

DEPARTMENT OF PLANNING,  
MONITORING AND EVALUATION

# STRATEGIC PLAN

2025/30



**the dpme**

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA



The 2025 - 2030 Strategic Plan of the Department of Planning, Monitoring and Evaluation is compiled with the latest available information to the Department.

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# Executive Authority Statement



As the Minister in the Presidency for Planning, Monitoring, and Evaluation, I am honoured to present the Department of Planning, Monitoring, and Evaluation's Strategic Plan for the period 2025-2030. This plan is a testament to our unwavering commitment to the Strategic Priorities of the 7th Administration, which are to drive inclusive growth and job creation; to reduce poverty and tackle the high cost of living; and to build a capable, ethical, and developmental state. The DPME strategic Plan is founded on the Cabinet approved Medium Term Development Plan (MTDP) 2024 – 2029, which elevates these three priorities as government's focal areas for the next five years.

We want to see this plan implemented in full to drive change in society. Together with the Clusters and Government Departments we have developed a result framework to guide the implementation of the MTDP 2024 – 2025. From the onset, we will be engaging with various stakeholders to facilitate collective ownership of the MTDP 2024- 2029 across government and beyond. We see this plan as not just a document; it is a call to action for all stakeholders, including government departments, civil society, the private sector, and the citizens of South Africa.

We have set for ourselves the responsibility to lead and catalyse the country's development goals. We are dedicated to coordinating and developing evidence-based planning, monitoring, and evaluation of developmental outcomes and impact. We have developed a robust and integrated monitoring system that will assist us to produce in-depth reports for Cabinet's consideration, assistance with decision-making and rapid intervention where it is necessary.

We will leverage our strategic positioning within the Presidency to influence national policies and drive coherence across government plans. Our commitment to transparency, accountability, and community participation will be at the forefront of our efforts to build trust and foster a culture of effective governance. The President has called all of us to work collaboratively to nurture a nation that works for all. I therefore invite all stakeholders to join us in this journey towards a more inclusive, equitable, and prosperous South Africa. Together, we can make a significant impact and achieve the developmental goals outlined in this strategic plan. Let us work together to build a nation that is resilient, innovative, and committed to the well-being of its citizens.

We recognise the challenges that lie ahead, including high unemployment, persistent inequality, and the need for effective service delivery. However, we are confident that through collaborative efforts and evidence-based decision-making, we can overcome these challenges and create a better future for all South Africans.

The recent formation of the Government of National Unity (GNU) has provided a unique opportunity to unite our efforts and focus on the critical priorities that will shape the future of our nation. It has presented a firm ground for all of us to build a nation that works for all as we journey towards the attainment of the NDP Vision 2030 goals.

**Ms. Maropene Ramokgopa (MP)**

## Deputy Executive Authority Statement



As the Deputy Minister in the Presidency for Planning, Monitoring, and Evaluation, I am pleased to endorse the Department's Strategic Plan for 2025-2030. This plan is a comprehensive blueprint that outlines our commitment to enhancing public sector performance and ensuring effective service delivery to the citizens of South Africa. Our focus on public sector monitoring is critical to achieving the developmental goals set forth in the National Development Plan (NDP) Vision 2030 and the Medium-Term Development Plan (MTDP) 2024 - 2029.

The public sector monitoring function of the Department is essential in driving accountability, transparency, and efficiency within government institutions. We will prioritise the implementation of robust monitoring systems that track progress in real-time and provide valuable insights to inform decision-making. Our integrated monitoring system will leverage the latest technologies to ensure that we can swiftly identify and address bottlenecks in the implementation process.

One of our key priorities is to institutionalise ministerial and Head of Department (HOD) performance tools, such as the Management Performance Assessment Tool (MPAT). These tools will enable us to conduct regular performance checks and ensure that government departments are aligned with the strategic priorities of the NDP and MTDP. By focusing on high-impact programmes that directly affect citizens, we aim to improve the quality of service delivery and enhance the overall performance of the public sector.

Citizen feedback and transparency are at the core of our monitoring efforts. We will incorporate citizen feedback into our monitoring processes to ensure that the voices of the people are heard and considered in government planning and implementation. Our commitment to transparency will be demonstrated through regular biannual and annual reports that provide a clear and concise overview of government performance.

The Department will also play a crucial role in addressing cross-cutting societal challenges, such as gender-based violence, youth unemployment, and the inclusion of persons with disabilities. We will conduct evidence-based analysis and develop targeted interventions to improve equity and inclusion across society. Our efforts will be guided by the principles of social justice, redress, and equity, as outlined in the Government of National Unity's Statement of Intent.

I am confident that the strategic plan will drive meaningful change and contribute to the development of a capable, ethical, and developmental state. I encourage all stakeholders to actively participate in the implementation of this plan and work together to achieve our shared vision for a better South Africa.

**Mr. Seiso Mohai (MP)**  
Deputy Executive Authority

# Accounting Officer Statement



As the Director General of the Department of Planning, Monitoring, and Evaluation, I am proud to present the Strategic Plan for 2025-2030. This plan is a reflection of our commitment to administrative excellence and effective governance. Our focus is on ensuring that the Department operates efficiently, transparently, and in alignment with the strategic priorities of the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP).

The administration of the Department is critical to the successful implementation of our strategic goals. We will prioritise the development of robust administrative systems that support evidence-based planning, monitoring, and evaluation. Our efforts will be guided by the principles of integrity, honesty, and ethical conduct, as we strive to build a professional and disciplined public service.

One of our key administrative priorities is to enhance the capacity of our staff and partners in planning, monitoring, and evaluation. We will invest in training and development programs to ensure that our workforce is equipped with the skills and knowledge needed to drive effective service delivery. Creating an enabling environment for staff to grow and be innovative is essential to our success.

The integration of functions from the Department of Public Enterprises (DPE) into the DPME under the National Macro Organisation of Government (NMOG) process will have significant implications for our mandate and operations. We will continue to work diligently to ensure a smooth transition and effective implementation of the SOE Holding Company once the Bill is passed by Parliament. This integration will enhance our ability to support economic development and drive structural reforms.

Our commitment to transparency and accountability will be demonstrated through regular reporting and the implementation of recommendations from our monitoring and evaluation activities. We will leverage digital technologies to streamline our reporting functions and provide accessible, concise presentations to inform Cabinet, Parliament, and society. The use of Geographic Information System (GIS) for mapping government priorities and tracking catalytic projects will further enhance our reporting capabilities.

The Department will also focus on addressing key risks that may impact our ability to achieve our strategic goals. Continuous assessment of plans, regular monitoring of progress, and the development of centralised data management systems will be critical to mitigating these risks. Engaging stakeholders and fostering societal buy-in will be essential to ensuring the successful implementation of our strategic plan.

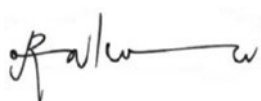
I am confident that the strategic plan will drive administrative excellence and contribute to the achievement of our developmental goals. I encourage all staff and stakeholders to actively participate in the implementation of this plan and work together to build a capable, ethical, and developmental state.

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**Dr. Robert Nkuna**  
Director-General

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Planning, Monitoring and Evaluation (DPME) under the guidance of the Minister
- Consider all the relevant policies, legislation and other mandates for which the DPME is responsible.
- Accurately reflects the impact and outcomes which DPME will endeavour to achieve over the period 2025-2030




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**Dr Robert Nkuna**

Director General




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**Mr. Seiso Mohai, MP**

Deputy Minister in the Presidency for  
Planning, Monitoring and Evaluation




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**Ms. Maropene Ramokgopa, MP**

Minister in the Presidency for Planning,  
Monitoring and Evaluation

# LIST OF ABBREVIATIONS/ACRONYMS

<b>AGSA</b>	Auditor General of South Africa
<b>APP</b>	Annual Performance Plan
<b>BBBEE</b>	Broad Based Black Economic Empowerment
<b>CBM</b>	Citizen-based Monitoring
<b>COGTA</b>	Cooperative Government and Traditional Affairs
<b>DFI</b>	Development Finance Institutions
<b>DG</b>	Director General
<b>DPME</b>	Department of Planning Monitoring and Evaluation
<b>DPSA</b>	Department of Public Service and Administration
<b>EU</b>	European Union
<b>FOSAD</b>	Forum of South African Directors General
<b>GIS</b>	Geographic Information System
<b>GWM&amp;E</b>	Government Wide Monitoring and Evaluation
<b>HOD</b>	Head of Department
<b>HSRC</b>	Human Sciences Research Council
<b>IPM&amp;E</b>	Institutional Performance Monitoring and Evaluation
<b>GNU</b>	Government of National Unity
<b>MEC</b>	Member of Executive Council
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MPAT</b>	Management Performance Assessment Tool
<b>MTDP</b>	Medium-Term Development Plan
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NEPF</b>	National Evaluation Policy Framework
<b>NDP</b>	National Development Plan
<b>NPC</b>	National Planning Commission
<b>NSDF</b>	National Spatial Development Framework
<b>NTPF</b>	Joint National Technical Planning Forum
<b>OPSC</b>	Office of the Public Service Commission
<b>PA's</b>	Performance Agreements
<b>PCC</b>	President's Coordinating Council
<b>PFMA</b>	Public Finance Management Act
<b>PMDS</b>	Performance Management Development System
<b>PM&amp;E</b>	Planning, Monitoring and Evaluation
<b>PPP</b>	Public Private Partnership
<b>PPPFA</b>	Preferential Procurement Policy Framework Act
<b>SAMEA</b>	South African Monitoring and Evaluation Association
<b>SCM</b>	Supply Chain Management
<b>SDIP</b>	Service Delivery Improvement Plan
<b>SITA</b>	State Information Technology Agency
<b>SMME</b>	Small Medium and Micro Enterprises
<b>SOC</b>	State owned companies
<b>SOE</b>	State owned enterprises
<b>SPLUMA Spatial</b>	Planning and Land Use Management Act
<b>STATS SA</b>	Statistics South Africa
<b>TR</b>	Treasury Regulations

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# Part A: Our Mandate

## 1. CONSTITUTIONAL MANDATE

The constitutional mandate of the Department of Planning, Monitoring and Evaluation is derived from Section 85(2) (b-c) of the Constitution of the Republic of South Africa which states that the President exercises executive authority, together with other members of Cabinet, by developing and implementing national policy and coordinating the functions of the state departments and administration.

