



MEDIUM TERM STRATEGIC FRAMEWORK

2019–2024



planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA





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PRESIDENT'S FOREWORD



The objective of this Sixth Administration of democratic South Africa is to tackle the triple challenge of poverty, inequality and unemployment through higher rates of economic growth, the creation of more jobs and the provision of better services to the people of South Africa.

*This is a defining moment
for South Africa.*

We must build on the progress we have made over the past 25 years to take our country forward. We have built a solid constitutional state, established durable institutions of democracy and transformed government to serve all citizens. We have made significant strides in meeting basic human needs, but have not overcome inequality and poverty.

We have embarked on a transformative development path. As we undertake this journey, entrenching participatory democracy and ensuring that our people are centrally involved in the future we build together is critically important.

This journey needs focused implementation and targeted progress. We adopted the National Development Plan (NDP) in 2012 to guide our quest

for a better and prosperous South Africa. The NDP 2030 is the blueprint for tackling South Africa's challenges and serves as a long-term vision for the country. It aims to eliminate poverty and reduce inequality by 2030. This will be achieved by growing an inclusive economy, building capabilities, enhancing the capacity of the state and promoting leadership and partnership throughout society.

However, with only 10 years to reach these 2030 NDP targets, we have not made enough progress. We need urgent measures to fast track the realisation of this vision. This Medium-Term Strategic Framework (MTSF) 2019-2024 is our second 5-year implementation plan for the NDP. The MTSF 2019-2024 also sets out the package of interventions and programmes that will advance the seven priorities adopted by government:

PRIORITY 1:

Building 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

The MTSF 2019-2024 is built on three foundational pillars: a strong and inclusive economy, capable South Africans and a capable developmental state. We need to rebuild and restore public confidence in South Africa in these areas through catalysing development opportunities and removing structural impediments to equality, opportunity and freedom. We need to move with speed as we focus on planning and implementation. It is the era of Khawuleza.

We are giving priority to integrated planning, implementation, accountability and service delivery. We are committed to consequence management for non-performance and non-delivery. The focus on implementation also requires all three spheres of government to work collaboratively. A district development model will coordinate implementation at local level. This new model bridges the gap between the three spheres of government to ensure better coordination, coherence and integration of government planning and interventions. This is the way in which we are bringing government closer to the people.

A handwritten signature in black ink, reading 'Cyril Ramaphosa'. The signature is fluid and cursive, with the first letters of 'Cyril' and 'Ramaphosa' being significantly larger and more stylized.

Matamela Cyril Ramaphosa

President of the Republic of South Africa

All state-owned enterprises, development finance institutions and other public entities need to align their work with the MTSF so that all the necessary public resources are harnessed and available for driving service provision. Government will work through social compacts with the private sector, labour and civil society to create an enabling environment for growth and job creation. To protect our resources, we must intensify the fight against corruption and create the foundations of a strong and inclusive economy.

The Sixth Administration has prioritised integrated development planning and effective implementation of the interventions laid out in the MTSF. With the framework laid out here, South Africa has a plan to make tangible progress in realising its transformative NDP Vision 2030. I urge all South Africans to join hands with us as we build the South Africa we want.



*Thuma Mina,
Khawuleza!*

MINISTER'S OVERVIEW



As we chart the path to deliver a strong and inclusive economy, invest in better lives for all our people, and cast the contours of transformation, we have priorities to serve as our developmental roadmap. The seven priorities, introduced by the President in his State of the Nation Address on 20 June 2019, emanate from the electoral mandate of the governing party and guide the roadmap for the sixth administration of government.

The MTSF 2019-2024 is the implementation plan and monitoring framework for achieving the NDP 2030 priorities for the sixth administration of government.

After 25 years of democracy, this administration undertook a detailed review of its progress. We look to the next five years as the era of Khawuleza, which is about working together to implement the MTSF 2019 - 2024 at speed. We need to work with urgency to achieve the goals set out in the NDP 2030 noting the 10 remaining years. In this MTSF 2019 - 2024, we deal with the first five years of that period. The seven priorities acknowledge that, while we have made some progress, fundamental transformation is needed to realise our national priorities. In recognition of the multitudes of challenges confronting our society today, especially women, youth and people with

disabilities, the MTSF 2019 - 2024 emphasises these cross-cutting focus areas for our developmental vision. This was reaffirmed by the President's declaration that in 2019, we will intensify the fight against gender-based violence and create safer communities and responsive social systems.

It is the era of concerted interventions by all spheres of government to expedite implementation in pursuit of Vision 2030. The National Macro-Organisation of Government announced in June 2019 emphasises government's commitment to effective implementation through an efficient institutional architecture, and the President's Performance Agreements (Pas) with Ministers, Deputy Ministers, Premiers and Directors-General will ensure a solid framework for accountability and management.

In this sixth administration, there will be more commitment, transparency and accountability across all spheres of government. We are determined to build a capable ethical developmental state, where there is accountability from the highest to the lowest level of the public service. The Performance Agreements (PAs) as alluded to earlier are to enable the President to hold his Cabinet accountable for the implementation of the MTSF 2019 - 2024 and PAs will be derived from the seven key priority areas that will guide government work for the year. Each PA will contain a set of specific targets backed by performance indicators for a particular year, setting the country on a positive path to achieving our national development goals.

The five-year NDP implementation roadmap contains short-, medium- and long-term goals and interventions. We have set ourselves outcomes, indicators, baselines and targets in this MTSF 2019-2024 to provide a clear framework for monitoring implementation by all spheres of government. Government has introduced the new District Development Model (DDM) for planning and service delivery, which will ensure that there is coordination and coherence in the implementation of government policies and programmes from national level through to provinces, metros and district municipalities. We want our government to work in a joined-up manner to

ensure our presence and our interventions are felt in all sectors of society.

The DPME has established the national five-year roadmap to ensure the next phase of the NDP is implemented with responsibility and urgency. The DPME will continue to build an action-oriented government. The inclusion of elements of implementation, coordination, resourcing, partnership and social compact, signified by the MTSF 2019 - 2024, is a significant shift from the previous framework, which covered 2014 to 2019.



Through this MTSF 2019-2024, government commits to making a difference in the lives of ordinary South Africans during the sixth administration, setting us on a new trajectory for the next 25 years of democracy in growing South Africa together.

