



MEDIUM TERM STRATEGIC FRAMEWORK 2019–2024

EXECUTIVE SUMMARY



planning, monitoring & evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



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1.0 Introduction

1.1 Background

The National Development Plan (NDP) 2030 issued in 2012 set out a long-term vision for the country and provides the programme through which South Africa can advance radical economic transformation through development planning. The Medium Term Strategic Framework (MTSF) 2014-2019 outlined the plan and outcome-based monitoring framework for implementing the NDP during the country's fifth democratic administration. This MTSF 2019-2024 outlines the priorities to be implemented in the sixth administration. It also outlines the priorities and interventions across South Africa's national development pillars.

The South African government sees development planning as a means to achieve national development goals. All three spheres of government conduct development planning: The MTSF reflects the NDP Five Year Implementation Plan and Integrated Monitoring Framework at a national level, the Provincial Growth and Development Strategies / Plans (PGDS/P) of all nine provinces, and will in 2020 incorporate the Integrated Development Plans (IDPs) at Metropolitan and District Municipality level to ensure effective service delivery.

1.2 Global context

South Africa, as a member of the United Nations, was actively involved in the process leading up to the adoption of the Agenda 2030 and the achievement of the Sustainable Development Goals (SDGs) and like many countries aligned its NDP 2030 with these global commitments. Similarly, South Africa played a critical role amongst other African countries in the development and adoption of Agenda 2063 of the African Union (AU). Like many countries as well, which adopted National Development Plans, NDP 2030 serves as the national development planning vision for the improvement of the quality of life of our people. Like numerous countries that have adopted NDPs as their lodestar to promote sustainable development and, respond to their development challenges, most if not all, have developed Five Year NDP implementation plans to guide medium-term implementation. China is currently on its 13th, Botswana on its 11th, Zambia is on its 7th, Ethiopia's on its 2nd as is South Africa.

1.3 Purpose and Structure of the Medium Term Strategic Framework

The purpose of the MTSF is to outline the Government strategic intent in implementing the electoral mandate and NDP Vision 2030 as our lodestar. The MTSF is also informed by the recommendations of the 25 Year Review and its specific recommendations for the next five years. It provides the strategic shift that marks the transition from the fifth Administration to the sixth Administration and the shift in strategic direction from the first 25 years to the second 25 years of democratic governance. Following the first seven years since the adoption of the NDP 2030, its implementation through the MTSF 2014-2019, this MTSF 2019-2024 is informed by the lessons of the past 5 years and 25 years of our democracy and the Reconstruction and Development Programme (RDP).

The structure of the MTSF document provides a situational analysis outlining the developmental challenges we are facing as a country, particularly in addressing the triple challenges of poverty, inequality and unemployment. This section assesses the performance of the country against the NDP targets and show a significant underperformance of the economic sector. It reflects on the lessons learned from the previous MTSF 2014-2019 and how our approach and methodology may have impacted on our ability to get results. It then highlights the 7 priorities that guides the MTSF 2019-2024 and will guide our development programme for the 6th Administration. The document also DEFFIs specifically with the cross-cutting focus areas of Gender, Youth and People with Disabilities and mainstreaming of the programmes into the various priorities. It examines the elements that have constituted the foundation for the MTSF. Including the 25 Year Review, the State of the Nation Address (SONA) and the electoral mandate which inform the approach, targets and interventions. The Strategic objectives of the MTSF 2019-2024 are outlined and point to key issues that must be achieved to transform our society through its implementation. The final section summarises each of the priorities with outcomes, interventions, indicators and targets where applicable.

The final element of the MTSF 2019-2024 is defining priority interventions in terms of spatial planning over the next 5 years. This is built on the foundation of the National Spatial Development Framework (NSDF) and District Development Model and is accompanied by a tool for planning, sequencing and scheduling implementation and a 3D fly-through - video which illustrates the South Africa, we will see in 2024 with the implementation of this MTSF.



2.0 Situational Analysis

2.1 Significant achievements towards national development

The institutionalisation of democracy in South Africa has been a success, establishing a new democratic dispensation with Chapter 9 institutions, the institutions of Parliament and provincial legislatures, and a democratic and participatory local government sphere charged with transformative service delivery. Women's participation in the three arms of the state – the executive, judiciary and legislature – has expanded significantly. Generally, the dignity and the human rights of the historically oppressed people of South Africa have been regained. Significant progress has been made in the expansion and delivery of basic services, including access to public facilities.

Access to basic education has improved. The number of Grade R learners aged five and six increased from 87.2 percent and 95.9 percent in 2014 respectively to 88 percent and 96.6 percent in 2018. Near universal coverage has been achieved, with school attendance by children aged 7 to 15 at about 99 percent. The implementation of the National School Nutrition Programme is now benefiting 9 million learners. Education outcomes have improved – National Senior Certificate passes reached 78 percent in 2018. Performance of learners with special needs has also improved. Learners with special needs who obtained Bachelor passes increased from 443 in 2015 to 1 669 in 2018. The number of special needs learners writing Grade 12 exams has increased from 1 691 to 3 591.

The Funza Lushaka Programme for teacher development has supported 120 511 beneficiaries at a cost of R7.2 billion. Government has invested in improving access to skills development in post-school education, including government's no-fee support, and the National Student Financial Aid Scheme, which has achieved consistent increases in enrolments at

secondary and post-school levels and changed the profile of the student population.

Demographic and health status indicate an improved quality of life. Maternal, infant and under-5 mortality rates have decreased significantly as the maternal mortality ratio decreased from 176 per 100 000 in 2008-2010 to 138 per 100 000 in 2014-2016.



Overall, the total life expectancy of South Africans increased from 54 years in 2005 to

64.2 years

in 2018

a net gain of 10 years.

Access to primary healthcare services has expanded. The number of people receiving primary healthcare services (headcount) has increased from 67 million in 1998 to 128 million in 2018. The number of people receiving antiretroviral therapy (ART) in the public health sector grew exponentially, from 45 500 in 2004, when the treatment was first added to the country's response to HIV/AIDS, to over 4.7 million people in 2019. This has contributed to the increased longevity of people living with AIDS. There have also been notable improvements in the levels of patient satisfaction with public health sector services. StatsSA's 2017 General Household Survey found that, overall, 81.8 percent of households using public-sector facilities were either satisfied or somewhat satisfied with services received.

South Africa has the biggest housing delivery programme in the world, with significant redistributive spin-offs. Over the last 25 years, 3.18 million houses were delivered through government's subsidy programme and 1.09 million serviced sites to those who did not qualify for the subsidy.

OVER 14 MILLION



individuals have been aided by the state housing programme and provided with better quality accommodation and an asset.

Government has expanded access to the social wage in poor communities, including free electricity, water, sanitation and refuse removal. About 14 million households had access to piped water and 13 million households had access to basic sanitation in 2017. From 1994 to March 2019, over 7.6 million households were connected to the national grid and over 173 752 households have been electrified through non-grid technology since the non-grid programme started in 2001. The percentage of households with refuse removed once per week increased from 56 percent in 2002 to 66 percent in 2017, and the percentage of households with own or communal dumps, or no facilities decreased.

Social protection has cushioned the poor and redistributive policies have expanded access to opportunities. Access to social assistance, in the form of various grants, has been extended to 17.6 million beneficiaries by 2018. Access to early childhood development (ECD) expanded, with over 1.7 million children accessing registered ECD services.

To facilitate technical skills training, inculcate patriotism, and promote services to communities, the government and the National Youth Development Agency (NYDA) conceptualised and implemented the National Youth Service (NYS) Programme in partnership with civil society organisations. In the past three years, between 2016/17 and 2018/19, the programme reached more than 127 000 young people. The Department of Sports, Arts and Culture remains at the forefront of efforts to build a national identity and foster unity.

The government has implemented several public employment programmes and related incentives, which primarily target youth, including the:

- Community Works Programme (CWP)
- Expanded Public Works Programme (EPWP)
- National Rural Youth Service Corps
- Youth cooperatives and youth entrepreneurs (e.g. NYDA funded)
- Skills training (e.g. learnerships funded by SETAs)
- Jobs Fund
- Employment Tax Incentive (ETI)
- Youth Employment Service (YES)

The EPWP reported that of the 4.3 million work opportunities created, 2 million targeted the youth. YES also recorded an achievement of 13 593 work opportunities created from 191 businesses by March 2019, and the ETI had supported 645 973 youth jobs by March 2017. Between 2015 and 2016 there was an increase in youth-owned businesses, from 595 000 to 641 000.

In terms of land redistribution, between April 1994 to March 2018, 4 903 030 hectares were redistributed, benefiting 306 610 beneficiaries (less than 10 percent), of which 35 615 are youth and 775 are people with disabilities.

South Africa's standing internationally has been restored, with the country playing influential roles in the United Nations (UN), African Union (AU), Southern African Development Community (SADC) and other global governance bodies. Multidimensional poverty, measured in terms of composite indicators for health, education, standard of living and economic activity has declined significantly from 17.9 percent of the population in 2001 to 7 percent by 2016 (StatsSA, 2017). This has resulted mainly from the social wage that government provides to improve the quality of life of vulnerable households. This includes free basic services, primary

healthcare, no-fee paying schools, and provision of free housing (StatsSA, 2017).

2.2 Challenges hindering the achievement of South Africa's national development

South Africa is still confronted by the persistent challenges of poverty, inequality and unemployment. The Gini-coefficient remains stubbornly high at 0.68, making South Africa the most unequal country in the world. While 2.5 million jobs have been created over the last nine years, many South Africans remain unemployed. Unemployment in Q1 2019 stood at 27.6 percent, rose further to 29 percent in Q2, and 29.1 percent in Q3. This is disproportionately felt by the youth, women and people with disabilities. The economy is still not sufficiently transformed, which means it does not serve the needs of all South Africans. The inability to broaden and diversify economic ownership, utilise resources including all land and human capital, is hindering transformation, growth and development in many spheres. Policy uncertainty, particularly in the reform of State-Owned Entities (SOEs), and fiscal challenges associated with a widening deficit and low investor confidence have vexed the economy. These challenges are magnified by recent Gross Domestic Product (GDP) contractions, low labour absorption rates and rising inflation.

The lack of sustainable and shared growth has been compounded by the failure to implement the land redistribution programme across state and privately owned land. Inequality remains entrenched largely through income inequality and limited access to assets such as land and social capital, affecting peoples' ability to participate in the country's mainstream economy. These issues are coupled with perverse spatial and land ownership patterns that exclude many South Africans, particularly Africans and women from equally accessing economic opportunities and basic services. Educational outcomes are skewed, reflecting the inequality between poor township schools and well-resourced private suburban schools.

The provision of public health services has not kept up with our population's needs. The ability of businesses and the public sector to deploy new technologies and transition towards the fourth industrial revolution (4IR) is questionable. The green economy and bolstering South Africa's regional advantage and integration is limited by lack of infrastructure and logistics, lagging ICT systems innovation, network connectivity and more sustainable technologies.

2.3 The MTSF 2014 – 2019

The MTSF 2014-2019 was based on 14 outcomes which were aligned to the three pillars of the NDP. The 14 outcomes were based on the chapters of the NDP 2030 accompanied by sub outcomes, actions and indicators. The outcomes based approach focused on monitoring of the 14 outcomes, which were more akin to priority areas than development outcomes. This was amongst the key weaknesses in the planning approach adopted by government in MTSF 2014-2019. Further, the approach lacked an integration mechanism between the three spheres of government that resulted in both planning and implementation fragmentation as well as uncoordinated actions by state institutions. This lack of strategic focus on implementation, which was delegated to operations level and hidden from oversight, is largely responsible for the lack of achievement on many areas of the NDP. It also diminished the role of implementation, implementation management, co-ordination and integration in planning. A key learning was the role of performance monitoring, through outcomes, sub outcomes and indicators which produced a strong monitoring system in the MTSF process, which is well developed and can be enhanced.

However, the absence of a line of sight or strategic focus on how or what interventions will be implemented, with what resources, including budget, skills, technology or spatial referencing, further resulted in little or no implementation in some key sectors. The Key Economic Sectors as a result of this, did not articulate the role of the private sector partnerships or even

key Development Finance Institutions (DFIs), SOEs or other public entities towards achievement of the outcome of job creation, for instance.

Compound indicators and outcomes such as stunting in children, which required multi-disciplinary interventions initially improved but subsequently regressed, were largely as a result of lack of coordinated and integrated implementation.

2.4 Addressing Poverty, Inequality and Unemployment

2.4.1 Where We Want to Be

The MTSF 2019-2024 supports the objective of the NDP 2030 to address the triple challenges of unemployment, inequality and poverty. These are central to transformation that underpins our national development agenda. Economically, culturally and spatially we need to transform current trends and path dependencies to switch the country onto a new development trajectory, one that sees more people in jobs, a smaller wealth gap between the mega-rich and the very poor and rising household incomes across the board. This requires solid economic growth, growing investment in productive sectors and effective regulatory and fiscal instruments to ensure fair and equitable outcomes. It must be founded on squarely addressing the root causes of continued inequality and poverty, which as Figure 1 illustrates, is primarily asset deprivation. Poor people own very little fixed property and what they do own is low value. This is directly related to our apartheid legacy, but has been reinforced by the inflexible financial services sector's inability to extend property finance products to the bulk of society. The slow pace of land reform has also contributed immensely to the unacceptably slow progress towards reducing asset deprivation. As a result, land reform will remain critical in this MTSF period.

Table 1 provides an overview of the status and targets of the key goals and is discussed in more detail below.

Table 1 NDP Final and Intermediate Targets

Measures		Baseline ¹	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	0.68	0.66	0.60
Poverty	Food poverty	24.7%	20%	0.0%
	Lower bound	39.8%	28%	0.0%

Source: NDP 2030 and Stats SA

Notes: 1. Baselines are as follows: unemployment Q1:2019; growth 2018; inequality and poverty 2015/16.

