

DPME SCOA WORKSHOP PRESENTATION

AUGUST 2021

LET'S GROW SOUTH AFRICA TOGETHER



planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



PRESENTATION LAYOUT

1. The mandate of the department (DPME) and its contribution to overall value chain of government
 - Background and Context
2. Capacity of the Department to carry-out its mandate
3. The Medium Term Strategic Framework (MTSF)
4. 25 Year Review of Government Performance
5. Monitoring Systems
6. DPME Capacity Development Programme
7. Evaluation system
8. Use of Results of Monitoring Systems for Oversight

BACKGROUND AND CONTEXT

- The Department of Planning, Monitoring and Evaluation (DPME) was established in terms of the government proclamation in 2014 out of the merger between the Department of Performance, Monitoring and Evaluation and the National Planning Commission (NPC) supported by the NPC Secretariat.
- DPME mandate is to undertake national planning, monitoring and evaluation focusing on the implementation of the National Development Plan (NDP) in government and in the rest of society.
- Since the adoption of the NDP by all parties in Parliament in 2012, the Medium-Term Strategic Framework (MTSF) evolved to become the five-year implementation plan of the NDP.
- Minister in the Presidency for Planning, Monitoring and Evaluation also serves as the Chairperson of the National Planning Commission (NPC) and oversees the work of the Statistics South Africa (Stats SA), Government Communications Services and Brand South Africa.
- The National Planning Commission (NPC) is the independent advisory body responsible for advising the President and government on the implementation of the NDP.
- The NPC Secretariat is located within DPME and its role is to provide administrative support to the NPC.

THE NATIONAL DEVELOPMENT PLAN

- In May 2010, the President appointed the first National Planning Commission (NPC) to develop a long-term vision and a strategic plan for the country. The NPC is chaired by the Minister in The Presidency
- After an extensive public consultation with multiple stakeholders, including state entities, the private sector, civil society and labour, the NPC developed the National Development Plan (NDP)
- The NDP was adopted by the National Assembly as the overarching plan of the country in September 2012. The primary objective of the NDP is to create a better and more prosperous South Africa. Our core priorities are to fight poverty, unemployment and inequality.
- The rationale for the development of such a long-term plan is the recognition that to bring about significant changes, we need a coherent vision for the future of our country.

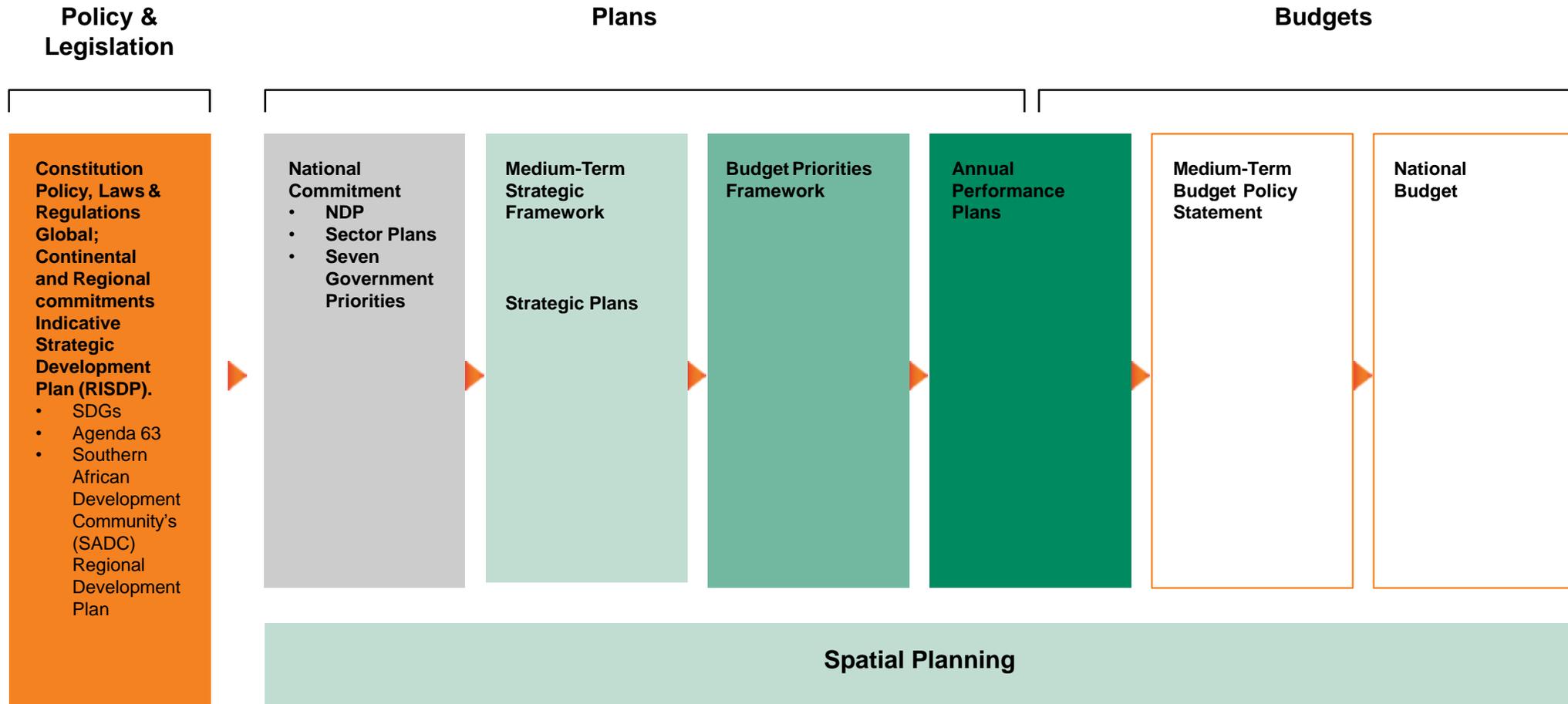


**OUR FUTURE - MAKE
IT WORK!**

In September 2015 the President appointed the second National Planning Commission. The mandate of the new commission includes, among others the following responsibilities:

- To promote and advance the implementation of the National Development Plan across different sectors of society;
- To undertake detailed planning in a selected number of sectors to be determined from time to time;
- To conduct regular engagements with various sectors of society on all matters pertaining to the long-term development of the country;
- To facilitate stakeholder engagements aimed at forging a social compact towards more effective implementation of the National Development Plan;
- To take a cross-cutting view, undertake research into long-term trends, analyze implementation of short to medium term plans with a view to recommend improvements to Government as well as produce reports to inform policy and planning; and
- To contribute to development of international partnerships and networks on national planning.

THE NATIONAL GOVERNMENT'S PLANNING PROCESS INFORMING STRATEGIC PLANS AND APPS



1. DPME MANDATE



PLANNING

Institutionalisation of planning takes account of distinct dimensions of planning:

- Long-term planning – charting the country’s developmental trajectory, anticipating, analysing and responding to emerging trends
- Medium-term planning, which sets out the priorities and targets for the term of office
- Co-ordination of the planning system to ensure coherence, alignment and quality of institutional plans towards improved results



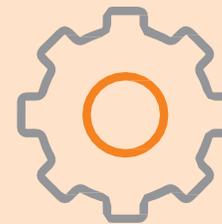
EVALUATION

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



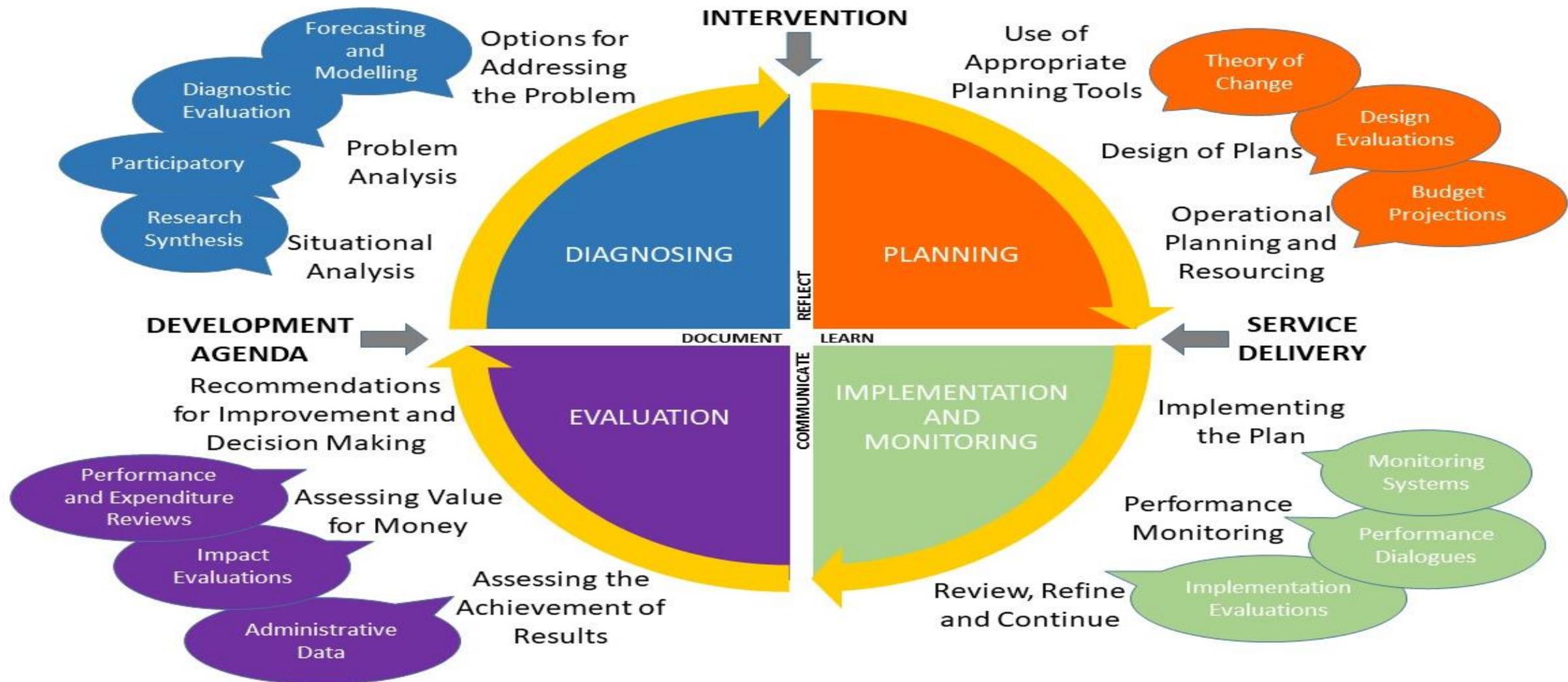
MONITORING

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

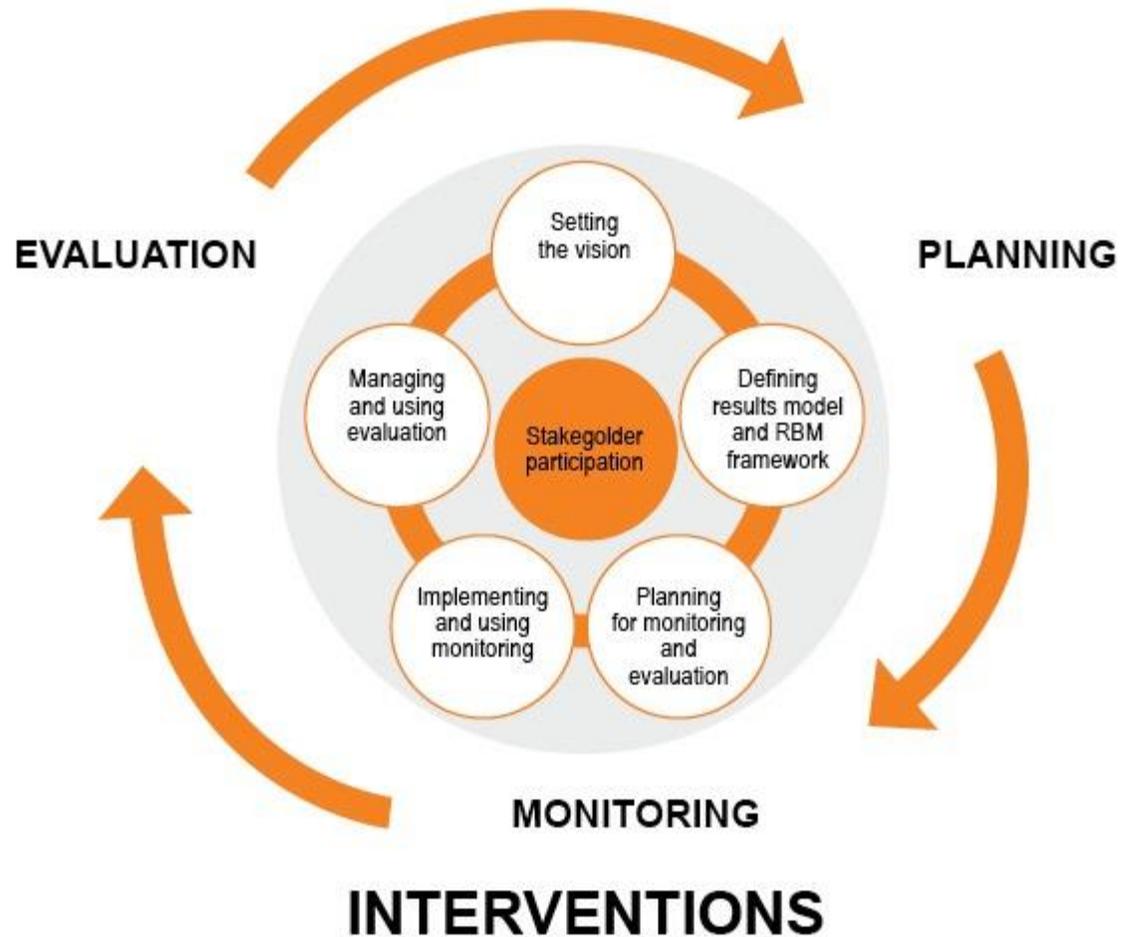


Interventions on behalf of Cabinet and the President through Inter-Ministerial Committees – e.g. North West intervention.

THE DIAGNOSTIC, PLANNING, MONITORING AND EVALUATION CYCLE



HOW WE OPERATE



Long term planning
(National Development Plan)

Medium term planning
(MTSF & Strat Plans)

Short term planning
(APPs & Operational Plans)

PLANNING

The DPME is the custodian of the national planning system

Key planning focus areas include the following:

- Establishing robust systems, policy and legislative frameworks for government planning. Priorities include the development of the National Integrated Planning Policy Framework and the revision of the Integrated Planning Bill to improve coherence and synergies across the three spheres of government.
- Engaging different sectors of society on planning process to solicit input and secure buy-in.
- Developing requisite institutional and professional capacity for planning.
- Developing evidence-based plans that draw on multiple sources of evidence, as outlined in planning frameworks.
- Overseeing government planning processes, including Strategic Plans and Annual Performance Plans, to ensure that plans across the spheres of government reflect NDP and MTSF priorities.
- Ensuring that planning priorities inform resource allocations and improve alignment between planning and budgeting. A key instrument to achieve this is the Budget Prioritisation Framework.
- Facilitating spatialization of planning, including the localization of national plans within the District Development Model One Plans.

MONITORING

During its development stages, DPME created a pattern of monitoring tools and systems in the two branches responsible for monitoring. These include the following:

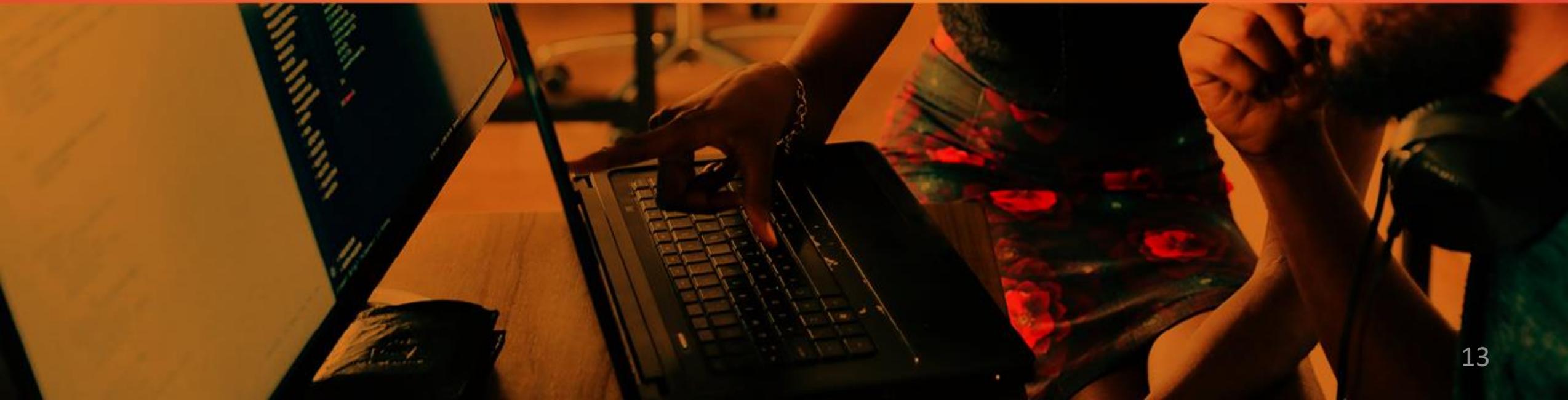
- Programme of Action (POA) for Monitoring Outcomes
- Operation Phakisa Initiative to drive implementation of special projects such as the development of the Ocean Economy
- Local Government Management Improvement Model (LGMIM) to assess capabilities of municipalities to deliver basic services
- Institutional (National and Provincial Departments, Public Entities) and Individual (Ministers and Head of Department) Performance Monitoring
- Frontline Service Delivery Monitoring (FSDM) including the Presidential Hotline to assess the level and quality of services provided to citizens by state institutions
- Citizen-Based Monitoring (CBM) to assess the level of citizens' involvement in government process and systems.

EVALUATION SYSTEM

- In 2011 Cabinet approved the National Evaluation Policy Framework which set the foundation for the National Evaluation System(NES) and the implementation of the National Evaluation Plan (NEP) in government.
- Cabinet also approved the annual evaluation plan that focuses on strategic evaluations of important government programmes.
- All evaluations in the NEP are implemented through partnerships with the custodian departments who have committed to implementing improvements of programmes and policies informed by evidence generated through the evaluations.
- The Department reviewed the 2011 evaluation framework to align with the seven priorities of the Sixth Administration and the 25 year review of democratic government performance. Evaluations will therefore be focused on the implementation and impact of programmes related to the seven priorities.