## 2. LEGISLATIVE AND POLICY MANDATES

The Department has no specific legislation governing its mandate. The work of the Department is guided by the following pieces of legislations:

### **The Constitution of the Republic of South Africa, 1996**

The Constitution envisages that South African is a unitary state constituted by national, provincial and local spheres of government. Section 42 of the constitution provides that each sphere shall perform its functions in a manner "that does not encroach on the geographic, functional or institutional integrity of government in another sphere. In addition, the constitution enjoins the three spheres to work together in "mutual trust and good faith".

Section 42 (2) of the Constitution also provides for the enactment of legislation to promote and facilitate intergovernmental relations. To this end, the Intergovernmental Framework Act (Act 13 of 2005) was passed. The Intergovernmental Relations Framework Act was intended to amongst other things:

- establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations;
- provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- provide for matters connected therewith.

Section 85(2) of the Constitution of the Republic of South Africa empowers the President to exercise executive authority, together with other members of Cabinet, by:

- Implementing national legislation;
- Developing and implementing national policy;

- Co-ordinating the functions of state departments and administrations;
- Preparing and initiating legislation; and
- Performing any other executive function provided for in the Constitution or in national legislation."

Section 195 of the Constitution sets out the values of the principles of the public administration, amongst others: Efficient, economic and effective use of resources must be promoted; Public administration must be development oriented; Public administration must be accountable; and Transparency must be fostered by providing the public with timely, accessible and accurate information.

The Constitution envisages that South African is a unitary state constituted by national, provincial and local spheres of government. Section 42 of the constitution provides that each sphere shall perform its functions in a manner "that does not encroach on the geographic, functional or institutional integrity of government in another sphere. In addition, the constitution enjoins the three spheres to work together in "mutual trust and good faith".

### **Presidential Proclamation no.47 of 2014**

Section 3.3 of the proclamation establishes and entrusts the functions of Planning, Monitoring and Evaluation to the Minister in The Presidency through Proclamation 47, July 2014 in terms of Section 97 of the Constitution.

The Presidency has a critical role to play in the coordination, oversight and supervision across all spheres of government, and to support the President, Deputy President, Ministers and Deputy Minister in The Presidency in their primary duty to uphold, defend and respect the Constitution of the Republic.

Social compact is critical in re-establishing trust with citizens. People want government that is responsive, honest and ethical and developmental. Centre of government is critical in supporting the work of the President.

### **Public Finance Management Act, No. 1 of 1999.**

Section 27 (4) of the PFMA provides the basis for the development of measurable objectives which must be included in national and provincial institutions' annual budgets. Sections 40 (3) and 55 (2) provide the basis for reporting performance against predetermined objectives in institutions' Annual Reports.

The abovementioned roles are inherent to the Centre of Government. The Organisation for Economic Cooperation and Development (OECD) defines the Centre of government as “the administrative structure that serves the executive (president or prime minister, and the cabinet collectively)”. A survey of OECD member countries found that the top four priority tasks of the strategic center of government across jurisdictions are:

- **Supporting decision-making by the Head of government** and the cabinet, which involves administrative tasks related to cabinet meetings, as well as the provision of policy advice.
- **Policy co-ordination across government**, which increasingly involves leading cross-cutting policy priorities or initiatives.
- **Strategic planning for the whole of government.**
- **Communicating** government messages to the public and across the administration.
- **Monitoring functions** on the work government.

DPME developed the Policy Framework on Integrated Planning to address key challenges in the planning system and to improve harmonisation and alignment across the planning system. The Policy Framework was approved by cabinet in September 2022 and also served to inform the revision of the Development Planning Framework Bill.

The following policies are still relevant:

#### **Green Paper on National Strategic Planning (2009) and its Revision in 2010**

The National Strategic Planning 2009, outlines the need for long-term planning and coordination amongst spheres of government to ensure coherence in policy-making and implementation.

#### **Green Paper on Improving Government Performance: Our Approach (2009)**

The Green Paper emphasises the need to improve the performance outcomes of the government by introducing Result Based Approach to Planning, Monitoring and Evaluation of Government Programmes.

#### **Policy framework for the Government-wide Monitoring and Evaluation Systems 2007**

The GWMES which applies to all entities in the national, provincial and local spheres of government is the overarching policy framework for monitoring and evaluation in the South African Government. It sets out the policy context for supporting frameworks,

such as National Treasury's Framework for Managing Programme Performance information and Statistics South Africa's South African Statistics Quality Assurance Framework.

#### **Policy Framework on Integrated Planning, 2022**

DPME developed the Policy Framework on Integrated Planning to address key challenges in the planning system and to improve harmonisation and alignment across the planning system. The Policy Framework was approved by cabinet in September 2022 and also served to inform the revision of the Development Planning Framework Bill.

#### **Intergovernmental Relations Framework Regulations, 10 May 2024**

The following policies are still relevant:

- 2019-2024 Revised Medium-Term Strategic Framework (MTSF)
- Revised Framework for Strategic Plans and Annual Performance Plans
- Budget Prioritisation Framework
- National Spatial Development Framework (NSDF)

#### **National Evaluation Policy Framework (NEPF)**

The NEPF was first approved by Cabinet in 2011 and then updated in 2019 to set standards for evaluation across government institutions, and applicable to all three spheres of government and other government components listed in Public Service Act (PSA) (1994) and Chapter 9 of the Constitution.



### 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

Legislation/policy
Medium Term Development Plan 2024-2029
Revised Framework for Strategic Plans and Annual Performance Plans
Budget Prioritisation Framework
National Spatial Development Framework
Regulations framing institutionalisation of District Development Model in terms of Section 47(1)(b) Intergovernmental Relations Framework Act, 2005

The legislative and policy frameworks above provide the basis of the broad functions of the DPME as follows:

Planning	Monitoring	Evaluation	Interventions
<ul style="list-style-type: none"> <li>Development of Government's Implementation Plan for the NDP</li> <li>Promote alignment budgets with the priorities of the government and NDP.</li> <li>To cascade the NSDF into the MTDP and other planning instruments through spatialisation of planning as well as spatial referencing of interventions as part of implementing the new District Development Model and Catalytic Projects</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring the implementation of the NDP and MTDP through an Integrated Monitoring and Reporting System which is an integral component of the MTDP 2024-29</li> </ul>	<ul style="list-style-type: none"> <li>Evaluating critical government programs with the intention to inform policy, planning, monitoring, interventions and budget prioritisation.</li> </ul>	<ul style="list-style-type: none"> <li>Use monitoring and evidence to conduct interventions and remedial actions. To use participatory mechanisms to engage stakeholders in society and with citizens at the community level</li> </ul>

#### Planning

The planning function entails institutionalisation of planning which takes into account:

- Long-term planning by charting the country's developmental trajectory, anticipating, analysing and responding to emerging trends;
- Development of the short-and medium-term Implementation Plan (for the NDP to foster co-ordination of the planning system for coherence and alignment with budgets).

#### Monitoring

Monitoring the implementation of the NDP through the MTDP by developing robust monitoring systems backed by evidence.

#### Evaluations

Evaluating critical government programmes with the intention to inform planning, monitoring and interventions as well as inform budget prioritisation.

## Interventions

Interventions on behalf of Cabinet and the President through programmes such as Operation Phakisa.

## 4. RELEVANT COURT RULINGS

The department has no specific court rulings that have a significant, ongoing impact on its operations or service delivery obligations.

# Part B: Our Strategic Focus

## 5. VISION

Leader and catalyst for the country's development goals

## 6. MISSION

To coordinate and develop evidence-based planning, monitoring and evaluation of developmental outcomes and impact.

## 7. VALUES

A learning organisation

- A dynamic and development-oriented organisation which continuously strives for excellent performance standards in serving the citizens

- We value our employees, partners and the public we serve and therefore we strive to:
  - build capacity of our staff and partners in planning, monitoring and evaluation;
  - be implementation focused and results oriented;
  - create an enabling environment for staff to grow and be innovative;
  - be exemplary in promoting integrity, honesty and ethical conduct amongst public servants;
  - be disciplined, professional and committed to the fight against corruption;
  - practice the Batho Pele principles.

## 8. SITUATIONAL ANALYSIS

As part of the strategic review process, the DPME conducted a situational analysis using the PESTEL and SWOT frameworks to assess its internal strengths and weaknesses, as well as external opportunities and threats, and the megatrends its operating environment.

### 8.1. EXTERNAL ANALYSIS

The table below provides the summary of the PESTEL analysis of the external environment:



**Table 8.1.1. PESTEL analysis**

Political	Economic	Social
<ul style="list-style-type: none"> <li>Public understanding of democratic gains over 30 years and progress on the NDP.</li> <li>Following the 2024 general elections, the GNU has been established comprising 10 political parties that must champion common set of priorities. The 10 GNU parties have 70% representation in the National Assembly.</li> <li>Implementation of the MTDP may be affected by potential tensions among GNU partners</li> <li>Trust in government remains a relatively low. This erosion of trust has resulted in reduced public participation in democratic processes, increased civil unrest, and an overall scepticism regarding the efficacy of governance.</li> <li>The current and foreseeable geopolitical climate may also have a direct impact on the country's various developmental agenda and diplomatic relations.</li> <li>Ongoing conflicts in Africa, the Middle East, and eastern Europe threaten global stability and development</li> </ul>	<ul style="list-style-type: none"> <li>Funding for government programmes is constrained by slow economic growth, unsustainable debt levels, high inflation and rising costs of living.</li> <li>The impact of corruption and state capture, such as misallocation of resources, weakened local governments and failures in critical network industries such as electricity, transport and water continue to stifle investor confidence, economic growth and job creation.</li> <li>Lingering effects of Covid19 (the lost momentum on NDP priorities and progress on some MTDP targets)</li> <li>Increased need for mineral beneficiation, as extraction of raw minerals resources exceeds value added processing.</li> <li>Potential termination of USAID, PEPFAR and future of AGOA threatens economic stability, trade and investment</li> <li>Threat of fiscal sustainability given costs of government debt and trend of downgrading by rating agencies</li> <li>Implications of South Africa's 2023 greylisting by the Financial Action Task Force (FATF).</li> </ul>	<ul style="list-style-type: none"> <li>Persistence of inequality, poverty and unemployment.</li> <li>Failures in in the provision of reliable basic service delivery (electricity, water, sanitation) and dominant narrative of service delivery failures which affects citizen trust in government</li> <li>Citizen experiences of infrastructure coverage gaps, continued lack of maintenance and poor enforcement of the rule of law</li> <li>The high cost of living is affecting the citizens negatively in terms of disposable income and livelihoods.</li> <li>High levels of crime, insecure borders and unemployment contribute to the many social ills.</li> <li>Increased pressure for explicit policy thrusts on gender and spatial dimensions.</li> </ul>