2.4.2 Unemployment and jobs

The NDP Vision 2030 target of decreasing unemployment to 6 percent by 2030 seems elusive, given the current rate of unemployment. In Q1 of 2019, the unemployment rate stood at 28 percent and Q3 of 2019, unemployment rate stood at 29 percent. Unemployment is concentrated among the youth (aged 15–34 years), who account for 63 percent of the total unemployed. Between Q1 of 2010 and Q1 of 2019, an additional 2.5 million jobs were created over a period of nine years (about 270,000 jobs per year). Whilst there is a need to create an additional 7.5 million jobs to reach the NDP target for 2030, the 2019 SONA confirmed that our estimate for jobs to be created for young people will be not more than 2 million over the next ten years.

2.4.3 Growth

Vision 2030 also set a target of average growth of 5.4 percent by 2030. This means GDP needs to grow significantly, from R2,9 trillion in 2011 to R7,8 trillion in 2030. GDP growth for 2018 was 0.8 percent (totaling R3,1 trillion) and has averaged 1.7 percent between 2011 and 2018 – well below the NDP target. To realise this target, South Africa needs an annual average growth of 7.8 percent until 2030. However, given significant global and domestic structural challenges the MTSF 2019-2024 proposes a more realistic growth rate of 2-3 percent by 2024.

2.4.4 Inequality

The NDP target for 2030 is to reduce inequality from 0.7 in 2010 to 0.6 in 2030, based on the Gini Coefficient measure for inequality. In the Living Conditions Survey 2015, South Africa's inequality stood at 0.68. Although some progress has been made, we need to focus on income and asset inequality so that South Africa does not remain one of the most unequal societies in the world. The MTSF 2019-2024 aims to lower South Africa's Gini Coefficient to 0.66 by 2024.

2.4.5 Poverty

The NDP target of zero poverty by 2030 aims to drastically reduce the proportion of people living below the lower-bound poverty line (LBPL). The Living Conditions Survey 2015 shows that the proportion of people below the LBPL has increased from 39 percent (2009) to 39.8 percent (2015). Poverty is also measured as Multi-Dimensional Poverty, taking into consideration the impact of the social wage in our context. Multi-Dimensional Poverty decreased from 17.9 percent in 2001 to 7.0 percent in 2016. The MTSF 2019-2024 sets a target of reducing poverty, based on the LBPL, to 28 percent by 2024.



3.0 Priorities for 2019–2024

3.1 The three NDP Pillars

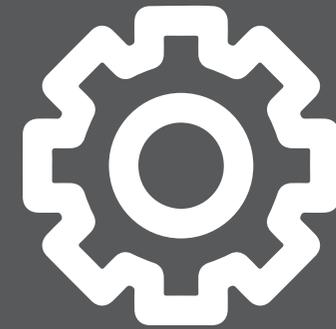
The MTSF 2019-2024 aims to address the challenges of unemployment, inequality and poverty through three pillars of the NDP:



**Achieving a
more capable
State**



**Driving a
strong and
inclusive
economy;**



**Building and
strengthening the
capabilities of South
Africans; and**

3.2 The Priorities

The MTSF 2019-2024 is the translation of the government Priorities outlined by the President at the 2019 State of the Nation Address (SONA) that are derived from the electoral mandate for the next five-year period. The seven priorities of this strategic framework are embedded into the three pillars. The priorities, which will be achieved through more focused implementation, coordination and integration by the various levels of government including state owned enterprises, the private sector and civil society, are as follows:

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

3.3 Cross-Cutting Focus Areas

The 2012 NDP prioritises the significant role of women, the youth and disabled persons in our society. These constitute the most deprived groups in our society, which are ravished by compounded factors and forms of discrimination. These are cross-cutting focus areas that need to be mainstreamed into all elements of South Africa's developmental future and all plans of all three spheres of government and will therefore inform all the interventions for the next five years.

3.3.1 Women

Women's access to resources, both social and economic, access to education, skills development and economic resources will result in access

to credit, information and technology, as well as the changing world of work, and therefore benefit society as a whole.

Transforming the world of work for women and ensuring their inclusion into economic growth and mainstream economic activities, opportunities, and employment requires the elimination of structural barriers, discriminatory laws, policies, practices and social norms, targeting inequalities and gaps related to their labour force participation, entrepreneurship, equal pay for work of equal value and better working conditions.

3.3.2 Youth

Reducing South Africa's high level of youth unemployment requires the economy to be on a labour-absorbing growth path. All sectors of society, from government, business, and civil society organisations should collaborate to make a more meaningful contribution to benefit the youth. The framework for women and youth responsive planning, budgeting, monitoring, evaluation and auditing will be developed, institutionalised and implemented in the five-year period.

3.3.3 People with Disabilities

Reducing inequality in economic security for persons with disabilities and their families requires coordinated efforts by all government and non-government sectors, as well as international development agencies. Persons with disabilities can be active players in the economy and must be enabled to access opportunities aimed at ownership of the economy.

All the above priorities will be underpinned by good governance, participatory democracy and active citizenry. The priorities to be implemented will be guided by the principle of inclusion of all South Africans, its human resources, capabilities and its people and that no one must be left behind.



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4.0 The Future of South Africa: the next 5 years

4.1 Global governance framework

The MTSF 2019–2024 is informed by several key international and regional policies and commitments. This global governance framework includes the UN SDGs, the AU's Agenda 2063 and SADC Regional Instruments, which provide important context for developing this five-year implementation plan. Specific interventions have been developed in line with these guiding frameworks and their provisions for government planning, monitoring of performance, reporting and evaluation. Of the MTSF specific outcomes, 20 are aligned to the SDGs and Agenda 2063 goals and priority areas. In order to carry out this developmental agenda, aligned to regional goals and global commitments, the MTSF sets out interventions to achieve the goals of the NDP Vision 2030 over the 2019–2024 period.

4.2 Ensuring a capable and developmental state

Our Constitution contains an important democratic doctrine called the separation of powers. This means that the power of the state is divided between three separate but interdependent arms: the executive, the legislature and the judiciary. Accepting the achievements of the first 25 years of our democracy, in establishing and asserting the role of the various institutions of democracy, the interdependency between these arms of state must be strengthened over the medium-term. This must lead to collaboration on matters where clearly one arm of the State alone cannot succeed and must be done without undermining the doctrine of separation of power towards a capable and developmental state. A unified approach is needed to fast-track development outcomes, including the achievement of sustainable transformation and the fight against corruption through improved dialogue, coordination and decision making.

Key attributes of a developmental state include a capable, autonomous meritocracy; political leadership oriented towards development; a close, often mutually beneficial, symbiotic relationship between some state agencies and key industrial capitalists; and successful policy interventions that promote growth. Transforming South Africa into a developmental state will require building critical and necessary capabilities to foster an environment, which mobilises government and non-government contributions to realise changes in the socio-economic structures and the culture of society. This MTSF 2019-24 will prioritise the engagement between leadership of the executive, legislature and judiciary on strengthening governance and accountability. It further commits the state to manage the political-administrative interface more effectively, reduce the levels of fraud and corruption in the private and public sectors, and rationalise the public service governance system.

4.3 Twenty-Five Year Review Recommendations

The 25 Year Review sufficiently analyses challenges and achievements of our democratic government and has been used as reference for this MTSF. The Review recommends that South Africa must build a national compact on economic transformation, that addresses economic exclusion, inequality and unemployment through creation of more jobs; sustained land reform and an agrarian revolution; deconcentrate the economy and promote growth; develops an industrial plan for localisation and innovation; development and maintenance of infrastructure; all driven by a democratic developmental state.

It further recommends the consolidation and strengthening of the social wage and improvement of quality of basic services addressing those who still have no basic services. The focus on education and skills revolution through a Five-year Master Skills Plan, is recommended together with providing quality health care.

The 25 Year Review states that none of the above are new. South Africa therefore requires a pragmatic and realistic implementation plan, based on appropriate economic development strategies. The government and people of South Africa, it is recommended, must build an effective and efficient developmental state through uprooting corruption and promoting accountability to attain an ethical, service orientated and professional public service. It highlights the need to strengthen planning and monitoring capacity across all spheres of Government, translating the aspiration and opportunities into a detailed and spatially referenced plan supported by a skills plan. The technical document of the 25 Year Review made specific recommendations for the next 5 Years (incorporated in the MTSF), the next 10 Years (for the NDP Review for next ten years to 2030) and the next 25 Years (to the Macro Socio-Economic Framework for 25 years).



4.4 The five fundamental goals

President Matamela Cyril Ramaphosa in his State of the Nation Address (SONA) outlined some of the goals that this 6th Administration will pursue in implementing the electoral mandate. Within the next 10 years we will have made progress in tackling poverty, inequality & unemployment, where:

1. No person in South Africa will go hungry;
2. Our economy will grow at a much faster rate than our population;
3. Two million more young people will be in employment;
4. Our schools will have better educational outcomes and every 10-year-old will be able to read for meaning; and
5. Violent crime will be halved

4.5 The MTSF 2019–2024 Commitments

Within the period of this MTSF, given the progress made in the delivery of social service, this government must rid itself elements of the horrendous legacy of apartheid and through focused action this government will:

1. Eradicate **learning under the trees** through the Department of Basic Education
2. Eradicate **mud schools** through the Department of Basic Education
3. Eradicate **inadequate sanitation in Schools** through the Department of Basic Education
4. Eradicate the **backlogs of issuing title deeds**
5. Eradicate **wasteful and fruitless expenditure.**

4.6 The Medium-Term Strategic Framework 2019-2024

4.6.1 The structure of the MTSF

The MTSF 2019-2024 is a combination of a Five Year Implementation Plan and an Integrated Monitoring Framework. The Plan will focus on the seven priorities of the Sixth Administration of Government and related interventions, resourcing, social compacts with social partners, coordination and integration at all levels of government and delivery, through the District Model One Plan.

The MTSF's structure is therefore the following:

- 7 Priorities
- 81 Outcomes
- 337 Interventions
- 561 Indicators

The monitoring framework monitors the outcomes, indicators and targets towards the achievement of priorities and will be used to enhance and include other monitoring tools such as Frontline Monitoring, Citizen Based Monitoring, Izimbizo, Presidential Hotline amongst others.

DEFINITION OF MTSF

Statement of intent informed by the Electoral Mandate

Draws lessons from 25 Year Review

Guides Planning and resource allocation

Guides Implementation of the NDP 2030

Integrated monitoring of the Plan



**MTSF
ROAD MAP
TO 2024**

4.6.2 The Objectives of the MTSF 2019 -2024

The MTSF stipulates the short- to medium-term strategic direction, development priorities and proposed implementation plan. It marks a transition from the focus on establishing the constitutional democracy, building institutions of government, creating a safety social net and broadening access to basic services, to focus on undoing the structural pillars of apartheid that produced multi-generational impoverishment of the African majority. . It prioritises the need to address the triple challenge of poverty, inequality and unemployment and rid our society of segregation, exclusion, discrimination, marginalisation of the majority of our people from the benefits of democracy.

There are a number of stakeholders that are responsible for the implementation of the MTSF interventions. It focuses government development planning on implementation at a strategic and operational level and provides for strategic focus on resourcing, partnerships, coordination of all state entities, social compacts with social partners including defining clear commitments for labour and private sector investment. The role of DFIs, SOEs and public entities in the relation to each of the interventions has also been highlighted. The Public Private Growth Initiative (PPGI), a partnership between government and the private sector has committed to a number of projects that includes manufacturing and job creation over the five-year period. Social compacts will also be used as mechanism to bring key stakeholders together to accelerate implementation of the plan.

This MTSF promotes first alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework focused on getting results without duplication, role conflict and development contractions. It highlights the need to address the blockages, policy uncertainty in government, that have resulted in dysfunctionality and disinvestment. It requires government to build a capable, ethical developmental state with the capability to effect societal

change at a large scale through an embedded work force. These objectives also call upon government to work within society towards participatory democracy, recognising the important role of our social partners, our community organisations and our people at large, empowered to shape their own destiny. The MTSF provides a mechanism for this participation and alignment of various development planning frameworks, at three levels of government to achieve better coordination of implementing and integrating planning into the recently launched District-based delivery model. In doing so, the MTSF provides a complete mechanism for coordinated implementation across all levels of Government through the creation a One plan which integrates National (MTSF), Provincial Growth and Development Strategy (PGDS) and Local Government (District) (IDP). This is decisive break with the old mode of working in silos and in a disjointed way.

The electoral mandate and the 25 Year Review both independently show that great strides have been made in establishing our constitutional state and providing much needed social services. However, much needs to be done on economic transformation to eradicate poverty, inequality and unemployment. There is a need to prioritise economic transformation and job creation which form the basis for Priority 1. The need for spatial transformation needs to be fast tracked, hence Priority 4, to address the spatial inequalities that challenge our society. The NSDF thus forms the foundation for all-spatial planning in the country and the MTSF in the next five years. To this end, the MTSF is spatially referenced and assesses development implementation against Spatial Action Areas of the MTSF will be done to ensure that the location of projects addresses the spatial inequalities and priorities.

The recent consideration by Cabinet of the NSDF lays the foundation for the spatial referencing of the MTSF. The NSDF is a critical milestone in the building of a comprehensive development planning system in South Africa and completes the spatial development framework package including the existing Spatial Development Plans (SDP) at municipal level and Provincial Spatial Development Frameworks (PSDFs) required by the Spatial Planning and Land Use Management Act (SPLUMA) and the NDP 2030.