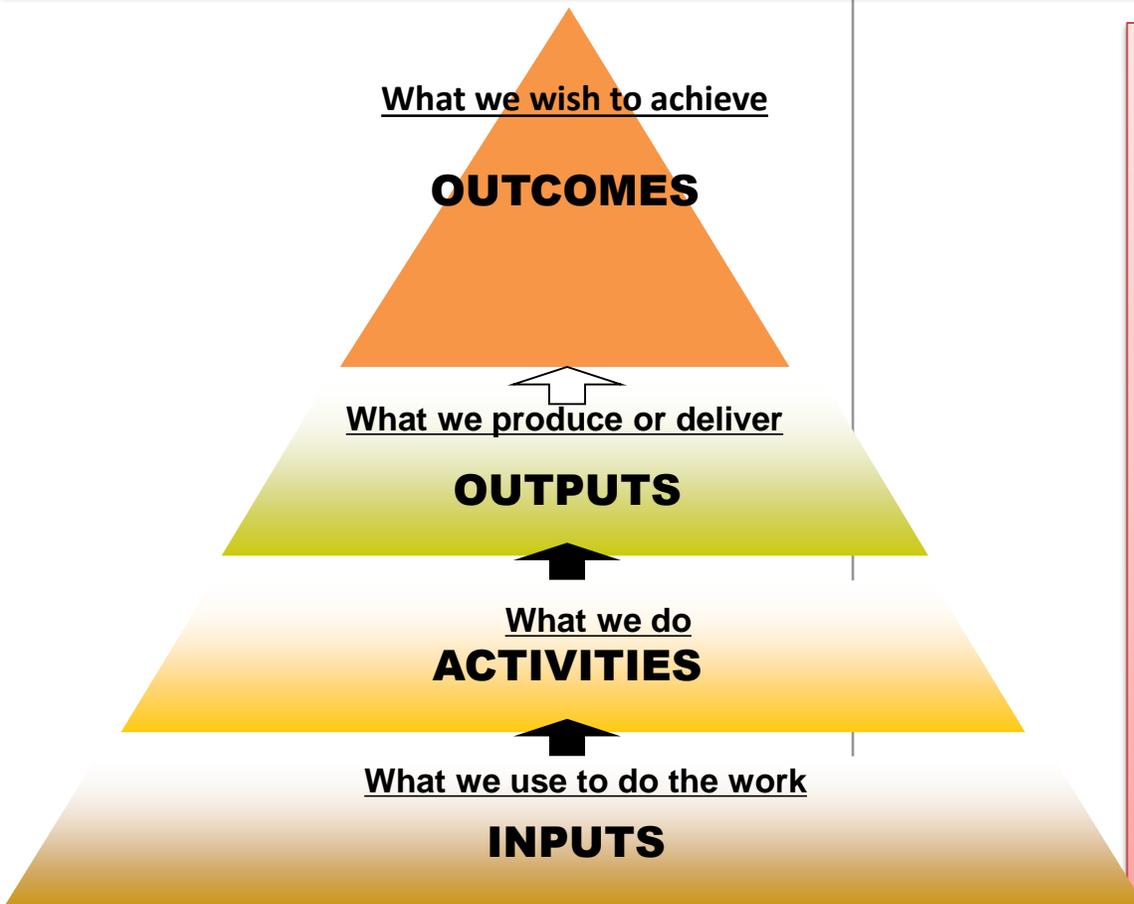
STRATEGIC FOCUS AREAS



STRATEGIC PLAN IMPACT AND OUTCOME STATEMENTS

Impact Statement

Improved country developmental outcomes as envisaged in the National Development Plan (NDP 2030) through effective implementation of the Medium-Term Strategic Framework (MTSF) 2019-2024.

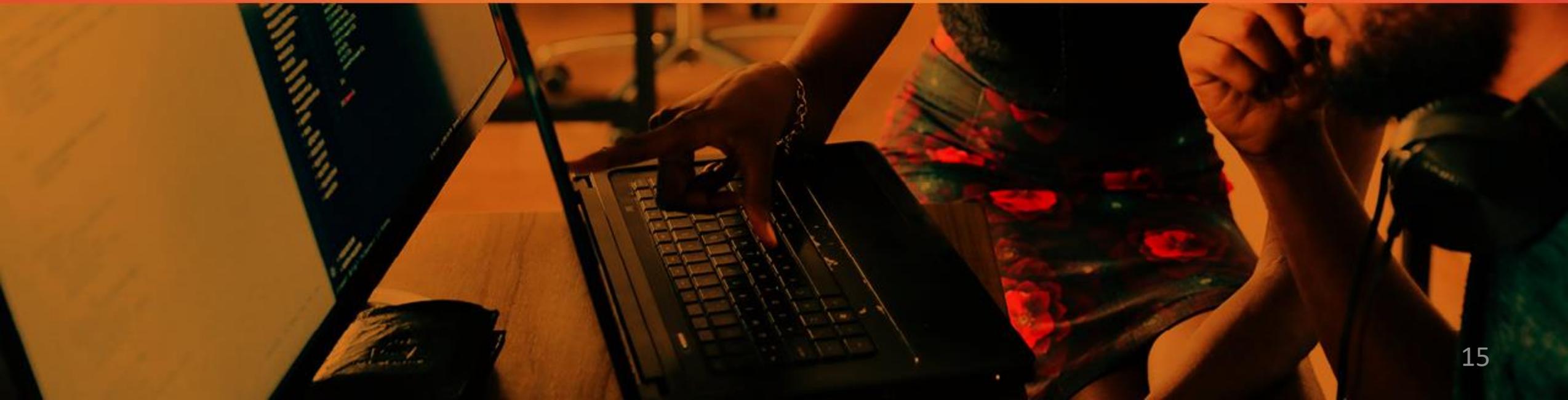


What we wish to achieve as per Strategic Plan 2020-2025-Our outcomes

1. An efficient and effective department characterized by good corporate governance and ethical leadership
2. Long and medium-term development agenda is institutionalized into a functional, integrated government planning system.
3. Citizens and Stakeholders contributing to the implementation of the NDP/ MTSF
4. Government programmes monitored for improved accountability and service delivery
5. Evidence to support the Country's developmental agenda generated



2. CAPACITY OF DPME: HOW WE ARE ORGANISED AND CAPACITATED



HOW WE ARE ORGANISED TO MEET OUR VISION AND MISSION

DPME ORGANISATIONAL STRUCTURE

Total Posts in the establishment=418 (reduced from 436 as a result of budget cuts)

Vacancy rate currently at 3,5%



Corporate Services



3. Medium Term Strategic Framework 2019-2024 and 2022 Budget Prioritisation Framework

Priorities for the Remainder of the Sixth Administration

OVERVIEW

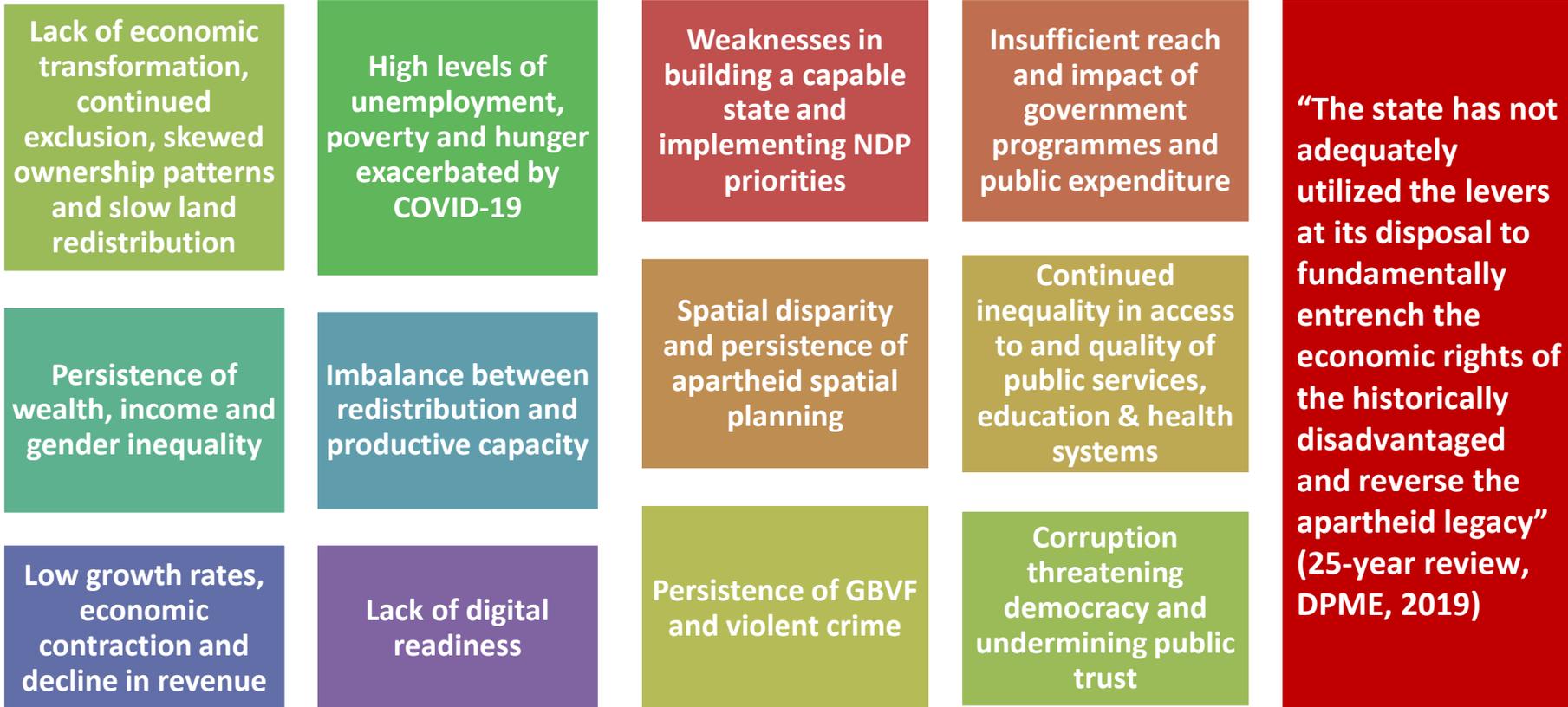
1. Introduction and background
2. Problem statement
3. The MTSF and NDP goals
4. Current context
5. Key interventions per priority area for the remaining term
6. Key priorities for 2022/23
7. Implementation approach

INTRODUCTION AND BACKGROUND TO THE MTSF 2019-2024

- The Medium Term Strategic Framework (MTSF) 2019-2024 was developed in 2019, approved by Cabinet at the end of October 2019 and officially launched with the SONA 2020 for implementation.
- By early 2020, the COVID-19 pandemic impacted on the implementation of the MTSF.
- As a result departments had to reprioritise their plans and budgets in response to the pandemic and towards recovery efforts.
- The fiscal outlook remains constrained in line with the approach to consolidation and departments will need to continue to reprioritise towards the most impactful interventions.
- The ongoing pandemic and the July 2021 unrest will further impact on the economic and fiscal outlook and worsen unemployment, poverty and inequality.
- It is notable that we are nearing the midterm of the current term of office and that we are planning for the final two years of the Sixth Administration – 2022/23 and 2023/24.

HIGH-LEVEL PROBLEM STATEMENT

Despite significant progress since 1994, critical challenges persist:



Compiled by DPME based on Statistics South Africa data, DPME 25-year Review, NPC Review and other sources.

THE SEVEN APEX PRIORITIES OF THE MTSF

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

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

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

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

NDP 2030 GOALS

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



OVERARCHING MTSF AND NDP GOALS

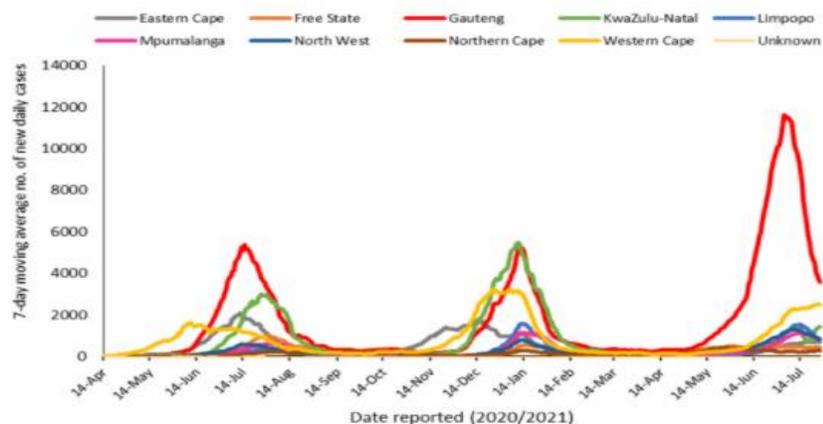
Measures and Indicators		Baseline (2019)	Current (2020)	MTSF 2024 Target	NDP 2030 Target
Growth	GDP growth	0.8%	-7.0%	2% - 3%	5.4%
Unemployment	Formal rate	27.6%	32.5%	20%-24%	6.0%
Employment	Number employed	16.3 million	15.0 million	19.3 million	23.8 million
Investment	% of GDP	18%	17.9%	23%	30%
Inequality¹	Gini coefficient	0.68	Not available	0.66	0.60
Poverty¹	Food poverty	24.7%	Not available	20%	0.0%
	Lower bound	39.8%	Not available	28%	0.0%

Compiled by DPME based on Statistics South Africa data

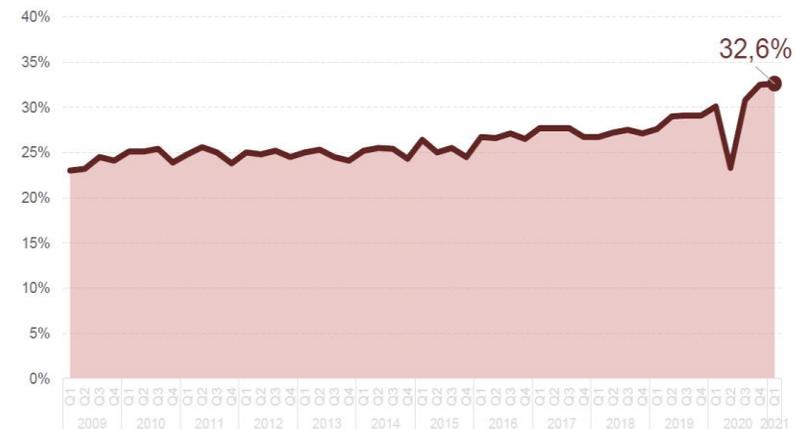
1. Note: Inequality and poverty baselines are as at 2015/16 Statistics South Africa Study

CURRENT CONTEXT: SOCIAL, ECONOMIC AND FISCAL

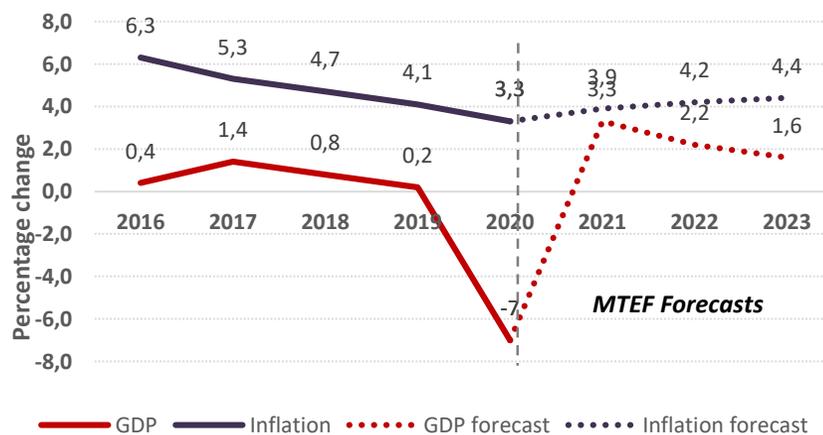
COVID-19 pandemic remains a concern and has negatively impacted unemployment, poverty and inequality



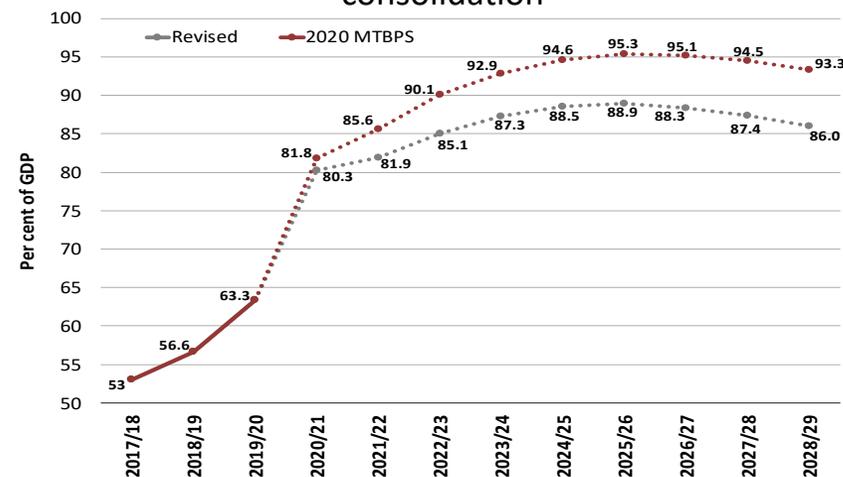
Unemployment has increased. COVID-19 decimated 1.4 million jobs in 2020



COVID-19 resulted in a -7.0% decline in growth. Significant risks will impact on recovery (3rd Wave, unrest, Interest Payments, Wage Bill, SOEs)



Fiscal outlook remains constrained to support consolidation





KEY OUTCOMES AND INTERVENTIONS

Baselines and targets in the main document

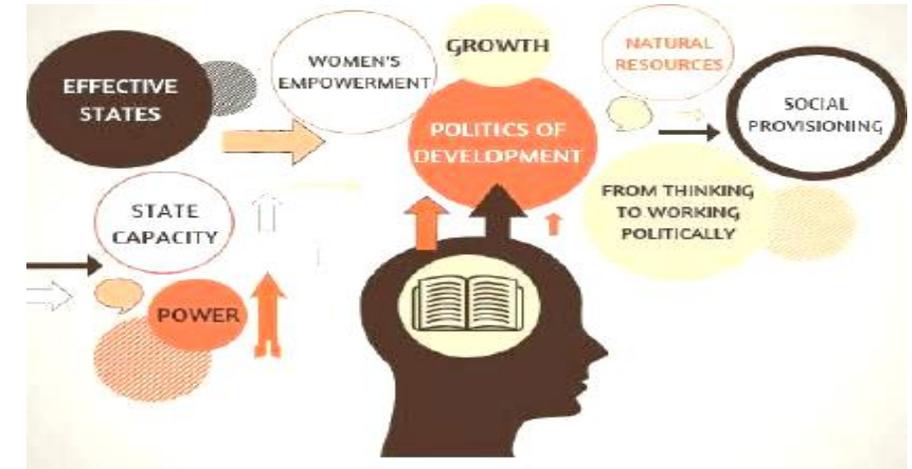
PRIORITY 1: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

▪ Key Outcomes to be achieved:

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

▪ Key Interventions:

- Implementation of the **National Anti-Corruption Strategy** towards building an ethical state;
- **Repurpose SOEs to strengthen governance systems and financial stability** with particular focus on network infrastructure SOEs;
- Modernise the state to support innovation and productivity (incl. the national **e-Government strategy** and delivery on **SA Connect targets**);
- Improve **financial management capability** in the public sector, especially at local government level;
- Full implementation of the **District Development Model** in support of Joined-Up Government and local delivery;
- Develop regulatory framework on the **rights of women, youth and persons with disabilities**;
- Enhance capacity for **Disaster Management** and future pandemics;
- **Fiscal sustainability** and strengthening SARS revenue collection capacity and modernisation.





PRIORITY INTERVENTIONS FOR 2022/23

- Establishment of anti-corruption advisory council;
- Improved implementation of performance management system, (incl. HODs and provinces);
- National Implementation Framework towards Professionalisation of the Public Service;
- Modernisation and digitalisation of public sector;
- Deal with the wage bill across government departments, public entities and SOEs;
- Repurposing of SOEs and strengthening governance systems;
- Implementation of the IFMS and strengthening municipal financial management;
- Institutionalisation of the DDM to improve coordination and delivery through “Joined-Up” Government;
- Implementation of integrated planning, monitoring and evaluation system;
- Enhance capability to deal with disaster management.

PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION (1)

▪ Key Outcomes to be achieved:

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



▪ Key Interventions:

- Continue rollout of **public employment programmes**, including the Presidential Employment Programmes and **pathways** to sustainable opportunities;
- Revise visa regime to support importation of **critical skills**, and improve processing turnaround time;
- Ensure **macroeconomic policy alignment and coherence**;
- Implementation of B-BBEE codes for **worker, community and HDI ownership**;
- Implementation of the **financial sector code review** to support transformation in the sector;

PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION (2)

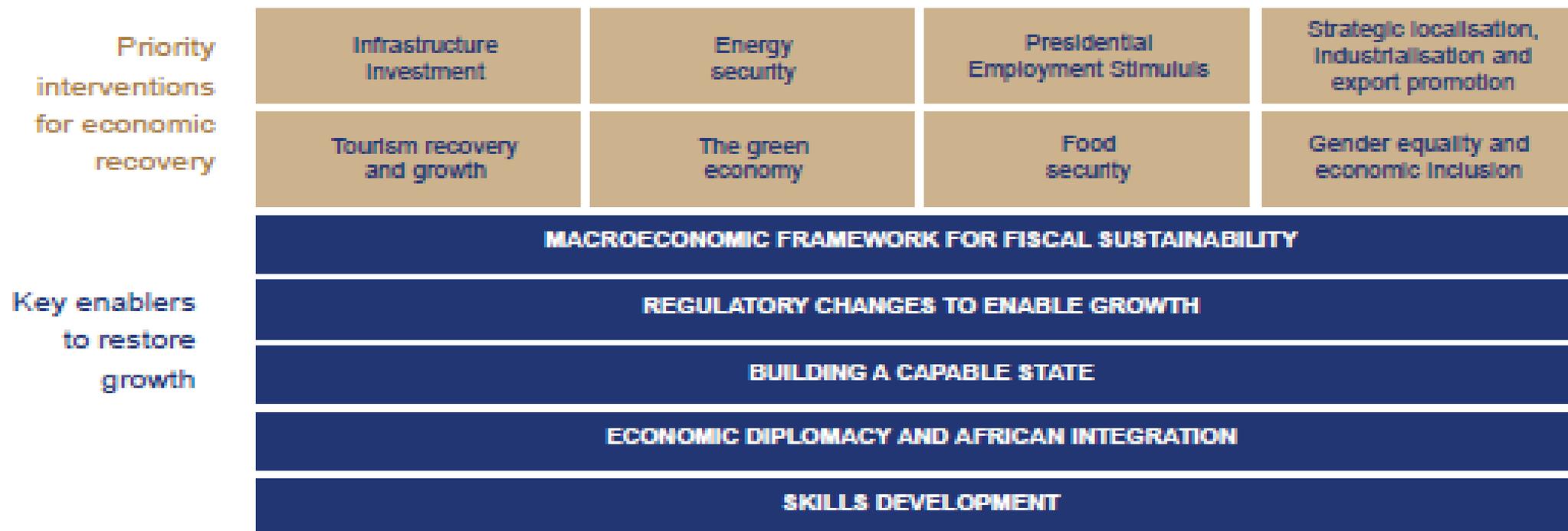
▪ Key Interventions:

- **Finalise and implement the Skills Strategy** in support of priority sectors;
- **Implementation of the industrial master plans** and create a conducive enabling environment for national priority sectors:
 - to support **industrialisation and localisation**,
 - increase **exports and employment**,
 - **empower youth, women, SMMEs and Co-operatives**
- Indigenisation of pharmaceutical production, including vaccines
- Support localisation and industrialisation through **government procurement**;
- **Spectrum licensing, broadband rollout** and reducing the cost of communications;
- **Reduce high levels of economic concentration** through rigorous implementation of the Competition Act and other regulations;
- Facilitate the increase in number of **competitive small businesses with a focus on township and rural enterprises**;
- Finalise and implement the national policy on **combating illicit financial flows** and misuse of tax havens;
- Improve the quality and rate of **infrastructure investment** in energy, water, roads and public transport systems.

ECONOMIC RECONSTRUCTION AND RECOVERY PLAN

The COVID-19 crisis presents an **opportunity to address long-term structural deficiencies** in the South African economy and place the economy on a new path to inclusive growth and job creation.

In this regard, **reconstruction** should be seen not in terms of recovery to what was, but in terms of transformation to what is next.





PRIORITY INTERVENTIONS FOR 2022/23

- Optimise public employment programmes;
- Ensure security of energy supply and finalise restructuring of Eskom;
- Support re-industrialisation through finalisation and implementation of the Master Plans¹ especially agriculture value chain and tourism
- Implement the national infrastructure plan by leveraging blended financing and building capacity for planning, procurement and delivery; specific focus on network sectors (energy, water, transport, telecommunications);
- Improve ease of doing business by streamlining lengthy regulatory processes to remain competitive and to attract investment;
- Improve readiness to leverage implementation of AfCFTA through facilitating access to markets;
- Support and integrate SMMEs, township and rural enterprises in value chains and provide access to markets;
- Economic inclusion of women, youth and persons with disabilities.
- Improved utilisation of public procurement to achieve transformation, inclusion and localisation goals

1. Completed Master Plans include: automotive, retail (CTFL), poultry, sugar, forestry, furniture, steel. Masterplans under development include: agriculture & agro-processing, chemicals, digital economy, renewable energy, gas, creative industries, oceans economy and mining & beneficiation

PRIORITY 3: EDUCATION, SKILLS AND HEALTH (1)

■ Education and Skills - Key Outcomes:

- Access to early childhood development;
- More children in foundation phase and ten-year old's read for meaning
- Youth better prepared for further study and contribution to development;
- Improved school infrastructure and teaching environment;
- Expanded access to PSET opportunities.



■ Key Interventions:

- Accelerate the **new systemic evaluation system** (especially at foundation phase);
- **Three-Streams Curriculum** Model to be rolled out by 2024;
- Redesign and reconfiguration of second-chance matric programme to 60 000 learners;
- DBE to collaborate with DCDT to ensure **80% school connectivity**;
- **Eradicate backlogs** for sanitation and inappropriate structures and ensure compliance with health protocols;
- Finalise **policy to fund the “missing middle”**;
- **Expansion of PSET** mainly through TVET and CET sectors;
- Evaluation of **blended learning** .



PRIORITY INTERVENTIONS FOR 2022/23

- Continue to expand access to pre-schooling to ensure improved school readiness of children;
- Accelerate implementation of Systemic Evaluation (especially at foundation phase);
- Support teacher training and the three stream model;
- Implementation of skills strategy in line with Master Plans and economic recovery;
- Improve school infrastructure through ASIDI and SAFE programmes;
- Expand access and performance of TVET & Community colleges;
- Support in the creative industry through the Mzansi Golden Economy programme.

PRIORITY 3: EDUCATION, SKILLS AND HEALTH

▪ Health - Key Outcomes to be achieved :

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



▪ Key Interventions:

- Accelerated implementation of national **COVID-19 vaccination programme**;
- Enabling environment and legal framework created for the **implementation of NHI**;
- Improved quality of **primary healthcare services** through expansion of the Ideal Clinic Programme;
- Implementation of the **Human Resource Health strategy**;
- Improve the **integrated management of childhood diseases**;
- Refocus on **HIV/AIDs, STIs and TB programmes**;
- Drive national health and wellness and healthy lifestyle campaigns to **reduce the burden of disease and ill-health**.



PRIORITY INTERVENTIONS FOR 2022/23

- Continued rollout of the COVID-19 vaccination programme and building capacity to localise vaccine production;
- NHI enabling environment and implementation;
- Progressive implementation of the Human Resources for Health Strategy 2030;
- Continue to strengthen the primary health system;
- Improved implementation of the National Health Quality Improvement Plan;
- Expand and improve quality of health infrastructure;
- Implement the National Strategic Plan to eradicate GBVF;
- Improve optimisation of social welfare services;
- Build partnerships through social compacting.

PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE

▪ Key Outcomes to be achieved :

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



▪ Key Interventions:

- Operationalise an **ECD planning, funding and information systems** (children 0-4);
- Develop a comprehensive social security system by **optimising the social welfare policy**, legislative framework and develop appropriate norms and standards for service delivery;
- Continued implementation of **food and nutrition security initiatives** for vulnerable individuals and households;
- Finalise and **operationalise the inclusive social protection register** for the vulnerable;
- Contribute to providing **employment opportunities and pathways** for vulnerable and poor citizens.

PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT (1)

- **Key Outcomes to be achieved:**

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



- **Key Interventions**

- Implement the **District Development Model** as a tool for integrated delivery and inclusive growth
- Finalise and implementation of the **National Spatial Development Framework**;
- Three cities redesigned as smart cities and feasibility/ **planning for new coastal city**;
- Continued implementation of **priority development areas** to support well-located human settlements;
- **Reduce title deeds backlogs** and continue to register new deeds;
- Promote **township enterprises and village economies** incl. investment and support strategy;

PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT (2)

▪ Key Interventions

- **Accelerated basic service provision** through job creating projects in water, construction of rural roads and bridges and **mass infrastructure maintenance programme**;
- Sector and municipal plans to **reduce vulnerability to risks associated with climate change**;
- **Land redistribution, restitution and tenure reform**;
- Support **agriculture and food security**;
- **Smallholder farmers supported** for food production and commercial activities;
- **Agri-hubs and agro-processing facilities** established and operational;
- **Accelerate water use licenses** for settled land;
- Expansion of the **Integrated Public Transport Networks**.



COMMUNITY DEVELOPMENT



PRIORITY INTERVENTIONS FOR 2022/23

- Accelerate a targeted approach for well-located housing
- Eradicate the title deeds backlog
- Improve service delivery through the implementation and institutionalisation of DDM incl. information management system and dashboard;
- Phased implementation of the NDSF and spatial action areas;
- Municipalities to maintain and upgrade distribution networks, especially for water and energy. Financially sustainable municipalities should be supported to obtain accreditation for sourcing their own generation.

PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES (1)

▪ Social cohesion - Key Outcomes to be achieved :

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

▪ Key Interventions:

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



PRIORITY 6: SOCIAL COHESION AND SAFE COMMUNITIES (2)

▪ Safer communities - Key Outcomes to be achieved:

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



▪ Key Interventions

- Sustain **community policing, police visibility** and finalise integrated crime and violence prevention strategy;
- Deal with corruption and fraud** through the freezing of money and recovering assets;
- Deal with organised crime** such as cable theft, drug syndicates, illicit economy, etc.
- Reduce contact crimes and improve GBVF conviction rates;**
- Implementation of the **Integrated Cybersecurity Centre;**
- Operationalise the Border Management Agency** across key ports of entry.



PRIORITY INTERVENTIONS FOR 2022/23

- Improve community policing and effective training;
- Eradicate GBVF and crimes against children;
- Deal with corruption, improve investigations and crime intelligence and strengthen the Fusion Centre;
- Deal with theft, vandalism and economic crimes (especially for critical economic infrastructure);
- Improve capacity to detect, prevent and reduce cyber crime;
- Secure border posts through the phased operationalisation of the BMA.

PRIORITY 7: A BETTER AFRICA AND THE WORLD

▪ Key Outcomes to be achieved:

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



▪ Key Interventions:

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

STRATEGIC IMPERATIVES & 2022/23 BPF PRIORITISATION (1)

- **Maintain an equitable share of resourcing** in line with Constitutional and intergovernmental mandates.
- **Government must continue to fund public goods:** Despite severe fiscal constraints, prevent regression in development outcomes including education, social development, health, basic services and peace & security (approximately 71% of current budget).
- The BPF thus proposes the following criteria that should be considered during the budget deliberations:
 - **Stabilisation**
 - **Efficiency and effectiveness**
 - **Recovery**
 - **Transformation and inclusion and**
 - **Sustainability**
- **Stabilisation**
 - Support the stabilisation given the significant disruptions caused by the COVID-19. The highest priority is given to **saving lives by reducing health risks** while also protecting those that are most at risk from socio-economic hardship. Public employment programmes remain key in supporting household incomes.
- **Recovery**
 - **Support economic recovery and employment through the ERRP.** Focus on least cost interventions and **crowding private investment.** Entities that operate within competitive markets that don't have significant market failures should be considered for rationalization or should **source strategic equity partnerships** to support sustainability. **Appropriate regulatory frameworks** should be put in to place to manage these markets and promote transformation
 - **Support sectors with higher potential for job creation and exports,** including manufacturing, construction, agriculture and trade. Public employment programmes should be targeted, support household incomes during the crisis and provide pathways to sustainable livelihoods.

STRATEGIC IMPERATIVES & 2022/23 BPF PRIORITISATION (2)

● Efficiency and effectiveness

● Prioritise interventions that are most cost-effective and impactful, especially in jobs and inclusive growth. Improved efficiency and effectiveness is essential given resource constraints. This includes reducing regulatory red tape, freeing up sectors that support private investment (supported by appropriate regulatory frameworks, leverage private financing). Most of these issues are dealt with in the ERRP. NT has adopted zero-based budgeting and expenditure reviews to support this process.

● Transformation and inclusion

● Improve equity and inclusion across society given the high levels of poverty and inequality. 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. Government should **ensure that inclusion and transformation remains a cross-cutting priority**.

● Sustainability

● Enhance medium to long-term social, economic and environmental benefits. Lays the basis for long term resilience, while building capability to deal with future needs and challenges. Supporting a **sustainable fiscal strategy**, increase access to education and develop skills, that reform long-term structural impediments, that conserve natural capital and that build adaptive capacity – all help improve socio-economic resilience.

● It is important to explore **complementarities and co-benefits** between a different mix of policy options so that multiple objectives can be achieved. For example, interventions required to improve equity and fairness, resulting in less inequality, are also essential for long-term social and economic sustainability. Interventions that bring about synergistic effects with broader strategic objectives should be given priority.

KEY BPF PRIORITY AREAS FOR 2022/23

Given the current environment, four areas are considered essential to mitigate the impacts of the pandemic, the unrest and supporting recovery:

● **Managing the pandemic**

- Interventions that save lives and support the health sector
- Rollout of the National COVID-19 Vaccination Programme
- Support household food security

● **Supporting the recovery**

- Implementation of the Economic Reconstruction and Recovery Plan
- Recovery and rebuilding to address impact of the July 2021 unrest
- Reforms to network industries, especially for energy, water, transport, telecoms
- Localisation, empowerment and inclusion
- Skills strategy to support economic recovery.

● **Employment support and relief**

- Given unemployment levels, public employment programmes should continue to support household incomes while the economy recovers.

● **Enhancing state capability to deliver**

- Supporting implementation capacity and capability for reforms
- Reforms and restructuring of key SOEs
- Combatting corruption and fraud
- Managing the public sector wage bill.

SUPPORTING MTSF/ BPF IMPLEMENTATION

Key components to improve implementation include the following:

- Annual National Strategic Plan
- Improving the quality of interventions including delivery plans/ implementation plans and theory of change
- Mainstreaming and alignment of Strategic Plans and APPs
- Budget alignment
- Geospatial referencing and spatial planning alignment
- District Development Model
- MTSF Monitoring and Reporting System and interventions
- Evaluations across intervention lifecycle
- Performance Management System
- Provincial alignment

The background features a repeating pattern of stylized human figures in orange and black. The figures are composed of thick, parallel lines forming the outlines of heads, torsos, and limbs. Some figures have a dotted pattern on their heads, while others have a grid-like pattern. The overall style is reminiscent of traditional African art or modern graphic design.

4. 25 YEAR REVIEW OF GOVERNMENT SERVICE DELIVERY IN SOUTH AFRICA

PURPOSE OF THE 25-YEAR REVIEW

- Review progress with building a new society in the democratic South Africa;
- Assess progress towards commitments made through key policy documents - the RDP 1994; GEAR 1996; ASGISA 1996; New Growth Path and National Development Plan (NDP) Vision 2030;
- Review achievements, persistent challenges, and new challenges from the internal and external environment
- Reflect on missed opportunities with a view of enabling the country to chart a sustainable path forward
- Propose priority focus areas for the future 5, 10 and 25 years

METHODOLOGY

- **Triangulation of research techniques**
- **Review of diverse data sources, including:**
 - Official statistics
 - National Surveys (Household surveys, community satisfaction surveys; Quarterly Surveys)
 - Research Reports
 - Administrative data systems
 - Published departmental information
 - Case studies
- **Other custodians of data**
 - NGOs/CBOs/FBOs
 - Academic Institutions
- **Consultations with a wide range of stakeholders**

CONSULTATION WITH STAKEHOLDERS



FOCUS AREAS OF THE 25-YEAR REVIEW

- **Chapter 2:** Identity, Nation Building and Social Cohesion
- **Chapter 3:** Gender and Building a Non-Sexist South Africa
- **Chapter 4:** Social Protection
- **Chapter 5:** Developing Human Resources and Human Capital
- **Chapter 6:** Better Quality Health Care for All
- **Chapter 7:** Economic Transformation
- **Chapter 8:** Spatial Planning and Human Settlements
- **Chapter 9:** Land Reform and Rural Development
- **Chapter 10:** Infrastructure
- **Chapter 11:** Climate change and the Environment
- **Chapter 12:** Democratising the State and Society
- **Chapter 13:** Justice, Crime Prevention and Building Safer Communities
- **Chapter 14:** Building a Better Africa and the World

FINDINGS: CORE ACHIEVEMENTS OF THE 25 YEARS OF DEMOCRACY

- A democratic, non-racial, non-sexist Constitution that represents the aspirations of all South Africans
- Massive expansion of basic and post school education and training opportunities to millions previously excluded;
- Progressive comprehensive social wage aimed at meeting the basic needs of South Africans
- Nation committed to gender equality and women's empowerment through the repeal of patriarchal laws, and the mainstreaming of gender in government policies and programmes and the dramatic improvement in women's representation in the public sector
- Creative energies in sport, arts, music, literature, film and dance, as well as science, technology and innovation.

FINDINGS: CORE ACHIEVEMENTS OF THE 25 YEARS OF DEMOCRACY

- South Africa joined the global community of nations, including: Organisation of African Unity (1994) and United Nations (UN) and played a most critical role globally;
- For most of the 25 years, the country has been on an upward trajectory on many indicators, including:
 - ❑ reduction of poverty
 - ❑ increasing access to opportunities and meeting basic needs
- Despite some adversity, life in South Africa over the last quarter of a century has become better.

25 YEARS OF DEMOCRACY: KEY CHALLENGES

- South Africa's transformation is far from complete
- Triple fault lines of **poverty, unemployment and inequality** based on race and gender stubbornly persist
- Key features of inequality include:
 - Income, asset and wealth inequality
 - High levels of concentration in the economy
 - Persistence of apartheid spatial inequalities and injustice
 - High levels of unemployment, particularly affecting youth and women
- Failure to structurally transform the economy and creation of economic opportunities

25 YEARS OF DEMOCRACY: THREEFOLD MISSED OPPORTUNITIES

1

South Africa has not been able to build a **capable developmental state** to change the trajectory of economic and social transformation.

2

South Africa adopted a mode of service delivery, which made us gradually become **distant from communities and civil society**, rather than advancing participatory democracy, where people are partners in their own development.