Technological	Legal	Environmental
<ul style="list-style-type: none"> <li>• Rapid technological advancements create both opportunities and risks for the public service, society and employment creation</li> <li>• Public service ICT capability impacts on pace of digitalisation of government services.</li> <li>• Government prioritisation of digitalisation efforts and reforms of SITA have potential to drive innovations in the ICT front for the public sector, including application of 4iR strategies.</li> <li>• The increased use of online platforms for meetings has the potential to cut travel related costs and seamless exchange of data and information.</li> <li>• Cyber security is a big risk that needs attention. hacking of government systems require heightened security measures to counter cyber terrorism</li> <li>• Lack of Integrated Digital Transformation: The integration of digital technology into planning, monitoring and implementation processes to foster modernization and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• The momentum to fight corruption and state capture should continue to show tangible results, e.g. increased investment in the National Prosecuting Authority in tackling complex criminal prosecutions, asset seizures and prosecution of prominent individuals implicated in corruption, etc.</li> <li>• The establishment of anti-corruption structures like the National Anti-Corruption Advisory Council and a raft of legislative reforms that have been signed into law and various amendments to prevent money laundering and illicit financial flows.</li> <li>• New legislative coming on stream e.g. Public Procurement Bill, National State-Owned Enterprises Bill, Public Service Amendment Bill, and Public Administration Management Amendment Bill.</li> <li>• The professionalisation framework and operationalisation of the Head of Public Administration and Office of the Chief Procurement Officer.</li> </ul>	<ul style="list-style-type: none"> <li>• The coordination role of the DPME will always be viewed as duplication or suspect by implementing agents or other government entities.</li> <li>• The frequency and severity of natural disasters is affecting how the public service works, including the resources and frameworks for disaster management, and requirement for early warning capability.</li> <li>• Climate change impact affecting natural resources like clean drinking water</li> <li>• Discourse on just transition – voice of social partners, economic implications, etc.</li> <li>• Increased need for environmental statistics or green performance.</li> </ul>

## 9. PROGRESS ON THE IMPLEMENTATION OF THE NATIONAL DEVELOPMENT GOALS THROUGH NDP

Implementation of the NDP is expressed in the five-yearly government plans and guide priority setting across the system. The DPME uses various tools to monitor progress in the implementation of developmental goals. Overall, persistent slow growth continues to constrain broader development outcomes, with COVID-19 disruptions still disrupting some key areas.

The long-term average real Gross Domestic Product GDP growth remaining below the NDP 2030 target of 5.4%. In 2024, GDP grew by 0.6%. GDP per capita, a measure of average incomes, has declined since 2014 as population growth has outpaced economic expansion. Medium-term projections indicate that growth will remain below the global average, although South Africa retains its position as Africa's largest economy.

While the expansion of the social wage (social grants, education, and healthcare access) has mitigated poverty's worst effects, reducing reliance on social support remains a critical priority.

Regarding governance, gross tax revenue collection has shown consistent long-term growth, and audit outcomes have improved over the past five years. These factors, along with pockets of excellence in service delivery, contribute to positive sentiments and trust in institutions. However, the increased cost of debt threatened fiscal sustainability and resourcing of development priorities. Realising the NDP 2030 goals of eliminating poverty, reducing inequality to a Gini coefficient of 0.6, and lowering unemployment to 6% hinges on sustained higher economic growth and the creation of significant employment opportunities, in line with the target of 11 million additional jobs from 2012 to 2030. South Africa has faced persistently high unemployment rates above 25% since 2014, driven by structural economic challenges such as slow growth, skills mismatches, and limited job creation. The increased number of youth Not in Employment, Education, or Training (NEET) aged 15-24 at 3.55 million in 2024 highlights persistent labour market challenges.

Even with the lower GDP growth target of at least 3% set in the Medium-Term Development Plan (MTDP), achieving these targets remains unlikely without innovation

and accelerated implementation. Structural reforms and strengthening state capacity in infrastructure development are essential for driving investment, private sector participation, industrialization, and competitiveness. Leveraging international relations and economic diplomacy will be crucial in increasing foreign direct investment (FDI), exports, tourism, and technology access.

Gross Fixed Capital Formation (GFCF) was 15.1% of GDP in 2023, standing at half the NDP's 30% target and below historical highs of 19.8% in 2008 and 18.3% in 2014. Structural reforms and investment facilitation efforts aim to improve the investment climate.

There are specific challenges regarding economic transformation. Black ownership of large firms, particularly JSE-listed companies, remains low. Only 2% are fully Black-owned, and less than 25% have some level of Black ownership. Fronting remains a major challenge. On land reform, 19.3 million hectares had been transferred by August 2024, achieving 78.1% of the NDP target. However, post-settlement land development remains a major challenge. There is a need to streamline land claims processes, enhance support for smallholder farmers and SMMEs, improve market access, and diversify land use into tourism, housing, and cultural preservation.

Demographic changes in the country pose both opportunities and threats. The continued rapid growth of the population offers a potential 'demographic dividend' as more young people join the labour market. However, this can also be a liability if economic inclusion and employment opportunities remain constrained.

Despite various social programs, poverty levels remain stubbornly high, with millions living below the national poverty line. The COVID-19 pandemic worsened economic conditions, pushing more people into poverty. South Africa continues to have one of the highest Gini coefficients in the world, at 0.69, indicating entrenched economic disparities. Structural inequalities hinder access to quality education and jobs for disadvantaged groups. In 2022, about 18.8 million people lived below the poverty line, a decrease from 19.3 million in 2021. Almost 30.9% of the population could not afford the minimum daily energy intake. Over the past five years, KwaZulu-Natal, the Eastern Cape, and Limpopo had the highest poverty rates.

On education and training, the implementation of the BELA Act should build on increasing Early Childhood Development (ECD) attendance, with enrolment rates for six-year-olds consistently above 90% over the past decade, except for a dip to 88.2% in 2020. Continued improvements in National Senior Certificate (NSC) performance must be matched by expanded capacity in the post-school education system, necessitating planned growth in university and TVET sectors.

On health, life expectancy at birth improved to 66.5 years in 2023, driven by reduced mortality, increased ART access, maternal health programs, and better management of HIV/AIDS and tuberculosis. The public healthcare sector requires modernization and service quality improvements, leveraging existing pockets of excellence and successful models.

Indicators of social cohesion and nation-building have declined over the past two decades. Socioeconomic inequalities continue to undermine race relations, social integration, and public trust in institutions. Corruption, poverty, unemployment, and weak municipal capacity contribute to poor service delivery and rising protests. Citizen participation in voting has declined, with major shifts observed in the 2021 local government and 2024 national and provincial elections.

South Africa's social housing programs have provided homes for over 13.7 million people, ranking among the world's largest housing initiatives. Between 2014 and 2023, the number of households increased by 27.5%, from 14.9 million to 19.0 million. While basic services are more widely available, their quality and affordability remain challenges. A significant proportion of the population still resides in dysfunctional settlements, distant from economic opportunities, with weak local administrations. Homeownership of formal dwellings improved but demand for housing remains high, and human settlement patterns often undermine spatial development policy goals. Informal dwellings remained high at 2.3 million in 2023.

Households with grid electricity access totaled 17.0 million in 2023, reaching 89.7% coverage. The goal remains 90% grid coverage, with the remainder supplied through off-grid systems like rooftop solar. The focus should be on closing infrastructure gaps, particularly in new settlements, through grid expansion and off-grid solutions. While load shedding risks have decreased, the continued implementation of the Energy Action Plan remains critical.

Households with piped water access stood at 87% in 2023, slightly down from 88% in 2022. Addressing infrastructure gaps, improving water quality, and reducing supply losses due to leaks should be priorities. The 2021 Blue Drop Certification Programme highlighted concerns across 1,186 municipal water systems, with 23% classified as critical risk. Improved sanitation coverage rose by 29% from 2015 to 2023. However, targeted interventions are needed to address the 60% of wastewater treatment works (WWTWs) identified as high or critical risk in the 2023 Green Drop Report.

On environmental sustainability, Greenhouse Gas Emissions declined from 480 Mt CO<sub>2</sub>-eq in 2017 to 442 Mt CO<sub>2</sub>-eq in 2020, remaining within the Nationally Determined Contribution (NDC) target range of 398–510 Mt CO<sub>2</sub>-eq. Marine Protected Areas (MPAs) expanded to cover 5.38% of South Africa's Exclusive Economic Zone (EEZ) since 2019. However, air quality remains a concern in industrial regions like the Vaal Triangle and Highveld Priority Area.

## 10. IMPLICATIONS OF THE 2024 GENERAL ELECTIONS OUTCOMES

On 29 May 2024, South Africa held its national and provincial general elections. For the first time in the democratic South Africa, the elections did not produce an outright winner. Through a Statement of Intent, the Government of National Unity (GNU) brought together ten political parties to form a government. Collectively, these parties constitute more than 70% of the parties represented in the National Assembly. The MTDP has been adopted as a strategic plan for the 7th Administration of democratic South Africa, and it emanates from a participatory process that integrated diverse perspectives of the parties in the GNU.

The DPME should continue deploying its policy instruments to ensure that the government discharges its constitutional responsibility and adopts plans for successful execution of the MTDP to deliver public value.