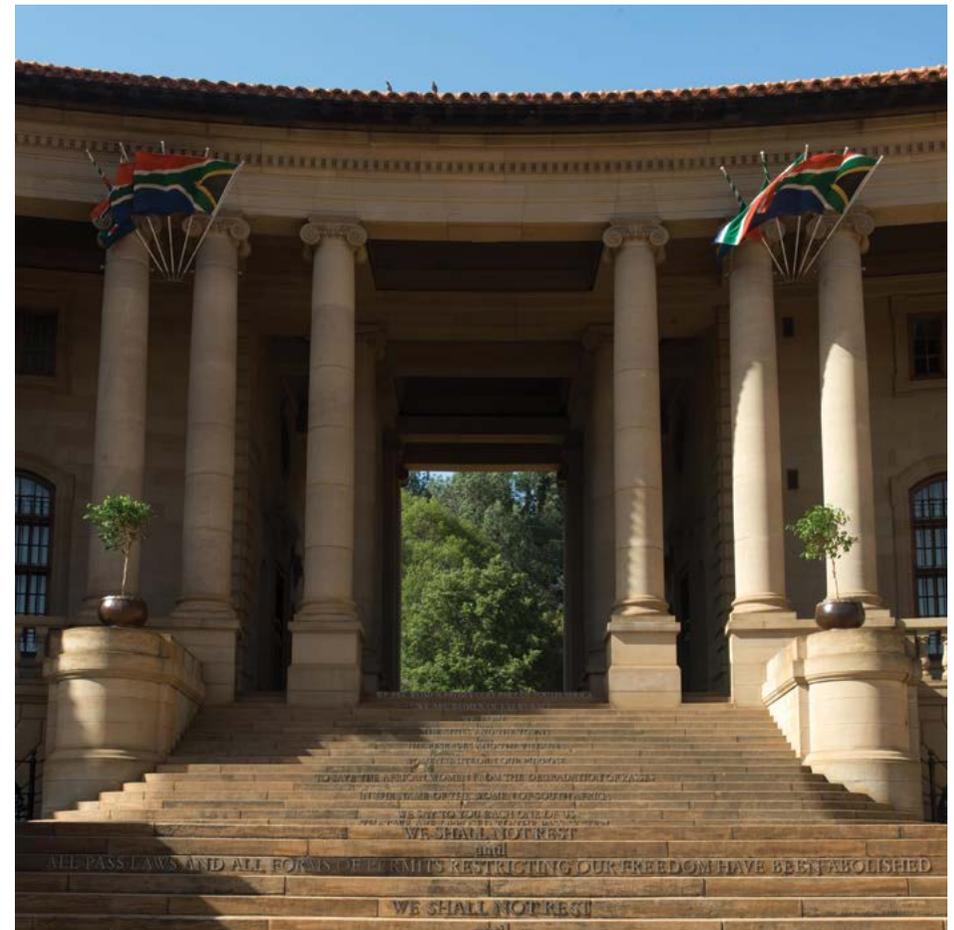
4.6.3 Accountability and reporting

The MTSF facilitates greater accountability and consequence management through Ministerial Performance Agreements (MPA), which will be derived from selected priority and interventions. Each MPA will contain a set of specific targets backed by measurable performance indicators for a particular year, the purpose of which is to put the country on a positive path towards our national development goals and objectives. The requirement for Directors General and Senior Managers in the departments is to translate the priority action and targets at the operational level into a delivery plan that reflects operational implementation, with clear milestones and specifying what will be achieved (impact, outcome, outputs), where it will be achieved, who is involved and how those involved will go about achieving the priority. The delivery plan will have to be submitted with each Annual Performance Plan (APP). A report card on progress with the targets in the respective agreements for the benefit of the President, will be used to assess the performance of Ministers, Deputy Ministers and Directors General. The President will conduct performance assessments twice a year during Programme of Action (POA) Week.

4.6.4 Institutionalisation

The proposed Integrated Planning Framework Bill seeks to establish the institutional framework for a new and more predictable integrated planning paradigm and discipline within and across all spheres of government. It does so without undermining the constitutional or legislated role,

powers and functions of any of the levels of government, but promotes alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework, focused on getting results without duplication, or role conflict. The Bill aims to overcome a range of systemic challenges in South Africa's planning landscape and will outline planning elements of the District Development Model (DDM) of implementation.





5.0 Priorities

The seven priorities derived from the electoral mandate and the President's June 2019 State of the Nation Address:

5.1 Priority 1: Capable, Ethical and Developmental State

INTRODUCTION

A capable, ethical and development 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, that is capacitated with professional, responsive, and meritocratic public servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers to this priority to ensure the joint pursuit of a capable state.

PROGRAMME: A CAPABLE AND HONEST GOVERNMENT

Outcome 1: Improved leadership, governance and accountability

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

Outcome 2: Functional, efficient and integrated government

In an effort to accelerate implementation and improve service delivery, government is committed to eliminating fragmented approach to development and strengthen coordination across the Public Sector. Government had previously expressed intentions to establish a single public service. The Public Administration and Management Act (PAMA of 2014) 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 readiness of government in terms of structures, skills, finance and infrastructure to make this policy intention a reality. Transversal administrative systems are also outdated.

Outcome 3: Professional, meritocratic and ethical public administration

A developmental and meritocratic state has to develop professional capabilities, that include human capability - knowledge and skills; financial management, governance and accountability capability, infrastructure / facilities and equipment; Operational (business process and practice); and ICT; in order to provide access to quality services to citizens.

Outcome 4: 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.

Outcome 5: Mainstreaming of gender, empowerment of youth and people with disabilities

Mainstreaming of gender, empowerment of youth and people with disability cuts across all seven priorities and the four outcomes.

Impact statements:
Public value and trust
Active citizenry and partnerships in society

Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Improved leadership, governance and accountability	Coordinate engagements between leadership of the executive, legislature and judiciary on strengthening state governance and public accountability	Social compact between the Executive, Judiciary and Legislative tiers of Government	A social compact developed by 2021 and implemented by 2024	DOJ Presidency DPME
	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	Sections 100 & 139 Monitoring and Intervention Act in place by 2022	DPME DCOG DPSA
	Integrated Monitoring System for public sector accountability	Implementation of the Integrated Monitoring System for public sector accountability established	Biannual progress reports submitted to Cabinet on the implementation of the MTSF	DPME
	Strengthen the governance system of State Owned Entities	Number of identified “high risk” State Owned Entities governance system reviewed and recommendations implemented	Five “high risk” State Owned Entities governance system reviewed by 2021 and recommendations implemented by 2023	DPME, NT, DPE, DPSA
Functional, Efficient and Integrated Government	Modernise business processes in the public sector	Business Processes Modernisation Programme in the Public Sector approved and implemented	Business Processes Modernisation Programme in the Public Sector approved by 2020 and implemented by 2023	DPSA/DCDT/ DPW
	Improve financial management capability in the public sector	Strengthen Municipal Financial System	Strengthen Municipal Financial System by 2023	NT
	Measures taken to eliminate wasteful, fruitless and irregular expenditure in the public sector	Percentage elimination of wasteful and fruitless expenditure in public sector institutions	100% elimination of wasteful and fruitless expenditure in the public sector institutions incrementally from baseline of 2019 by 2024	NT
	Improve coordination between national, provincial and local government to improve service delivery	Clarification of institutional arrangements for the District Development Model	Institutional arrangements for the District Development Model clarified by March 2020	DCOG/ DPME/ Presidency

Impact statements: Public value and trust Active citizenry and partnerships in society				
Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Functional, Efficient and Integrated Government	Improve financial management capability in the public sector	Implement the Integrated Financial Management System in the public sector	Implement the Integrated Financial Management System in the public sector by 2021	NT, SITA, DPSA
Professional, meritocratic and ethical public administration	Programme for building a professional public administration	Job competency framework for public sector	Job competency framework for public sector implemented by 2023	DCOG
		Develop and implement mandatory in-service training for public sector	Mandatory in-service training framework approved by 2020 and 8 mandatory programmes rolled out by 2022	NSG, DPSA, NT

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Building the Capability of the State to deliver Transformed, Integrated and Innovative Service Delivery
FS	Institutionalise practices to ensure recruitment and appointment of competent people in managerial posts Create units to investigate and finalise cases of financial mismanagement
GP	Improve audit outcomes for GPG institutions. Strengthen the capacity of GPG to collect and increase own revenue.
KZN	Strengthen Policy, strategy coordination and IGR Build government capacity
LIM	Implement the Limpopo HRD Strategy Ensure effective educator development
MPU	Finalise the Provincial Anti-Corruption Strategy and monitor its implementation Conduct lifestyle audits based on directives from DPSA
NC	Lifestyle audits conducted in respect of Premier, MECs, DG & DDGs, HoDs, HoMs, all Senior managers, all SCM officials and all officials involved in approval process for disbursement and allocation of public funds e.g. NPO funding, SMME funding, housing, etc. Positive improvement in perceptions of NC citizens about government and its leaders based on perception survey
NW	Support to municipalities to address audit findings Strengthen Internal control units in Departments and entities to manage supply chain risks
WC	The WC PGDS demonstrates strategic alignment with Priority 6 through the Integrated Management towards Good Governance and the Planning informed by Principles of Good Governance approaches. The PGDs notes the Integrated Implementation Plan, which outlines an Integrated Managed Approach, Key strategic and operational processes and actions required by various stakeholders.



STORE

WORKSHOP

5.2 PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION

INTRODUCTION

The most pressing problem facing South Africa today is the absence of faster and sustained inclusive economic growth. These are prerequisites for addressing the triple challenges of poverty, inequality and unemployment. Over the next five years, we will prioritise economic transformation and job creation through a set of focused, interlinked programmes, described below. Faster and inclusive growth are key to improving and sustaining higher living standards, and successfully reducing the inequalities that still puncture our economy. Preconditions for accelerating delivery include overcoming challenges with SOEs, industrialisation, small business development, and the minerals-energy complex, transformative innovation, the fourth industrial revolution, and ensuring a supportive macroeconomic environment for investment.

5.1.1 PROGRAMME: ECONOMY AND JOBS

Reforms for faster growth

Improving sustainable long-term growth is needed to sharply reduce unemployment. A number of interventions have already been announced through the President's Stimulus Package, the Jobs Summit and the Investment Conference and these must be fast-tracked and implemented fully. The additional interventions required to support priorities over the next five years require partnerships with social and private sectors to achieve better growth opportunities.



The Private Sector's Contribution to Jobs and Investment

The private sector is a key social partner to stimulate growth, serve as an investor for catalytic implementable projects and create much needed jobs. The Public Private Growth Initiative (PPGI) has committed to projects and initiatives in the forestry, automotive, agriculture, tourism, construction, small businesses, aerospace, energy, financial, manufacturing, ICT and pharmaceuticals industries. These commitments are set out below:

Public Private Growth Initiative Projects

Sector	Description	Estimated jobs	Investment (R billions)
Forestry	Expansion and modernisation and renewable energy	40,565	24.62
Automotive	Localisation of automotive components	16,000	16
Agriculture	Beef and grain production	1,300	-
Renewable Energy	IPPs in Renewable Energy Development Zones	33,000	140
Defence	Safety and Security	2,000	2
Water Economy	Municipality water and sanitation beneficiation	-	16
Global Business	Various	30,000	-
Energy (Fuel)	Clean Fuels 2 program	16,000	55
Construction	South Africa's Border Posts		6
Total		138,865	259.62

Sub-programme: More decent jobs created and sustained

The NDP Vision 2030 set a target of reducing unemployment to 6 per cent by 2030, resulting in a working labour force of 24 million. Over the last nine years an additional 2.5 million jobs have been created. This has resulted in an employed population of 16.3 million and an official unemployment rate of 27.6 per cent (Q1 2019). Creating jobs, especially for the youth, is critical to

quell rising unemployment and break down the barriers for those excluded from the labour market. Government plans to facilitate the creation of at least 2 million jobs by 2024. A number of joint public and private sector initiatives are planned to create these jobs.

Sub-programme: Investing for accelerated inclusive growth

The NDP sought to achieve an average growth of 5.4 per cent until 2030 which would have doubled economic growth between 2011 and 2030. The MTSF 2019-2024 targets 2-3 per cent growth by 2024. Inclusive growth also ensures that the highly skewed distribution of productive assets, which is a source of inequality and social fragility, is more equitable. Black economic empowerment should also be reviewed to ensure that it becomes truly broad-based.

South Africa is also losing a large portion of its GDP every year, estimated at 10% of GDP, to the illicit economy, largely illicit financial flows, illicit exports and concealment of wealth abroad.. This also includes smuggling tobacco products, counterfeit textiles, drug manufacturing and smuggling, illicit mining of gold and diamonds, ivory smuggling, and the poaching of endangered species like abalone and rhino. The link between corruption and illicit financial flows is also well established.

Sub-programme: Industrialisation, localisation and exports

Industrialisation enables economic growth and development. This is due to the multiplier effects of these industries and their ability to create jobs, develop skills and support the development of new technologies. South Africa's manufacturing sector has been under significant strain. Its share of GDP has declined from 21 percent in 1994 to 14 percent by 2018. The decline in manufacturing is due to rising operational costs, insufficient skills, low business confidence, uncertain global conditions and policy uncertainty. There will be a focus on industrialisation through manufacturing, textile industry, automotive, equipment and the necessary technology to enable economic growth and development. Special Economic Zones (SEZs) as well as the following Industrial Strategy Master Plans will be finalised and implemented over the MTSF period:

- Clothing, textile, Leather and Footwear;
- Poultry Sector;
- Furniture Sector;
- Sugar Diversification;
- Steel and Metal Fabrication;
- Gas, chemical and Plastics Sector;
- Tourism Sector;
- Mining and Beneficiation; and
- Agriculture and Agro-processing Value Chain

Sub-programme: Innovation

South Africa remains one of the most expensive countries in Africa in relation to broadband costs. The country has relatively low levels of ICT uptake and broadband access. This is largely because of high data costs, low levels of access and poor efficiency. This has affected our relative competitiveness and future growth potential. According to the Global Competitiveness Reports, South Africa was ranked 66th for ICT readiness

and adoption in 2014, but has dropped to 89th position by 2019.

Sub-programme: Competitive and accessible markets

The South African economy has high levels of concentration in many sectors, which create barriers to economic expansion, inclusion and participation. In 2018, the Competition Commission stated that the average share of dominant firms in priority sectors is around 62 percent. Most of the country's markets have high barriers to entry and have traditionally been protected by natural trade barriers. This is a problem for smaller firms in particular, which struggle to find new demand in a stagnant economy and face barriers imposed by incumbents. The skills constraint exacerbates matters, particularly hurting manufacturers, small companies and emerging entrepreneurs.