Jackson Mthembu
Minister in The Presidency

INTRODUCTION

SOUTH AFRICA'S NATIONAL DEVELOPMENT PLANNING AGENDA

The 2012 NDP sets out a long-term vision for the country and provides the programme through which South Africa can advance radical economic transformation through development planning. The MTSF 2014 - 2019 outlined the plan and outcome-based monitoring framework for implementing the NDP during the country's fifth democratic administration. This MTSF 2019-2024, which covers the five-year period from 2019 to 2024, outlines the implementation priorities across South Africa's national development priorities for the sixth administration.

The South African government sees development planning as a means to achieve national development goals. Development planning is a results-

driven approach to promoting development objectives through setting measurable, high-impact targets linked to realistic implementation plans. In South Africa, all three spheres of government conduct development planning: the MTSF 2019-2024 at a national level, the Provincial Growth and Development Strategies (PGDS) at a provincial level, and the Integrated Development Plans (IDP), set by each municipality to ensure effective service delivery. The Development planning framework is now supported by the Spatial Development Frameworks (SDFs) at National, Provincial and Local Government levels, which further guide development and facilitate land use prioritisation and sustainable development.

Situational
analysis:
Where
we are in
2019

Significant achievements towards national development

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

Access to basic education has improved. The number of Grade R learners aged 5 and 6 increased from 87.2 percent and 95.9 percent in 2014 and to 88 percent and 96.6 percent in 2018 respectively. Near universal coverage has been achieved, with school attendance by children aged 7 to 15 at about 99 percent. The implementation of the National School Nutrition Programme is now benefiting 9 million learners. Education outcomes have improved – National Senior Certificate passes reached 78.2 percent in 2018. Performance of learners with special needs has also improved. Learners with special needs who obtained Bachelor passes increased from 443 in 2015 to 1 669 in 2018. The number of special needs learners writing Grade 12 exams has increased from 1 691 to 3 591.

The Funza Lushaka Programme for teacher development has supported 120 511 beneficiary teachers at a cost of R7.2 billion. Government has invested in improving access to skills development in post-school education, as evidenced by a consistent increase in enrolments at secondary and post-school levels, due in part to government's support through no-fee schools and the National Student Financial Aid Scheme. This has changed the profile of the student population.



Health status indicators have improved across the demographic. Maternal, infant and under-5 mortality rates have decreased significantly: The maternal mortality ratio decreased from 176 per 100 000 in 2008–2010 to 138 per 100 000 in 2014–2016. Overall, the total life expectancy of South Africans increased from 54 years in 2005 to 64.2 years in 2018 – a net gain of 10 years.

Access to primary healthcare services has expanded. The number of people receiving primary healthcare services (headcount) has increased from 67 million in 1998 to 128 million in 2018. The number of people receiving antiretroviral therapy (ART) in the public health sector grew exponentially, from 45 500 in 2004, when the treatment was first added to the country's response to HIV/AIDS, to over 4.7 million people in 2019. This has contributed to the increased longevity of people living with AIDS. There have also been notable improvements in the levels of patient satisfaction with public health sector services. StatsSA's 2017 General Household Survey found that, approximately 82 percent of households using public-sector facilities were either satisfied or somewhat satisfied with services received.

South Africa has the biggest housing delivery programme in the world, with significant redistributive spin-offs.

Over the last 25 years, 3.2 million houses were delivered through government's subsidy programme and 1.1 million serviced sites to those who did not qualify for the subsidy. Over 14 million individuals have been aided by the state housing programme and provided with better quality accommodation and an asset.

Government has expanded access to the social wage in poor communities, including free electricity, water, sanitation and refuse removal. A total of 14.35 million South African households had access to piped water in 2017. About 13.3 million households had access to basic sanitation. From 1994 to March 2019, over 7.6 million households have been connected to the national grid and over 173 752 households have been electrified through non-grid technology since 2001, when the non-grid programme started. The percentage of households with refuse removed once per week increased from 56.1 percent in 2002 to 65.9 percent in 2017, while the percentage of households with own or communal dumps, or no facilities decreased.

Social protection has cushioned the poor and redistributive policies have expanded access to opportunities. Access to social assistance, in the

form of various grants, has been extended to 17.6 million beneficiaries by 2018. Access to early childhood development (ECD) expanded, with over 1.7 million children accessing registered ECD services.

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

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

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

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

In terms of land redistribution, between April 1994 to March 2018, 4 903 030 hectares were redistributed, benefiting 306 610 beneficiaries (less than 10 percent), of which 35 615 are youth and 775 are people with disabilities. South Africa's standing internationally has been restored, with the country playing influential roles in the United Nations (UN), African Union (AU), Southern African Development Community (SADC), Brazil, Russia, India, China and South Africa (BRICS) and other bodies.

Multidimensional poverty, measured in terms of composite indicators for health, education, standard of living and economic activity has declined significantly from 17.9 percent of the population in 2001 to 7 percent by 2016 (StatsSA, 2017). This has resulted mainly from the social wage that government provides to improve the quality of life of vulnerable households – including free basic services, primary healthcare, no-fee paying schools, and provision of free housing (StatsSA, 2017).

Challenges hindering the achievement of South Africa's national development

South Africa faces several key challenges in completing the work of government's transformative programmes. True transformation of our economy, our environment and our society elude us. South Africa still confronts the challenges of poverty, inequality and unemployment.

The Gini coefficient remains stubbornly high at 0.68, making South Africa the most unequal country in the world. This is evident in the vast majority of South Africans living in informal settlements, persistent wealth gaps across society and acute gender and youth imbalances in economic participation.

Although 2.5 million jobs have been created over the past nine years, many South Africans remain unemployed. Unemployment in the first quarter (Q1) of 2019 was reported to be 27.6 percent, which means many South Africans are unable to live decent lives or pursue opportunities. This burden is disproportionately felt by the youth, women and people with disabilities. Unlocking the barriers to full employment is a critical priority.

The economy is still not fully transformed, which means it is not serving the needs of all South Africans. The inability to broaden and diversify economic ownership is hindering transformation. Policy uncertainty, particularly around the reform of SOEs, and fiscal difficulties associated with a widening deficit and low investor confidence have vexed the economy. These macroeconomic challenges are magnified by recent GDP contractions and low labour absorption rates.

The lack of sustainable and shared growth has been compounded by the failure to implement the land redistribution programme across private and state-owned land. Inequality remains entrenched in the assets people hold (land, human and social capital), affecting their ability to access services and participate in the country's mainstream economy. These issues are closely linked with perverse spatial patterns that exclude many South Africans. Local government has an important role to play in delivering the services communities and businesses need to develop and thrive. As municipalities attempt to redress the spatial legacy of apartheid, we are at risk of following a path of unchecked sprawl and inefficient patterns of development that require urgent attention.