The MTDP Strategic Priorities are:

- to drive inclusive growth and job creation;
- to reduce poverty and tackle the high cost of living;
- and to build a capable, ethical and developmental state.

The abovementioned Strategic Priorities are to be implemented across the state to achieve the following five goals over the next five leading to 2030:

- A dynamic, growing economy;
- A more equal society, where no person lives in poverty;

- A capable state delivering basic services to all citizens;
- A safe and secure environment; and
- A cohesive and united nation.

**Table 11.1: Objectives under each MTDP Strategic Priority**

SP 1: Drive inclusive growth and job creation	SP 2: reduce poverty and tackle the high cost of living	SP 3: build a capable, ethical and developmental state
<ul style="list-style-type: none"> <li>• Increased employment and work opportunities;</li> <li>• Accelerated growth of strategic industrial and labour-intensive sectors;</li> <li>• Enabling environment for investment and improved competitiveness through structural reforms;</li> <li>• Increased infrastructure investment, access and efficiency;</li> <li>• Improved energy security and a just energy transition;</li> <li>• Increased trade and investment;</li> <li>• A dynamic science, technology and innovation ecosystem for growth;</li> <li>• Supportive and sustainable economic policy environment; and</li> <li>• Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced poverty and improved livelihoods;</li> <li>• Improved coverage of social protection;</li> <li>• Improved access to affordable and quality healthcare;</li> <li>• Improved education outcomes and skills;</li> <li>• Skills for the economy; and</li> <li>• Social cohesion and nation-building</li> </ul>	<ul style="list-style-type: none"> <li>• Improved service delivery in the local government sphere;</li> <li>• Improved governance and performance of public entities;</li> <li>• An ethical, capable and professional public service;</li> <li>• Digital transformation across the state;</li> <li>• Mainstreaming of gender, empowerment of youth and persons with disabilities;</li> <li>• A reformed, integrated and modernised Criminal Justice System;</li> <li>• Effective border security;</li> <li>• Secured cyber space;</li> <li>• Increased feelings of safety of women and children in communities;</li> <li>• Combat priority offences (economic, organised crime and corruption);</li> <li>• Advance South African foreign policy for a better world; and</li> <li>• Enhanced peace and security in Africa.</li> </ul>

### Shifting global context

South Africa must also contend with an increasingly challenging global environment. Global events, including technological changes, geopolitical tensions and trade wars, have significant implications for domestic developments. As 2030 approaches, assessing progress on national priorities must be understood in their international contexts to align with Sustainable Development Goals (SDGs) commitments.

The recent events, such as the decision of the USA to terminate health related Aid funding will have an impact in the delivery of health services. The process of globalisation is fracturing in response to political trends in rich countries towards more nationalist policies as they contest the growing political and economic strength of the Global South in the context of the BRICS and AfCFTA. The wars in the African continent, the middle East and Ukraine threatens global stability. This occurs

at a time when the world needs to work together to address common crises, notably those related to climate change but also the emergence of new pandemics and technological evolution which threatens livelihoods as well as the natural environment on which the world's people depend.

There are issues of global inequality gaps, food and nutrition security and access to development finance, that emerging and developing countries, such as South African, contend with. Forward-looking strategic analysis is crucial to mitigate negative impacts. Policy evidence and governance practices should increasingly integrate foresight-thinking tools (scenario planning, futures analysis, foresighting, etc.) to better manage the volatile, uncertain, complex and ambiguous (VUCA) environment.

Currently, Agoa trade exports to the US amount to \$14 billion, making it a significant part of South Africa's trade relations. Leveraging international engagements to diversify sources and destinations of investment, exports, tourism, and cultural industries while strengthening technological capabilities remains a priority.

## 11. SWOT ANALYSIS

### Strengths:

- 1. Strategic positioning within the Presidency:** The DPME's location within the Presidency grants it a strategic advantage, enabling integration of the political mandate across government plans, which bolsters policy influence. This connection enhances its ability to work closely with clusters and influence national fiscal and economic policies. Additionally, the location within the Presidency enables MTDP monitoring, reporting and soft power for implementing remedial actions and enforcing policy coherence.
- 2. Evaluation frameworks:** South Africa's National Evaluation Policy Framework and evaluation instruments are internationally recognised and endorsed by the Cabinet, and enable DPME to coordinate the national evaluation system and produce quality evaluations that guide economic planning and developmental focus areas.

- 3. Ability to access data:** The DPME has established systems and processes to access government performance data, enabling it to provide comprehensive and integrated performance analysis.
- 4. Human Resources:** The DPME benefits from a workforce that is qualified, skilled and experienced.
- 5. Policy and legislative guidance:** Policies, legislation, and guidelines (e.g., virtual evaluation conduct guidelines) support the planning, monitoring and evaluation processes, ensuring a structured approach to fulfilling the DPME's mandates and aligning with governance best practices.

### Weaknesses:

- 1. Political will and Cabinet approval delays:** Despite its positioning, limited political prioritisation and insufficient political buy-in hinder timely Cabinet approvals and the enforcement of policy recommendations arising from the monitoring and evaluation reports, thus limiting the DPME's influence.
- 2. Budget constraints and resource limitations:** Resource constraints limits the DPME's capacity to effectively execute its mandate of Planning, Monitoring, Evaluations and timely interventions. Resource constraints impact on staff morale, limited training opportunities, lack of office space and facilities, limited digital integration, and staffing in critical areas.
- 3. Siloed and poorly integrated organisational structure and operating systems:** A silo mentality limits interdepartmental collaboration, impacting the DPME's communication efforts and public awareness of its successes. Further, the absence of an integrated digital platform limits cross-functional efficiency and coordination within the department.
- 4. Legislative gaps and limited legal support:** The DPME lacks direct legislation specifically for planning, which restricts its authority and hampers strategic planning and compliance capabilities.

### Opportunities:

- 1. Enhanced influence through strategic partnerships:** Being part of the Presidency, the DPME has opportunities to strengthen collaborations across government spheres, engage new stakeholders (such as private donors), and foster public-private partnerships. Collaborations with policy departments and increased evidence-based planning align with current governance objectives and global best practices.



- 2. Advancements in digitalisation and technology:** The department has opportunities to incorporate emerging technologies, such as artificial intelligence, machine learning, and big data, into its monitoring and evaluation functions, thereby enhancing analytical depth and predictive insights. Expanding digitalisation could improve planning tools and integrate systems across governmental departments.
- 3. Legislative developments to strengthen authority:** Proposed legislation could grant DPME more authority to exercise greater control over planning reforms and support economic development plans more robustly.
- 4. Innovation in evaluation methods:** The shifting context and new knowledge presents the DPME an opportunity to update its evaluation frameworks and tools, to incorporate factors such as climate change and ecosystem health, and social media analysis, positioning itself at the forefront of transformative and inclusive evaluation practices.
- 5. Outcome of NMOG process:** Integration of Department of Public Enterprises (DPE) into the DPME presents an expanded mandate and scope to influence development impact.

#### Threats:

- 1. Poverty, growing inequality, high unemployment, social risks (crime, strikes) threaten South Africa's democratic progress .**
- 2. Stakeholder buy-in and perceived value:** Limited public awareness and misconceptions about the DPME's role, e.g. perceptions of evaluations as "policing", impact its credibility and effectiveness in fostering constructive engagement and feedback.
- 3. Cybersecurity risks and technological limitations:** The adoption of digital systems brings cybersecurity risks, including data breaches, which could undermine trust in the department's reports. The risk of lagging in technological advancements due to limited resources could also compromise the DPME's digital integration efforts.
- 4. Economic and resource constraints:** A sluggish economy imposes fiscal constraints that could limit funding allocation for developmental planning and the implementation of strategic initiatives.
- 5. Slow political reforms:** Pace of political or administrative response to reforms can delay critical evaluations and planning processes.

- 6. Organisational redundancy risks:** Failure to demonstrate impact could diminish the DPME's relevance. Addressing this challenge will require fostering an adaptable culture and ensuring that DPME's contributions are consistently demonstrated and communicated to stakeholders (cabinet, parliament and citizens).

## 12. PROBLEM STATEMENT

Thirty years into democracy, the country remain seized with many challenges. These include but are not limited to:

- i. **Poverty:** More than half of the population lives below the national poverty line, and poverty is most prevalent among Black South Africans.
- ii. **Unemployment:** Unemployment is high and rooted in the country's history.
- iii. **Income inequality:** South Africa has some of the most pronounced income and wealth disparities in the world.
- iv. **Corruption:** There are reports of corruption and mismanagement in the government.
- v. **Violent crime:** South Africa experiences high levels of violent crime.
- vi. **Infrastructure:** There is insufficient infrastructure.
- vii. **Government service delivery:** Government service delivery to impoverished communities is poor.
- viii. **Land distribution:** There is a skewed distribution of land and productive assets.
- ix. **Rural development:** Not focused to poverty to alleviation interventions and existing spatial capabilities analysis and key catalytic infrastructure and strategic commodities to leverage economic potential thereof.
- x. **Environmental and climate change response:** Water, land and air pollution remained poor despite good regulatory framework.
- xi. **Property rights:** Property rights are weak.
- xii. **Connectivity:** Connectivity is limited or expensive.
- xiii. **Poor health and educational outcomes:** particularly when compared to magnitude of resources invested
- xiv. **Ineffective racial, spatial, gender redress policies**

These are the main focus areas that government intend to address through the NDP. In the 30 years of democracy, government introduced a number of policies and plans

to tackle the socio-economic conditions of the citizens. The acceleration of economic growth is not yet sufficient or sustained to make a meaningful impact after many years of population growth and economic stagnation.

### 13. DPME VALUE PROPOSITION

Through enhanced coordination, evidence-based planning, monitoring, evaluations and proactive interventions to unlock implementation challenges and effective evaluation and research, the public can derive value out of the work of the DPME.