Sub-programme: Improved quality and quantum of investments

The NDP sets an infrastructure investment target of 30 percent of GDP by 2030, with public-sector investment reaching 10 percent of GDP. However, public-sector investment in both new and existing economic infrastructure falls short of what is needed to meet the country's economic and social requirements. In 2018, the National Treasury conducted a study on key inhibitors to growth that demonstrated lack of investment, poor management and operational inefficiencies in key network infrastructure sectors limit South Africa's growth potential. According to the Global Competitiveness Index (2019), South Africa ranks very poorly across key infrastructure sectors. Out of 141 countries, South Africa is ranked 107th for electricity access, 87th for reliability of water supply, 65th for efficiency of train services and 50th for efficiency of port services. This limits competitiveness by increasing the cost of doing business and hindering the expansion or creation of businesses.

2024 Impact: Unemployment reduced to 20%-24% with 2 million new jobs especially for youth; economic growth of 2%-3% and growth in levels of investment to 23% of GDP

Outcomes	Interventions	Indicators	Baseline	Targets	Lead and Contributing Departments
More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Create jobs through Job Summit Commitments, Operation Phakisa and other public sector employment programmes	Number of jobs created per year through Job Summit initiatives.	New Indicator	275 000 jobs created per year until 2024	DEL
		Number of work opportunities reported through other public employment programmes.	4.4 million work opportunities	5 million work opportunities created by 2024	DPWI
	Implement Presidential comprehensive youth employment intervention	Number of youth NEET absorbed in employment	New indicator	1 million youth jobs by 2024	DEL, Presidency
	Create an enabling environment for employment through policy and regulations	Revise the visa regime to support importation of critical skills, and improve processing turnaround time	Visa regime revised 85% of critical skills visas adjudicated within 4 weeks for applications processed within the RSA	Implementation of revised visa regime 95% of visa applications adjudicated in 4 weeks by 2022	DHA
Investing for accelerated inclusive growth	Improve the ease of doing business.	World Bank Doing Business ranking.	Ranked 82nd	Improve overall ranking to within the top 50 countries by 2024. Also achieve top 50 ranking on indicators such as Starting a Business, Trading Across Borders, Registering Property, Construction Permits, and top 25 ranking on Paying Taxes	DTIC, NT
	Ensure the macroeconomic policy alignment and coherence	Macroeconomic policy reviewed to support economic growth Framework for a just transition to a low carbon economy developed and implemented	Fiscal consolidation, inflation targeting 3-6% New	Macroeconomic policy framework reviewed by 2022 Framework for a just transition to a low carbon economy developed and implemented by 2022	NT, DTIC NT, DEFF, DPME, DMRE

2024 Impact: Unemployment reduced to 20%-24% with 2 million new jobs especially for youth; economic growth of 2%-3% and growth in levels of investment to 23% of GDP

Outcomes	Interventions	Indicators	Baseline	Targets	Lead and Contributing Departments
	Ensure the implementation of the employment equity act (EEA) to eliminate gender and wage race disparity	Number of EEA inspections	2 063 EEA inspection conducted in 2018/19	1 640 EEA inspection conducted per year	DEL
Industrialisation, localisation and exports	Support localisation and industrialisation through government procurement	Percentage compliance of government spend on designated products and services.	New indicator	100% compliance	NT
		Complete the revitalisation of industrialisation parks	15	All industrial parks revitalised	DTIC
Improve competitiveness through ICT adoption	Spectrum licencing, broadband roll out and reducing the cost of communications	High demand spectrum allocated	Policy directive issued	4G coverage of high demand spectrum allocated by 2020 Enquiry into the licencing framework for 5G within 6 months after the World Radio Communication conference 2019	DCDT DCDT
		Percentage increase in broadband penetration	54% of population have access to internet	80% of population have access to internet by 2024	DCDT
		Competitive reduction of data cost and eradication of skew price setting by dominant players	SA is ranked 31st most expensive for the price of 1G data based on the Competition Commission (2018)	SA will be the cheapest in Africa for 1G data by 2024	DCDT
	Commercialisation of publicly funded IP and development of new products	Number of disclosures which are licenced annually	15	35	DSI
Reduce concentration and monopolies and expanded small business sector	Reduce high levels of economic concentration through rigorous implementation of the Competition Act and other regulation	Number of Market inquiries into historically concentrated priority sectors	New indicator	Initiate one new market inquiry and implementation of recommendation of one concluded market inquiry per annum	DTIC

2024 Impact: Unemployment reduced to 20%-24% with 2 million new jobs especially for youth; economic growth of 2%-3% and growth in levels of investment to 23% of GDP

Outcomes	Interventions	Indicators	Baseline	Targets	Lead and Contributing Departments
	Facilitate the increase in number of functional small businesses with a focus on township economies and rural development	Number of functional small businesses and cooperatives	New indicator	200 000 functional small businesses and cooperatives	DSBD, DTIC
	Explore the introduction of measures (such as tax breaks) to support the establishment of new, youth owned start-ups	Number of youth start-ups	New indicator	100 000 start-up youth business per annum (job summit agreement)	DSBD, NT, DTIC
Quality and quantum of investment to support growth and job creation improved.	Improve the quality and rate of infrastructure investment	Infrastructure Fund established and operationalised	New Indicator	R100 billion Infrastructure Fund established and operationalised, with R5 billion leveraged by 2020	NT, Presidency, DPWI
Supply of energy secured	Increase Reserve Margin to counter load shedding.	Increased Electricity Reserve Margin	4.3 %	15% by 2024	DMRE, DPE
Water Security Secured	Reduce delays in water use licenses.	Timeframe for processing Water use license Applications	3-12 Months depending on complexity.	Timeframe for water use license applications reduced by 50% by 2020	DHSWS
Increase access to affordable and reliable transport systems.	Expansion and maintenance of transport infrastructure as part the Road Stimulus Package	Km of roads upgraded, refurbished and maintained.	New target	Upgrading, refurbishing and maintenance of approximately 200000km of road network by 2022.	DoT
Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities	Expand government spend on women, youth and persons with disabilities through preferential procurement	Percentage preferential procurement spend by sex/gender, age and disability	Black Women owned - 11.49% (2017/18) Minority black women 9.68% in 2017/18) Black Disabled Persons (R239M in 2017/18)	Minimum 40% target for Women, 30% for Youth and 7% for persons with disabilities	NT DSBD DTIC DWYPD

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Priority sector development including agriculture and rural development Job creation
FS	Revitalisation and investment in key infrastructure i.e. mining, agriculture, transport and ICT highlighted as priority for the province.
GP	Targeting procurement from businesses in townships to the value of 30% of GPG's procurement budget Facilitate the creation of 100 000 jobs in the construction sector. Empower 50 emerging black firms as contractors and sub-contractors, including women and youth-owned businesses.
KZN	Durban Aerotropolis at King Shaka International Airport Implement job summit framework agreements - 217 830 KZN contribution
LIM	Increase energy capacity to support industrialisation Steelpoort substation - to support the proposed Fetakgomo Tubatse SEZ
MPU	220 575 EPWP provincial work opportunities Employment of 160 tractor mechanics
NC	Committed to create 22 000 NEET jobs by 2024 and the sectors that will contribute to job creation are construction of SEZ's, rail network, road infrastructure. Focus on 4IR Vigorously pursue Tourism economy and establish SMME's in this sector
NW	Projects that will contribute to job creation and increased investment have been outlined. Projects also targeting youth and includes training and employing youth in business regulation and governance, waste management and youth entrepreneurial ambassadors.
WC	Skills development - artisan development Supporting agriculture and land reform focusing on growth of exports



5.3 PRIORITY 3: EDUCATION, SKILLS AND HEALTH

INTRODUCTION

To build effective capabilities, access and quality early childhood development (ECD) is needed for all children especially for children from vulnerable groups. Access to quality ECD needs to be supplemented through access to quality of schooling that leads to effective Post School Education and Training. To develop skilled individuals, the country must address structural barriers to tertiary institutions, whilst making dedicated investments to ensure labour activation. These need to happen in tandem with skills review processes to ensure appropriate improvements in learning and skills levels. South Africans also depend on improvements to the suboptimal health sector and substantial efforts are needed to strengthen its management, financing and delivery.

5.2.1 PROGRAMME: EDUCATION AND TRAINING

Analysis

Early childhood development

Given incomplete coverage and quality issues, expanding the rollout of ECD services, requires funding increases, a streamlined system of funding and effective oversight of providers. Innovation is needed to develop underlying operational systems and data capturing systems, which can provide appropriate information for monitoring, planning and improvement to identify quality problems in Grade RR, R and other parts of the system. More focused attention will also be given to improving the quality and content of the services for pregnant women and children in their first 1,000 days.

School education

Having capable and committed teachers in place. The basic education sector has made significant progress in accountability and management systems over the last decade. Following from the Curriculum and Assessment Policy Statements and the Annual National Assessments, participation in international standardised assessments has been productive and will remain a priority.

Post-school education training and skills development

High-level research and lecturing staff and adequate teaching, research and accommodation is essential. The decentralised managed and autonomy of universities is important and this should be nurtured while guiding towards national objectives. It is important to support the academic development of Historically Black Universities and their administration. There is a need to ensure adequate and timely utilisation of the data it generates to monitor and guide the sector.

2024 Impact:

Access to pre-schooling expanded to 95% and quality improved

More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024

Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2024

More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2024

Learners and teachers feel respected and learning improved by 2024

Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Improved school-readiness of children	Develop and operationalise school readiness assessment system	School readiness assessment system	School Readiness Tool Assessment system operational by 2021	DBE, PEDs, DSD, NGOs, CBOs
10-year-old learners enrolled in publicly funded schools read for meaning	Professional teacher development provided for teaching Reading and Numeracy	% of Foundation phase teachers trained on teaching Reading	100% of Foundation Phase teachers trained in teaching reading and numeracy	DBE, PEDs,
	Rolling out the best practices such as lesson plans, graded reading books, individualised coaching of teachers learnt from early grade reading study for teaching, reading and other innovations.	National reading plans for primary schools implemented	National reading plans by 2020	DBE, DSAC, DSD, DWYPD, NGOs, CBOs, SACE
	Introduction of Coding and Robotics curriculum	Coding and Robotics curriculum implemented	Curriculum in place by 2021	DBE, PEDs, DSAC, DSD, DWYPD, NGOs, CBOs, SACE
School physical infrastructure and environment that inspires learners to learn and teachers to teach	Proportion of schools identified through the SAFE project provided with appropriate sanitation facilities	Number of schools identified through SAFE programme have sanitation meeting minimum infrastructure norms	All schools identified through SAFE programme have sanitation meeting minimum infrastructure norms by 2024	DBE, PEDs, NECT Implementing Agents
	Leverage ICT related programmes to support learning	Schools with access to ICT devices	All provinces meet their targets for ICT devices including tablets	PEDs
Youths better prepared for further studies, and the world of work beyond Grade 9	Through improved collaboration with universities, and the Funza Lushaka bursary programme, ensure that enough young teachers with the right skills join the teaching profession.	% of Funza Lushaka bursary holders placed in schools within 6 months upon completion	90% by 2024	DBE, PEDs, DHET, uMalusi
	Introduction of Coding and Robotics curriculum	Coding and Robotics curriculum implemented	Coding and Robotics curriculum in place by 2023	SACE, PEDS, DBE

2024 Impact:

Access to pre-schooling expanded to 95% and quality improved
 More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024
 Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2024
 More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2024
 Learners and teachers feel respected and learning improved by 2024

Outcome	Interventions	Indicators	Targets	Lead and contributing Departments
Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa.	Increase access among historically disadvantaged learners to 'niche' subjects such as those focussing on engineering and computing.	Skills subjects introduced that are relevant to 4IR (Robotics, coding and digital learning)	Coding and robotics curriculum in place by 2024	DBE

2024 Impact: A skilled and capable workforce to support an inclusive growth path

Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Expanded access to PSET opportunities	Implement enrolment plans for universities, TVET, CETCs and training (2020-2024).	Enrolment plans in place for universities, TVET and CET colleges are developed and implemented	Five-year enrolment plans approved and all institutions enrol students accordingly	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPWI, NYDA, QCTO, Third stream income university
	Develop sustainable CETs funding model, including norms and standards	New CET funding model, norms and standards in place	New CET funding model, norms and standards approved by 2021	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPW, NYDA, QCTO, Third stream income university
	Ensure eligible students receive funding through NSFAS bursaries	Guidelines for the DHET bursary scheme for students at public universities in place annually	Guidelines for the DHET bursary scheme for students at public universities approved by the Minister in December annually for the following academic year	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPW, NYDA, QCTO, Third stream income university
	Implement required agreements, financing systems, infrastructure frameworks and disability support to realise enrolment growth.	NSFAS Policy in place for sustainable funding of students from poor background and from the 'missing middle'(guidelines, legislative review, effective oversight by DHET)	Sustainable policy on the missing middle adopted and implemented	DHET Private Sector

2024 Impact: A skilled and capable workforce to support an inclusive growth path				
Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Improved success and efficiency of the PSET system	Implement capacity building programmes and interventions	Evaluations of student support services at TVET colleges and universities	Lessons implemented in revamping students' services	DHET
	Increase the number of TVET students attending foundation courses	Number of TVET students enrolled in the pre-vocational learning	7 000	
Improved quality of PSET provisioning	Improved institutional governance (Universities, TVETs, CETCs, NSFAS and SETAs) through standards, monitoring and reporting, and, through building management capacity	Percentage of PSET institutions (universities, TVET, SETAs that meet standard of good governance	95% of PSET institutions (universities, TVET, SETAs that meet standard of good governance	DHET
	Increase the number of universities offering accredited TVET college lecturer qualifications	Number of universities offering accredited TVET college lecturer qualifications	10 universities	DHET
		Percentage of universities that have signed agreements with TVET to recognise their qualifications	95% of the institutions	DHET
A responsive PSET system	Industry exposure for lecturers and students (especially in TVET)	Number of protocols signed with industry to place students and lecturers for work place experience	All TVET colleges sign protocols with industry and place learners for work-place experience accordingly	DHET,
	Introduce compulsory digital skills training specific to programme offerings at TVET colleges	Number of TVET colleges with compulsory digital skills training	25	DHET
	CET college skills programme piloted around community needs	Percentage of NEET taking part in CETC occupational skills programs becoming economically active	90% NEET taking part in CETCs becoming economically active	DHET



5.2.2 PROGRAMME: HEALTH

Introduction

Average life expectancy at birth in South Africa declined over the first decade of democracy, largely due to the devastating impact of the HIV/AIDS epidemic, reaching a low of 54 years in 2005. Total life expectancy at birth is now estimated to have increased from 63 years in 2014 to 65 years in 2019. Female life expectancy stands at 67 years in 2019, compared to 66 years in 2014. Male life expectancy has improved from 59, years in 2014 to 62 years over the same period. Infant mortality has improved from 39 per 1000 in 2014 to 23 per 1000 in 2017, with under-5 mortality declining from 56 per 1000 in 2009 to 32 per 1000 in 2017. Population-based Maternal Mortality Ratio has improved from a peak of 302 per 100,000 in 2009 to 134 in 2016. This progress has resulted from combined interventions by government and its social partners aimed at reducing the burden of disease, strengthening the health system, as well as provision of the social wage to the most deprived, to eliminate poverty, reduce unemployment and inequality. A case in point is access to ART in the public health sector, which has grown from 3, 9 million on ART in 2015, to over 4.74 million people in 2019.

