/metro economies and further enhance the institutional and financial sustainability of LG.

Delivery packages/work streams:

- One Plan implementation & monitoring.
- IGR coordination & structures
- Local Government Stabilisation.

Key indicators: All 52 Spaces;

- Inclusive repositioned economies
- Spatial transformation and environmental sustainability
- Sustainable Infrastructure Development
- Reliable service provisioning
- Empowered citizens and good governance
- Functioning hubs and IGR coordinating structures by 1 April 2025
- LG system supported & effectively performing mandated functions

Yr. 5+ (April 2025 - onwards)

Enablers (tools, frameworks & systems):

DDM Information Management System; Stakeholder Management & Communications; Risk Management; etc.

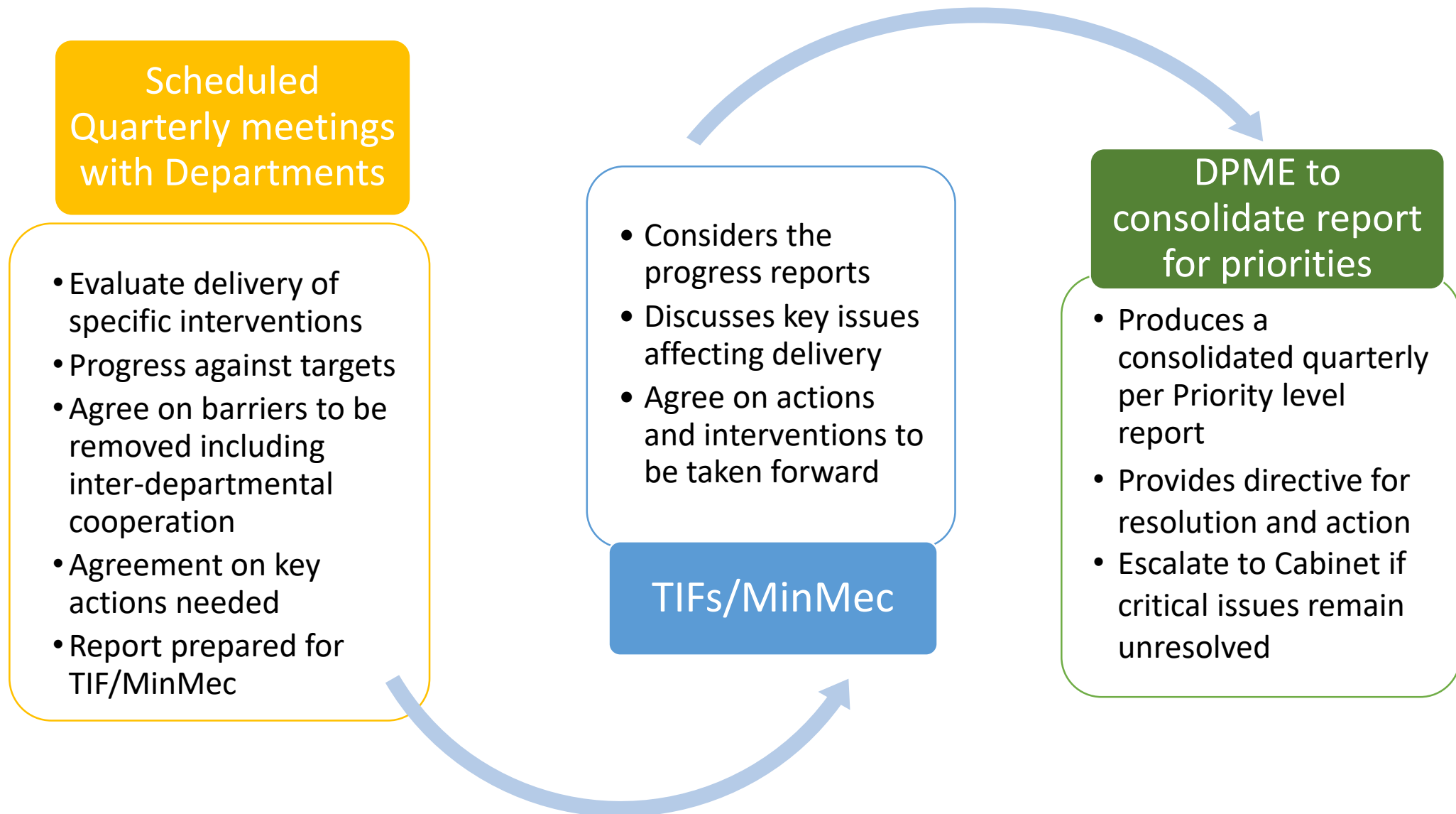
Critical Success Factors:

CoGTA internal DDM realignment & focus; Whole of government buy-in; Leadership & guidance; Spatial budgeting; Opportunities for reflection, key shifts & bold ideas; Credible data & evidence-based planning; Process management & joint planning facilitation; etc.