The impact statement of the DPME is to realise “improved country developmental outcomes as envisaged in the National Development Plan (NDP 2030) through effective implementation of the Medium-Term Strategic Development Plan (MTDP) 2024-29”. This is to be achieved through the following outcomes:

1. Improved governance and Capacity of the Department
2. Improved government wide planning.
3. Regularly monitor progress towards NDP/MTDP targets and produce reports to enhance coordination and implementation of government programs
4. Continuous Assessments in the implementation of the NDP/MTDP: 3. Improved utilisation of evidence in planning, implementation and monitoring of government priorities.
5. Engagement with relevant stakeholders in the development and implementation programmes of through strategic partnerships in relation to (government departments; civil society, private sector) in the development and refinement of developmental goals espoused in the NDP/MTDP

To articulate the DPME's value proposition, this section outlines 10 points to offer strategic responses to critical issues within the DPME's operating environment:

- Review of the organisational structure
- Planning for the 7th administration
- Long-term planning beyond 2030
- Addressing spatial transformation as a cross-cutting challenge
- Mainstreaming inclusion of Women Youth and Persons with disabilities
- Integration of the mandate on public enterprises
- Priorities for planning
- Priorities for monitoring function
- Priorities for evaluations and research
- Reporting
- Stakeholder analysis.

### 14. REVIEW OF THE ORGANIZATIONAL STRUCTURE

The DPME last reviewed its organisational structure in 2020. The NMOG process that took place after the 2024 elections requires DPME to effectively review an organizational structure to ensure that there is alignment with the current strategy in order to promote efficiency in strategy implementation, communication, decision-making, and employee development, as well as its ability to adapt to change. To this end, DPME will embark on an exercise to review and revised the organizational.

### 15. PLANNING FOR THE 7TH ADMINISTRATION

As the custodian of the national planning system, the Department of Planning, Monitoring and Evaluation (DPME) has been leading and coordinating the whole of government in developing the Medium-Term Development Plan (MTDP). The MTDP (2024–2029) is the five-year plan of the 7th Administration. Development of the MTDP was through a participatory process that integrated diverse perspectives from South African society. Through a Statement of Intent, the Government of National Unity (GNU) brought together ten political parties into a shared commitment to uphold the Constitution, the rule of law, and principles of accountability, transparency, integrity and good governance. The MTDP is a comprehensive framework guiding government action and priorities for this administration. It is rooted in principles of economic growth and jobs, inclusivity, poverty eradication, and sustainable development.

This Plan marks a critical phase in achieving the National Development Plan (NDP) Vision 2030, as it is the final medium-term plan before the 2030 deadline. Therefore, accelerated delivery of core strategic priorities is imperative. The MTDP replaces the previous Medium Term Strategic Framework (MTSF) to align with international naming conventions and emphasise development outcomes.

The MTDP has three strategic priorities, namely:

- Drive inclusive economic growth and job creation.
- Reduce poverty and tackle the high cost of living.
- Build a capable, ethical, and developmental state.

These priorities are interrelated and interdependent. Inclusive economic growth and job creation are positioned as the apex priorities and catalysts for development.

The convergence of Priority 1 (Driving Inclusive Growth and Job Creation) and Priority 2 (Reducing Poverty and Tackling the High Cost of Living) underscores the relationship between economic transformation and social upliftment. Achieving a stronger economic growth, creating new jobs and protecting existing jobs, and broadening participation in the economy are therefore crucial the effects of poverty and reduce reliance on social wage. This strategic alignment ensures that interventions per priority area are purposefully integrated to achieve dual outcomes: advancing inclusive economic growth while also addressing the pressing challenges of poverty, unemployment, and inequality.

The convergence of Priority 1 (Driving Inclusive Growth and Job Creation) and Priority 3 (Building a Capable, Ethical, and Developmental State) underscores the dual role of the state as both a participant in and enabler of economic development.

The MTDP 2024-2029 is characterised by continuity and change. Its approach seeks to build on the significant strides that South Africa has made since 1994 in establishing a non-racial, non-sexist, united society and improving the lives of all who live in it. It recognises the alignment that already exists between South Africa's domestic priorities with its international commitments at global, continental and regional levels, namely the United Nations Sustainable Development Goals (SDGs), the Africa Agenda 2063 and the Regional Indicative Strategic Development Plan (RISDP) of the Southern African Development Community (SADC).

The MTDP Strategic Priorities, with a set of policy choices and priority interventions, will be implemented across all government and overseen and monitored by the centre of government. The DPME will guide the whole of government as they translate the MTDP priorities into Strategic Plans and Annual Performance Plans and inform resource allocations.

The DPME will coordinate with other institutions at the Centre of Government to ensure successful implementation, to be anchored by a set of interconnected critical requirements: ensuring policy coherence and prioritisation; aligning planning and budgeting systems; mobilising resources; establishing institutional arrangements for effective delivery; effective collaboration with non-state role players, including business, labour and civil society; monitoring

and evaluating performance; and maintaining timely, transparent, and effective public communication.

## 16. LONG TERM PLANNING FOR BEYOND 2030

While supporting implementation of the MTDP, the DPME will support the National Planning Commission in initiating long term planning for the period beyond 2030. Various strands of work, including the 30-Year Review of South Africa's Democracy (1994-2024), Indlulamithi Scenarios 2035 and the processes towards the National Dialogue, are already providing key insight towards this process.

The third National Planning Commission (NPC) will continue to advocate and monitor the implementation of the National Development Plan (NDP), as part of long-term planning in South Africa as an independent, advisory think tank for national government.

## 17. INTEGRATION OF THE MANDATE ON PUBLIC ENTERPRISES

As part of the National Macro Organisation of Government (NMOG) process, the DPME will be integrating the functions from the Department of Public Enterprises (DPE). This project has implications for the DPME's mandate and operations over the next five years that will require certain operational adjustments including the review of the organizational structure as well as targeted skills audit. The DPME will have to ensure continuity of the process already underway for State-Owned Enterprises (SOE) Reform.

In the 2025/26 Financial Year, the newly reconfigured DPME will continue with the processes started by the DPE to have the Bill on the establishment of a State-Owned Enterprises (SOE) Holding Company passed by Parliament. Once the Bill has been passed by Parliament and assented to by the President, the DPME will proceed with establishing the SOE Holding Company.

The Presidential State-Owned Enterprises Council (PSEC) has already developed recommendations that South Africa adopts a centralised model for the strategic SOEs.

As part of implementing the centralised model, the National State Enterprises Bill (NSEB) has been developed to guide the establishment of an SOE Holding Company (Holdco) that will strategically house key

SOEs' as part of the reform efforts. These initiatives aim to strengthen Governance systems, ensure Board stability, and promote financial and operational stability across SOEs.

Following a thorough public comment process, which included a dialogue at the National Economic Development and Labour Council (NEDLAC), and approval by Cabinet on 8 December 2023 and its submission to Parliament on 25 January 2024, Parliament called for public comments on the Bill that closed on 14 February 2025. Once the Bill is processed and passed, a Holding Company will

be established and the regulations on the Bill will be drafted. While the Bill is undergoing Parliamentary process, a business plan for the operationalisation of the Holding Company will be developed.

DPME will continue with the work of restructuring SOEs and conducting necessary consultations with the executive authorities and the Boards of the SOEs. This evolving environment presents both challenges and opportunities for the DPME to refine its role in strategic planning, monitoring, and evaluation, ensuring effective governance and national development alignment.

#### Additional funding as a result of function shift from DPE is as follows:

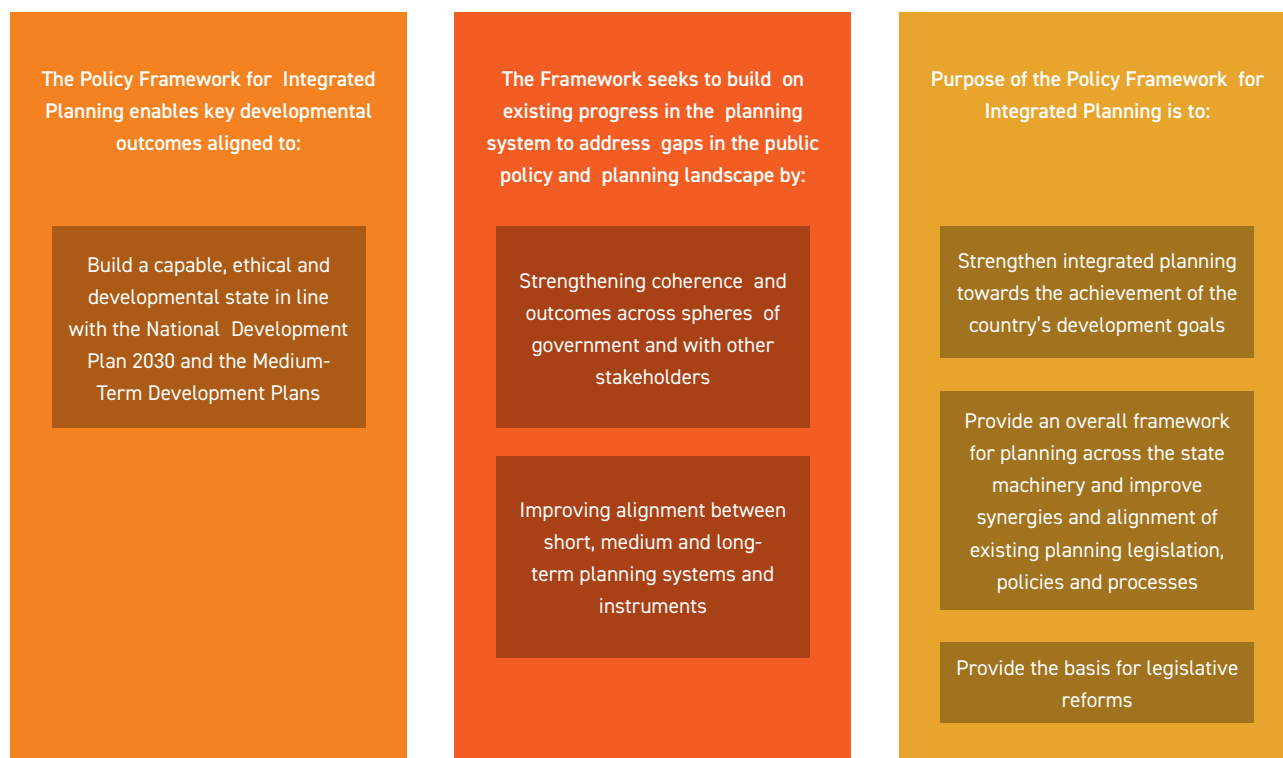
Economic Classification	2025/26			2026/27			2027/28		
	Indicative Baseline R'000	Reprioritisation R'000	Revised baseline R'000	Indicative Baseline R'000	Reprioritisation R'000	Revised baseline R'000	Indicative Baseline R'000	Reprioritisation R'000	Revised baseline R'000
Compensation of Employees	16 986	-	16 986	17 749	-	17 749	18 551	-	18 551
Goods and Services	18 208	-	18 208	11 221	-	11 221	11 797	-	11 797
Payment for Capital Assets	432	-	432	448	-	448	479	-	479
<b>Total</b>	<b>35 626</b>	<b>-</b>	<b>35 626</b>	<b>29 418</b>	<b>-</b>	<b>29 418</b>	<b>30 827</b>	<b>-</b>	<b>30 827</b>