Institutions of state, particularly schools, universities and colleges, have not transformed enough. Educational outcomes are skewed, reflecting the inequality between poor township schools and well-resourced private suburban schools. The provision of public health services has not kept up with our population's needs. As a result, socio-economic equality and the realisation of economic rights have proved elusive for the majority of South Africans.

Infrastructure investment faces growing hurdles and South Africa lags behind many of its counterparts for innovation around information and communications technology (ICT) systems, network connectivity and more sustainable technologies. This limits the ability of businesses and the public sector to deploy new technologies and transition into the fourth industrial revolution (4IR) and the green economy, and to bolster South Africa's regional advantage.

One of the key underlying constraints is the lack of coherence in government and poor coordination among departments. In general, policy incoherence, contradictions, lack of certainty and delays in decision making have hindered societal transformation.

Where we want to be: Addressing the triple challenges of poverty, inequality and unemployment

The MTSF 2019-2024 supports the NDP's objective to address the triple challenge of unemployment, inequality and poverty. This is central to the thrust of transformation that underpins our national development agenda. Economically, culturally and spatially we need to shift the country onto a new development trajectory, one that sees more people in jobs, a smaller wealth gap between the mega-rich and the very poor, and rising household incomes across the board

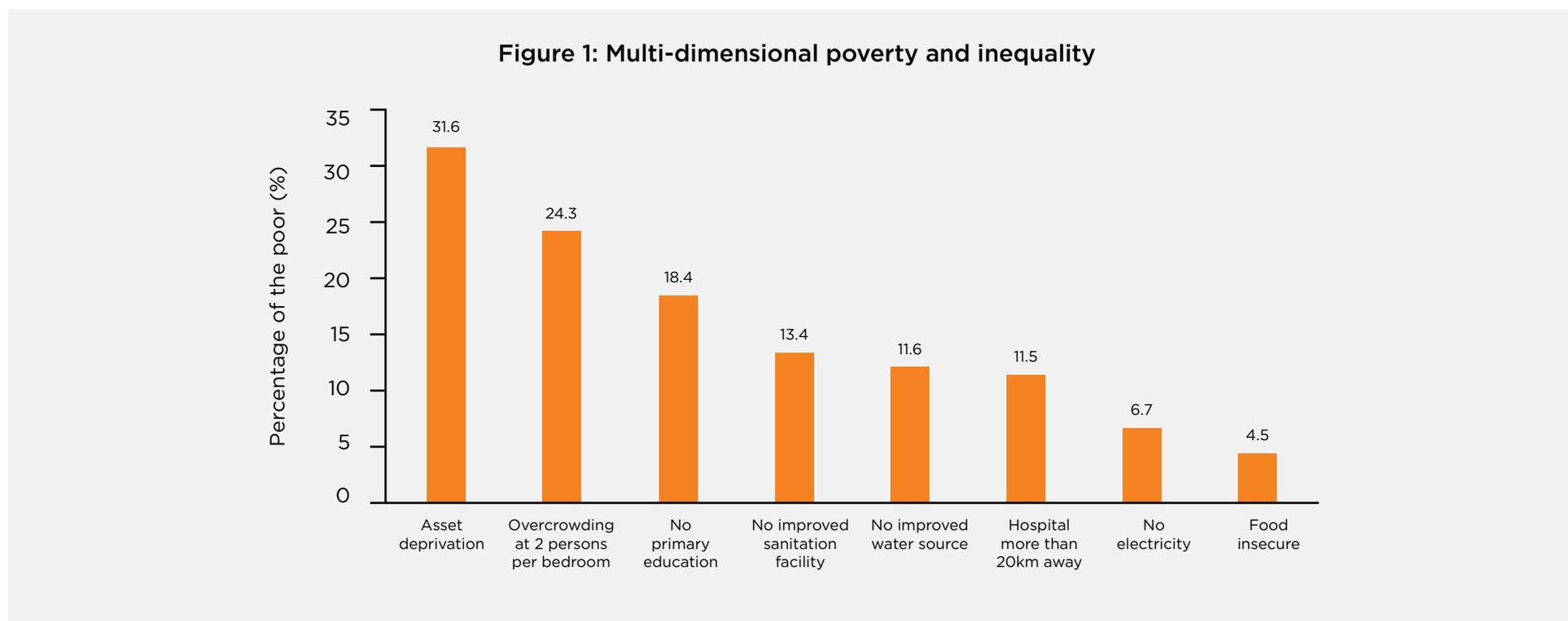
This intense level of transformation is not easy, nor will it emerge out of good intentions alone. It must be underwritten by solid economic growth, growing investment in productive sectors and effective regulatory and fiscal instruments to ensure fair and equitable outcomes. Table 1 provides an overview of the status and targets of the key goals of realising Vision 2030. It highlights that significant work still needs to be done over the next 10 years to achieve these goals. This is discussed in more detail on the following pages.

Table 1 NDP final and intermediate targets

Measures		Baseline ¹	Target 2024	Target NDP 2030
Growth	GDP growth	0.8%	2% - 3%	5.4%
Unemployment	Formal rate	27.6%	20%-24%	6.0%
Employment	Number employed	16.3 million	18.3 - 19.3 million	23.8 million
Investment	% of GDP	18%	23%	30%
Inequality	Gini coefficient	0.68	0.66	0.60
Poverty	Food poverty	24.7%	20%	0.0%
	Lower bound	39.8%	28%	0.0%

Source: NDP 2030 and Stats SA

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



Source: World Bank (2018) *Overcoming poverty and inequality in South Africa: An assessment of drivers, constraints and opportunities*