Analysis

With the tenacious socio-economic and health inequalities, government should expedite the finalization, promulgation and implementation of the National Health Insurance (NHI) Bill 2019, to provide access to good quality health services for all South Africans, based on their health needs, and not their ability to pay, as envisaged in the NDP 2030. NHI provides protection against financial risks associated with seeking health care. NHI is an equalizer and provides a pathway for the country towards Universal Health Coverage.

The health sector should continue to **strengthen priority health programmes**. While maternal, child and infant mortality levels have decreased, the current maternal mortality ratio of 134 per 100 000 is inconsistent with the country's 2019 target of less than 100 per 100,000 and the SDG target of less than 70 per 100,000. Provinces and Districts that carry a disproportionate burden of maternal DEFFths, should receive dedicated and sustained in the provision of health care, through joint programmes with academia, civil society and development partners.

A **National Quality Improvement Plan** for the health sector will be finalized and implemented during 2019-2024. The health sector's IDEFFI Clinic Realisation Programme, which has transformed 1,920 of the existing 3,500 existing public sector clinics into good quality facilities between 2015-2018, should be sustained. The health sector will also finalise and implement the **Human Resources Strategic Plan for 2019/20-2024/25**, to enhance existing capacity to deliver quality health care, through provision of adequate numbers of appropriately skilled and competent health workers, with the right attitudes to users.

During 2019-2024, the health sector will pay much closer attention to the prevalence of **non-communicable diseases** and measures to address their risk factors supported by the whole of government, including unhealthy diets. Integrated, patient-centric models of care that prioritise early diagnosis and continuity and quality of care must be implemented to halt progression to multi-morbidity, which has substantial costs, in addition to significant morbidity for the person, and mortality. The community voice in health care delivery will be revived.

Finally, and most importantly, structures for community participation in health, which were vibrant in 1994-1999, should be reignited and strengthened, in keeping with the RDP1994. The South African health sector will place dedicated focus on health services for vulnerable populations and populations with special needs. These include women, youth, people with disability and the elderly. Special attention will need to be dedicated

to improving the quality of mental health services. The Mental Health Care Act 17 of 2002, which provides the regulatory framework to ensure that the best possible mental health care, treatment and rehabilitation services are equitably available to all, and clarifies the rights and obligations of mental health users, will be fully implemented.

2024 Impact : Total life expectancy of South Africans improved to 70 years by 2030				
Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Universal health coverage for all South Africans achieved	Enabling legal framework created for the implementation of National Health Insurance Bill	NHI Fund established and purchasing services operational	NHI Fund operational by December 2020 NHI Fund purchasing services by 2022/3	NDoH
	Roll-out a quality health improvement plan in public health facilities to ensure that they meet the quality standards required for certification and accreditation for NHI	Proportion of public sector facilities implementing the National Quality Improvement Programme	80% by 2022/23 100% by 2024/25	NDoH
Progressive improvement in the Total Life Expectancy of South Africans	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill-health.	Number of people screened for Tuberculosis	2 million additional people screened for TB by 2020 and eligible people initiated on treatment	NDoH
		TB treatment success rate	90% by 2022 95%by 2024	NDoH
		Proportion of people living with HIV who know their status	90% by 2020 95% by 2024	NDoH
		Proportion of HIV positive people who are initiated on antiretroviral treatment	90% by 2020 95% by 2024	NDoH
Total life expectancy of South Africans improved	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill-health.	Proportion of people on ART that are virally suppressed	90% by 2020 95% by 2024	NDoH

2024 Impact : Total life expectancy of South Africans improved to 70 years by 2030				
Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Total life expectancy of South Africans improved	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill-health.	Number of people screened for high blood pressure	25 million by 2024	NDoH
		Number of people screened for elevated blood glucose levels	25 million annually by 2024	NDoH
Reduce Maternal and child mortality	Provide good quality antenatal care	Antenatal 1st visits before 20 weeks rate	75 % by 2024	NDoH
		Antenatal clients initiated on ART rate	98% by 2024	
	Improve the Management of Childhood Diseases	Child under 5 years severe acute malnutrition case fatality rate	<5.0% by 2024	NDoH
		Child under 5 years diarrhea case fatality rate	<1.0% by 2024	
		Child under 5 years pneumonia case fatality rate	<1.0% by 2024	

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Accelerate ECD centres development in vulnerable communities (DOE & DSD for access)
FS	Intensify early childhood hubs of service programme Improve qualifications and performance of existing educators
GP	Increase the number of students receiving Funza Lushaka bursary, emphasising scarce subjects and subjects aligned to 4IR Develop reading material in African languages
KZN	Implement mathematics strategy Coordinate a national effort on early grade reading through the National Reading Coalition.
LIM	Phagameng Clinic: Replacement of the existing clinic on a new site
MPU	Average hours per year spent by teachers on professional development activities (55hrs)
NC	Expand access to quality early childhood development Migrate ECD from DSD to NCDoe
NW	Province specific education targets have been included. Targets for number of children who will access Early Childhood Services have also been outlined
WC	The provincial priority “Empowering People (Creating quality whole child learning opportunities)” is aligned and contributes to 2019-2014 MTSF Priority 2: Education, Skills and Health



5.4 Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

INTRODUCTION

A comprehensive, inclusive and responsive social protection system ensures the resilience of citizens. Social protection is critical for income security of citizens as well as flexibility and competitiveness of the economy, particularly in an environment where change will accelerate because of climate and technological change and traditional livelihoods come under more pressure. The next five years will see consolidated social wage and social protection system to safeguard the livelihoods of all South Africans. This requires actions to improve the reliability and quality of basic services with a focus on affordability and meeting the needs of vulnerable communities. The capacity, efficiency, effectiveness, targeting and alignment of the existing social system to meet these ends must be improved.

PROGRAMME: COMPREHENSIVE SOCIAL PROTECTION

Analysis

The sector needs to urgently resolve fragmentation, inefficiencies and misalignments in the system. Though some progress has been attained in terms of levelling and uniformity of the legislative framework, disparities still exist in terms of infrastructure, financing, and deployment of skilled human resource across provinces, and across rural and urban geographical spaces. Lack of policy optimisation has led to dichotomies between communities, with growing disparities between provinces and urban and

rural areas. Furthermore, the rising levels of violence against women and children requires a concomitant response from government, civil society organisations and the broader society. Training and absorption of social workers will be prioritised to address these social ills. A core package of standardised welfare services must be provided as part of the response.

Early childhood development funding needs to be increased for all ages, but in particular for their first 1000 days. There is also a need to resolve the foster care grant and align it with the child support grant and further resource foster care programme with adequate number of social workers. This will ensure that foster care cases are swiftly resolved, children placed in stable family environments and have access to appropriate social grants.

With regard to the National Integrated Social Protection Information System, there is need to explore switching from specialised services to one-stop or multi-purpose generic services; and linking up programmes delivered by other departments involved in developmental social welfare service delivery more effectively. On-going communication and information exchange on the financing of joint social programmes are needed for the division of responsibilities, eligibility and the application of monitoring procedures. The integration will also allow for the tracking of vulnerable individuals and monitoring whether these are in receipt of all capability building programmes of government.

2024 Impact: An inclusive and responsive social protection system				
Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Transformed social welfare	Create an enabling environment for children's services through legislation, policy, effective practice, monitoring, evaluation and quality assurance.	Amendments to the Children's Act enacted.	Children's Act amended, costed and implemented by 2024	DSD
			Regulations for the Children's Amendment Bill drafted and published by 2024	DSD
			80% Sector workforce capacitated on children Act by 2024	DSD
	Strengthen prevention and response interventions for substance abuse. Contributes to Priority 5	Number of people accessing prevention programmes	10% increase in the number of people accessing substance abuse prevention programmes by 2024	DSD
Increased access to quality Early Childhood Development (ECD) services and support	Provide quality ECD services to children (0-4)	Number of children accessing ECD services	3.6 million children accessing ECD services by 2024	DSD
		Number of new centers constructed.	53 new centres constructed by 2024	DSD
Comprehensive Social Security System	Improve coverage and efficiency of social insurance	Integrated claims management system (ICMS) implemented	Support and maintenance system developed by 2023	DEL-UIF
		Number of employees newly registered by the Fund	4 500 000 by 2024	DEL-UIF
		Percentage of new companies created with registration document (UI54) within specified timeframes.	100% within 5 working hours	DEL-UIF
		Percentage of applications with complete information issued with compliance certificates, tender letters or non-compliance letters within specified timeframes	100% within 2 working days	DEL-UIF
		Percentage of valid claims (Unemployment benefit) with complete information approved or rejected within specified time frames.	98% within 8 working days	DEL-UIF
Sustainable Community Development Interventions	Develop State and Civil society Organisations Partnership Model	State and Civil society organisations partnership Model	State and Civil Society Organisations Partnership Model approved by Cabinet by 2024	DSD

2024 Impact: An inclusive and responsive social protection system				
Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Sustainable Community Development Interventions	Implement food and nutrition security initiatives for vulnerable individuals and households	% of food insecure vulnerable households accessing food through food and nutrition security initiatives	Reduce household vulnerability to hunger to 5.7% by 2024	DSD
		% of Individuals vulnerable to hunger accessing food through food and nutrition security initiatives	Reduce individuals vulnerability to hunger to 6.6%	DSD
National Integrated social protection information system (NISPIS)	Integrate the social protection information systems for better delivery of services	NISPIS developed	NISPIS fully operational by 2024.	DSD

2024 Impact: Human dignity for persons with severe disabilities, women and girls' achieved through freedom of choice and decent living conditions				
Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Menstrual health and hygiene maintained for all women and girls achieved	Provide sanitary towels to indigent girls and women in schools (quintile 1, 2 and 3; farm schools and special schools) and TVET colleges and public universities	Percentage of quintile 1, 2 and 3; farm schools and special schools; TVET colleges and public universities providing free sanitary towels	100% by 2024	DWYPD, NT, DTI, DBE, DSBD, DHEST
Increased access to development opportunities for children, youth and parents/ guardians	Introduce measures to ensure early development screening for all children, and clearly defined eligibility criteria to reduce exclusion errors for social assistance support for children with disabilities	Percentage of Early multi-sectoral screening conducted on all children 0-8 years to identify developmental delays and/or disability that will determine intervention and support needs	All children between the ages of 0-8 years are screened for developmental delays and/or disability	DOH
	Ensure roll-out of basket of social services to families caring for children and adults with disabilities regardless of geographical location	Number of families caring for children and adults with disabilities who have access to a well-defined basket of social support services by 2024	A well-defined basket of social support services to families caring for children and adults with disabilities available to at least 500 000 families by 2024	DSD
	Ensuring access to development opportunities by all persons with disabilities to integrated community-based personal assistance services supporting independent living in community regardless of geographical location	Number of persons with disabilities receiving personal assistance services support by 2024	Persons with severe disabilities, regardless of impairment type, living arrangement or geographical location have access to a range of personal assistance services to prevent isolation and segregation from the community	DSD

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Implement Social Security Programme Implement and Coordinate Anti-poverty Programme
FS	Increase the number and develop the capacity of auxiliary social workers, community development workers and lay counsellors Integrate poverty alleviation initiatives with sector departmental plans
GP	To be determined
KZN	Expand care and support to: Persons with disabilities and Older Person Child care and protection services
LIM	Accelerate provision of basic services Provision of social protection to the vulnerable and the poor
MPU	Increase the number and develop the capacity of auxiliary social workers, community development workers and lay counsellors Integrate poverty alleviation initiatives with sector departmental plans
NC	Improve capacity for the delivery of social development services Build resilience through psycho-social support programmes targeting people with disabilities, children, the elderly and families
NW	43 600 children will access ECD services in 2019/20 and 61 545 in 2024 ECD subsidy provided to 27 440 in 2019 up to 45 533 in 2024
WC	ECD project focus on capacitating practitioners at farm crèches Victim empowerment services including services to victims of human trafficking



5.5 Priority 5: Spatial Integration, Human Settlements and Local Government

INTRODUCTION

SPATIAL INTEGRATION

The NDP 2030 proposes the development of a National Spatial Developmental Framework (NSDF) in support of integrated spatial planning and development across all scales (precinct level and up), and puts forward a set of normative principles to create settlements throughout our country that are economically-viable, equitable, livable and sustainable. Key to the realisation of the spatial objectives of the NDP is coordinated, integrated and cohesive national spatial framework inclusive of specification of desired outcomes, guidance of investment and spending, and development of settlements.

ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE

Developing countries face particular environmental risks due to a combination of geography, the intrinsic vulnerability of poor communities to environmental threats, and the pressures that economies based on resource extraction place on the environment. Given that the effects of climate change and environmental degradation fall most heavily on the poor, the NDP enjoins us to strengthen the resilience of its society and economy to the effects of climate change.

RURAL ECONOMY

According to the NDP, by 2030, South Africa's rural communities must have better opportunities to participate fully in the economic, social and political life of the country. People should be able to access high-quality basic services that enable them to be well nourished, healthy and increasingly skilled. Rural economies will be supported by agriculture and, where possible, by mining, tourism, green economy, agro-processing and

fisheries. Unfortunately, rural areas are still characterised by great poverty and inequality, with many households trapped in a vicious cycle of poverty.

HUMAN SETTLEMENTS

The human settlements trajectory proposes visible results from effectively coordinated spatial planning systems that transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and the necessary infrastructure. To this end, the NDP suggests that housing policies should realise constitutional housing rights, ensure that the delivery of housing is used to restructure towns and cities, and strengthen the livelihood prospects of households.

BASIC SERVICES

The Constitution provides for the right to access basic services to all households and individuals. South Africa also ratified the SDGs that includes various provisions around access to various basic services such as clean drinking water, sanitation, electricity and related services. The role of local government is critical in this regard and the ability to deliver services to communities will be enhanced through sustaining programmes such as Back to Basics. The increased role of District municipalities in the coordination of implementation of National, Provincial and Local Government priorities through the District Development Model - "One District; One Plan; One Budget; One Approach" is critical. Attention will be paid to inhibitors and constraints to service delivery such as intra-government debt, non-payment for services by communities, low infrastructure maintenance, corruption and maladministration and resultant violent protest and asset destruction.

PUBLIC TRANSPORT

South Africa's public transport investments and systems demonstrate government's dedicated efforts to connect the former townships and peripheral developments with city/urban areas and places of work. This has improved connectivity, but has not necessarily reduced cost and travel time for people. The legacy of apartheid spatial planning means that commuters are still travelling long distances between where they live and work, imposing huge cost in time and money, particularly for the poor working class. Improving integrated public transport operational hours to 20 hours will increase access to cities, increase trading hours, increase diversity of economic activities and therefore opportunities like trading markets, increase job opportunities in the public transport industry and services sectors through increased shift work to up to three shifts. Integrated Public Transport will redefine cities and townships as vibrant places of efficiency, technology, access to opportunities, creativity, performing arts, culture, tourism and wealth creation operating for 20 hours a day, increasing to up to 3 shifts of workers across many sectors.



2024 Impact: Institutionalise spatial / territorial integration to fast track transformation and resilience of sub-national regions. Shared national spatial vision and frames to support integration between sector departments, provinces and regions

Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Coordinated, Integrated and Cohesive National Spatial Development guidance to enable economic growth and Spatial Transformation.	Adopt National Spatial Development Framework	National Spatial Development Framework adopted	Adoption by Cabinet by March 2020	DALRRD DPME, NT
	Establish funding support mechanisms towards improved quality and quantum of investment and job creation that also contributes to spatial transformation and spatial justice objectives, informed by regional dynamics (transformation priorities, high-risk areas and areas of opportunity).	Land and agrarian reform fund established	Land Fund established by March 2020 and R3.6bn allocated over 5 years	NT, DALRRD DPWI
	Identification of existing towns and cities for refurbishment and transformation into smart cities.	Number of cities identified for redesign and refurbishment as smart cities	3 existing cities identified and plans for redesign and refurbishment as smart cities developed by March 2024	DCOG, DHS, DWPI, DPME, DALRRD
Functional Sub-National Regional Development in Urban and Rural Spaces	Establish regional institutional collaboration structures through joint implementation protocols or related mechanisms such as regional SDFs in stressed regions that are of huge national ecological importance and have lagging economies and/or highly socially vulnerable populations.	Number of Regional Spatial Development Frameworks (RSDF) / Joint implementation protocols prepared in priority areas.	Two RSDFs prepared, adopted and in use by 2024. 4 additional Implementation protocols / Regional SDFs prepared in National Spatial Action areas by 2024.	DALRRD, DCOG, DPME, DEFF, DHSWS, (Provinces)
Integrated Service delivery, Settlement Transformation and Inclusive Growth in Urban and Rural Places	Support intergovernmental action in support of national development objectives and local needs through piloting, refinement and implementation of the District Development Model	Number of Joint up government plans in Metros and Districts.	Joint up plans for 44 Districts and 8 Metros by 2021.	DCOG, DPME, DHSWS, DALRRD , NT
	Profile and support enterprise development in townships through financial incentives and other non-financial forms of support, and remove inhibiting regulations, to ensure the integration of township economies into the mainstream local economic development landscape.	Township economies investment and support strategy compiled and implemented	Profiles completed by March 2020 Strategy completed by March 2021 Strategy implemented by March 2022	
Greenhouse Gas Emission Reduction(Mitigation)	Implement 4 sectors Green House Gas emission reduction implementation plan. (contribution from the largest emitters of GHG).	Percentage reduction in total Greenhouse gas (GHGs) emissions by 2024.	42% reduction in total Greenhouse gas (GHGs) emissions by 2024.	DMR&E, DALRRD , DOT, DEFF

2024 Impact: Institutionalise spatial / territorial integration to fast track transformation and resilience of sub-national regions. Shared national spatial vision and frames to support integration between sector departments, provinces and regions

Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Municipal preparedness to DEFFI with climate change (Adaptation)	Capacitation of municipalities to fund and implement climate change programmes and adaptation measures	% of municipalities with capacity to fund and implement climate change programmes and adaptation measures	80% of municipalities with capacity to fund and implement climate change programmes and adaptation measures	DEFF, DCOG
Just Transition to low carbon economy (Mitigation)	Transition plans for high carbon emitting sectors finalised (energy, transport, agriculture, waste).	Number of transition plans developed for high carbon emitting sectors	4 transition plans developed	DEFF, DoT, DMRE, DALRRD

2024 Impact: Natural Resources are managed and sectors and municipalities are able to respond to the impact of climate change.

Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
State of ecological infrastructure improved	Rapidly and intensively rehabilitate and restore land.	Hectares of land under rehabilitation / restoration	8 000 000ha	DEFF, DHSWS
	Water resource classes and Resource Quality Objectives (RQOs) by 2024.	Number of water resources classified	6	DEFF, DHSWS

2024 Impact: Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security

Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Sustainable land reform	Land acquired for redistribution, restitution and tenure reform	No. of hectares of land acquired for redistribution, restitution and tenure reform	900 000 ha of land for Redistribution & Tenure Reform 600 000 ha of land for Land Restitution	DALRRD, DPWI
	Land reform projects provided with post settlement support	% of approved land reform projects provided with post settlement support	100%	DALRRD ,DPWI, DHWS, DMRE, DTIC, NT, DEFF and LG.
	Water rights allocated to land reform projects (water use licences)	% of land reform projects with secure water rights	90%	DALRRD, DHSWS, DTIC, DEFF
Agrarian Transformation	Reduction in degraded land rehabilitated to production	Hectares of degraded land rehabilitated	150 000 Ha	DALRRD
	Small holders holders supported for food production and commercial activities	Number of FPSU (Farmer Production Support Units) functional	71 FPSU	DALRRD
	Increase Ha of land under cultivation in traditional areas	Hectares of land under cultivation	50 000 Ha	DTA
	Smallholder farmers supported with skills and infrastructure and financial support measures to increased productivity	Number of smallholder farmers supported	300 000	DALRRD

2024 Impact: Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security				
Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Agrarian Transformation	Agri-hubs and agro-processing facilities established	Number of agri-hubs	5 agri-hubs	DTIC, DALRRD, DCOG LG, private sector
Effective regulatory framework review for Land Reform and Agricultural produce and exports review for repealing, or amendment or revision	Review 7 legislations and regulations reviewed (Ingonyama Trust, CPA, Constitution, State land disposal Act 1961, Government Immovable Assets Management Act 2007 and Traditional Leadership Act, Preservation and development of Agriculture land framework act, and SAGAP and GLOBAL GAP) for effective policy implementation and improved trade and access by the smallholder farmers.	No .of reviews to the agricultural produce export management practices	1 Agricultural Produce Act developed by 2024 4 reviews to the Agricultural produce management practices	DALRRD, DTIC, DSBD, NAMC, PPCB and Commodities based boards.

2024 Impact: Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities.				
Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Adequate housing and improved quality living environments.	Deliver housing units through subsidy mechanism	Number of BNG houses delivered	450 000	DHSWS
Security of tenure Eradicate backlog and issuing of title deeds.	Eradicate backlog and issuing of title deeds.	Number of outstanding pre-1994 title deeds registered	45 535	DHSWS
Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services.	Grid connections to households in terms of the National Electrification Plan	Number of households electrified through grid connection	1 million additional connections	DoE
Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services.	Assess water treatment works for compliance with Blue Drop Regulatory requirements.	Number of water treatment works assessed.	1 010 every 2 years - alternating with Green Drop assessments	DHSWS
Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services.	Bulk water supply projects Implemented (completed).	No. of bulk water supply projects implemented (completed)	51 bulk water and wastewater supply project phases completed of which: 9 were sanitation services and 42 were for water supply	DHSWS

2024 Impact: Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities.

Outcomes	Interventions	Indicators	Targets	Lead and Contributing Departments
Review Regulatory Framework on Water Ownership and Governance (Water Rights, Water Allocation and Water Use).	Review current Water Legislations	Amended Regulatory framework on Water Ownership and Governance.	Amended Regulatory framework on Water Ownership and Governance by 2024	DHSWS, DoJ,&C, DALRRD, DEFF, DCOG , WRC, CSIR, and Water Boards and IGR Impact zones.
Effective water management system for the benefit of all	Feasibility studies for rehabilitation vs new dams)	No of dams rehabilitated projects and new dams constructed.	9 dams' rehabilitation projects. 9 Provincial plans development and implemented in the IGR impact zones. by 2024.	DCOG, DEFF, DALRRD, DHSWS, ARC, WRC
	Plans developed to support the implementation of the Integrated Water Resource Plan by provinces and districts (IGR Impact zones) to cater for water demand and capacity requirements.	9 provincial plans implemented in support of the Integrated Water Resource Plan implemented.	9 plans	DCOG, DEFF, DALRRD, DHSWS, ARC, WRC
	9 alternative water sources strategy established and implemented. 2 alternatives water sources implemented by 52 development spaces (IGR Impacts Zones).	No of new water sources expansion plan for EACH IGR impact zone developed by 2021 and implemented by 2024.	52 projects implemented by 2024	DCOG ,DEFF, DALRRD, DHSWS, CSIR,
Affordable, safe and reliable public transport	Expansion of the Integrated Public Transport Networks in Cities	No. of cities investing in planning, building and operating integrated public transport networks	18 cities	DoT
	Extended hours of operation for BRT	Increase in operational hours for BRTs	20 hours	DoT

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Informal settlement upgrading, with focus on incremental settlement in towns, cities and metros Strengthen urban and rural settlement planning capacities
FS	Upgrading of informal settlements Identification of land for human settlements
GP	Provision of modern human settlements solutions, through the Mega Human Settlement programme. Expand and support the rental market, in the townships as part of closing the housing gap whilst seeing housing and economic enabler.
KZN	Programmes aimed at promoting sustainable human settlements, and the development and promotion of the agricultural potential of the province whilst ensuring environmental sustainability.
LIM	Spatial transformation in line with spatial justice and economic integration. Nodal approach- Provincial Growth Point municipal programme
MPU	Upgrading of informal settlements Identification of land for human settlements
NC	Systematically address weaknesses and deficiencies in the system of local government in relation to: The sustainability of municipalities,
NW	Access to basic services (water, sanitation, housing, and electricity) Environmental management
WC	Comprehensive Rural Development Programme Farmer Support and Development, Agricultural Economic Services (delivery of extension services to farmers)

5.6 Priority 6: Social Cohesion and Safer Communities

INTRODUCTION

A socially cohesive and safe South Africa requires a series of intersecting interventions that unite our country. This vision pivots on instilling a democratic culture, of participation and equality, but also require dedicated interventions to address actions that undermine these values. Achieving social cohesion and safe communities requires strengthening criminal justice platforms, police services and community participation in public policing. An underlying layer is improving the trust in our public sector and its institutions.

PROGRAMME: SOCIAL COHESION

Sub-programme 1: Fostering Constitutional values

The concept of non-racialism and non-sexism is broadly supported by all groups of society and is entrenched in the Constitution. To address racism and sexism requires the country to overcome the legacy of inequality left by colonialism and apartheid. The promotion of the country's national symbols is part of fostering the constitutional values and forging one national identity. It is about breaking attitudinal, physical and communication barriers that hinder equalizing of opportunity and creating a new language that addresses harmful stereotypes and descriptors associated with disability and sexual orientation. Government will also finalise the proposed legislation aimed at preventing and combating hate crimes and prosecution of persons who commit these offences.

Sub-programme 2: Equal opportunities, inclusion and redress

Equal opportunity must entail the improvement of ownership, control and management of the means of production by black people as a proportion of the population. Creating equal opportunities and building capabilities

should begin with ensuring that everyone has access to quality basic services. Key actions in this regard are contained in the related chapters of the MTSF DEFFling with these outcomes (health, education, economic growth, agriculture, human settlements and local government). The promotion and implementation of indigenous language programmes will be fast-tracked, including finalising language legislation in provinces for inclusion in the school curriculum.

Sub-programme 3: Promoting Social Cohesion through Increased Interaction Across Space and Class

The implementation of recommendations of the NDP and the National Sports Plan will be optimised taking cognisance of available resources. School sports facilities should be adequately resourced, constructed, maintained and accessible to the majority of the population as they create opportunities for interactions. Cultural activities and art also play a major role in facilitating the sharing of common spaces, promotion and preservation inform cultural sustainability of communities' social fabric. In addition, art can foster values and facilitate dialogue and healing, thus restoring pride and diversity of a society.