3

Failure to structurally transform the economy - which has seen us continue on a trajectory of uneven development

LOOKING INTO THE FUTURE: GROWING SOUTH AFRICA – THE NEXT 5 YEARS

The journey towards 2044 must be characterised by a new vision of a South Africa that is:

- Free of hunger in five years time
- Liberated from poverty
- A great nation with a skilled population with equal opportunities, and where inequality is unknown
- A South Africa in which citizens live where they prefer to, not restricted by income, race, class or gender
- Characterised by a decentralised economy where villages and townships are vibrant places of residence

LOOKING INTO THE FUTURE: GROWING SOUTH AFRICA – THE NEXT 5 YEARS

Government and the people of South Africa must:

- Build a **national compact on economic transformation**, that addresses economic exclusion, inequality and unemployment
- **Consolidate and strengthen the social wage** to ensure that all South Africans have a basic standard of living
- Improve the **quality of basic services** and government responsiveness
- **Close the gap** for those who still have no access to basic services, including through providing quality health care and education
- Focus on an **education and skills revolution** to create real equality of opportunities for all South African children and youth
- Deliberately and proactively dismantle apartheid **spatial patterns**, through integrated spatial planning
- Foster **active citizenry** to strengthen social cohesion, non-racialism, non-sexism, development, democracy and accountability.

GROWING SOUTH AFRICA TOGETHER: HOW DO WE GET THERE

By strengthening institutions and capabilities, through:

- An **effective and efficient developmental state**, achieved through an ethical, service orientated and professional public sector, supported by DFIs, SOEs and PE, uprooting corruption and strengthening systems to promote accountability
- Strengthened **planning, monitoring and evaluation capacity** across all areas of government
- Translating the aspirations and opportunities into a **detailed and spatially referenced national implementation plan**, with clear interventions, outcomes and annual targets, **supported by a human resource plan for developing skills required by the economy.**
- Adopting a **social compact** that sees government working with civil society, academia, private sector and other sectors through partnership and agreements for real consensus building and cooperation on identified priorities

GROWING SOUTH AFRICA TOGETHER: HOW DO WE GET THERE

By:

- Developing a reimagined and sustainable **industrialization strategy** that pays attention to South Africa's competitive advantage areas as well as both the rural and township economies, where the majority of South Africans reside
- Improve the model of **infrastructure** implementation through:
 - ❑ transforming the implementation mode to strengthen and improve integrated planning of infrastructure and improving coordination at SIP level;
 - ❑ enabling community involvement upfront and during implementation and ongoing maintenance;
 - ❑ creating a special package of financial and institutional measures to boost construction and rollout of infrastructure;
 - ❑ increasing the infrastructure planning, implementation, and maintenance capacities at all spheres of governance; and
 - ❑ increasing the amount of money available for overall infrastructure investment, through leveraging funding from the New Development Bank and other DFIs as well as the private-sector.
- Directing departments, DFI's and SOE's and the private sector to support the economy through investing in productive sectors, increasing local procurement and supporting broader transformation, whilst integrating with the **African Development Bank's "High 5s"** namely: to facilitate lighting up and powering Africa, feeding Africa, Industrialising Africa, Integrating Africa, and improving the quality of life of Africans.

GROWING SOUTH AFRICA TOGETHER: HOW DO WE GET THERE

By:

- Promoting South African economic and social development through **regional integration** of SADC, and the African continent
- Growing the country's **exports** towards the NDP target of 6% growth in total exports through to 2030 - particularly exports to the rest of Africa; the 28 EU countries and China
- Supporting the **small business sector** in South Africa through removing barriers to entry, creating supportive market institutions, facilitating access to industrial or retail sites, availing infrastructure, and enhancing business skills
- Maximising dividends from opportunities presented by the **4th Industrial Revolution**
- Urgently rolling out universal access to the **internet**, availing free access to the internet at the point of use in all public schools and post school education and training institutions, and significantly decreasing the **cost of data**.
- Creating an engendered and caring society, partnership with communities to achieve developmental objectives
- Reigniting and invigorating a **people-driven process of democratic governance**

25 YEAR REPORT CONCLUSION

“Although much has been achieved, we could have moved faster and the quality of services could have been much better. We accept that mistakes have been made and in some critical areas, progress has stalled”.

***President Cyril Ramaphosa, ANC's 2019 Election Manifesto,
12 January 2019***

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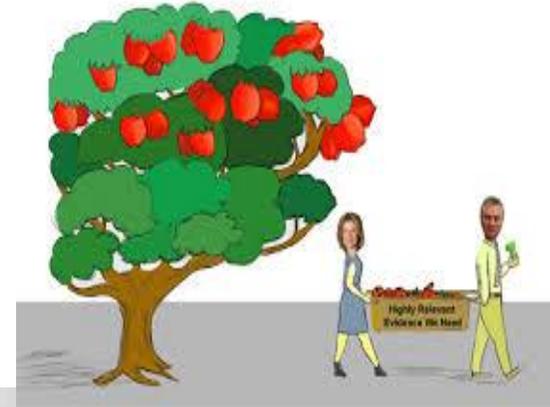
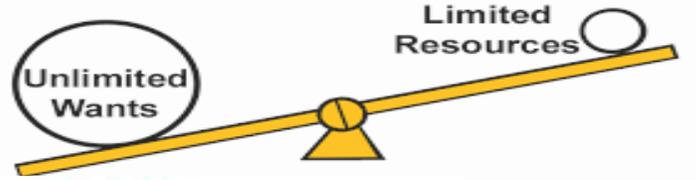
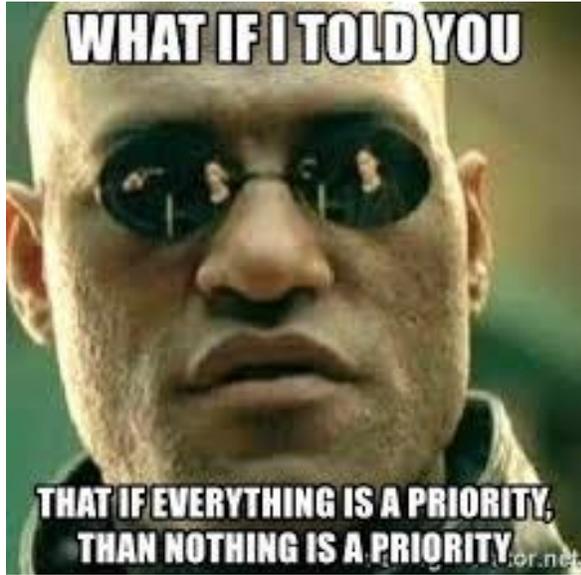
5. MONITORING SYSTEMS

MTSF Monitoring through the POA

It consisted of:

- System and structures to coordinate implementation, assess progress and address obstacles and blockages (TIFs, MIFs, MinMecs)
- Reporting tools and templates to record and report progress
- Accountability to Cabinet

THE SHORTCOMINGS:



SHORTCOMINGS AND LESSONS LEARNT

SHORTCOMINGS AND LESSONS LEARNT	SOLUTION
<ul style="list-style-type: none"> Engagements between the President and Ministers or groups of Ministers and MEC's were not sustained around the signed performance agreements. 	<p>Introduce performance agreements for Ministers and re-instate structured engagements with President so that performance monitoring information serves to drive delivery performance forward and improve accountability.</p>
<ul style="list-style-type: none"> Performance measurement focussed mainly on activities and not on impacts or improvements the activity led to. 	<p>Improve indicator definition and measurement – limit/eliminate operational and process oriented indicators and targets</p>
<ul style="list-style-type: none"> Failure to achieve expected socio-economic outcomes and targets has not led to a change in existing programmes and implementation strategies. 	<p>Ensure priorities underpinned by coherent delivery plan that includes a programme theory</p>
<ul style="list-style-type: none"> Coordinated and integrated delivery was undermined by less than optimal cooperation and commitment amongst delivery departments. 	<p>Development priorities should determine implementation coordination arrangements to ensure they are fit for purpose</p>
<ul style="list-style-type: none"> Spheres and entities continued to develop plans and strategies that were not in line with the NDP. A silo-approach to working was still evident 	<p>Strengthen oversight and analysis of SPs and APPs to ensure alignment with national priorities.</p>
<ul style="list-style-type: none"> MTSF had too many priorities, targets and indicators that were given equal weight and importance. 	<p>National development plan contains focused set of limited priorities</p>
<ul style="list-style-type: none"> MTSF currently only monitors governments contribution to the NDP 2030 priorities, while that of other sectors of society is not considered e.g. labour, business, civil society. 	<p>Include non-government sectors contribution to national priorities in the monitoring system – through job summit and PPGI</p>
<ul style="list-style-type: none"> Institutional weaknesses and failures have a bearing on the successful implementation of plans, programmes and initiatives such as the NDP. 	<p>Review and rethink the role of MinMecs/Implementation Forums. Often meet on the eve of reporting week to 'fix' the report before it goes to Cabinet.</p>
<ul style="list-style-type: none"> There is a need for DPME to play an active role in the review of performance, problem solving and driving delivery 	<p>DPME to play a more effective role as the custodian of the national development project i.t.o. setting of clear priorities, outcomes and targets, ensuring policy coherence and alignment, monitoring achievement of intended results and evaluating development impact . Play a more activist role in terms of performance reviews, problem solving and driving delivery forward.</p>

MTSF IMPLEMENTATION TRACKING AND REPORTING

What is new or different in the 2019-24 system

- First and foremost – the name POA is a misnomer. Name is changed to: the MTSF Monitoring and Reporting System (MTSF – M&RS)
- Integrated monitoring and performance assessment framework utilising the full gambit of DPME's (and relevant external) M&E systems footprint
- Incorporates monitoring of both 5 year MTSF and annual SONA commitments – role of DPME with regard to the district delivery model to be determined with DCOG.
- Revised system and structures to coordinate implementation, assess progress and address obstacles and blockages
- Revised Reporting tools or templates to record progress
- Accountability is directly to Cabinet and President
- Regular and continuous engagement with and providing intervention support to departments

IMPLEMENTATION PARADIGM – FIRST THINGS FIRST

Departments will need to ensure that their priorities in the MTSF and SONA are supported by a delivery plan with the following elements:

- Formulating the aspiration: A clear statement of goals, outcomes and targets for the priority
- A coherent theory of change – articulating the best way to achieve the aspiration based on relevant theoretical literature and research on local and international cases
- Setting specific milestones to be reached with leading indicators.
- Interventions (addressing inhibitors/constraints and identifying drivers of performance).
- Agreeing on who is involved and how those involved will go about contributing to the priority
- A delivery trajectory mapping out the points from current performance (baseline) and showing how implementation of initiatives will shift performance towards the set outcome and target.
- Points along the delivery trajectory will be used to conduct rapid impact assessments to establish whether real improvement is happening on the ground.

Crucially departments will have to ensure that the priorities they are responsible for are reflected in their strategic plans and annual performance plans so that they are properly planned for as per the above and appropriately resourced.



INTEGRATED MONITORING FRAMEWORK

- The integrated system will be deployed to provide credible data and an evidence base against indicators and targets in the plan to compare actual results against the set targets.
- Key objective of monitoring: measuring and analysing performance on the interventions or programmes implemented and assessing the extent to which these are on course to achieving the set objectives and targets.

Elements of the integrated monitoring system

PURPOSE:

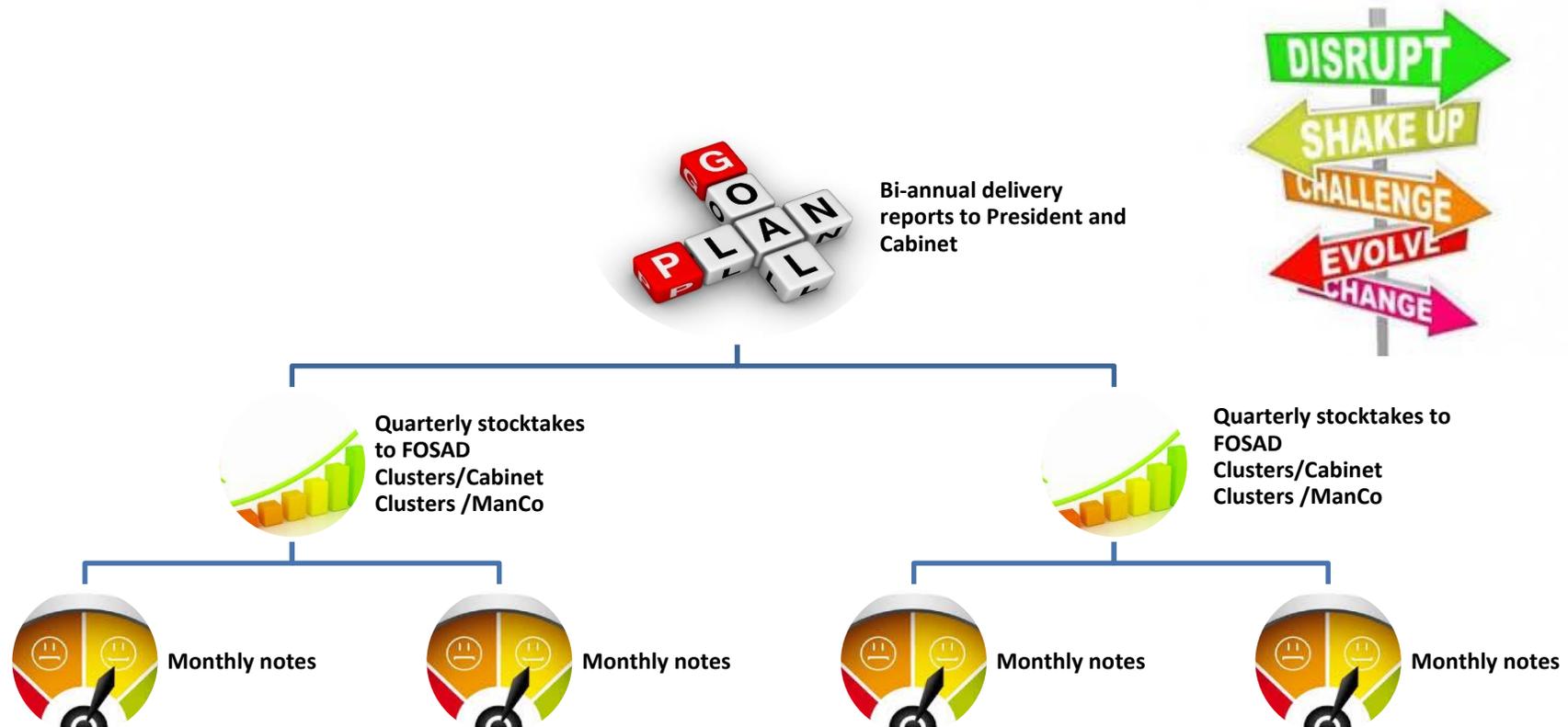
- To improve the structure, performance of institutions, programmes, projects and operations
- To improve accountability and transparency
- To support decision-making
- To generate knowledge

TOOLS / MECHANISMS

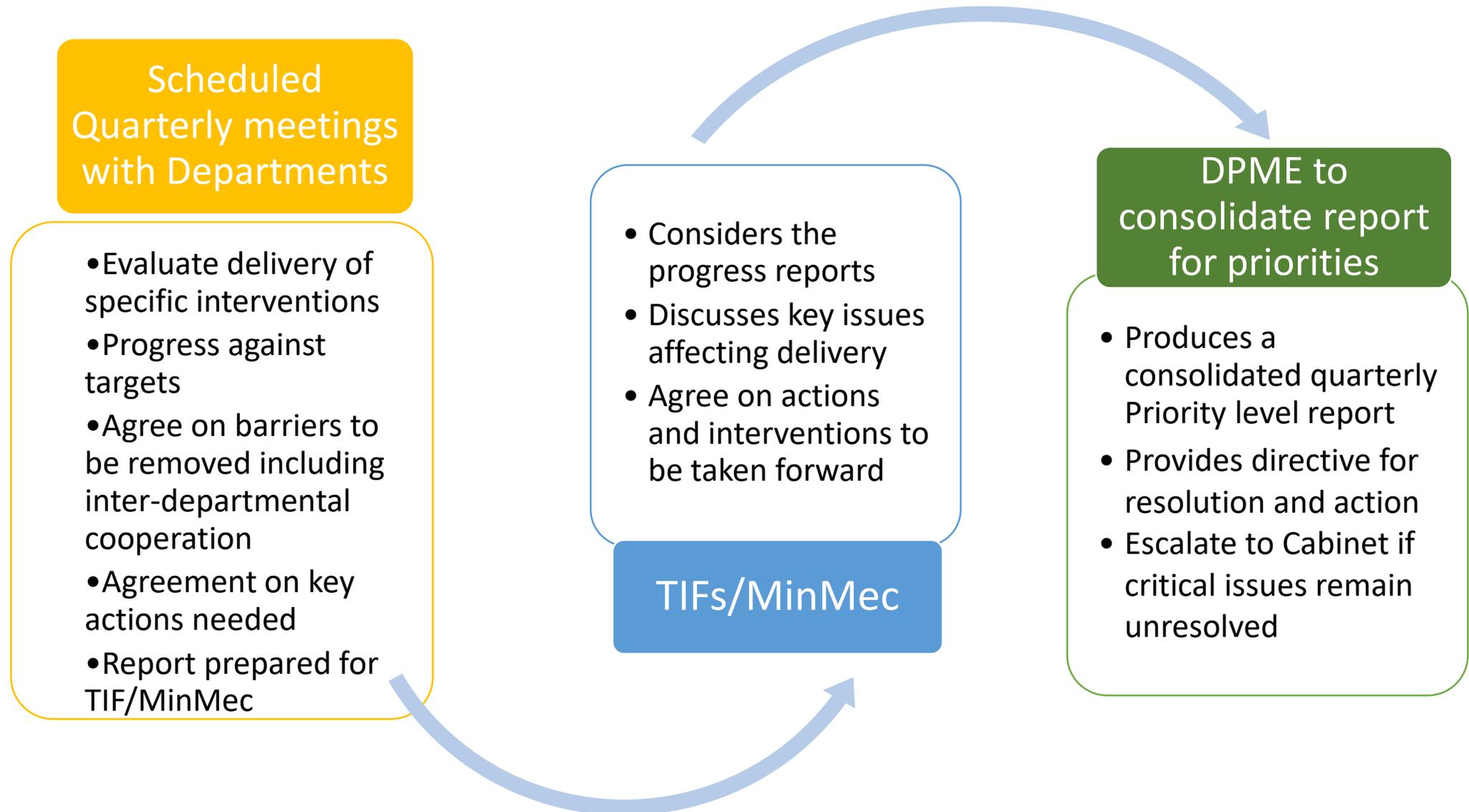
Ministerial Performance Agreements (MPA)	Programme of Action (PoA)	Alignment of Strategic Plans & Annual Performance Plans	Quarterly Progress Reporting (QPR)	Rapid assessments of implementation impact	Frontline Service Delivery Monitoring & Presidential Hotline	Validation and Intervention Support (V&IS)
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DELIVERY MONITORING OF THE NATIONAL PRIORITIES

The overriding imperative is to make monitoring tighter and limit progress reporting to the President and Cabinet directly. Implementation coordination, delivery monitoring and problem solving should be done at the technical level. Political intervention should be the outcome of deliberations at Cabinet.