## 18. PRIORITIES FOR PLANNING

Planning is critical in setting goals to improve service delivery, efficient use of resources and to promote accountability to citizens. The NDP serves as a lodestar for long term planning whereas the MTDP serves as a detailed plan that sets targets and indicators for performance. DPME has developed a Policy Framework for Integrated Planning (PFIP) which was approved by Cabinet in September 2022 to guide planning in government institutions. DPME also established a Joint National Technical Planning Forum (NTPF) and the National Steering Committee on Integrated Planning (NSCIP), and the Community of Practice for public entities. These forums comprise of planners from national departments, Offices of the Premier and schedule 3A and 3C public entities. The DPME also monitors the PFIP Implementation Plan, and quarterly updates on the achievement of targets. To ensure full implementation of the PFIP, the DPME will continue to advocate for PFIP implementation through the planning forums.



The table below depicts the planning architecture of government.



The priorities for planning have been identified as follows:

- **National Dialogue:** Contributing to the agenda for the National Dialogue that the President introduced in the opening of the Parliament of the seventh Administration and the processes for translating its outcomes in shaping the NDP Beyond 2030.
- **Digital Transformation:** The integration of digital technology into planning processes to enhance modernisation and efficiency.
- **Institutionalising the MTDP:** Strengthening the role of the Medium-Term Development Plan (MTDP) as a central guiding framework for government planning.
- **National Framework and Mandate:** Call for a National Framework to guide Medium-Term and Long-Term Plans, with a mandate to support long-term national planning.
- **Integrated and Aligned Planning:** Strengthen alignment across the three levels of government (national, provincial, and local) for cohesive planning that is guided by Spatial Development Frameworks.
- **Short- and Long-Term Goals:** Propose structured timelines, including immediate cluster implementation plans and long-term planning for 2029-2050.

## 19. PRIORITIES FOR MONITORING FUNCTION

All existing DPME M&E systems contribute in mutually reinforcing ways towards tracking progress on addressing the triple goals embodied in the NDP's Vision 2030, as well as towards building and entrenching a culture of effective M&E within government – working with all government departments.

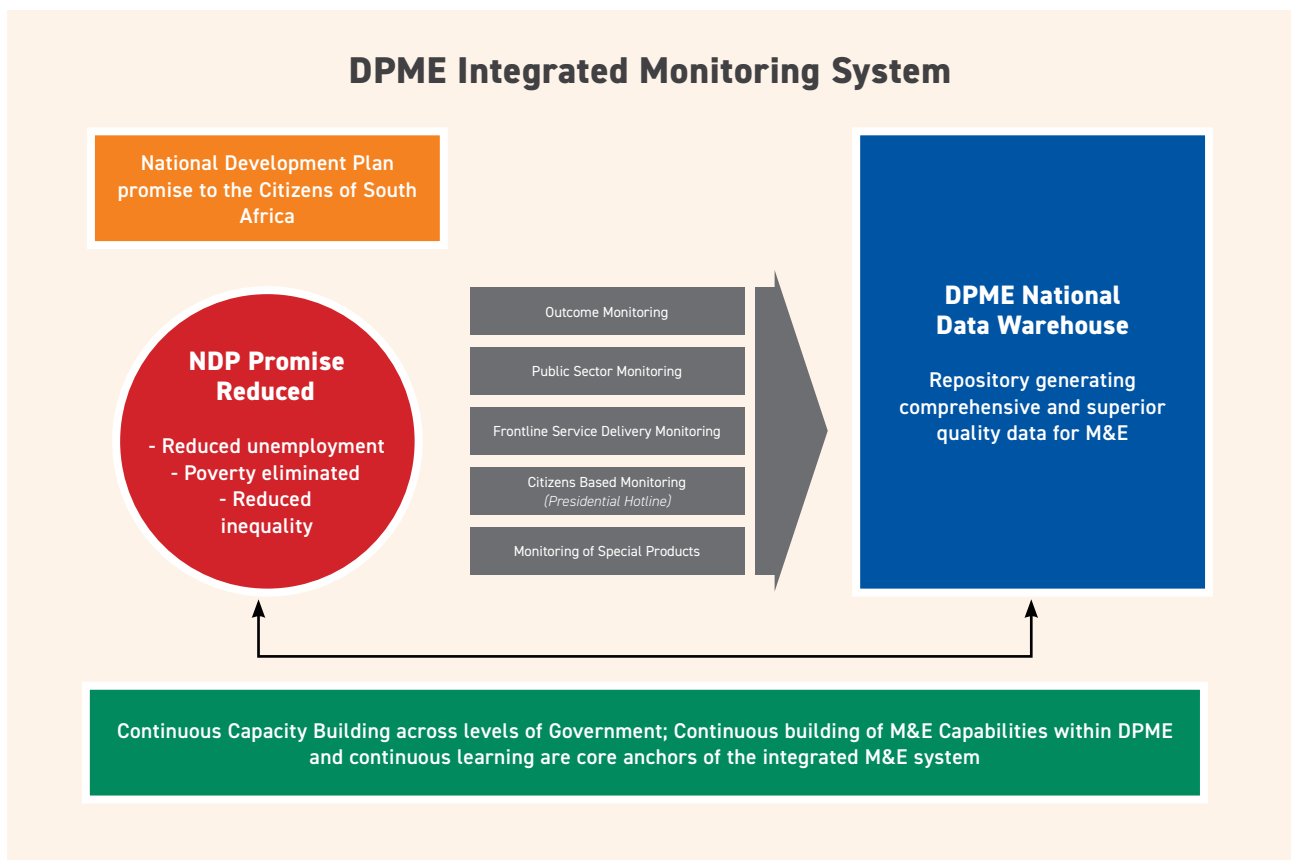
The MTDP 2024 – 2029 will be supported by an integrated and robust monitoring system that will be supported by the latest technologies. The DPME intends to track progress in the implementation of the key indicators timeously and produce bi-annual and mid-term reports to advise Cabinet and the President on the performance of specific sectors. A dashboard will be developed to provide the President with a direct line of sight on government performance, so as to enable swift decision-making and resolution of implementation bottlenecks. The priorities for the for monitoring are as follows:

- **Integrated Monitoring Systems:** Create an integrated monitoring system across DPME and government departments, emphasising digitised reporting and timeous tracking of MTDP Priorities.



- **Broad Monitoring Focus:** Expanding beyond compliance to a comprehensive assessment that includes citizen-focused and high-impact programs.
- **Institutionalise Ministerial and HOD Performance Tools:** Proposals to standardize tools like the Management Performance Assessment Tool (MPAT) for regular government performance checks.
- **Focus on High-Impact Programs:** Prioritise monitoring programs with a direct impact on citizens, such as social services and essential government functions.
- **Citizen Feedback and Transparency:** Recommendations for incorporating citizen feedback into monitoring processes, with a clear and authoritative mandate for DPME.
- **Spatialisation of Monitoring:** Identify key indicators where spatialised monitoring and reporting is required and how to institutionalise that into standardised tools used for government performance checks.

The diagram below depicts the DPME Integrated monitoring system:



In October 2022, the National School of Government published a National Framework towards the Professionalisation of the Public Service. The document describes how building state capacity towards a capable, ethical and developmental state remains the foremost priority of the current administration and brings the matter of professionalisation into sharp focus. The framework aims to among others:

- Entrench a dynamic system of professionalisation in the Public Sector
- Strengthen and enable legal and policy instruments to professionalise categories of occupations in the Public Sector
- Enhance and build partnerships and relationships with higher education institutions and professional bodies
- Ensure meritocracy in public servants' recruitment, selection, and career management in line with the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP).

The DPME will contribute to the national framework by monitoring progress on its implementation.

## 20. PRIORITIES FOR EVALUATIONS AND RESEARCH

DPME will implement the Evidence Plan aligned with five-year planning cycles, ensuring continuity in evidence priorities from the 2019–2024 MTSF while integrating new priorities for the MTDP 2024–2029. The plan will be updated annually to remain responsive to emerging challenges.

Evaluation efforts will assess the relevance, efficiency, effectiveness, impact, and sustainability of policies, programs, and interventions. This evidence-based approach will provide policymakers with actionable insights on whether to continue, enhance, or terminate interventions. Stakeholder engagement will be prioritised to ensure ownership and utilisation of findings.