Sub-programme 4: Promoting active citizenry and leadership

Participation of ordinary people in the civil affairs of the country is an important marker of a maturing constitutional democracy. Citizens and all people living in South Africa need to assist in shaping the development of the country and hold government accountable. The mantra that the new dawn would usher in a government for the people by the people simply meant that societal transformation cannot be a project - wholly owned by government, instead, South Africans must contribute and work towards realising the vision of a cohesive society.

Sub-Programme 5: Fostering Social Compacts

The crafting of the social compacts will contribute to the promotion of a culture of dialogue, accords and commitments across society as part of the national effort to build a social compact for unity in diversity; harmonious relations across race and growth and development. This will enable South Africa to achieve harmony across race and class, compact with citizens, public trust, responsiveness and ultimately a developmental state.



2024 Impact: A diverse socially cohesive society with a common national identity

Outcomes	Outputs (Interventions)	Indicators	Targets	Lead and Contributing Departments
Fostering Constitutional Values	Enact the Hate Speech and Hate Crimes Bill	Hate Speech and Hate Crimes Bill enacted	2020	DOJCD
	Promote Constitution and its values in schools, awareness campaigns, public engagements and dialogues	Percentage of public schools reciting the Constitution in the school assemblies and DBE organised events	100% of public schools reciting the Constitution in the School Assemblies by 2024	DBE
		Number of marketing platforms (radio/digital/outdoor/TV/print) utilised to promote constitutional awareness	16 marketing platforms utilised to promote constitutional awareness per annum	BrandSA
		Number of programmes implemented to promote Rights and Responsibilities and to teach learners on common citizenship and nation building	2 programmes to Promote Rights and Responsibilities through various programmes to teach learners on common citizenship and nation building	DBE
Fostering Constitutional Values	Promote the Bill of Rights, constitutional values amongst the youth	Number of constitutional awareness activations (dialogues, theatre, public engagement) focusing in constitutional awareness	10 activations utilised to promote constitutional awareness per annum	Brand SA
Equal Opportunity, inclusion and Redress	Improve representation of the designated groups across occupational levels	At least 2% annual increase in the representation of Africans in senior and middle management levels by 2024	At least 50% of middle and senior management are African by 2024	DEL
		Development of Income differential data collection tool (EEA4 form) for designated employers	Income differential data collection tool (EEA4 form) for designated employers developed by 2022	DEL
Promoting social cohesion through increased interaction across space, race and class	Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes	Number of Provincial Community Arts Development Programmes implemented	9 Provincial Community Arts Development programmes implemented annually	DSAC
	Implement the community conversations / dialogue programme	Number of community conversations / dialogues held to foster social interaction	20 dialogues to be organised annually and 100 over the MTSF period to foster social interaction	DSAC
Promoting active citizenry and leadership	Maintain an accurate national common voters' roll to ensure the credibility of elections	Number of registered voters reflected on the voters' roll as at 31 March each year	2024 27,756,831 voters	IEC

2024 Impact: A diverse socially cohesive society with a common national identity				
Outcomes	Outputs (Interventions)	Indicators	Targets	Lead and Contributing Departments
Promoting active citizenry and leadership	Conduct continuous Civic and Democracy Education (CDE) campaigns to improve participation in elections	Number of face to face to face CDE events held per annum	80, 000 by March 2024	IEC
Promoting active citizenry and leadership	Promote participation in community based organisations such as Ward Committees, School Governing Bodies, Community Policing Forums, Faith Based Organisations etc. Social	% of municipalities supported to establish and maintain functional and effective community engagement structures, systems and processes	50% of municipalities supported to establish and maintain functional and effective community engagement structures, systems and processes	DCOG
Fostering a social compact	National summit on social cohesion and nation building for the development of social compact (s) to foster partnerships in social and national building with civil society, private and sector citizens	Number of compacts / agreements signed to foster partnerships in fostering social cohesion and nation building with civil society, private sector and citizens	1 social compact	DSAC

PROGRAMME: SAFE COMMUNITIES

South Africa's land and maritime borders, as well as the airspace, need to be effectively safe guarded and secured to curb transnational organised crime and corruption, particularly at ports of entry and land borderline. The negative impact of cybercrime on the economy and general wellbeing of citizens cannot be underestimated. It has the potential to negatively impact on national security. Information and communication technologies have become indispensable to the functioning of the South African society. The expected growth of international bandwidth will increase uptake and usage of the internet. It is envisaged that there will be an increase in criminal activities in cyberspace. Cyber security policies and legal frameworks do not adequately address existing challenges; neither does South Africa have the necessary institutional mechanism to address this matter in a coordinated manner.

The programme will continue to focus the fight against corruption as stated in the NDP by ensuring that there is good governance, which includes sound institutions and the effective operation of government in South Africa. The country will have an anti-corruption system that makes public servants accountable, protect whistle-blowers and closely monitors procurement. However, the responsibility and efforts to curb corruption in the private and public sectors will include the private sectors and individuals by increasing public awareness and improving access to information.

Sub-programme: Corruption

The NDP enjoins the building of a resilient anti-corruption system, premised on a whole-of-society approach, to successfully detect and investigate cases of alleged corruption with a view to prosecution, conviction and incarceration of perpetrators. This will hopefully serve as deterrence and contribute to ensuring a corruption-free society.

Sub-Programme: Crime

Crime in South Africa has occupied center stage on the public agenda. 25 Years into democracy, unacceptably high levels of crime, especially serious and violent crime, result in people in South Africa, especially vulnerable groups such as women, children, older persons and people with disabilities, living in fear and feeling unsafe. It also impacts negatively on the country's economic development, undermines the wellbeing of people in the country, and hinders their ability to achieve their potential.



2024 Impact: Improved investor perception (confidence)				
Outcome	Output (Interventions)	Indicators	Targets	Lead and Contributing Departments
Improvement in Corruption Perception Index rating	Reduced levels of fraud and corruption in the private and public sectors.	Conviction rate for serious fraud and corruption in the private sectors.	70% Conviction rate for serious fraud and corruption in the private sectors	SAPS (DPCI)
	Enhance the capacity of the designated Special Commercial Crimes Courts to DEFFI speedily with economic crimes	Specialised Commercial Crime Courts established in 5 provinces (LMP, NW, MP, ECD, FS).	5 SCCCS phased in over the MTSF period. (at least 1 SCCC annually 5 SCCC over 5 years)	DoJ&CD
	Strengthen the capacity of the Special Tribunal established under the SIU Act for civil recoveries	Number of civil cases enrolled in the Special Tribunal Court	20 cases enrolled per year (with a 10% annual increase)	SIU DoJ&CD
Effectively defended, protected, safeguarded and secured communities	Strengthen measures to improve the security of land Ports of entry, borderline patrols and the maritime environment through targeted infrastructure upgrades, Operation Corona	Number of landward subunits deployed on border safeguarding per year.	Yearly target: 15 landward subunits deployed	DOD
		BMA established and the number of Ports of Entry and segments of the borderline where the BMA is operationalised	BMA established by 2020 and operational by 2021 at 11 Ports of Entry and 5 segments of the land borderline (BMA fully operational by 2024)	DHA
	Biometric functionality at ports of entry implemented	All ports of entry equipped with biometric functionality	100% of identified ports of entry equipped with biometric functionality	DHA
Reduced organised crime	Target drug syndicate through the implementation of the National Anti-Gang Strategy and the revised National Drug Master Plan.	Percentage of identified drug syndicates neutralised with arrests.	90% identified drug syndicates neutralised with arrests.	SAPS
	Reduce illegal mining through law enforcement.	Percentage of identified Illegal mining operations terminated with arrests	100% identified Illegal mining operations terminated with arrests	SAPS

2024 Impact: Improved investor perception (confidence)

Outcome	Output (Interventions)	Indicators	Targets	Lead and Contributing Departments
Reduced organised crime	Reduce the levels of serious organised crimes through the successful closure of serious organised crime project investigations	Percentage of registered serious organised crime project investigations successfully closed	72% of registered serious organised crime project investigations successfully closed	SAPS
Increased feelings of safety in communities	Reduction in violence against women	Number of reported crimes against women	6.7% reduction per annum	SAPS
	Reduction in violence against children.	Number of reported crimes against children	6.7% reduction per annum	SAPS
	Coordinate the implementation of the National Action Plan (NAP) to combat racism, racial discrimination, xenophobia and related intolerance	Aligned activities of the law enforcements departments with the NAP in relation to incidents of anti-foreigners	Action plan developed by March 2020	DoJ&CD
	Multi-modal biometric database of all South African citizens, refugees, asylum seekers, deportees and travellers	Implementation of DHA Automated Biometric Information System (ABIS)	2022/23	DHA
A secure cyber space	Build capacity, training and development in fighting cyber crime and promoting cyber security	Architecture, design of the integrated cyber security centre completed and improved	Design plan for the integrated cyber security centre	SSA
		Research and development agenda for cyber security matters	National cyber security research and design strategy finalised	SSA
	Successfully investigate cybercrime investigative support case files	Percentage of specialised cybercrime investigative support case files successfully investigated	55% of specialised cybercrime investigative support case files successfully investigated	SAPS (DPCI) supported by FIC
The social reintegration of offenders	To promote healing and restoration of relationships amongst offenders, families, victims and communities whilst at the same time correcting offending behaviour in consultation and partnership with other stakeholders.	Percentage probationers without violations	5% - 7% annual increase	DCS

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Improved programmes for cultural programmes and creative industries Facilitate provision of library services in communities
FS	Encourage the use and development of indigenous languages Facilitate access to external funding for deserving and emerging artists
GP	Build more libraries in communities and developing them as connectivity hubs to increase dissemination of information. Ensure equitable access to sports and recreational facilities and create opportunities for communities.
KZN	Implementation and monitoring of the National School Safety Framework in 5900 schools with other stakeholders and rapid response units
LIM	Ensure social cohesion and strengthen moral regeneration Reduce crime by strengthening and improving community environments
MPU	Finalize the establishment of Creative Industry Commission by 2020/21 Increase number of feature film, documentaries and wildlife films from 6 to 10 to position Mpumalanga as a film destination of choice and create jobs
NC	Promote the values and human rights among all in society (including human dignity, non-sexism, non-racism and tolerance) Promote National Pride and Unity in Diversity through arts and culture, preservation and use of indigenous languages, heritage preservation and promotion and observance of national symbols and commemorative days
NW	Province will engage and support Community Police Forums to ensure that CPFs are effective and efficient. The Province will implement the Community Safety Patrollers programme (Appointing EPWP as community patrollers).
WC	Safety partnerships to improve collaboration and intelligence-driven co-ordination Sport programmes and activities Recreation programmes and activities



5.7 Priority 7: A better Africa and the World

INTRODUCTION

Over the next five years, we will continue our international leadership, working towards global peace, people-centered development and prosperity for all. We will capitalise on our role in supporting multilateral frameworks to resolve global disputes and assist Africa in laying the foundations for a shared future. A key focus will be on increasing investment in opportunities for trade, economic development and our presence in global compacts.

Policy uncertainty in this area is affecting the country's ability to be influential, and to implement policies, agreements and other agreements in order to deepen integration and corporation particularly in the region and continent. The lack of a clearly articulated communication of the country's foreign policy, national interest and its stance regarding economic diplomacy contributes to uncertainty, affecting investor confidence and accelerating the pace of inward direct investment.

2024 Impact 1: A better South Africa				
Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Increased FDI and increased exports contributed in economic growth	Source investment for the identified sectors in the South African economy.	Increased Foreign Direct Investment (FDI) into South Africa.	R1.2 trillion FDI	DTIC/NT
Growth in tourism sector resulting in economic growth.	Promote South Africa as a preferred tourism destination	% increase in international tourist arrivals.	Increase international tourist arrival with 6% annually by 2024.	Tourism
		Brand strategy index	44.7	DIRCO
Increased regional integration and trade	Implementation of the detailed implementation plans for prioritised project of the Indicative Strategic Development Plan (RISDP)	% prioritised projects of the Indicative Strategic Development Plan (RISDP) Implemented).	20%	DIRCO
Increased intra- Africa trade	Growth of intra-Africa trade through the implementation of the African Continental Free Trade Agreement (AfCFTA) and other trade agreements.	Framework for trade in services in priority sectors established.	Establish a framework for trade in services in priority sectors through the finalization of the schedules of specific commitments on trade in services.	DTIC

2024 Impact 1: A better South Africa				
Outcome	Interventions	Indicators	Targets	Lead and Contributing Departments
Enhanced national implementation of the Sustainable Development Goals (SDG) Agenda 2030 and Agenda 2063	Improve overall quality of infrastructure	% improvement on overall quality of infrastructure (1=extremely underdeveloped, 7=extensive and efficient by international standards)	6	DOT and DEFF
International norms and standards implemented that improve conditions for all in South Africa Equitable multilateral institutions and enhanced global governance	Domestic outstanding socio economic standards ratified	% standards domesticated	80%	DIRCO & partner departments

Provincial Contribution to the MTSF

PROVINCE	CONTRIBUTION
EC	Maximise benefits from each partnership agreement. Explore existing trade and co-operation agreements aligned to the priorities and goals aligned Promote diversification of exports to traditional and new markets to support growth and employment creation in SA Work with African Union on initiatives to build an Africa we want through Agenda 2063.
FS	To be determined
GP	Position Gauteng as a gateway to Africa and the world Taking a lead in Africa's industrialization
KZN	To be determined
LIM	Promote Regional Economic Integration
MPU	Forge partnerships with BRICS, the West and entire world. Review MoUs and their impact on the Province, with a view to priorities Develop and fast-track implementation of the International relations provincial strategy for the African Continent, in increasing trade, exports and cultural activities to the Continent
NC	Maximise benefits from each partnership agreement. Explore existing trade and co-operation agreements aligned to the priorities and goals aligned Promote diversification of exports to traditional and new markets to support growth and employment creation in SA Work with African Union on initiatives to build an Africa we want through Agenda 2063
NW	To be determined
WC	Promote and facilitate investment into the agriculture and agribusiness sector Market development initiatives in various markets



Conclusion

Financing of the MTSF

Departments have indicated availability of budgets in their baselines, to implement a significant proportion of the MTSF priorities. The National Treasury has conducted an initial costing of the original MTSF document and will finalise the costing once this MTSF has been approved. National Treasury will also finalise a financing strategy which includes rescheduling of non-priority based and non-performing programmes. Annual adjustment of the budget to cater for non-funded priority programme will be done through the Budget Prioritisation Framework. The annual review of the MTSF will also reflect adjustments to the budget.