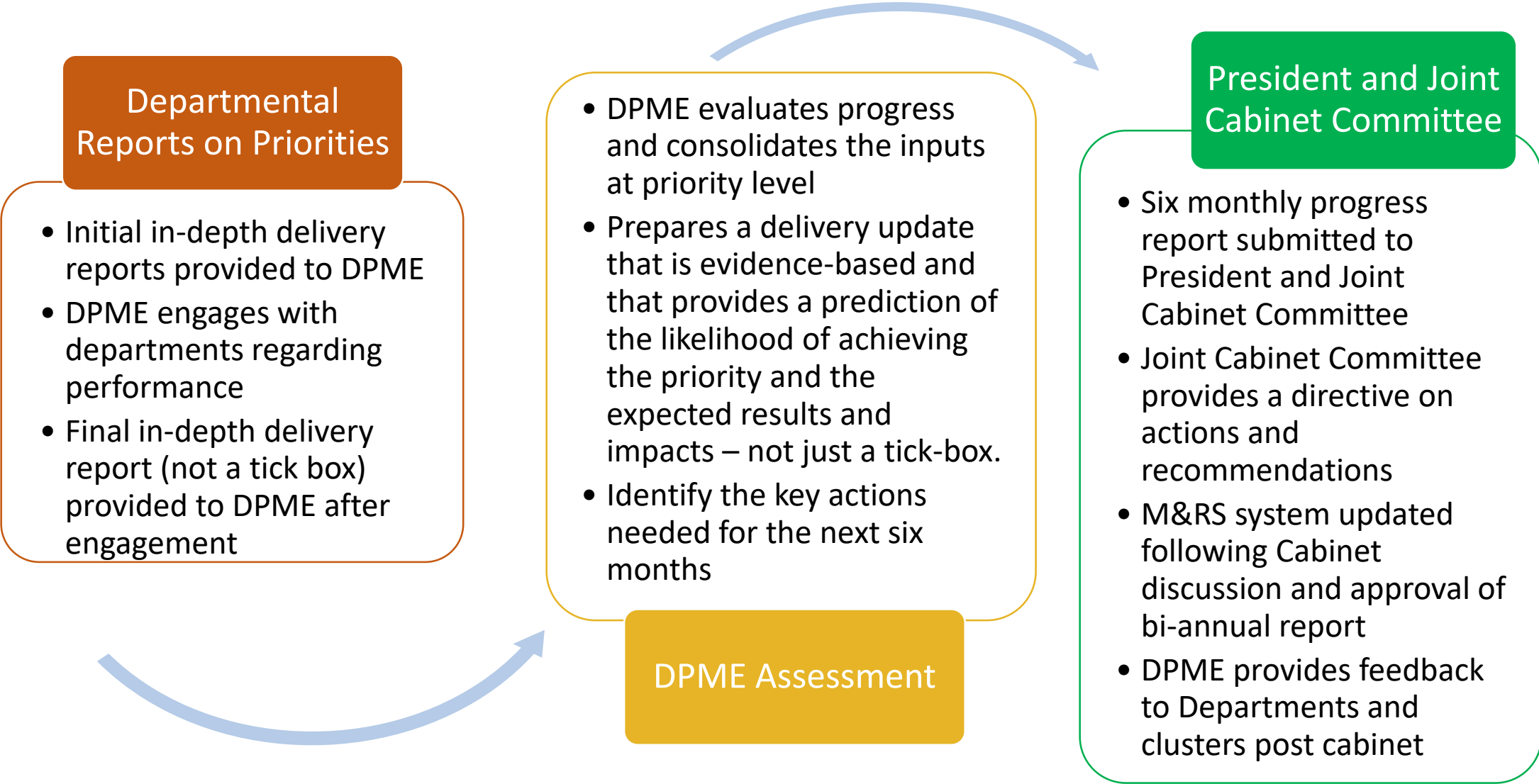
MTSF Implementation Tracking and Reporting

- **What is new or different in the 2019-24 system?**
 - The name Programme of Action (POA) has been changed to **the MTSF Monitoring and Reporting System** (MTSF – M&RS)
 - **Integrated monitoring and performance assessment framework** utilising the full gambit of DPME's (and relevant external) M&E systems footprint
 - Incorporates monitoring of both 5 year **MTSF** and annual **SONA** commitments
 - Revised **system and structures** to coordinate implementation, assess progress and address obstacles and blockages
 - Revised **Reporting tools** or templates to record progress
 - **Accountability** is directly to Cabinet and President
 - Regular and continuous **engagement** with and providing **intervention support** to departments

Monitoring and Reporting – Quarterly



Monitoring and Reporting – Bi-annually



Performance Management System

Planning Frameworks

- **NDP Vision 2030**
Triple Challenges - Impact
- **MTSF 2019-2024**
 - Impacts, Outcomes, Interventions
- Strategic Plans APPs (Nat & Prov)
- Outputs – critical path to achieve outcomes
- Operational Plans
- Inputs & Process

Performance Management Instruments

- **Ministerial Agreements – 5yrs**
 - DM delegations
 - Ministers Role - Annual
- **Directors-General PMDS**
 - DGs Annual Performance Agreement
- **Senior Managers PMDS**
 - Annual Performance Agreement

Institutional Performance

- QPR – Quarterly Performance Reports
- Bi-annual reports – real time outcomes
- Annual Reports – outputs and real time outcomes
- Audit Reports
- Mid Term Review - impacts
- Close of Term Review - Impacts

Evaluating impact

Socio-economic impact reports, Site visits and verification, evaluations and expenditure reviews

End.

NGIYATHOKOZA DANKIE **KE A LEBOGA**
NGIYABONGA
NDIYABULELA
INKOMU **NDI KHOU**
LIVHUHA

Thank you