Unemployment and jobs

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

Growth

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

Inequality

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

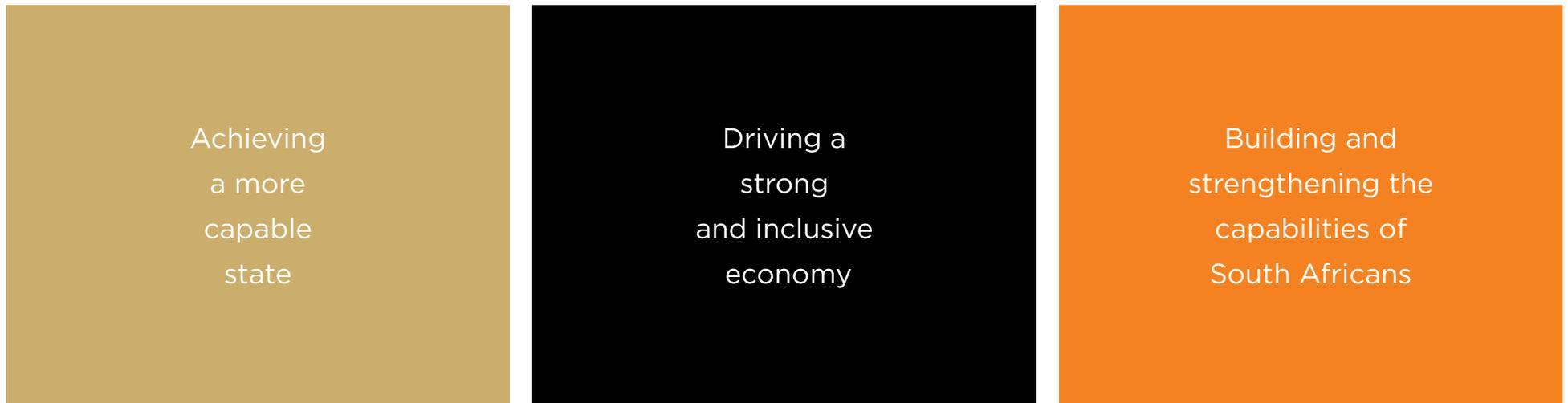
Poverty

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



Priorities for 2019-2024

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



The MTSF 2019–2024 translates the ruling party’s electoral mandate into government’s priorities over a five-year period. The three pillars set out above underpin the seven priorities of this strategic framework. These priorities, which will be achieved through the joint efforts of government, the private sector and civil society, are as follows:

Priority 1: A capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

Cross-cutting focus areas

The NDP Vision 2030 prioritises the significant role of women, youth and people with disabilities in our society. If these three groups are strong, our whole society will be strong. These are cross-cutting focus areas that need to be mainstreamed into all elements of South Africa's developmental future and all programmes of government. They will inform interventions across the three pillars.



Women

The majority of women in South Africa were historically and systematically subjugated and excluded from social, political and economic spheres. As a result, women's lived experiences differed according to their race, geography, economic status and educational levels. Today, most women continue to face economic exclusion, resulting in high levels of poverty, inequality and unemployment. Women's economic empowerment is central to the achievement of the constitutional vision of a gender-equal, non-sexist society.

Their access to resources, both social and economic, has far-reaching implications - women's access to education, skills development and economic resources will result in access to credit, information and technology, and the changing world of work, and will therefore benefit society as a whole. Transforming the world of work for women and ensuring their inclusion in mainstream economic activities, opportunities and employment requires the elimination of structural barriers, and discriminatory laws, policies, practices and

social norms. We need to target inequalities and gaps related to labour force participation, entrepreneurship, equal pay for work of equal value, working conditions, social protection and unpaid domestic and care work. Addressing gender equality between men and women and dismantling patriarchal systems remains a key challenge in ensuring women's inclusion in the country in the short, medium and long term.

Youth

High youth unemployment, coupled with growing poverty and inequality, is a critical challenge. Young people also have limited access to means of capital that can help them find a way out of poverty and enable them to become agents of change. Limited access to land, finance for business ventures, and support and mentoring remain obstacles to the potential demographic dividend presented by a large young population of working age. Other contributing factors include low levels of education and skills, lack of information, location and the costs of work seeking, lack of income and work experience, and limited social capital.

The country's slow economic growth in recent years has led to massive job losses and an even lower number of jobs being created. Reducing South Africa's high level of youth unemployment requires the economy to be on a labour-absorbing growth path, which depends on the successful reorientation of the economy to raise labour demand while improving labour supply.

All sectors of society, from government to business, and civil society organisations, need to rally together and make a more meaningful contribution to addressing the youth challenge. The framework for youth-responsive planning, budgeting, monitoring and auditing will be developed, institutionalised and implemented in the five-year period to 2024. This framework, coupled with the targets outlined under specific priorities, can only be achieved through collaboration and the effective mainstreaming of youth development.

People with disabilities

People with disabilities tend to face the following challenges, among others:

- Barriers that exclude them from accessing socio-economic opportunities
- Lack of effective articulation and alignment between different services offered by different departments targeting the same target group
- Lack of access to appropriate and timely information and support
- Lack of access to essential disability and other support services, particularly in rural areas.

Improving the economic security of people with disabilities and their families requires a concerted and coordinated effort by all government departments, municipalities, employers, labour unions, financial institutions, statistical bodies, education and research institutions, organisations of and for persons with disabilities, skills development agencies, regulatory bodies,

institutions promoting democracy, as well as international development agencies. Working together, these organisations need to align legislation, policies, systems, programmes, services, and monitoring and regulatory mechanisms aimed at the creation of decent work, employment schemes, skills development, social protection, environmental accessibility and the reduction of inequality. People with disabilities can and should be active players in building the economy.



Implementing the NDP Vision 2030

The NDP Vision 2030 was adopted by a cross-section of South African stakeholders, political parties and civil society as the country's vision. The achievement of this vision demands a cooperative relationship across national, provincial and local governments, and across the private sector, labour, and civil society, working with government as social partners. The MTSF 2014-2019 had limited participation of the other social partners and was largely government led. The three spheres of government also need to work collaboratively to ensure alignment between their powers and functions, planning and budget allocation processes, and coordinated implementation. This involves carrying forward the substantial progress made in establishing and institutionalising South Africa's planning system.

This MTSF 2019-2024 is a culmination of the steps government and non-government stakeholders have taken towards integrated national planning and monitoring. It serves as a five-year building block towards achieving Vision 2030. All national sector plans, provincial growth and development strategies, municipal integrated development plans, departmental strategic plans and annual performance plans must be aligned to the MTSF 2019-2024.

The MTSF 2019-2024 enables the sequencing and resourcing of priorities, taking into account the respective powers of each of the three government spheres. It is not the role of the MTSF 2019-2024 to plan for each and every action, but to provide a clear, transformative framework within which national, provincial and local government can plan for and drive service delivery.