Skills Plan for the implementation of the MTSF

Departments are in the process of producing skills plans for the implementation of the MTSF. The skills plans will focus on the resources and skills required for the full implementation of the MTSF. A single consolidated Skills Development Plan, including sectoral plans such as health, will be developed in consultation with the Labour Movement within NEDLAC. Accessing resources such as UIF, SETA funding, amongst others in the Public Service, will be part of the skills plan. The skills plan is anticipated to be completed by the end of April 2020.

Institutional arrangements for implementation

The MTSF 2019-2024 priorities must be clearly articulated in the short- and medium-term plans of all national and provincial institutions, as well as local government, to ensure effective implementation over the five-year period. This requires coordination and alignment of priorities as well as cooperative and collaborative relationships across national, provincial and local governments, private sector and civil society.

National government will lead the implementation of the 2019-2024 MTSF in collaboration with the whole of government, civil society, labour and the private sector. This requires specific focus on resourcing, implementation, monitoring and accountability of the MTSF. During the sixth administration, the MTSF will be resourced not only by government, but in collaboration with SOEs, DFIs, as well as, national and international private sector companies. The PPGI is a collaborative partnership between government and private sector to ensure that the priorities of the sixth administration are implemented, particularly to contribute to economic growth and job creation. NEDLAC was established as the legal mechanism to facilitate social compacts between government and its social partners. This institution will be used as a mechanism to facilitate Social Compact Agreements between government, private sector, civil society and labour.

To accelerate implementation, the MTSF has identified spatial action areas and specific districts where interventions for the seven priorities of the sixth administration will be implemented. This process will be monitored through a district model which will be collaboratively managed by DPME and the Department of Cooperative Governance (DCOG). DPME will enhance its monitoring systems, namely the programme of action to monitor outcomes within each of the seven priorities, frontline service delivery, Presidential hotline and the SEIAS programme to assess MTSF implementation progress.

All sector plans must be aligned to the development agenda outlined in the Plan. Implementation of programmes and policies is a key area to overcome wasteful expenditure and effectively contribute to achieving Vision 2030.

Provincial government plays an important role in implementing the MTSF over the five years. The PGDSs will form the mechanism through which this implementation will take place. Strategic and Annual Performance Plans will be the mechanism through which the MTSF is implemented. In the local sphere of government, the District Implementation Model will form the basis for local government to implement the priorities of the MTSF. The District Implementation Model proposes One Joint Plan at 44 districts and 8 metros. This joint plan would need to be initially aligned, coordinated and later the integration of the MTSF, PGDFs and District and Metropolitan Integrated Development Plans.

Integrated Monitoring Framework

A monitoring framework, which articulates an integrated system for monitoring, reporting and oversight, will be used to monitor implementation of the MTSF. The integrated system will enable the DPME, to achieve the following goals:

- Track the development impacts of government policies, plans and programmes at population level (nationally) primarily through evaluation studies, but informed by monitoring data.
- Track whether the NDP is translated into effective service delivery programmes at sub-national level (provincial and district levels.)
- Track operational progress of service delivery through Frontline Monitoring, Citizen Based Monitoring, Izimbizo and Presidential Hotline to assess real change and improvement on the lives of citizens.
- Develop policy frameworks for monitoring, women, people with disabilities and youth development sectors, to ensure mainstreaming and tracking implementation thereof.
- Enable DPME to triangulate data from its different M&E systems, as well as external M&E systems, to provide a holistic picture of the performance of government and impacts on citizens.

- Detailed progress reporting and feedback on the monitoring of successes and challenges as the implementation process unfolds.

The lessons learnt from the 2014-2019 MTSF period is that the institutional arrangements for reporting were fragmented, that progress reporting on MTSF Outcomes was one of many items on the agenda of MinMECs, clusters and or Implementation Forums, attendance at both the political and technical level was poor due to a multiplicity of forums political principals and senior management had to attend and quality of debate and discussion on progress was ad-hoc and not sufficiently robust to address blockages constraints to delivery and exercise accountability.

For the priorities in the MTSF, coordination of implementation is being elevated with a clear line of sight by the President and Cabinet. DPME will plan and ensure implementation through the District Development Model and will monitor performance against milestones and targets, identifying performance gaps, intervening to address the root causes of underperformance and reporting to drive delivery forward. DPME will analyse the data and evidence and prepare progress updates for the President and Cabinet through the proposed Cabinet SubCommittees or Ministerial Clusters. Implementation monitoring and delivery management at strategic level should occur through Cabinet SubCommittees / Ministerial Clusters and FOSAD Clusters. The previous Ministerial and Technical Implementation Forums will cease to exist.

Reporting to Cabinet will happen bi-annually, at which point DPME will prepare in-depth reports to the President and Cabinet on the status of all the priorities and performance assessment. Cabinet will consider the reports and provide directives on actions to improve delivery performance where this is necessary. The final Cabinet reviewed and approved progress reports will be uploaded onto the Programme of Action reporting system.

The role of Ministerial and DG clusters

Clusters are responsible for policy and legislative issues, as well as horizontal cross-cutting policy matters. The proposal is to rationalise the Technical and Ministerial Implementation forum into a single structure of seven Priority based Clusters (at DG level) and seven ministerial clusters (at ministerial level) submitting reports to Cabinet committees monthly for decision making. During the sixth administration, the main cluster roles should include:

- Produce cluster-based reports on the implementation of the MTSF;
- Consider and discuss DPME analysis of progress and agree on actions to unblock challenges and problems affecting delivery performance; and
- Coordinate and oversee the implementation of the MTSF.

Ministerial Implementation Fora have not been very effective and have met only to prepare reports for Cabinet Makgotla or POA weeks. The proposal is to establish Ministerial Priority Based Clusters as Cabinet Subcommittees, to steer implementation of the MTSF and report to Cabinet Committees. Similarly, to expand the role of FOSAD MANCO as the implementation coordination structure that will also drive intervention in areas of poor performance.

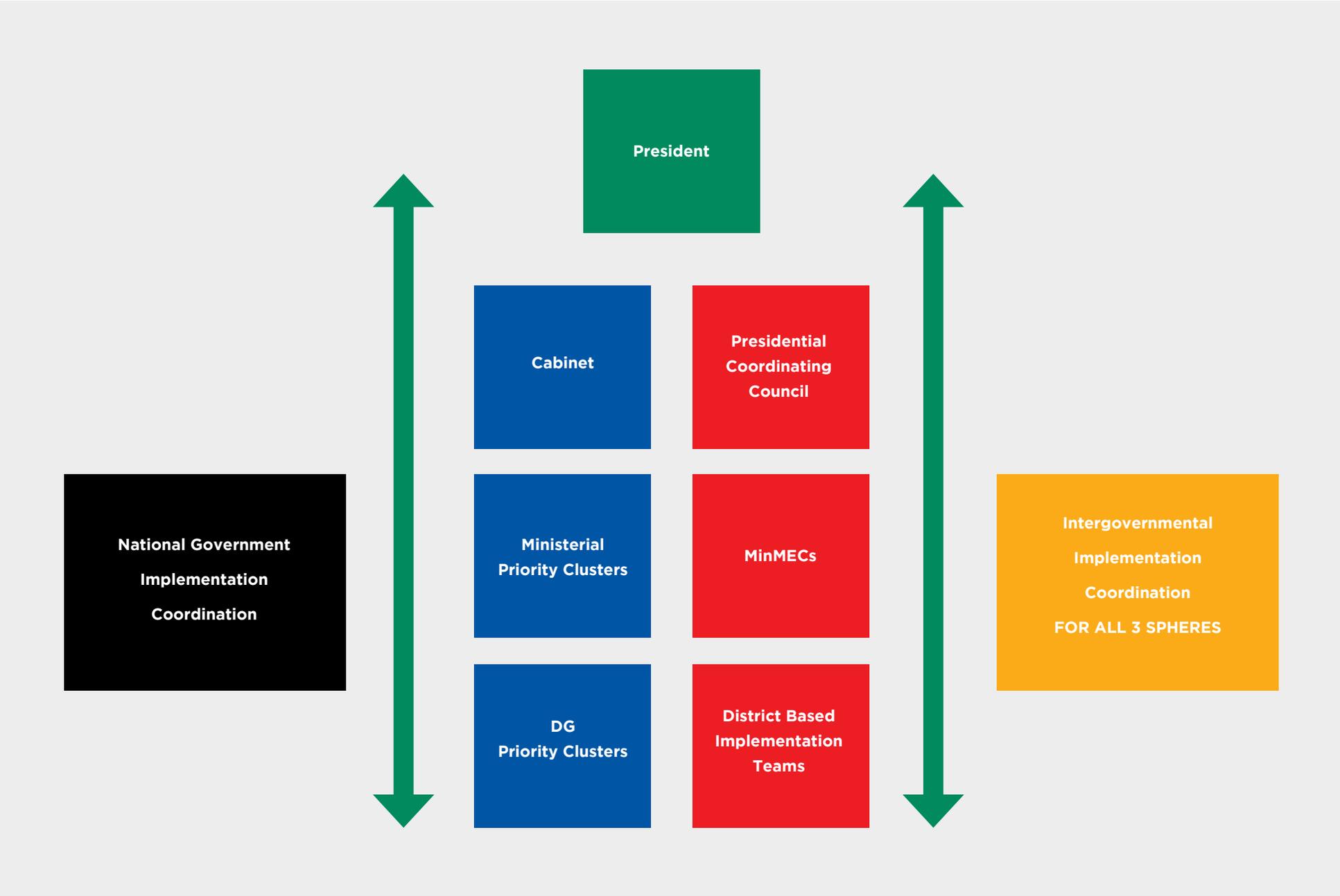
The role of Intergovernmental Structures

The Presidential Coordinating Council (PCC) established through the Intergovernmental Relation Framework act of 2005, is ideally placed as the responsible structure for coordination and alignment of priorities, objectives and strategies across all spheres of government as stated in section 7(b) (ii) of the Act, discuss performance in subsection(c) and consider reports in subsection (d). It is proposed that the PCC serve as the coordinating structure for the three spheres of government for the implementation of the MTSF.

Similarly established through the Intergovernmental Relations Framework Act, MinMECs (and MinTECHs at DG level) are sectoral meetings of national ministers and provincial members of executive committees (MECs) for concurrent functions. MinMECs aim to promote cooperation, coordination and communication between national and provincial departments and facilitate the role of local government through SALGA particularly District Municipalities and Metropolitan Council when required.

MinMECs discuss the implementation of government policies and the division of financial and other resources, allowing for discussions and debates on sector delivery and cross-cutting issues. This MTSF provides an opportunity for members to collaborate and to coordinate their efforts in the interests of efficiency of and implementation of the MTSF through the One Plan and expediting service delivery. MinMECs will be a platform to review the implementation of the MTSF at national, provincial and local government level, particularly districts. The contribution of provincial and local government institutions to the MTSF through provincial strategies and district development plans must also be assessed by MINMECs. The proposal is to enhance the role of MinMEC to coordination of implementation led by the Member of Cabinet responsible for coordinating work towards each priority.

Provinces developed PGDSs, which focus on province specific contribution to the seven priorities and three cross-cutting focus areas of the sixth administration. The PGDSs will provide comprehensive information on contribution and alignment of province specific initiatives to the Medium Term Strategic Framework. This MTSF provides a high level synopsis of the provincial contribution to each of the seven priorities of the sixth administration of government.



Communication

The DPME together with the Government Communication Information System (GCIS) will be working on the communication strategy and its implementation.

Risks and their mitigation

The risk analysis and proposed mitigation activities set out below are based on the seven priorities outlined in the MTSF 2019–2024. Major challenges remain in assessing whether development projects from government departments are coherent, consistent and in line with the NDP’s vision for 2030.

Risks	Mitigation
Budget:	
The unavailability of funds to implement the MTSF interventions due to budget cuts	Reprioritisation of the funding for critical projects in the MTSF
Human capital and skills:	
The human capital incapacity and the lack of requisite expertise	Development and implementation of a skills plan by April 2020
The Technology requirement:	
The introduction of 4IR in government and its impact and level of preparedness	Development and implementation of a skills plan that will include a component on human resource development with particular reference to reskilling in 4IR
Coordination mechanisms, horizontally and vertically:	
The current gaps on integrated planning and coordination of implementation between sector departments and between the three spheres of government	Strengthen existing intergovernmental and coordinating systems and structures for improved coordination
Relevance of the MTSF:	
The interventions, indicators and targets may become irrelevant due to changes in conditions for the achievement of the intended outcomes and impact	The MTSF will be reviewed annually
Delays in implementation due to legislation:	
Possible impediments to the implementation of the interventions in the MTSF due to existing legislative prescripts	Identify possible legislative and policy barriers within each priority and resolve these with the relevant institutions to enable implementation

Future MTSF review

The outstanding issues that will be considered during the review of the MTSF leading up to 2020/21 include:

- Recommendations from the NDP review
- Changes in the global economy and other external factors
- Skills plan developed by April 2020
- The IDPs of 44 districts and four metros
- Recommendations from the Presidential Commission on 4IR Report
- Finalised institutional arrangements for implementation based on the District Development Model
- Introducing a Five-Year Medium Term Budgeting Framework