The National Evaluation Policy Framework (NEPF) will be updated, integrating past experiences and new evaluation methodologies. A National Evaluation Plan (2025–2030) will be introduced. Additional focus areas include:

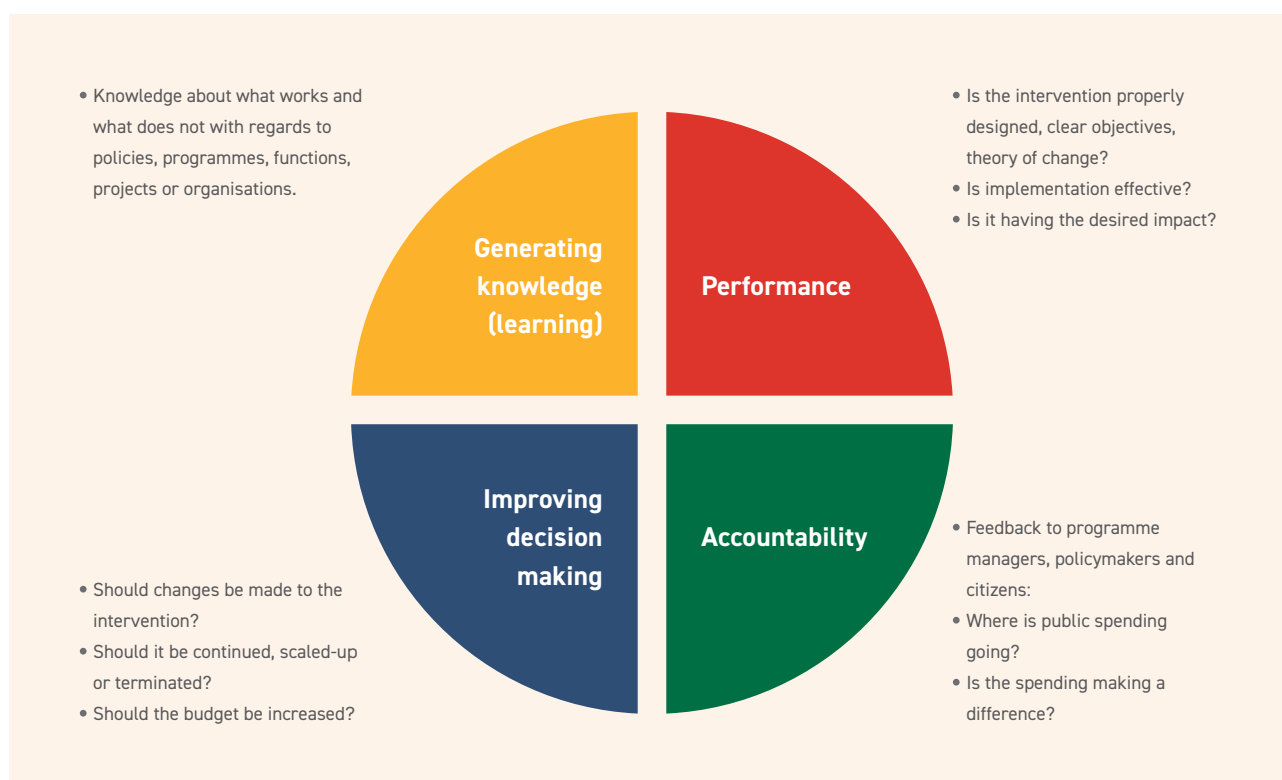
- Enhancing data quality to support planning, monitoring, and reporting.
- Strengthening integrated reporting dashboards and evaluation reports.
- Building capacity in data science, evidence synthesis, and impact evaluation.

- Improving knowledge dissemination platforms for wider stakeholder engagement.

DPME will also implement the Data Strategy to align data-related initiatives with strategic objectives. A key priority is the development of digital and integrated reporting systems, ensuring data accessibility and usability. These initiatives align with the broader Digital Transformation agenda led by The Presidency.

Greater attention will be given to timely dissemination of findings. This includes communicating insights in ways that are meaningful and actionable for citizens and policymakers; strengthening mechanisms to track uptake of recommendations and their impact; supporting custodian departments in adopting improvement plans to achieve tangible improvements; ensuring wider dissemination of findings and stakeholder engagement, among other things through roundtable discussions and seminars involving the Minister, Deputy Minister, the Director General and relevant sector stakeholders.

To expand influence and achieve greater impact, DPME will leverage partnerships with academic institutions, public and private sectors, and international organisations. Collaboration with oversight entities such as the Public Service Commission, Parliamentary Committees, the Auditor General, and National Treasury will help maximize impact.



## 21. MAINSTREAMING INCLUSION OF WOMEN YOUTH AND PERSONS WITH DISABILITIES

DPME will continue applying its tools and instruments to strengthen evidence-based analysis on inclusive growth, and in particular the role of youth, women and persons with disabilities. Women, children, youth and persons with disabilities are still the worst affected by poverty, economic exclusion and an unprecedented nightmare of gender-based violence and femicide. There is therefore a need to improve equity and inclusion across society given the high levels of poverty, joblessness and inequality is a critical focus area that government must address. Economic transformation and redistribution are thus vital for a more inclusive and equitable society, with a particular emphasis on black people, women, youth and persons with disabilities.

Despite the constraints of procurement budget, the DPME will strive to comply with the 40% procurement spending for women, 30% youth and 7% Persons with disabilities. Departments branches will be encouraged to assist by identifying projects that can be targeted for the PDIs and develop specifications and ToR that can reasonably attract the them.

In the Report “Towards a Gender-Based Violence Index for South Africa: An overview and proposed way forward” the Commission on Gender Equality indicates that most incidents of GBVF remain undocumented, underreported, and unaccounted for within national statistics. This is despite reliable and credible data being the bedrock for policy formulation, planning, costing, implementation, evaluation, and reviewing of programmes and policies. Reliable data is central to ensuring that resources are allocated accurately. Sound information leads to clear roles and responsibilities for key role players and can contribute towards addressing challenges and gaps in service delivery.

Despite the National Strategic Plan adopted in 2020 to address GBVF, the number of reported cases continues to rise. Between April 2022 and March 2023 alone, a staggering 53,498 sexual offences were reported to the South African Police Service (SAPS), with rape accounting for 42,780 of these cases. However, the accuracy and reliability of data related to GBVF remains a critical concern.<sup>1</sup>

The President has defined GBVF as pandemic requiring to be tackled with the same vigour as the COVID-19 pandemic. DPME will contribute by ensuring that regular assessments and reports on the implementation of the National Strategic Plan (NSP) on GBVF. The NSP is the government's comprehensive strategy for tackling all forms of violence and abuse against women and children. Since the launch of the strategic plan in 2020, several new interventions have been implemented by DPME.

## 22. ADDRESSING SPATIAL TRANSFORMATION AS A CROSS-CUTTING CHALLENGE

Spatial Transformation is a cross-cutting challenge that require collaboration by all of government and all of society to address. The DPME will provide guidance across the public sector on how the spatial logic of the National Spatial Development Framework will be applied. Tools and dashboards will be developed to support the implementation of the MTDP and NSDF through the District Development Model.

With the introduction of the DDM in 2019, the President called for the rolling out of DDM to address government service delivery challenges to promote local procurement to enhance job creation, that promotes and supports local businesses, and that involves communities. The DDM approach to planning and implementation therefore aims to improve coherence among all spheres of government, the 44 Districts and 8 Metros across the country as development spaces that can be used as centres of service delivery and economic development, including job creation.

As part of efforts to improve the implementation of the DDM, the DPME will assesses alignment of departments and institutional plans to the DDM and the One Plans.

## 23. REPORTING

Reporting is one of the critical functions of DPME. It assists in providing data and insights that help Cabinet, Parliament and society to make decisions, track performance, and improve accountability about service delivery to citizens. DPME will streamline its reporting functions by focusing on the following:

- 1. Digital and integrated reports:** Prioritize digital and integrated reporting systems, including dashboards for accessible, concise presentations.

<sup>1</sup> Progress Report. Gender Transformation in Public and Private Sector, 2023/2024: Towards a Gender-Based Violence Index for South Africa. An overview and proposed way forward

2. **Implementation of recommendations:** Emphasis on following up on report recommendations to ensure action and accountability.
3. **Accountability measures:** "Name and shame" underperforming areas and ensure frankness in reports, identifying issues for improvement.
4. **Biannual and annual reporting:** Establish a structured reporting calendar with regular biannual and annual reports, informing MTDP reviews and citizen awareness.
5. **GIS for catalytic projects:** Leverage Geographic Information System (GIS) for mapping government priorities and tracking catalytic projects via MTDP Data Hub.
6. **Identify and streamline reports:** Review existing reports to retain flagship documents and identify any that are redundant, ensuring relevance.
7. **End-of-term reports and integrated business processes:** Develop effective end-of-term reports and document PME business processes for broader adoption across government.

## 24. STAKEHOLDER ANALYSIS

External Stakeholders				
Stakeholder	Characteristics / Attributes	Influence	Interest	Linkages with other stakeholders
National, Provincial and Local Government Institutions	Agents of service delivery And the key implementers of the targets in the NDP	H	H	Key player in the legislative and regulatory environment
Private Sector	The driver of economic growth	H	M	Provision of capital and employment opportunities through partnerships and investment
Civil Society	The voice of various organised sectors of society Includes but not limited to citizen advocacy groups, foundations, interest groups, NGOs, professional associations, religious groups etc. They play an active role in active citizenship and public participation	H	H	Participate in planning and implementation of the NDP Holds government and the private sector accountable
Labour	Bargaining and statutory councils formed in the interest of protecting the collective interests of the labour force	H	H	Main negotiators of working conditions and terms of employment between employers and employees in South Africa
Academia	Key producers of new knowledge Key players in the development of new skills and capabilities Research outcomes can influence social discourse and policies.	L	H	Generating knowledge for all sectors of society They prepare students for employment

External Stakeholders				
Research institutes and think tanks	Producers of knowledge and application of knowledge	M	M	Generating knowledge to inform development and planning
Experts (domestic + international)	Provide expertise in the development, implementation and monitoring of long- term country plans	H	M	Subject matter experts
GNU	Sets the political agenda	H	H	Statement of Intent
Cabinet	Executive structure of government	H	H	Approval of policy documents and plans
Audit Committee	Independent oversight body	H	H	Advisory role over management responsibilities
AGSA	The constitutional body tasked with responsibility of oversight accountability and governance in the public sector	H	H	Audit role on compliance with Legislation

## Part C: Measuring Our Performance

### 25. INSTITUTIONAL PERFORMANCE INFORMATION

#### 25.1. IMPACT STATEMENT

Impact statement	Improved country developmental outcomes as envisaged in the National Development Plan (NDP 2030) through effective implementation of the Medium-Term Development Plan (MTDP) 2024-29
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#### 25.2. MEASURING OUR OUTCOMES

MTDP Priorities	<ul style="list-style-type: none"> <li>Strategic Priority 1: Drive inclusive growth and job creation;</li> <li>Strategic Priority 2: Reduce poverty and tackling the high cost of living; and</li> <li>Strategic Priority 3: Build a capable, ethical and developmental state</li> </ul>		
Outcome 1	Outcome Indicator	Baseline	Five-year target
Improved governance and Capacity of the Department	Revised organisational structure	Organisational structure was last reviewed in 2020	The organisational Structure is revised and approved by March 2027