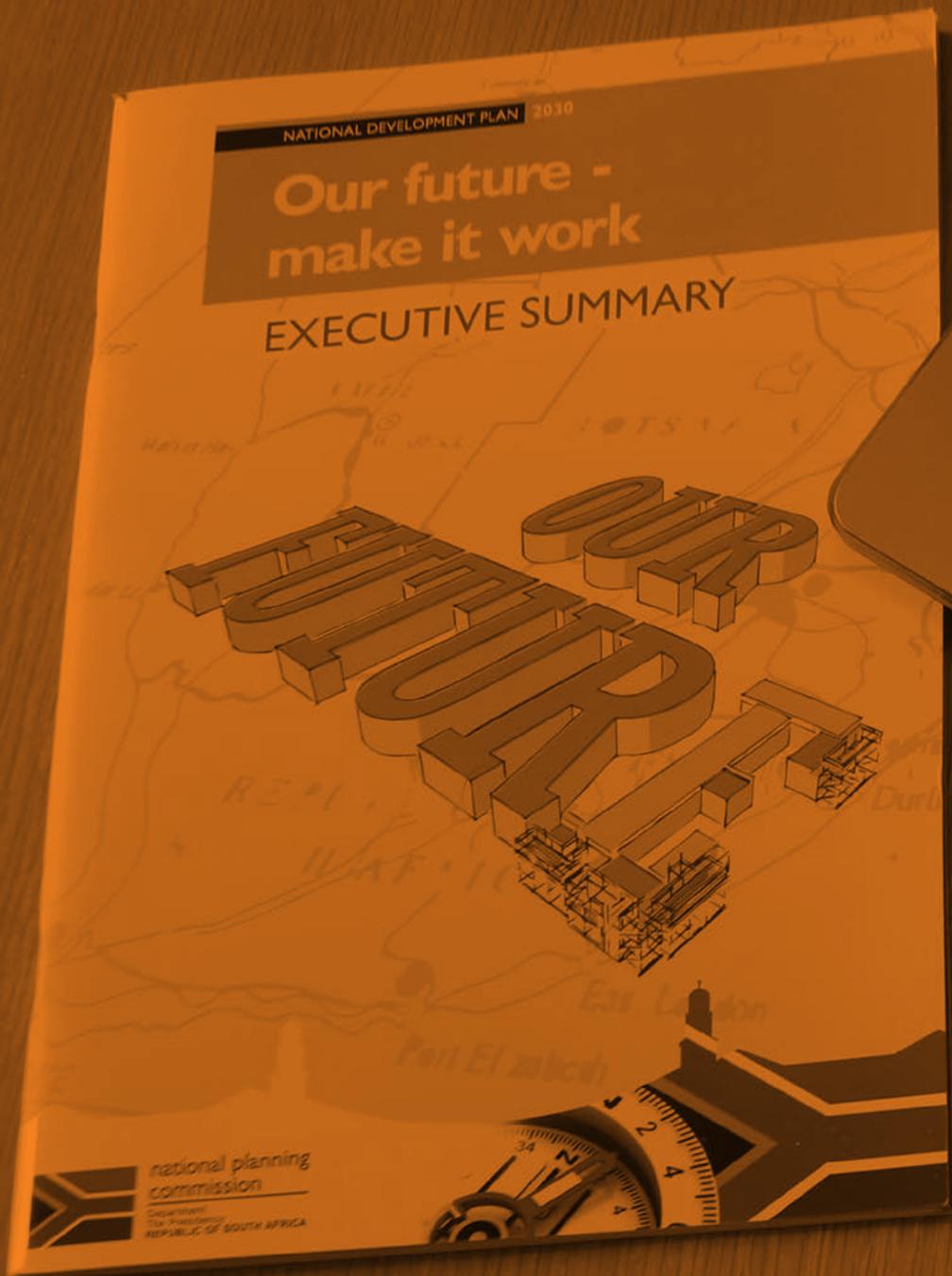
The five-year period ending 2024 has to be seen in the context of the remaining 11 years of the NDP period to 2030, and as the second of three frameworks. These frameworks are roadmaps to achieving the NDP targets

by 2030 and provide multi-year development plans for all three spheres of government. These roadmaps also need to be internalised by all public entities.



The NDP forms the basis for
the MTSF 2019-2024.

This framework is also informed by the recommendations of the 25 Year Review and the country's performance in achieving the NDP targets through the MTSF 2014 - 2019. It outlines interventions to be taken and sets targets to be met in the next five years to drive, among others, socio-economic transformation to achieve spatial transformation and justice, sustainable economic growth and job creation, industrialisation, and improved social services. It also outlines steps towards achieving a capable developmental state and institutional arrangements for its implementation and the monitoring and evaluation thereof.



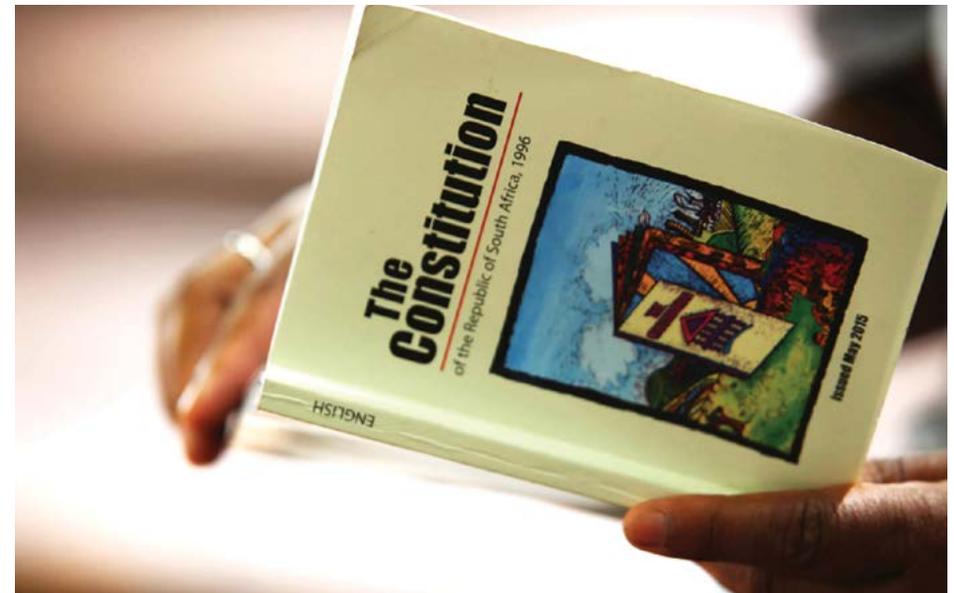
Global governance framework

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

Ensuring a capable and developmental state

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

Key attributes of a developmental state include a capable, autonomous bureaucracy; political leadership oriented towards development; a close, often mutually beneficial symbiotic relationship between some state agencies and key industrial capitalists; and successful policy interventions that promote growth. Transforming South Africa into a developmental state will require building critical and necessary capabilities to foster an environment which mobilises government and non-government contributions to realise changes in the socio-economic structure and the culture of society. This MTSF 2019-2024 will prioritise the engagement between leadership of the executive, legislature and judiciary on strengthening governance and accountability. It further commits the state to manage the political-administrative interface more effectively, reduce the levels of fraud and corruption in the private and public sectors, and rationalise the public service governance system.