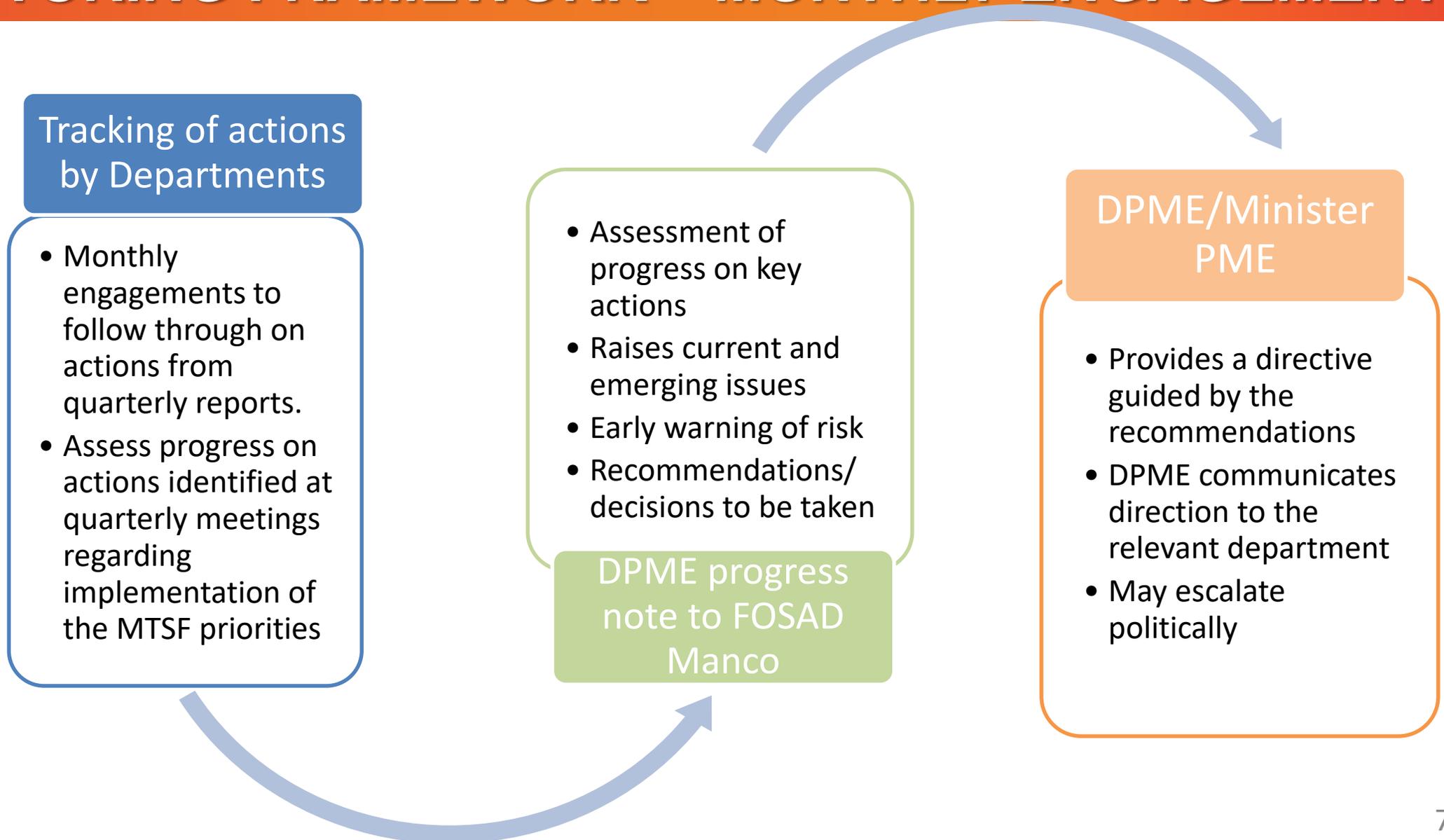
MONITORING AND REPORTING – QUARTERLY MEETINGS



MONITORING AND REPORTING – QUARTERLY MEETINGS

- The DPME meets with departments to review progress and produces focused departmental quarterly reports based on the discussions and decisions taken at the meetings.
- The reports will provide actions or intervention support measures essential to ensure the implementation of the MTSF and tabled at TIFs/MinMecs.
- TIFs/ MinMecs focused meetings held on a quarterly basis. DPME to participate in the meetings.
- The meeting takes stock of the progress on the MTSF to date, discuss barriers and remedial measures.
- Once finalised at TIFs/MinMecs, the departmental quarterly reports will be collated/ consolidated into a Priority level report.

MONITORING FRAMEWORK – MONTHLY ENGAGEMENTS



INTERVENTION SUPPORT

Intervention support will entail:

- ❖ Engaging relevant departments to understand the nature of the challenges hindering and constraining delivery performance using root cause analysis techniques – engagements are fixed and regular.
- ❖ Analysis to develop understanding of the impact that these challenges will have on the achievement of national priorities if not addressed.
- ❖ The analysis will culminate in remedial actions to drive delivery forward
- ❖ Progress with implementation of corrective measures will be monitored and reported on through the monthly engagements with departments and clusters.

MONITORING FRAMEWORK - BI-ANNUALLY

Departmental Reports on Priorities

- Initial in-depth delivery reports provided to DPME
- DPME engages with departments regarding performance
- Final in-depth delivery report (not a tick box) provided to DPME after engagement

- DPME evaluates progress and consolidates the inputs at priority level
- Prepares a delivery update that is evidence-based and that provides a prediction of the likelihood of achieving the priority and the expected results and impacts – not just a tick-box.
- Identify the key actions needed for the next six months

DPME Assessment

President and Joint Cabinet Committee

- Six monthly progress report submitted to President and Joint Cabinet Committee
- Joint Cabinet Committee provides a directive on actions and recommendations
- M&RS system updated following Cabinet discussion and approval of bi-annual report
- DPME provides feedback to Departments and clusters post cabinet

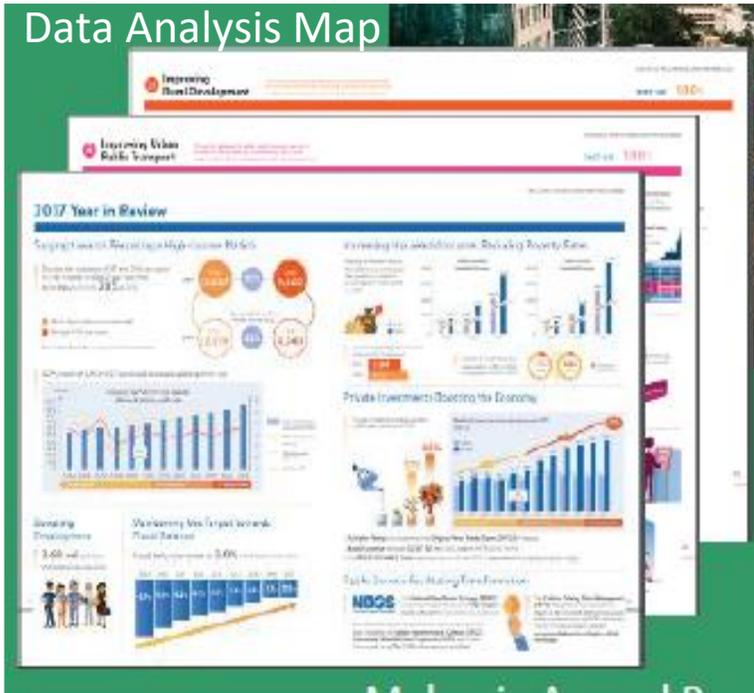
PERFORMANCE AGREEMENTS

Each performance agreement will contain a set of specific targets backed by measurable performance indicators from both the MTSF and SONA. The process of performance monitoring, evaluation and reporting against the targets will be as follows:

- The DPME will prepare a report card on progress with the targets in the respective agreements for the benefit of the President
- In preparation of the scorecard, DPME obtains initial progress reports with supporting evidence from the department.
- The report and data are analysed, triangulated (where possible) with other data sources to validate the report and a draft scorecard is produced by DPME which is discussed with the department to resolve queries before finalisation. Validation will also include random onsite visits by DPME to verify if delivery took place and within the specifications as set out in the agreement.
- The scorecard which includes key issues affecting delivery, early warning risks and emerging policy issues is sent to the President and the relevant Minister prior to the meeting.

PERFORMANCE ASSESSMENT AND REPORTING

Data Analysis Map



Analytical report



Score card

PRIORITY 1: ECONOMIC TRANSFORMATION AND JOB CREATION							
JOB IMPACT: UNEMPLOYMENT REDUCED TO 26.2% WITH 3 MILLION NEW JOBS ESPECIALLY FOR YOUTH ECONOMIC GROWTH OF 2.2% AND GROWTH LEVELS OF INVESTMENT TO 2% OF GDP							
Outcomes	Indicator	Baseline	Target	Cumulative Performance in previous period	Actual Performance in current period	Alignment/Rationale Summary	Data Source
More jobs are created and sustained, with youth, women and persons with disabilities prioritized	Employment rate (%)	27.2%	26.2%		26.2%		
Leading to accelerated inclusive growth	GDP	188,267B	23%				
Continuation, facilitation and support	Private growth in value for industrial policy sectors (textiles, agriculture & agro-processing, ICT, chemicals, gas, steel and metal fabrication, leather, ICT, plastics, health, mining, renewables, green economy, ocean economy, creative economy)	New indicator	4%				
Active competitiveness through education	Post-secondary formal sector competitiveness index for ICT sector	Private GDP 2017	100/100				
Private competitiveness and innovation and expanded small business sector	Private contribution of small business to GDP	30%	30%				

- Bi-annual reports to Cabinet - 3 components – data analysis and delivery trajectory mapping; analytical reports; score cards
- Not a tick box or simple colour coding system
- Combination of data sources used to arrive at a rigorous assessment of progress – focussing on impacts and results

PRIORITY SCORE CARD – IMPACT STATEMENT

PRIORITY 1: ECONOMIC TRANSFORMATION AND JOB CREATION

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	Indicator	Baseline	Target	Cumulative Performance in previous period	Actual Performance in current period	Judgement/Rationale Summary	Data Source
More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Unemployment rate (%)	27.6%	20-24%		29.1% (Q2)		
Investing for accelerated inclusive growth	GDP	0.8% (2018)	2-3%				
Industrialisation, localisation and exports	Percentage growth in exports from national priority sectors (automotive, agriculture & agro-processing CTLF, chemicals, gas, steel and metal fabrication, tourism, ICT, defence, health, mining, renewables, green economy, oceans economy, creative industries)	New Indicator	4%				
Improve competitiveness through ICT adoption	World Economic Forum Global Competitiveness Index for ICT adoption	Ranked 89 th 2019	Ranked 70 th				
Reduce concentration and monopolies and expanded small business sector	Percentage contribution of small business to GDP	35%	50%				

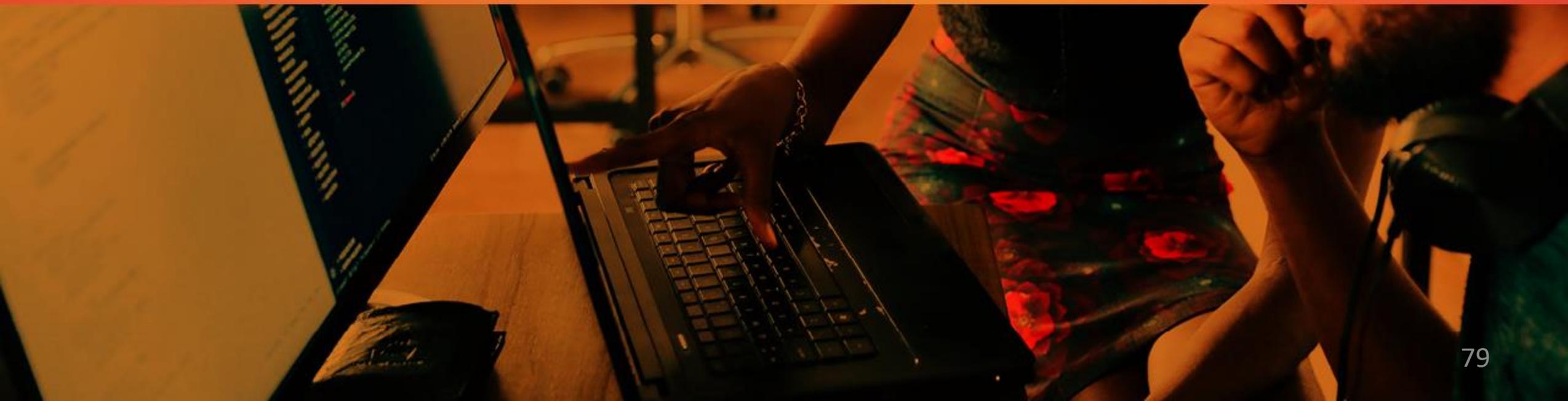
REPORTING TEMPLATES

Outcome 1: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised

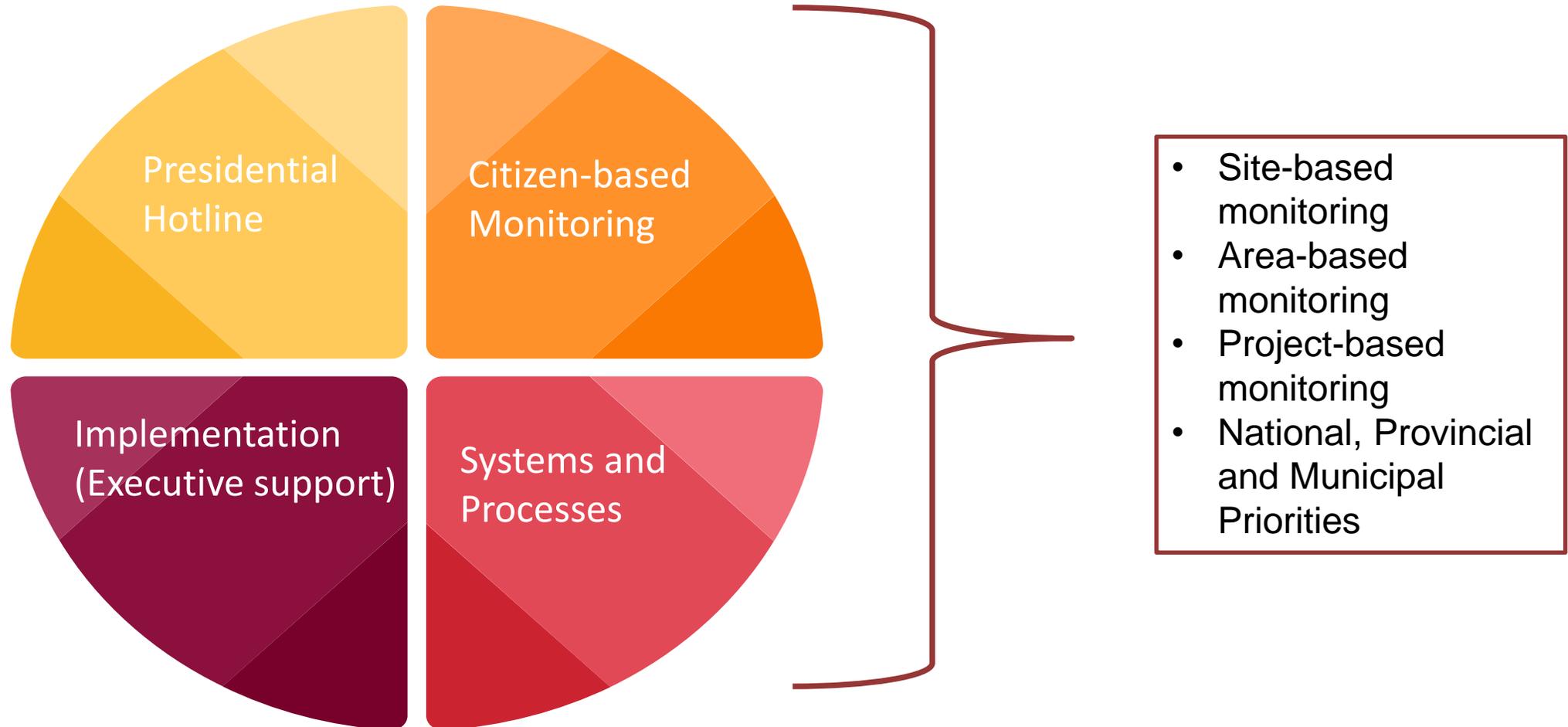
Intervention Indicator	Baseline	Target	Cumulative Performance in Previous Period	Actual Performance in Current Period	Judgement/Rationale Summary	Dept. & Data Source
1. Number of jobs created per year through Job Summit initiatives.	New Indicator	275 000 jobs created per year until 2020.				Presidency PMO
2. Number of Jobs created through Operation Phakisa.	9 146	402 950 jobs created by 2024				
3. Number of work opportunities reported through other public employment programmes.	4.4 million work opportunities	5 million work opportunities created by 2024				
4. Number of youth NEET absorbed in employment.	New Indicator	One million youth jobs by 2024.				
5. Draft employment policy developed, consulted, piloted and implemented.	New Indicator	Employment policy drafted and implemented by 2024.				
6. Revise the visa regime to support importation of highly critical skills, Improve processing turnaround time	Visa regime revised 85% of critical skills visas adjudicated within 4 weeks for applications processed within the RS	Implementation of revised visa regime 95% of visa applications adjudicated in 4 weeks by 2022.				



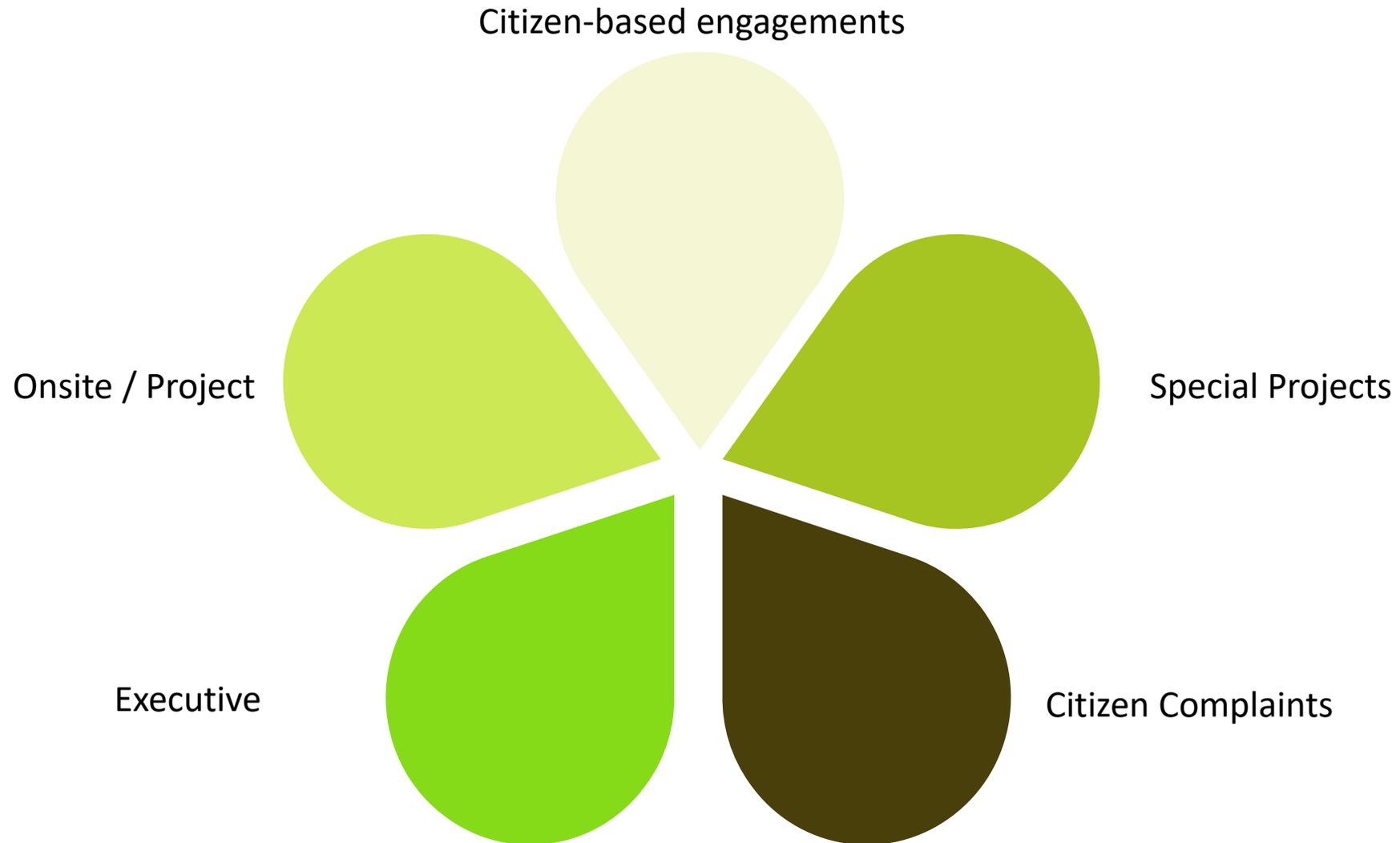
FRONTLINE MONITORING



FRONTLINE MONITORING AND SUPPORT COMPONENTS



TYPES OF FRONTLINE MONITORING



CABINET – APPROVED CBM FRAMEWORK

The CBM framework sets out DPME’s role and responsibility with regard to citizen-based monitoring:

“The Department of Performance Monitoring and Evaluation acts as custodian of this framework and will provide advisory and technical support to government departments in adjusting their M&E practices. It will provide technical and funding support to a small number of service delivery departments to incorporate CBM approaches into the service delivery value chain. DPME will focus on strengthening government’s ability to engage with civil society to achieve constructive partnerships around monitoring for service delivery improvements. DPME will also provide a knowledge and learning hub for good practices in CBM and assist the PALAMA (Public Administration Leadership and Management Academy) and other training entities, if required, to build capacity to provide appropriate training and incorporate good practices into training materials.” (DPME 2013)

APPROACH TOWARDS IMPLEMENTING CBM

Community and staff feedback



Responding to citizen priorities



Monitoring commitments



This model was developed by DPME in partnership with DSD, SAPS, DoH & SASSA through a pilot experience and can be customised and applied in the different contexts, but ensures that there is a guideline directing the work of CBM and its institutionalisation within government.