<b>MTDP Priorities</b>	<ul style="list-style-type: none"> <li>• Strategic Priority 1: Drive inclusive growth and job creation;</li> <li>• Strategic Priority 2: Reduce poverty and tackling the high cost of living; and</li> <li>• Strategic Priority 3: Build a capable, ethical and developmental state</li> </ul>		
<b>Outcome 2</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Improved government wide planning	Percentage of government departments and state entities Plans aligned with the Revised Framework for Strategic Plans and Annual Performance Plans	100% of submitted Plans assessed annually on alignment with government priorities espoused in the NDP/ MTDP	100% of submitted plans assessed and feedback provided to the relevant institutions annually

<b>MTDP Priorities</b>	<ul style="list-style-type: none"> <li>• Strategic Priority 1: Drive inclusive growth and job creation;</li> <li>• Strategic Priority 2: Reduce poverty and tackling the high cost of living; and</li> <li>• Strategic Priority 3: Build a capable, ethical and developmental state</li> </ul>		
<b>Outcome 3</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Continuous Assessments in the implementation of the NDP/MTDP: Regularly monitor progress towards NDP/MTDP targets and produce reports to inform stakeholders.	Number of Monitoring reports produced annually	Bi-annual Monitoring Assessment reports	A minimum of 2 reports produced annually

<b>MTDP Priorities</b>	<ul style="list-style-type: none"> <li>• Strategic Priority 1: Drive inclusive growth and job creation;</li> <li>• Strategic Priority 2: Reduce poverty and tackling the high cost of living; and</li> <li>• Strategic Priority 3: Build a capable, ethical and developmental state</li> </ul>		
<b>Outcome 4</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
Improved utilisation rate of evidence in planning, implementation and monitoring of government priorities	Number of evidence plans produced annually	Evidence Plans produced on an annual basis to guide research, evaluations, data and analysis aimed at producing evidence to support evidence-based policy, planning and implementation and impact monitoring	2 reports produced annually

MTDP Priorities		<ul style="list-style-type: none"> <li>• Strategic Priority 1: Drive inclusive growth and job creation;</li> <li>• Strategic Priority 2: Reduce poverty and tackling the high cost of living; and</li> <li>• Strategic Priority 3: Build a capable, ethical and developmental state</li> </ul>	
Outcome 5	Outcome Indicator	Baseline	Five-year target
Engage relevant stakeholders (government departments; civil society, private sector) in the development and refinement of developmental goals espoused in the NDP/ MTDP	Number of stakeholder engagement reports	Quarterly stakeholder engagements	4 stakeholder engagement reports produced annually

The Seventh (7th) Administration is focusing on strengthening planning systems, advancing development through State Owned Enterprises, building capacity and promoting active citizenry. The Department has finalised and launched the 30 years of South Africa's democracy in May 2024. The Presidency and DPME have maintained a practice of conducting five-yearly reviews to contribute to this important reflection, which have been used to inform planning for the subsequent terms.

### 25.3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The 2025-30 Strategic Plan is the Department's commitment to continue to lead and catalyse development and improvement of developmental outcomes. It is the definitive affirmation of the Department's commitment to play a role in institutionalisation of integrated planning, monitoring and evaluation and to promote the inclusion and empowerment of women, youth and persons with disabilities. DPME will continue to be instrumental in leading and coordinating government plans, monitoring key priorities and evaluating government programmes to improve outcomes as outlined in the National Development Plan (NDP).

The Department of Planning, Monitoring & Evaluation for the 2025-30 period is currently organized as follows:

**Programme 1: Administration** - The purpose of the programme is to provide strategic leadership, management and support services to the Department. This programme consists of the following Sub-Programmes:

- Ministerial Support
- Departmental Management
- Corporate and Financial Services
- SOE

**Programme 2: National Planning Coordination** - The programme consists of the following sub-programmes:

**Programme 2A: National Planning Commission Secretariat** - The purpose of the sub-programme is to guide and advise on national and long-term development planning, to monitor the implementation of the National Development Plan (NDP) and to mobilise the country to support the plan. This Sub-Programme consists of the National Planning Commission Secretariat.

**Programme 2B: National Planning Coordination** - The purpose of the sub-programme is to contribute to improved country development outcomes through the development, coordination and institutionalisation of an integrated government planning system. This Sub-Programme consists of the following components:

- Management: National Planning Coordination
- National Planning Coordination, Resource Planning, Planning Alignment and Spatial Planning and GIS

**Programme 3: Sector Monitoring Services** - The purpose of the programme is to monitor government performance against the 3 Priorities of government as expressed through the five-year medium-term government plan. It monitors also, the intervention strategies toward achievement of intended results as articulated in the MTDP. This Programme consists of the following Sub-Programmes:

- Management: Sector Monitoring
- Outcome Monitoring and Support
- Intervention Support

Programme 4: Public Sector Monitoring & Capacity Development - The purpose of the programme is to support the implementation of the medium-term development plan by monitoring and improving the capacity of state institutions to develop, implement plans and provide services. This Programme consists of the following Sub-Programmes:

- Management: Public Sector Monitoring and Capacity Development
- Public Sector Monitoring and Support
- Frontline Monitoring and Support

- Capacity Development Coordination
- Public Service Priority 3: Building a capable, ethical and developmental state

Programme 5: Evidence & Knowledge Systems - The purpose of the Programme is to coordinate and support the generation, collation, accessibility and timely use of quality evidence to support performance monitoring and evaluation across government. This Programme consists of the following Sub-Programmes:

- Management: Evaluation, Evidence and Knowledge Systems
- Evaluations
- Research and Knowledge Management
- Data Integration and Analysis (DIA)

## 26. KEY RISKS

Outcomes	Key Risk	Risk Mitigation
Improved government wide planning system	Departmental and entities Plans are not aligned to the developmental goals espoused in the NDP/MTDP	Ensure continuous assessment of plans
Continuous Assessments in the implementation of the NDP/MTDP	Failure to achieve MTDP priority objectives	Regularly monitor progress towards NDP/MTDP targets and produce reports to inform stakeholders.
<b>Data Collection:</b> Improved utilisation rate of evidence in planning, implementation and monitoring of government priorities	Decision making and planning not informed by evidence	Review/ resuscitate the accountability framework  Development of centralised data management, analytics and knowledge management systems
<b>Stakeholder Engagement:</b> Engage relevant stakeholders (government departments; civil society, private sector) in the development and refinement of developmental goals espoused in the NDP/MTDP	Lack of societal and stakeholder buy-in	Develop a robust Stakeholder Engagement Plan

## 27. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Not Applicable For All Programmes			

## Part D: Technical Indicator Description (TID)

Indicator title	1. Revised organisational structure
Definition	A review of the organisational aims to assess and potentially redesign the Department's structure to improve efficiency, effectiveness, and adaptability, ensuring it aligns with current and future departmental needs.
Source of Data	Approved organisational structure
Method of Calculation/ Assessment	Simple count and verification of the approval
Assumptions	Executive Authority approves of the revisions and approval.
Disaggregation of beneficiaries(where applicable)	N/A
Spatial Transformation	N/A
Desired Performance	Revised organizational structure approved by March 2027
Indicator Responsibility	DDG: Corroborate Services

Indicator title	2. Percentage of government departments and state entities Plans aligned with the Revised Framework for Strategic Plans and Annual Performance Plans
Definition	An integrated and consultative planning system that is evidence-based and incorporate long, medium- and short-term planning with budgeting and geo-spatial referencing of developmental initiatives.
Source of Data	National Planning Assessment data base
Method of Calculation/ Assessment	Compute the number of plans assessed against plans received
Assumptions	Departments and entities submit their draft plans for assessment
Disaggregation of beneficiaries(where applicable)	N/A
Spatial Transformation	N/A
Desired Performance	100% of submitted plans assessed and feedback provided to the relevant institutions annually
Indicator Responsibility	Chief Director: Planning Alignment

Indicator title	3. Number of Monitoring reports produced annually
Definition	Regularly monitor progress towards NDP/MTDP targets and produce reports to inform stakeholders.
Source of Data	
Method of Calculation/ Assessment	Monitoring reports in DPME repository for all monitoring systems (Presidential Hotline, Frontline Monitoring System, MTDP bi-annual Monitoring Reports)
Assumptions	Simple count qualitative
Disaggregation of beneficiaries(where applicable)	Data available for the assessment of performance against plans
Spatial Transformation	Where applicable
Desired Performance	Where applicable
Indicator Responsibility	A minimum of 4 monitoring reports produced annually
	DDGs: Public Sector Monitoring and Sector Monitoring

Indicator title	4. Number of evidence plans produced annually
Definition	Evidence Plans produced on an annual basis to guide research, evaluations, data and analysis aimed at producing evidence to support evidence-based policy, planning and implementation and impact monitoring
Source of Data	Reports on stakeholder, attendance registers and agenda/ consultative plan of activities conducted, data from hotline, Imbizos conducted
Method of Calculation/ Assessment	Simple count quantitative
Assumptions	Data sources
Disaggregation of beneficiaries(where applicable)	Where applicable
Spatial Transformation	Where applicable
Desired Performance	2 report annually
Indicator Responsibility	DDG: EEKs



Indicator title	5. Number of stakeholder engagement reports
Definition	Broader society is mobilised and engaged to participate in the development and advancement of NDP/MTDP priorities and report produced on the activities conducted
Source of Data	Reports on stakeholder, attendance registers and agenda/ consultative plan of activities conducted, data from hotline, Imbizos conducted
Method of Calculation/ Assessment	Simple count quantitative
Assumptions	Invitations requests to and from stakeholders accepted
Disaggregation of beneficiaries(where applicable)	N/A
Spatial Transformation	N/A
Desired Performance	4 stakeholder engagement reports produced annually
Indicator Responsibility	Programme Manager





DEPARTMENT OF PLANNING,  
MONITORING AND EVALUATION

# STRATEGIC PLAN

2025/30