Five fundamental goals

Within the next 10 years we will have made progress in tackling poverty, inequality and unemployment, where:

1

No person in South Africa will go hungry

2

Our economy will grow at a much faster rate than our population

3

Two million more young people will be in employment

4

Our schools will have better educational outcomes and every 10-year-old will be able to read for meaning

5

Violent crime will be halved

The MTSF 2019-2024

The MTSF 2019-2024 is both a five-year implementation plan and an integrated monitoring framework. The plan focuses on the seven priorities and related interventions of the sixth administration of government, and the integrated monitoring framework focuses on monitoring and outcomes, indicators and targets towards the achievement of priorities. It will focus on building a constitutional democracy, institutions, a safety net and broadening access to services to address the triple challenges of poverty, inequality and unemployment. It will carve the path to undoing structural pillars of apartheid which produced multi-generational impoverishment of Blacks in general and Africans in particular, and rid society of fundamentals of segregation, exclusion, discrimination, oppression and marginalisation of our people from the benefits of democracy and prosperity. The implementation will require maximum mobilisation of state and private sector resources, skills, technology, opportunities, assets for all South Africans to realise their full potential.

The MTSF 2019-2024 promotes alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework bearing results without duplication, role conflict and development contradictions, better coordination of implementation through the district based delivery model

One Plan, through which it provides a mechanism for alignment of various development planning frameworks (PGDS, IDPs, SPs and APPs). It will bring much needed focus on government development planning which provides for partnerships, coordination of state entities, social compacts and an active citizenry and will aim to fast track spatial transformation to ensure that the location of projects address spatial inequalities and priorities. More importantly it will achieve greater accountability and consequence management through Performance Agreements between the President, Ministers, Deputy Ministers and Directors General.

The structure of the MTSF such that it constitutes of the following:



The MTSF 2019-2024 Commitments

Within the period of this MTSF 2019-2024, government will:

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

Accountability framework

Performance agreements between the President and Ministers and Deputy Ministers will hold elected officials accountable to deliver on the commitments of contributing departments and sectors. These agreements will be aligned to short and medium-term plans, and cascade to government's performance management system through Directors-General and institutional executive teams. Each performance agreement will contain a set of specific targets backed by measurable performance indicators. The process of performance monitoring, evaluation and reporting against the targets is set out below:

- The DPME prepares a report card of progress on the specified targets in the respective agreements for the benefit of the President;
- Preparing for the scorecard, the 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 the DPME, which is discussed with the department to resolve queries before finalisation;

- Validation will also include random onsite visits by the DPME to verify if delivery took place and is within the specifications as set out in the agreement; and
- 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.

The aim of performance agreements is to promote result-oriented performance and to act as a contract to improve accountability. The enforcement of the agreement as an accountability tool will ensure all stakeholders focus on achieving national development targets. Performance agreements will initially apply to Ministers, but Premiers, Mayors of municipalities and social partners (business, labour and the community sector) will be encouraged to follow suit. There is an urgent need to establish a culture of evidence-based decision making in the development planning processes. Cabinet will use evidence and monitoring and evaluation findings to inform improvements to the MTSF 2019-2024 and future development-focused plans, as well as learning and innovation. Social partner agreements will ensure that the private-sector commitments reflected in the MTSF 2019-2024 are implemented and achieved.

Roles and responsibilities of non-government stakeholders

The private sector, labour and civil society have committed to contributing to achieving the MTSF 2019-2024's priorities:

- **The private sector**, through the Public-Private Growth Initiative (PPGI), will ensure that the projects committed to in the MTSF 2019-2024 are implemented in collaboration with the relevant government sector departments. Government will ensure that constraints and inhibitors are urgently addressed, and that duplication of projects and programmes is avoided.
- **Civil society's** greatest contribution will be to strengthen its relationship with government; hold government and private sector accountable; facilitate participatory democracy through non-profit organisations, nongovernment organisations, community-based organisations and all civic structures; and involve communities in their own development.
- **The labour movement** is well equipped to participate, facilitate and collaborate with government and the private sector on the skills revolution that is urgently needed to ensure the MTSF 2019-2024 is implemented and socio-economic development takes place.

Performance agreements between the President and Executive Authorities will hold elected officials accountable to deliver on commitments of contributing departments and sectors. These agreements will be based on the MTSF 2019-2024, and cascade to government's performance management system through Directors-General and institutional executive teams. Each performance agreement will contain a set of specific targets backed by measurable performance indicators.

The aim of performance agreements is to promote result-oriented performance and act as a contract to improve accountability around the selected priorities of government. The enforcement of the agreement as an accountability tool will ensure focus of all stakeholders on achieving