- Gathering community feedback on a particular service through surveys, focus group discussions & community meetings
- Using this feedback to develop a set of actions and commitment through a participatory process involving community members, local leaders and frontline officials (*Nkntlwe ke go Utlwe/ Ndive Ndikuve dialogues*)
- Monitoring and reporting on the actions agreed to achieve the commitments.

The model was rolled out in 34 government facilities (DSD, SAPS, DoH & SASSA) across the 9 Provinces, as part of the pilot. SAPS subsequently led its own pilot in 9 police stations

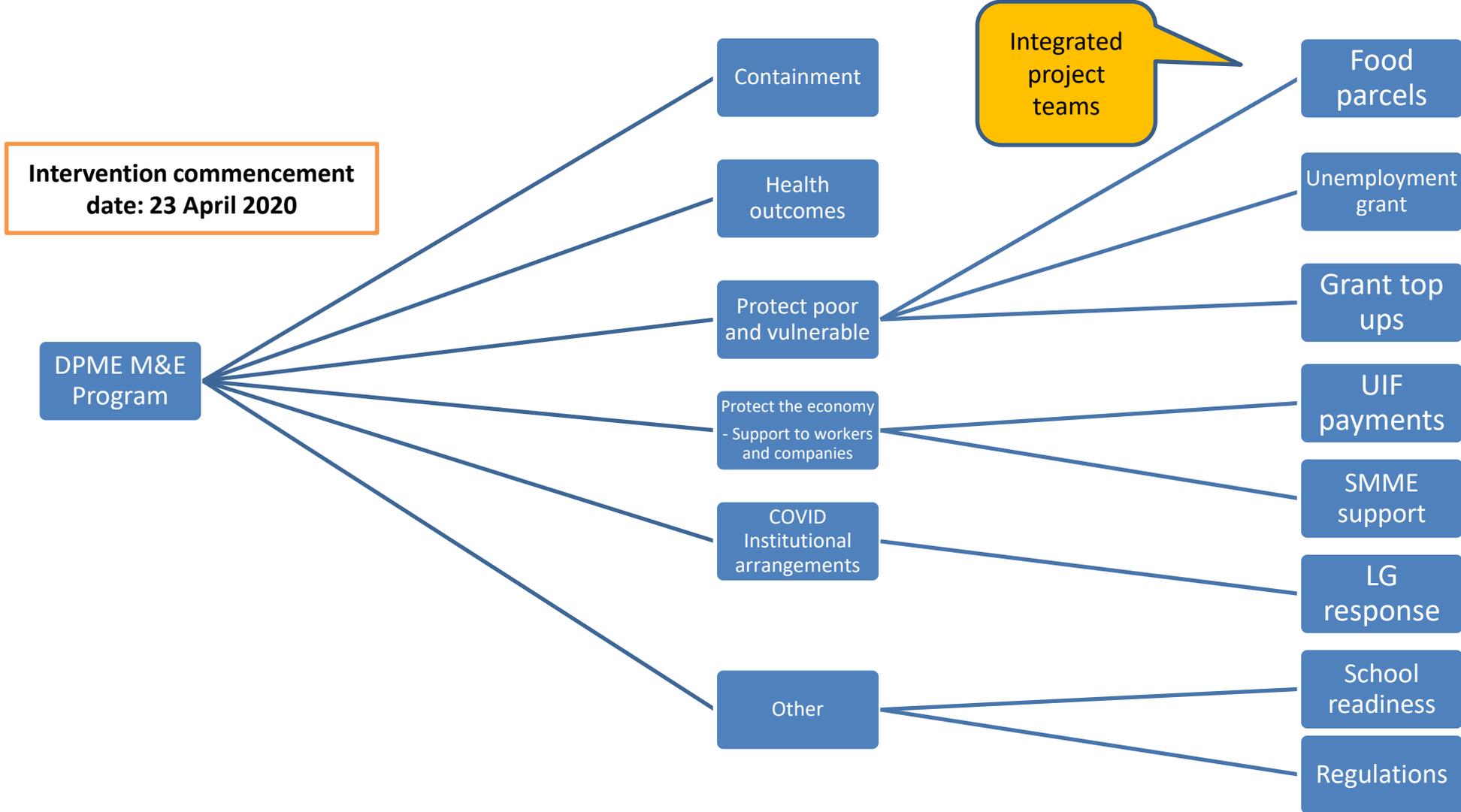
APPLICATION OF CBM MODEL TO IDP PROCESS

- CBM/IDP implementation in Umsobomvu Local Municipality (2017); Lesedi Local Municipality (2018) & Dawid Kruiper Local Municipality (2019).
- The rationale is to address the following:
- Inadequate participation of sector departments disregarding the logic of integrated planning.
- Community participation enabled primarily through community meetings and over-reliant on representative forums.
- This participatory mechanism draws on the assumption that legitimately elected leaders will consult the community extensively before making submissions to the forum.
- Needed to explore other means through which to stimulate and widen participation including of those people who may have elected to step away from government participatory spaces.

REFLECTIONS ON CBM/ IDP PROCESS

- This exercise was resource-intensive, and public participation budgets are disproportionate to the effort required to run a meaningful process
- Lack of awareness and monitoring capacity of plans and budgets
- Sustainability of the citizen monitoring of commitments may be threatened if community or ward level structures are not integrated into a government wide reporting and monitoring system, that involves the three spheres of government.
- Need to improve the functionality of governance structures/legislated participatory structures to sustain monitoring efforts.
- Need to optimize use of technology to create interactive conversation in real time, and for centralization of information.

COVID-19 PROJECTS 2020/2021



2020-2021 FRONTLINE MONITORING COVERAGE

- Districts covered: Waterberg District (LP), Harry Gwala District (KZN), Ethekewini (KZN) & Cape Metro District (WC) & Overberg District (WC).

Focus Areas:

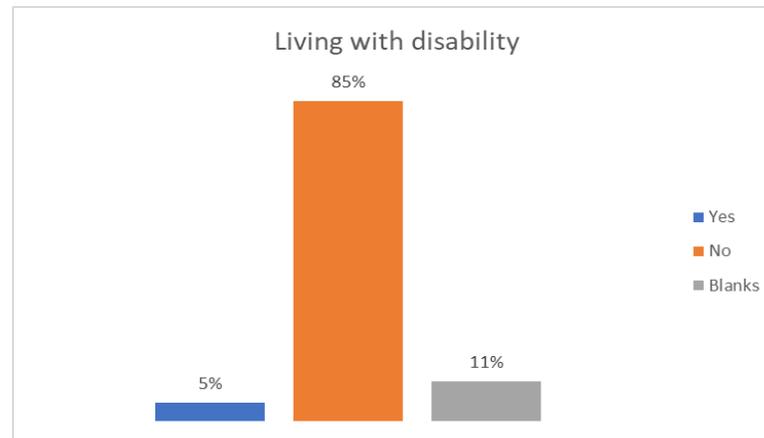
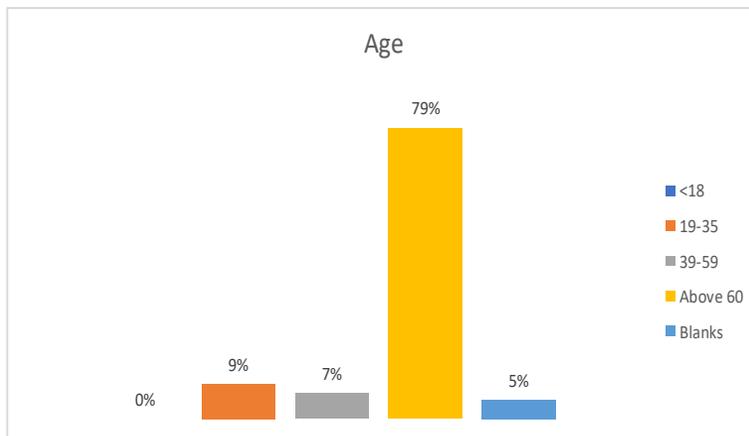
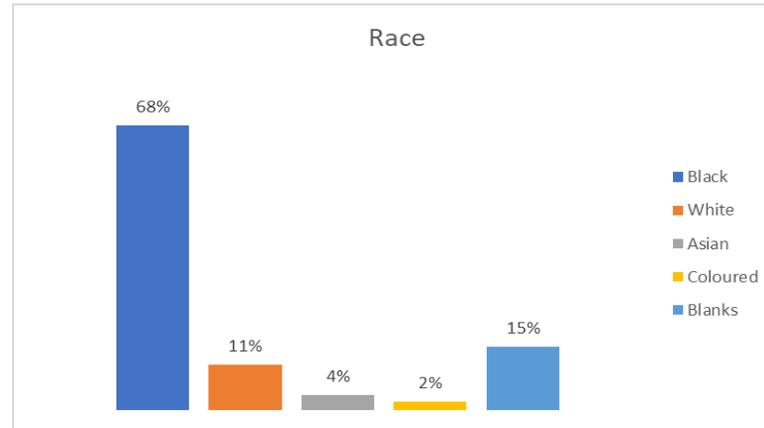
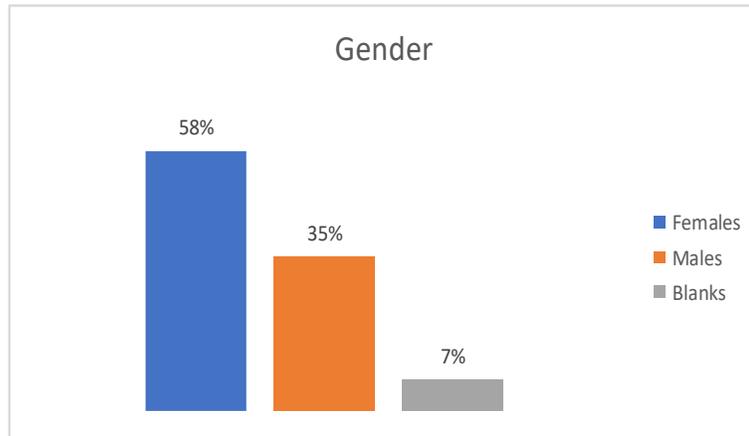
- Distribution of Social Relief of Distress Grant, Implementation of Health response plans to COVID-19 pandemic, Implementation of Education response plans to COVID-19 pandemic and school readiness, Provision of basic services in Local Government, Provision of food parcels, Financial support to SMMEs, Compliance to COVID-19 protocols, Tracking progress on previously monitored service delivery sites.

Methods of monitoring :

Administering structured beneficiary and Staff questionnaires , Focus group discussions with Community Development Workers (CDWs), Hospital Boards, School Governing Bodies (SGBs), Community Policing Forums (CPFes), Youth Formations & Community-based Organisations.

CITIZEN MONITORING OF THE VACCINATION ROLLOUT

CITIZENS PERSPECTIVE (DEMOGRAPHIC ANALYSIS)



Collection of citizen views, experiences and insights gathered through structured interviews at vaccination sites and call-in/interactive shows on three community radio stations.

A total number of **257** citizens were interviewed across the nine provinces in the identified vaccination sites for monitoring.

From the total number of citizens interviewed 150 (58%) were female, 89 (35%) male and 18 (7%) had not been classified.

A total of 202 citizens interviewed, fall into the age category of above 60 years which constitutes a majority at 79%, followed by citizens within the range of 19-35 years at 24 (9%).

Of the citizens interviewed 176 were black which places them in the majority at 68%, followed by whites 28 (11%), Asians 9 (4%) and Coloureds 5 (2%).

SUGGESTIONS MADE BY INTERVIEWED CITIZENS

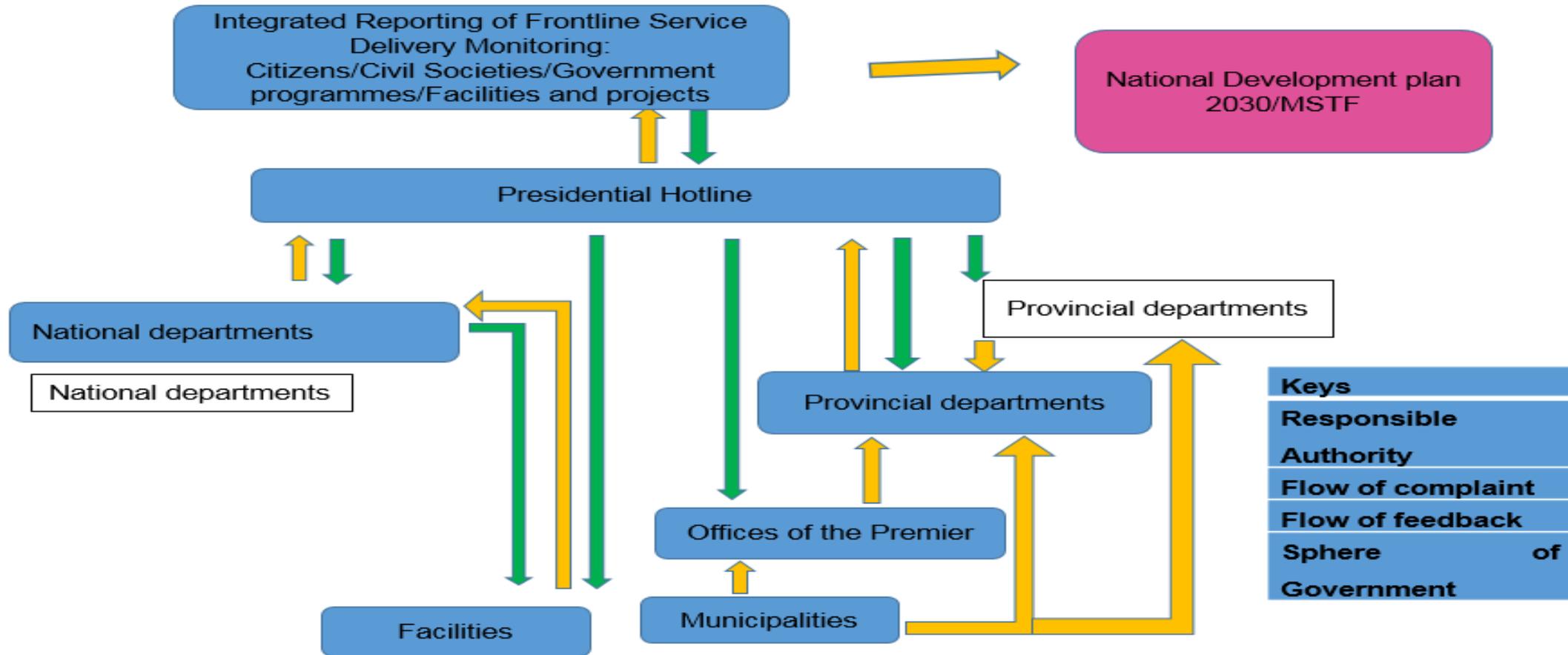
Suggestions made by interviewed Citizens to strengthen the programme can be summed as follows:

“They must provide more vaccinators, the queue is long and we wait for a long time” and that “more sites should be put in place for the improvement of vaccination process, especially turnaround time.”

OVERVIEW OF THE PRESIDENTIAL HOTLINE

- The Presidential Hotline (PH) is an apex complaints management tool of government, with direct accessibility of citizens to government.
- The PH was conceptualized, designed and developed to act as a public liaison service in the Presidency to handle and respond to public inquiries (positive and negative) regarding governmental service delivery - at all levels - as well as the government's public image and effectiveness in general.
- PH complaints are received through a toll-free call centre, emails, letters and walk-ins.
- Complaints are captured on an electronic monitoring system and the resolution rates of government departments are tracked and monitored.