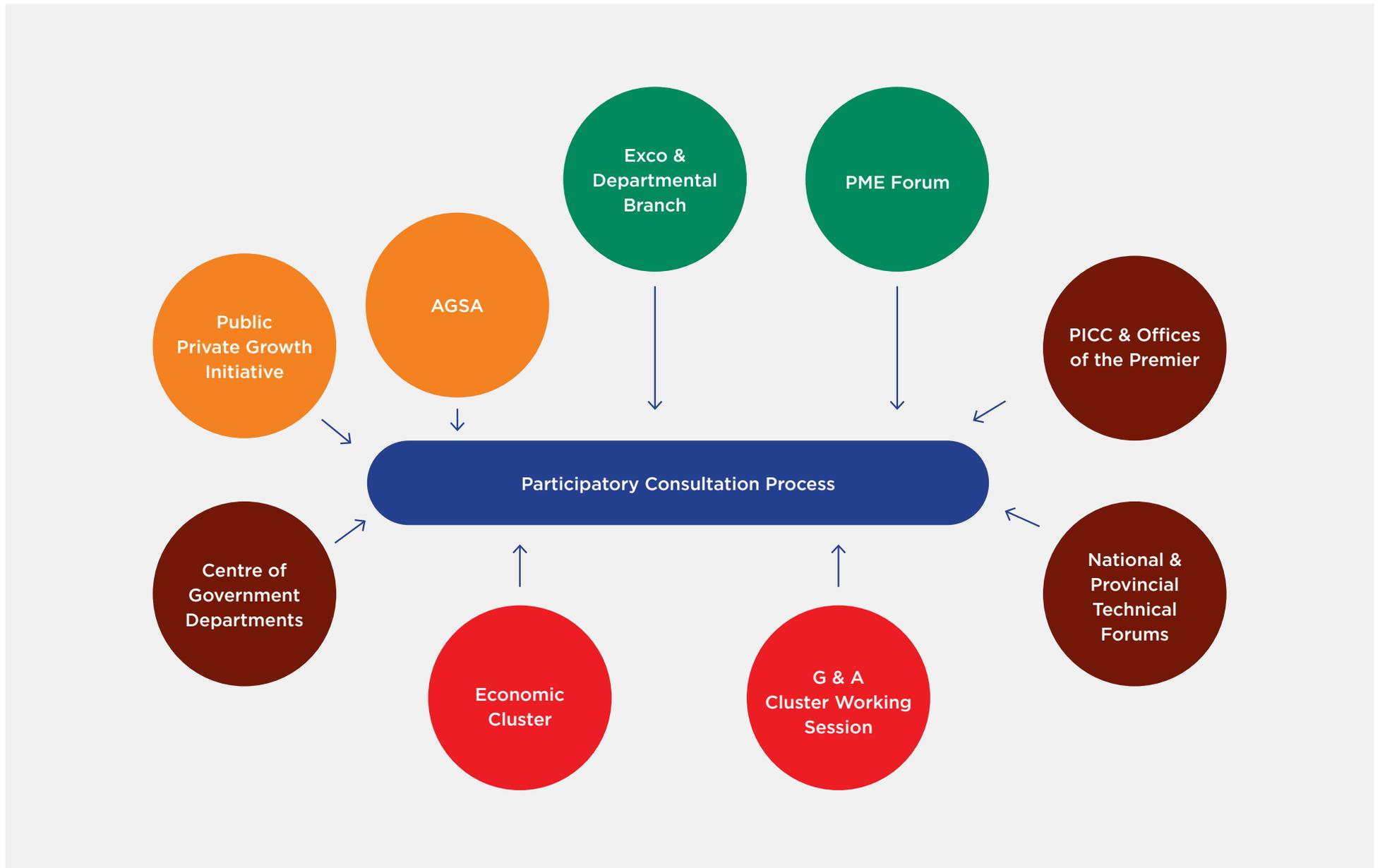
national development targets. Performance agreements will initially apply to Ministers, but premiers, mayors of municipalities will be included upon completion of the District model. Similarly, social partners including business, labour and the community sector will enter into social compact agreements, which will be the mechanism to ensure that the private sector commitments reflected in the MTSF 2019-2024 are implemented and achieved.

Consultation on the MTSF 2019-2024

The DPME held a series of consultation sessions to discuss and source inputs on the MTSF 2019-2024 between June 2018 and September 2019. These included consultations with social partners, and national, provincial and local government institutions. Consultations were held with the private sector as part of the PPGI.

Further engagements will be held within the three spheres of government and the various public sector implementing agents including the SOE's, DFI's and public entities at all three spheres of government, with respect to their commitments and budget allocations in support of the Plan. Social Partners particularly the Business, Labour and community constituencies will be engaged about their specific contribution to the implementation of the Plan. Similarly, the general public will be engage on understanding Government's commitment for the next five years, the priorities, the programmes and the role they can play in their respective communities and in society in general. The achievement of this MTSF 2019-2024 is dependent on all sectors of our society playing their respective part towards the implementation of the plan and achievements of the outcomes. Active citizenry and participatory democracy requires all hands on deck toward radical socio-economic transformation for a better life for all our people.

Figure 2 Consultation process





A CAPABLE STATE

Priority 1: A Capable, Ethical and Developmental State

INTRODUCTION

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

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

CAPABLE STATE:

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

ETHICAL STATE:

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

DEVELOPMENTAL STATE:

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

A capable and honest government

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

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

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

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

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

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

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

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

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

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

Improved leadership, governance and accountability

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

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

Functional, efficient and integrated government

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

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

Professional, meritocratic and ethical public administration

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

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

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

Social compact and engagement with key stakeholders

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

Mainstreaming of gender, empowerment of youth and people with disabilities

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

Implementation Plan: Improved leadership, governance and accountability

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

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

Monitoring Framework: Improved leadership, governance and accountability

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

2024 IMPACT: PUBLIC VALUE AND TRUST; ACTIVE CITIZENRY AND PARTNERSHIPS IN SOCIETY

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

Implementation Plan: Functional, efficient and integrated government

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

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

Monitoring Framework: Functional, efficient and integrated government

2024 IMPACT: PUBLIC VALUE AND TRUST; ACTIVE CITIZENRY AND PARTNERSHIPS IN SOCIETY								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Functional, Efficient and Integrated Government	Percentage of qualified audits in national, provincial, local government and public entities	Percentage of qualified audits in 2018 National government level: 19.6% Provincial government level: 24.4% Local government level: 40.8% Public entities: 27.1%	75% reduction of qualified audits in national, provincial, local government levels and public entities by 2024	Enhance productivity and functionality of public sector institutions in supporting people-centered service delivery	Implement Organisational Functionality Assessment Framework as a mechanism to measure the levels of productivity and functionality (efficiency and effectiveness) of departments in supporting service delivery objectives	Piloted system by DPSA	Organisational Functionality Assessment Framework implemented by 2022	Lead: DPSA, Contributing: DCOG, DPME

2024 IMPACT: PUBLIC VALUE AND TRUST; ACTIVE CITIZENRY AND PARTNERSHIPS IN SOCIETY

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

2024 IMPACT: PUBLIC VALUE AND TRUST; ACTIVE CITIZENRY AND PARTNERSHIPS IN SOCIETY

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

Implementation Plan: Professional, meritocratic and ethical public administration

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

Monitoring Framework: Professional, meritocratic and ethical public administration

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

2024 IMPACT: PUBLIC VALUE AND TRUST; ACTIVE CITIZENRY AND PARTNERSHIPS IN SOCIETY								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Institutionalise professional code of ethics in public administration	Programme to institutionalise professional code of ethics in public administration	2018 Baseline	Professional code of ethics in public administration institutionalised by 2023	Lead: DPSA, Contributing: DCOG
					Approved Lifestyle Audit Guideline	New indicator	Lifestyle Audit Guideline developed and approved by March 2020	Lead: DPSA

Implementation Plan: Social compact and engagement with key stakeholders

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

Monitoring Framework: Social compact and engagement with key stakeholders

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

CROSS-CUTTING FOCUS AREAS

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

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

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

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

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



STORE

WORKSHOP

A STRONG AND INCLUSIVE ECONOMY

Priority 2: Economic Transformation and Job Creation

INTRODUCTION

The NDP Vision 2030 is government's blueprint to unite all South Africans to address the triple challenges of unemployment, inequality and poverty. While this is a long-term project, several medium-term initiatives are needed to reach longer-term goals. The most pressing problem facing South Africa today is the absence of faster and sustained inclusive growth. These dual imperatives are prerequisites for addressing the triple challenge. Over the next five years, we will prioritise economic transformation and job creation through a set of focused, interlinked programmes, described below.