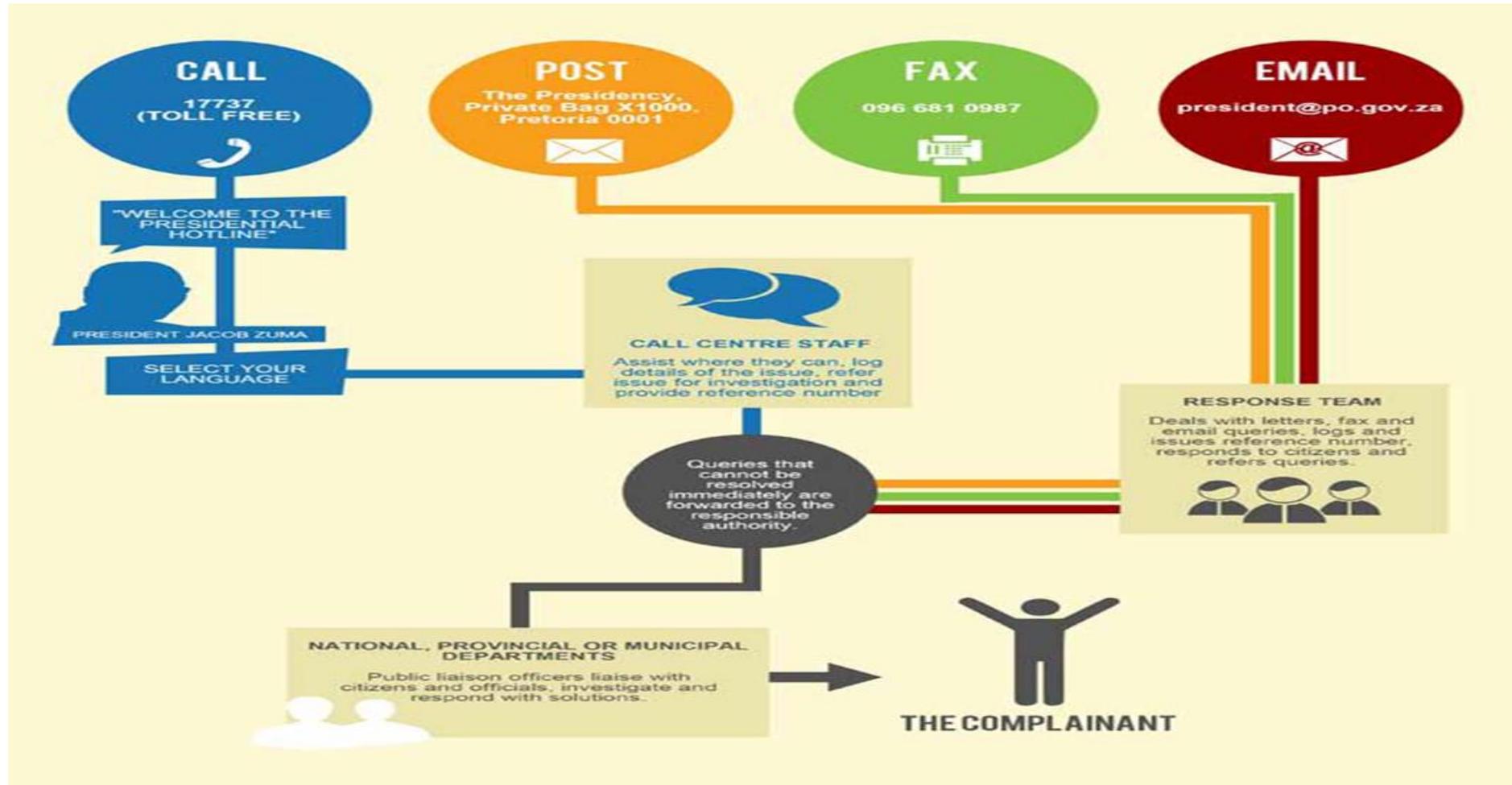
PRESIDENTIAL HOTLINE: CUTS ACROSS WHOLE OF GOVERNMENT



HOW DOES THE PRESIDENTIAL HOTLINE WORKS

- The Presidential Hotline Call Centre service is outsourced to and hosted by SITA
- Citizen can use the 17737 toll-free number to access the Presidential Hotline
- The Presidential Hotline service cuts across all three spheres of government
- There is a wide network of Public Liaison Officers (PLOs) who investigate and resolve the calls
- The DPME engages with Offices of the Premier as points of entry and holds them accountable for the provinces' case resolution rate.
- Customer Satisfaction Surveys are conducted regularly (quarterly) to gauge the citizens' impressions about the Presidential Hotline service.

PRESIDENTIAL HOTLINE BUSINESS PROCESS FLOW



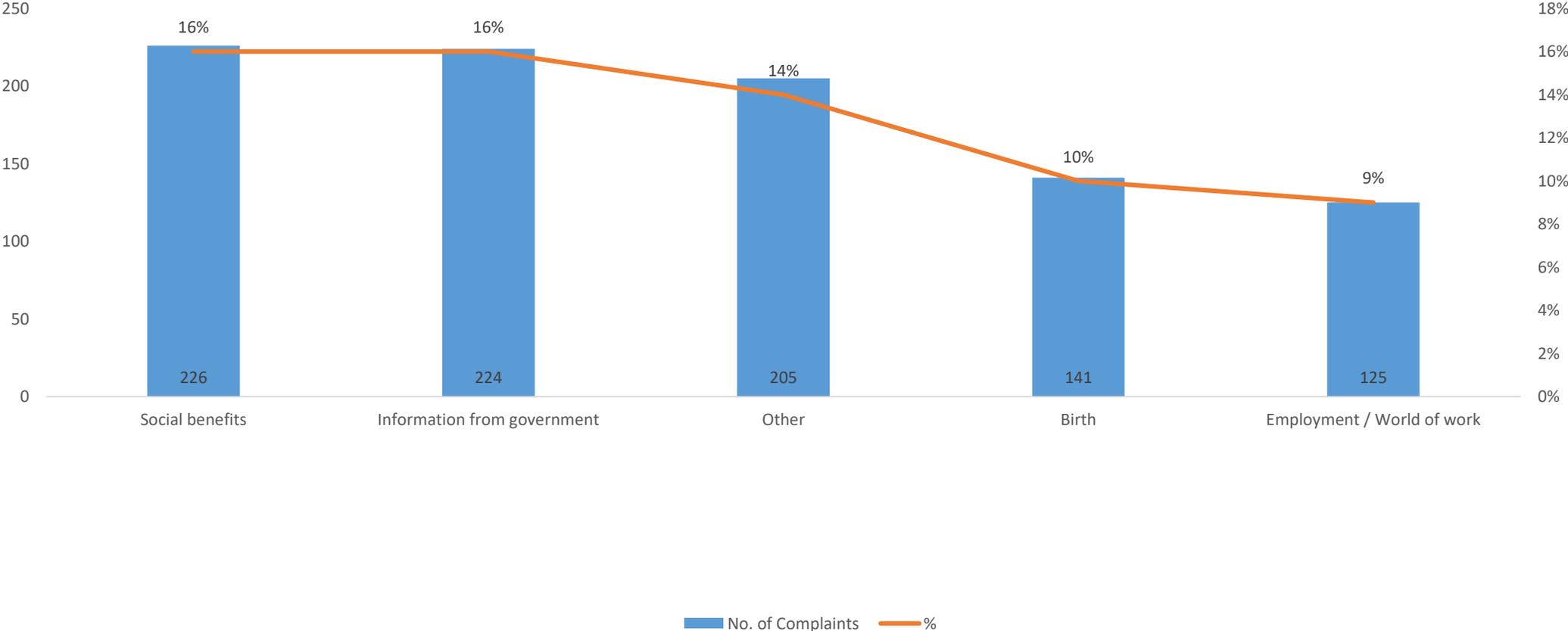
PERSONNEL AND CAPACITY ISSUES

- There are 30 Call Centre agents based at SITA who work on two shifts, 15 per shift and from (06h00-14h00) and (14h00- 22h00)
- There are 18 staff members who are based at the Union Buildings who perform the back-office case management, knowledge & research management functions and walk-in centre services
- The Call Logging Unit struggles with the email inbox of incoming correspondence as it is under the control of the Presidency domain.
- There is a team dedicated to monitor and track case resolution in national departments and provinces.
- The latter team coordinates PLO forums which are a platform where we interact with Public Liaison Officers (PLOs) and get feedback on how they are resolving queries.

PERFORMANCE: CASE RESOLUTION RATE Q1 2021/2022

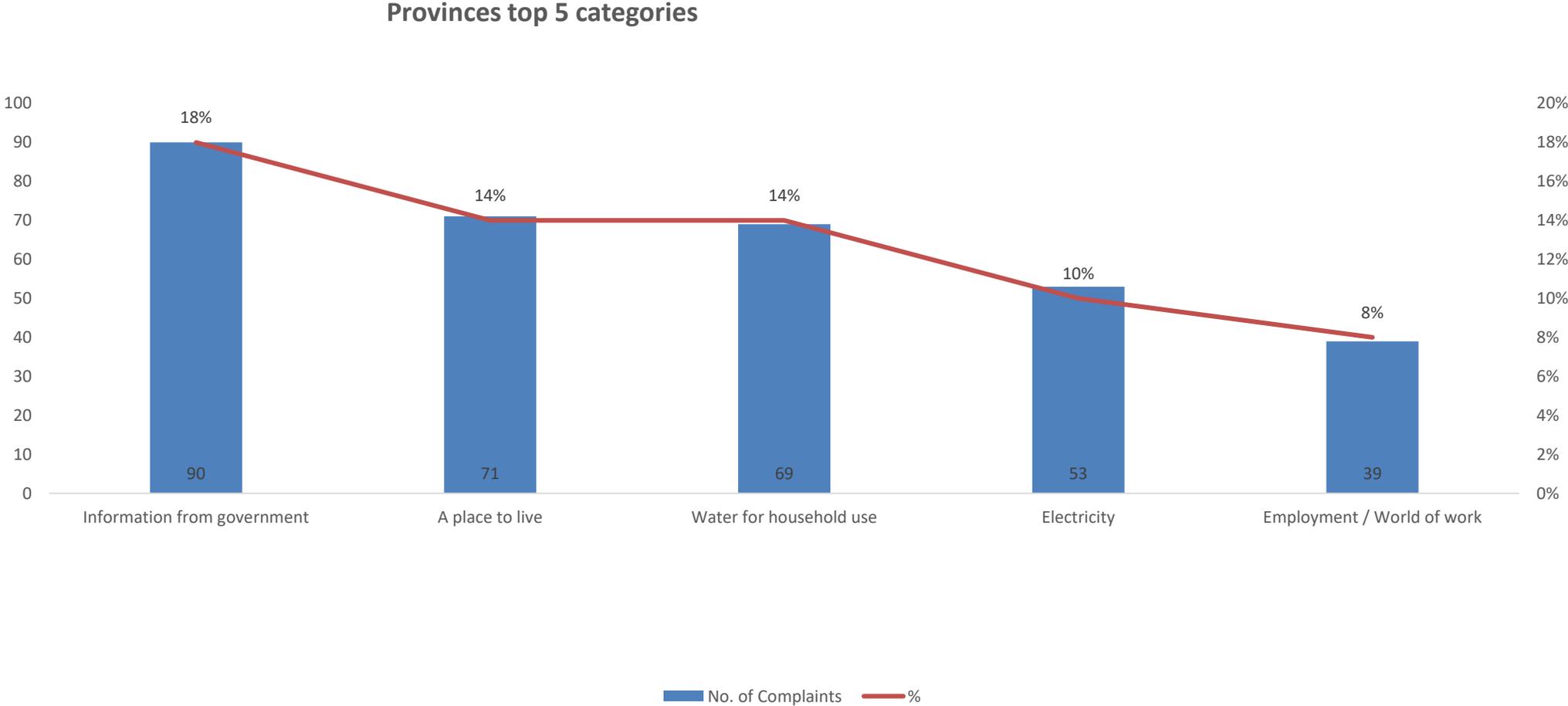
Top 5 categories: non-cumulative

National Overview of top 5 categories



PERFORMANCE: CASE RESOLUTION RATE Q1 2021/2022

Top 5 categories: provinces non-cumulative



PERFORMANCE: CASE RESOLUTION RATE Q1 2021/2022

Top 5 departments receiving high call volumes

Departments receiving high call volumes	No. of calls logged	Resolved Calls	Opened Calls	Performance (%)
Dept of Home Affairs	325	32	293	10
Dept of Labour	140	0	140	0
South African Police Service (SAPS)	70	12	58	17
Dept of Justice and Constitutional Development	66	19	47	29
South African Social Security Agency (SASSA)	48	0	48	0
TOTAL	649	63	586	10

PERFORMANCE: CASE RESOLUTION RATE Q1 2021/2022

Best performing departments (non-cumulative)

Best performing Departments	No. of calls logged	Resolved Calls	Opened Calls	Performance (%)
Dept of Correctional Services	10	8	2	80
Government Pensions Administration Agency (GPAA)	29	16	13	55
Dept of Basic Education	8	4	4	50
Dept of Tourism	2	1	1	50
South African Revenue Service (SARS)	8	4	4	50
TOTAL	57	33	24	58

PERFORMANCE: CASE RESOLUTION RATE Q1 2021/2022

Non-performing departments (non-cumulative)

Non performing Departments	No. of calls logged	Resolved Calls	Opened Calls	Performance (%)
PLO Dept of Agriculture; Forestry and Fisheries	4	0	4	0
PLO Dept of Defence	6	0	6	0
PLO Dept of Higher Education and Training	38	0	38	0
PLO Dept of Human Settlements	7	0	7	0
PLO Dept of International Relations and Cooperation	1	0	1	0
PLO Dept of Labour	140	0	140	0
PLO Dept of Mineral Resources and Energy	4	0	4	0
PLO Dept of Public Enterprises	30	0	30	0
PLO Dept of Public Works	2	0	2	0
PLO Dept of Social Development	6	0	6	0
PLO Dept of Telecommunications and Postal Services	8	0	8	0
PLO Dept of Traditional Affairs	3	0	3	0
PLO Dept of Transport	12	0	12	0
PLO Dept of Water Affairs	1	0	1	0
PLO Independent Police Investigate Directorate	1	0	1	0
PLO National Treasury (Finance)	2	0	2	0
PLO Office of the Chief Justice	4	0	4	0
PLO Small Business Development	3	0	3	0
100				

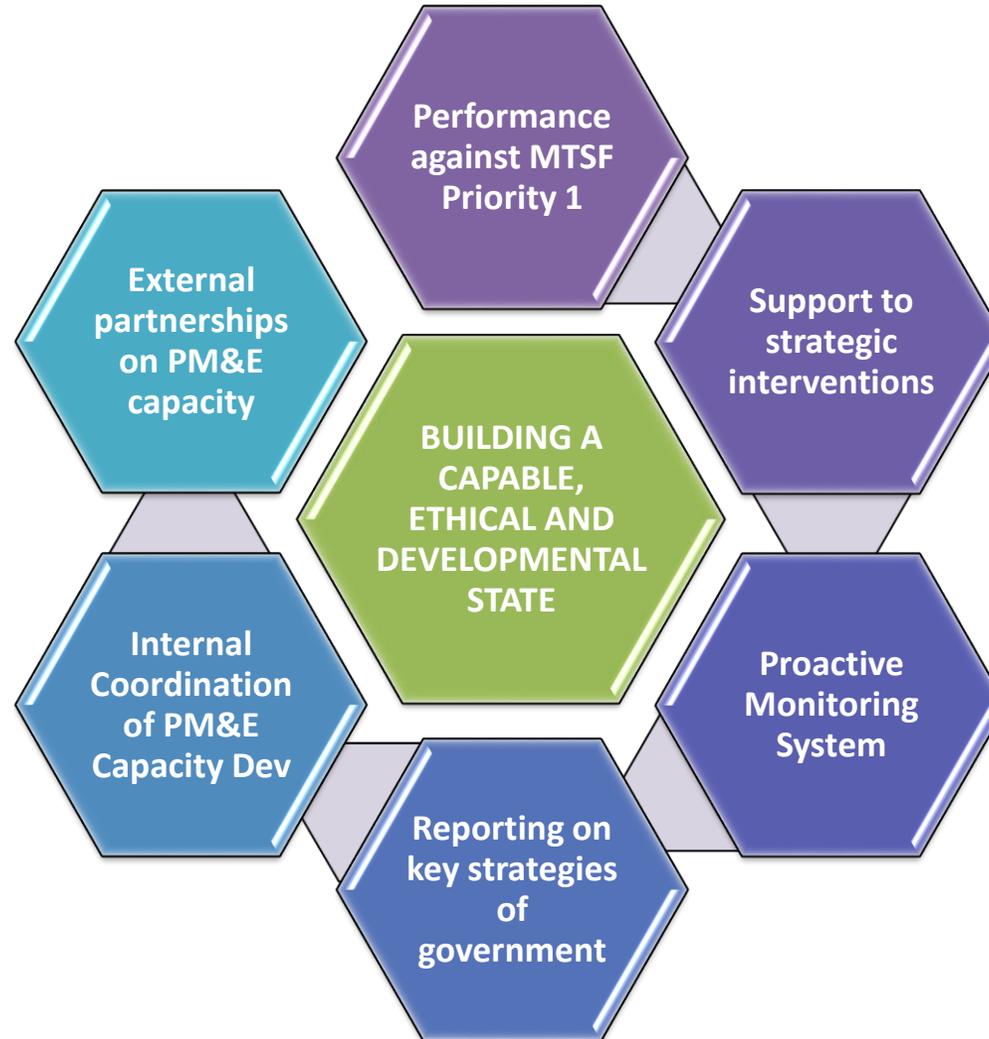
CHALLENGES ENCOUNTERED

- The key challenge was the non-resolution and low resolution rate reflected nationally over the first quarter. This can partly be attributed to lack of tools of trade for officials working from home during lockdown as this was reported on by provinces over the previous financial year.
- The high numbers of backlog cases continued as the Presidential Hotline continued to be faced with technical challenges with regards to computers and limited staff to manage these calls.
- Budget constraints negatively affected the approval of the Communication Strategy as developed with an implementation plan. This negatively affects the communications drive for the Presidential Hotline. This is being revised with the current limited budget.
- Improving the PH call logging system still remains a challenge.



6. DPME CAPACITY DEVELOPMENT PROGRAMME

PUBLIC SERVICE AND CAPACITY DEVELOPMENT CO-ORDINATION



STRATEGIC INTENT OF THE MEDIUM-TERM STRATEGIC FRAMEWORK, PRIORITY1 ON BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

CAPABLE STATE

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

ETHICAL STATE

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

DEVELOPMENTAL STATE

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

This is intended to achieve the following **outcomes**

- (1) Improved, leadership governance and accountability;
- (2) Functional, Efficient and Integrated Government;
- (3) Professional, meritocratic and ethical public administration;
- (4) Social compact and engagement with key stakeholders; and
- (5) Mainstreaming of gender, empowerment and development of youth and persons with disabilities

PRIORITY 1: A SUMMARY OF ACHIEVEMENTS

- The 'trust in government' indicator in the global Edelman Trust Barometer shows a significant improvement of 8 percentage points from 19% in 2020 to 27% in 2021.
- Improvement on 2019/20 PFMA audit outcomes (66 auditees improved and irregular expenditure decreased from R66,90 billion to R54,34 billion).
- Ministerial performance agreements signed in October 2020. Public Administration Management Bill and Public Service Act being reviewed to address Single Public Administration. N
- National Anti-Corruption Strategy developed and approved by Cabinet on 18 November 2021, as whole-of-society 'anti-corruption compact' for South Africa.
- Integrated Monitoring System being implemented and biannual MTSF monitoring reports acting as the apex of the system.
- The Intergovernmental Monitoring, Support and Intervention (IMSI) Bill and its draft Regulations have been finalised and are ready for certification by the Office of the State Law Advisors and SEIAS.
- On the DDM, District Political Champions were appointed by the President and all provinces have been covered. The district hubs and shared services in the pilot municipalities have been established.
- Mandatory training programmes for public servants being rolled out such as Nyukela and Ethics courses.
- High compliance levels with e-disclosure system (declarations of interest) by senior management service.

PRIORITY 1: A SUMMARY OF CHALLENGES

- The current State of Disaster and challenges in the socio-economic front are adversely constraining government performance across the board. Measures are underway to mitigate these risks.
- The DDM as an approach to better implementation of country's developmental goals requires stronger governance arrangements to accelerate momentum in terms of its rollout and traction. Presidency working closely with DCOG and other transversal departments to improve the situation in this regard.
- There is growing lack of implementing measures to address Irregular, Unauthorised, Fruitless and Wasteful expenditure in the public sector, as per the latest report of the Auditor General
- High debts levels, weak performance, wastage of resources and poor revenue collection at the level of municipalities, State Owned Entities and other state agencies is one of the biggest risks to building a capable, ethical and developmental state.

Recommendations were made to Cabinet in June 2021, and work is underway to improve the above situation.

TECHNICAL SUPPORT TO MAIN INTERVENTIONS

- The unit also provides technical support to the Inter-Ministerial Committee (IMC) of Vaccinations (risk mitigation planning) as well as the Inter-Ministerial Task Team (IMTT) on the North-West Intervention (Secretariat)
- On the work of the IMC on Vaccines chaired by the Hon. Deputy President, the specific role of the unit is to coordinate risk mitigation related to anti-corruption. This work involves a range of both state and non-state actors and is aligned to the National Anti-Corruption Strategy.
- On the work of the IMTT which is chaired by the Hon. Minister of COGTA, DPME provides continues to provide secretariat services, which involves support to the strategic coordination of stakeholders and reporting to oversight structures such as Cabinet and Parliament. There is a separate detailed presentation that will be presented to the PC by the IMTT in this regard.

PROACTIVE MONITORING SYSTEM TO BUILD CAPACITY FOR INTERVENTIONS

- The MTSF Priority 1 requires DPME to *“lead a centre of government initiative to ... enable leadership in national and provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations.”*
- DPME is leading this process, working with COGTA, National Treasury and DPSA.
- The process is in its conceptualisation and consultation phase.
- The proactive monitoring system will be piloted in the North West province as part of ensuring continuous improvement and sustainability post the Section 100 intervention.

PROBLEM STATEMENT FOR THE PROACTIVE MONITORING SYSTEM

- President does not have a line-of-sight to proactively hold provincial and local government leadership accountable. Even COGTA relies on provincial level for section 100 & 139 interventions. DPME monitoring is not adequately enabled to ensure accountability of other spheres of government.
- The limited success of interventions to date points to weaknesses in institutional design and capacity to detect problems and for effective intervention.
- There are a number of reporting and monitoring systems across the centre of government, that are capable of providing a part view on failures in government institutions.
- There is however no mechanism that enables an integrated, composite view of this data, enabling analysis and evaluation of trends and detection of signals of distress.
- Where high quality analysis is produced is narrow in focus and can fail to find its way to the right audience in a form that is accessible to decision-makers.
- Therefore, while there are the components to build a composite picture of the functioning of government institutions, the assembly has not yet taken place.
- A similar gap exists in terms of intervening, where interventions lack a coherent inter-departmental mechanism for diagnosing, choosing which legal instrument to use and designing and resourcing interventions.

APPROACH TO BUILD THE PROACTIVE MONITORING SYSTEM

- Build a “meta” monitoring system that gives us sufficient real-time business intelligence across a range of indicators to proactively identify and react to emerging problems in government institutions.
- Invest in ICT capability that has web-based reporting and analytics. It must be interoperable with major IT systems/stds of government.
- Build relationships across government IM systems, such as those hosted by SITA.
- Establish agile and responsive human capacity to facilitate diagnosis and interventions at all levels (political and administrative)
- Build this system iteratively through responding to pressing challenges faced by the nation.
- Provide value to established and emerging monitoring systems in government - (collaboration not duplication)

PROACTIVE MONITORING SYSTEM ARCHITECTURE

Proactive detection of problems

A “meta” system drawing on existing monitoring systems across government

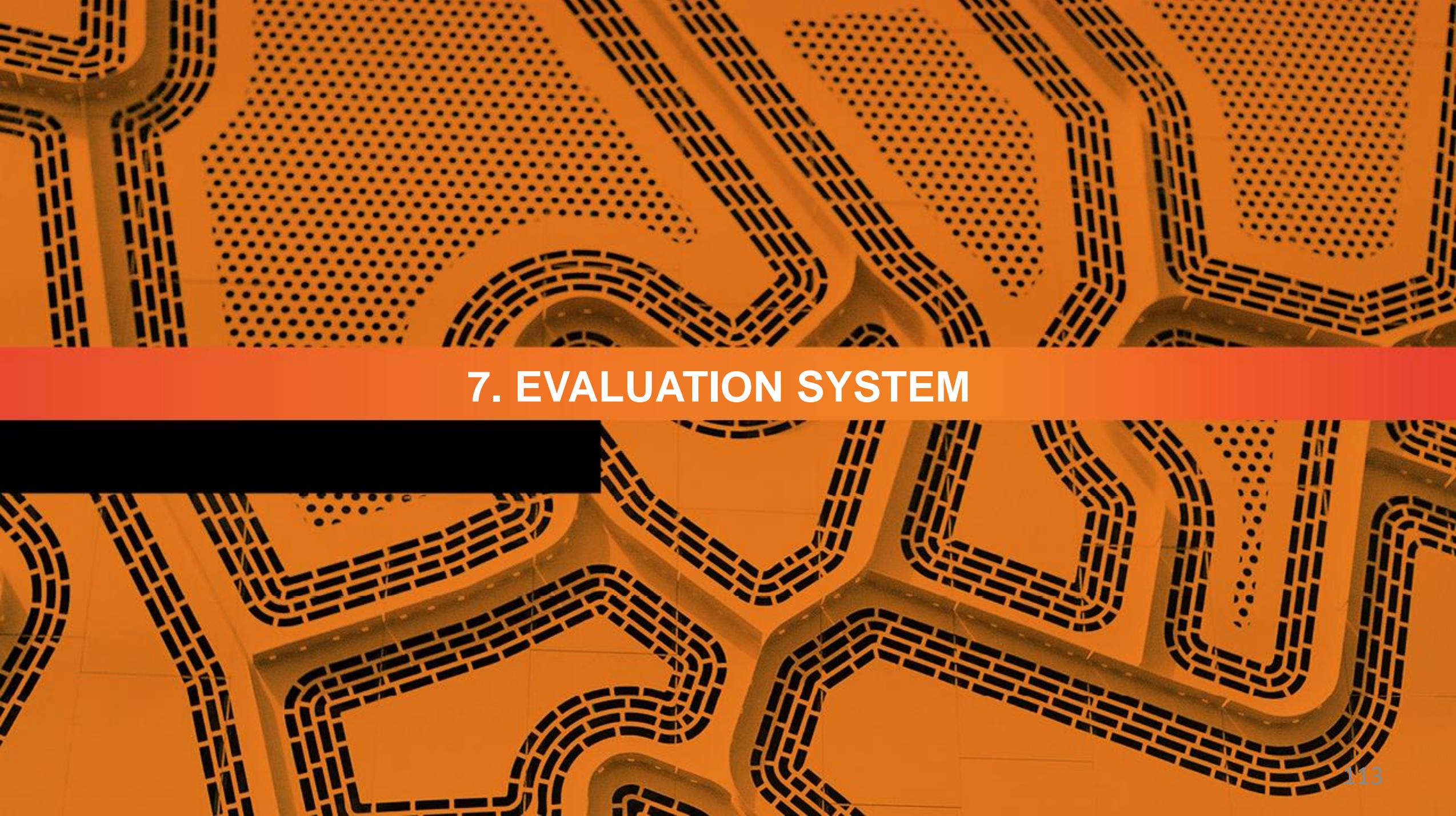
- Enabling composite comparative view of institutions across range of indicators
- Providing high quality and accessible insights to decision makers
- System will be embedded in clear and predictable processes for decision makers to receive and take decisions e.g. reports will feed into Cluster, Cabinet and PCC systems and decisions from these structures will have clearly defined processes for monitoring implementation and reporting
- Legally enabled to ensure accountability

Knowledge hub and resource centre

- Institutional mechanisms and standard operating procedures for initiating interventions
- Database of people with experience as administrators and interveners
- How-to guides
- Rapid assessment tools
- Secretariat and records
- Templates
- Lessons learnt

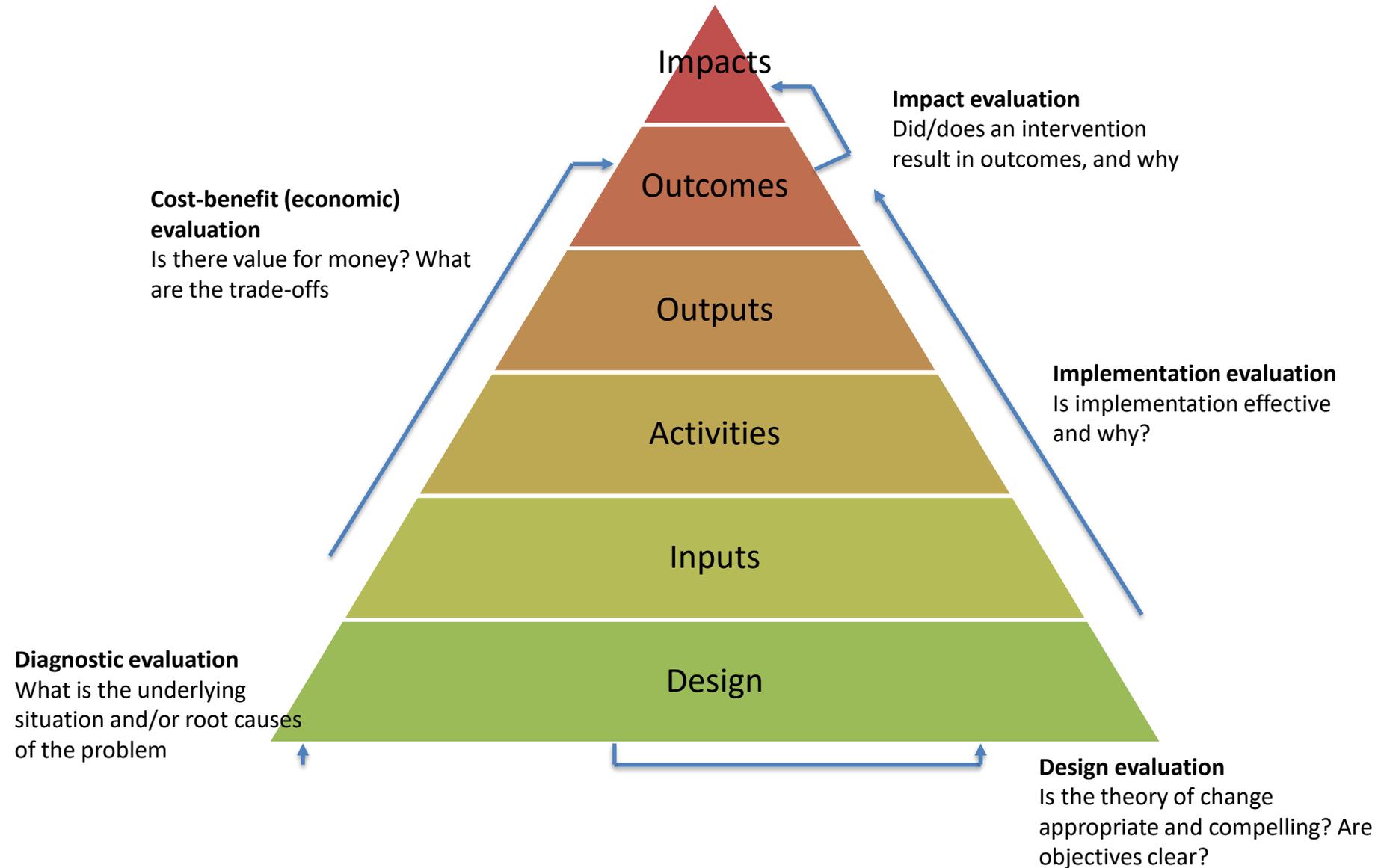
PROACTIVE MONITORING SYSTEM ARCHITECTURE

- Coordination of training on planning, monitoring and evaluation within the Department through Memoranda of Understanding with training providers.
- Main partnership entered with the National School of Government to rollout a range of courses on PM&E on behalf of DPME
- Public Sector Education and Training Authority to fund an internship programme for DPME.
- Coordination of partnerships with Development Agencies/donors to support DPME work where there is limited or no resources, as well as with countries.
- Ongoing partnership with the South African Monitoring and Evaluation Association.



7. EVALUATION SYSTEM

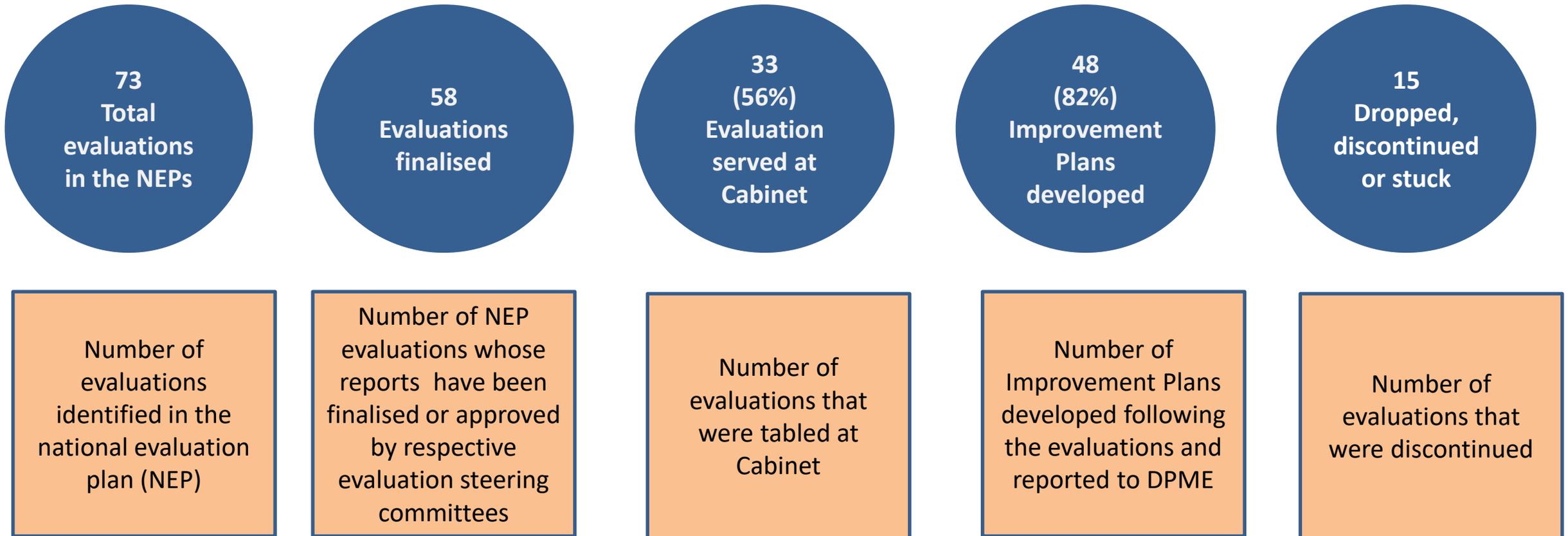
FOCUS OF EVALUATIONS UNDERTAKEN BY THE DPME



APPLICATION OF THE NATIONAL EVALUATION POLICY FRAMEWORK (NEPF)

- Evaluations provide an important tool for in-depth look at how particular policies and programmes are performing, and how they need to change. Evaluation can facilitate accountability, learning and the required improvements.
- Cabinet is briefed on the results of evaluation – to provide political focus, as well as impetus in ensuring the findings are followed up and have political support.
- The current 2020-2024 National Evaluation Plan (NEP) was approved by Cabinet in March 2020. A process is currently underway to revise this NEP in order to align it with the available resources and address emergent priorities following Covid-19 disruptions.
- The DPME established the Evaluations Advisory Committee (EAC) in order to draw on evaluation expertise from across government to support it on the selection and prioritisation of evaluations for the National Evaluation Plan as well as on methodological issues, quality and use of evaluation results.

STATUS OF EVALUATIONS PORTFOLIO (2011 – JUNE 2021)



- Since the NEPF was introduced in 2011 to date, 73 evaluations have been identified through the rolling National Evaluation Plan series, and of that number 58 were conducted and finalized.
- Custodian departments develop Improvement Plans to implement evaluation recommendations. There are important lessons learnt from implementation and progress monitoring of Improvement Plans.

RECENTLY COMPLETED EVALUATIONS (2017 TO 2021)

1. Implementation evaluation of the Technical and Vocational Education and Training (TVET) colleges expansion and capacity development programme
2. Design/implementation evaluation of the Integrated Justice System
3. Implementation evaluation of Older Persons Act
4. Implementation evaluation of City Support Programme
5. Implementation evaluation of Birth Registration Programme
6. Implementation evaluation of the Environmental Impact Assessment (EIA) process and its contribution towards sustainable development
7. Diagnostic evaluation of the Government Business Incentives System
8. Implementation evaluation of the National Evaluation System (NES)
9. Implementation evaluation of the Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises
10. Implementation evaluation of Detective Services and Crime Investigation
11. Diagnostic evaluation of Community Based Worker System in South Africa
12. Implementation evaluation of the National Learner Transport Programme
13. Implementation evaluation of Expanded Public Workers Programme (EPWP) in the environment and culture sector
14. Implementation evaluation of Service Delivery Improvement Planning System
15. Design/ Implementation Evaluation of the National e-Governance Strategy and Institutional Architecture
16. Implementation Evaluation on Government Immovable Asset Management Act (GIAMA).

WAYS OF USING EVALUATIONS EVIDENCE TO SUPPORT SCOA ROLE

1. The DPME Evaluation Repository

- This resources is publicly accessible for free <https://evaluations.dpme.gov.za/evaluations.aspx>
- Contains over 600 evaluation reports.
- Some evaluations predates the DPME; some were undertaken without DPME's involvement.

2. SCOA summoning briefings by DPME or implementing departments/ institutions

- Parliamentary Committees can request briefings by the DPME and/or any department on any evaluations, their results, and implementation of improvement plans.
- Parliamentary Committees can also request evaluations on specific interventions. Example is National Learner Transport Programme.

3. Departments incorporating evaluation recommendations in their budget submissions

- Some evaluation recommendations must be taken on board by departments when preparing their budget submissions to the National Treasury.

4. Parliamentary Budget Office (PBO) participation in the DPME's Evaluation Advisory Committee (EAC)

- The PBO attends the Evaluation Advisory Committee meetings on an observer basis. This is expected to enable the flow of information between DPME and the PBO in a mutually beneficial manner.

IMPLEMENTATION EVALUATION OF THE LEARNER TRANSPORT PROGRAMME (NLTP)

1. In 2016, the SCOA requested that an evaluation of the efficacy of the NLTP be undertaken.
2. The evaluation was finalized in March 2019 and covered operational performance, results (delivery) and immediate outcomes, existing models of learner transport provision as well as options for ring-fencing of funding for the NLTP.
3. Evaluation Steering Committee comprised: DPME, Department of Basic Education (DBE), National Treasury (NT) and the Department of Transport (DOT).
4. An Improvement Plan consists of three clusters of activities (1) Legislation and policy review (2) Costing, funding and Budgeting and (3) Enhanced planning, implementation and monitoring.
5. Progress review on Improvement Plan in November 2020 indicated good progress on, among others, the use of evidence from National Household Travel Survey (NHTS) to improve demand analysis and planning. However, there was poor progress on a viable funding model going forward. Decision on introducing a conditional grant is dependent on a resolution regarding the location of NLTP function. An assessment of performance by different implementing sectors in provinces was presented to the Council of Ministers but the issue of location of the NLTP function remains unresolved. The matter is being escalated to Cabinet for guidance.



8. USE OF RESULTS OF MONITORING SYSTEMS FOR OVERSIGHT

HOW THE COMMITTEE CAN USE THE INFORMATION PROVIDED BY DPME TO MAKE KEY BUDGETARY DECISIONS

SCOA can benefit from the Planning, Monitoring and Evaluation work produced by the DPME

- The **Budget Prioritization Framework** can assist SCOA in identifying areas of priority and whether those have been adequately budgeted for.
- DPME also conduct **assessment of departments strategic plans and APPs** and advice them to amend them accordingly. SCOA can use this information in making its budgetary decisions
- The result of relevant **Monitoring and Evaluation Reports** emanating from monitoring systems can be shared with SCOA to assist with whether budgetary allocations are spent in the priority areas

NGIYATHOKOZA

DANKIE **KE A LEBOGA**

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INKOMU **NDI KHOU**
LIVHUHA

Thank You