We urgently need to improve South Africa's productive capacity, human capital and state capability. This needs to happen inclusively through broad-based investments to address unemployment and livelihood insecurities facing our people. Faster and inclusive growth is key to improving and sustaining higher living standards, and successfully reducing the inequalities that still puncture our economy. We have laid out preconditions for accelerating delivery through transformative innovation, 4IR, overcoming challenges with SOEs and ensuring a supportive macroeconomic environment for investment. Specific redress interventions are also needed to broaden opportunity and employment for women, the youth and people with disabilities through dedicated economic inclusion, education and skills development initiatives.

Economy and jobs

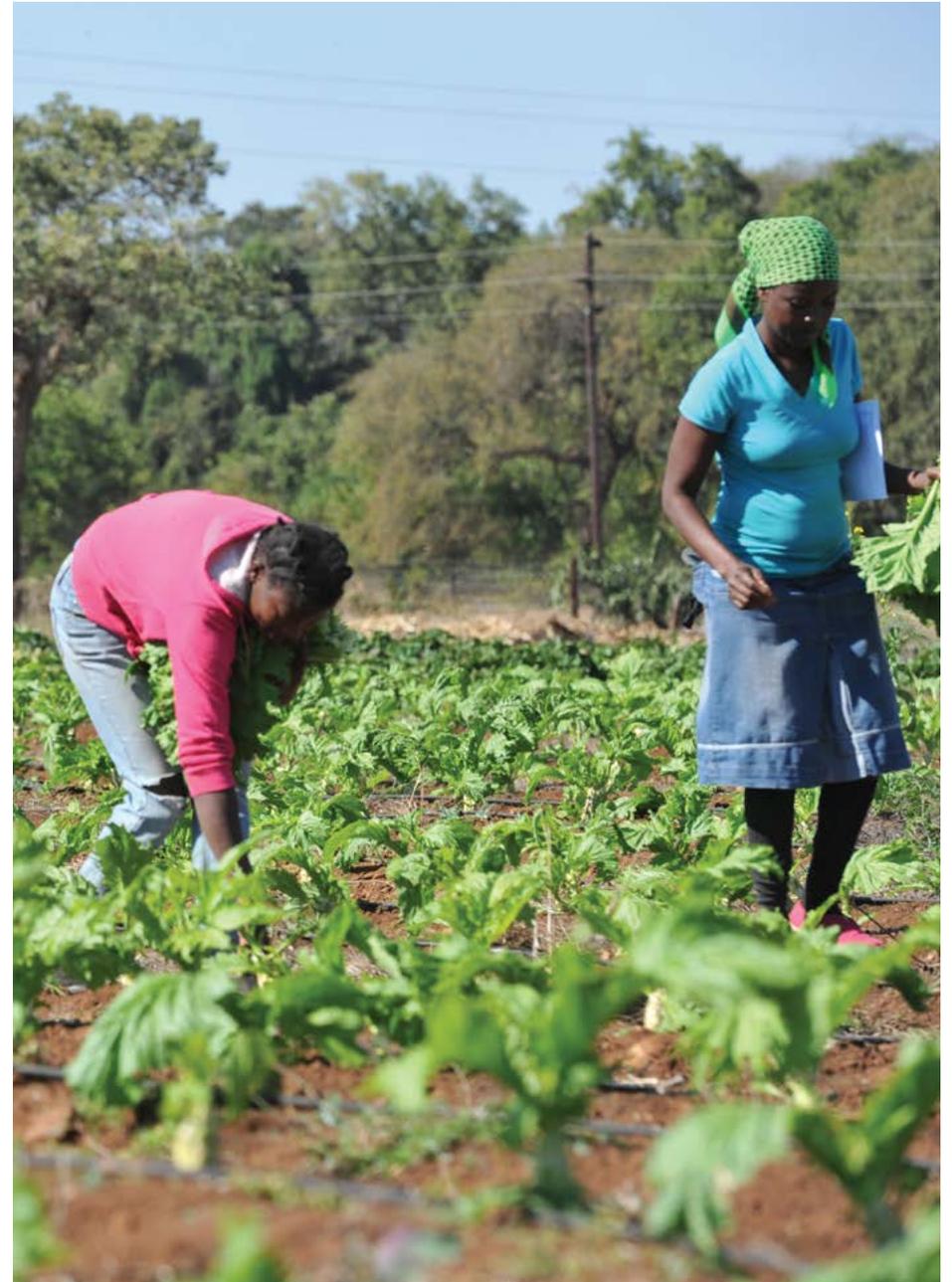
Sustainable long-term growth is needed to sharply reduce unemployment. This requires both broad structural reforms as well as targeted interventions. As we navigate an uncertain global environment and local fiscal constraints, we need to rebuild confidence and galvanise investment. A number of interventions have already been announced through the President's Stimulus Package, the Jobs Summit and the Investment Conference. These must be fast-tracked and implemented fully so that the country can start reaping the benefits. The additional interventions to support priorities over the next five years require partnerships with social and private parties to achieve better growth opportunities.

Operation Phakisa - accelerating delivery through transformative innovation

Operation Phakisa aims to accelerate the delivery of key national developmental priorities contained in the NDP. Government has created seven Operation Phakisa Labs in the following sectors: oceans economy; health; ICT in basic education; mining; biodiversity; agriculture, land reform and rural development; and chemicals and waste. Two more labs focusing on technical and vocational education and training (TVET) colleges, and water and sanitation will be convened over the next five years. The current estimates are that Operation Phakisa projects will create a cumulative 402 000 jobs by 2024.

- **Oceans Economy Lab** was convened in July–August 2014, led by the Department of Environment, Forestry and Fisheries (DEFF), in partnership with the Department of Mineral Resources and Energy (DMRE), the Department of Transport (DoT), the Department of Agriculture, Rural Development and Land Reform (DARDLR) and the Department of Health (NDOH) is estimated to contribute up to R177 billion to the GDP while creating more than one million jobs by 2033.
- **Ideal Clinic Realisation and Maintenance Programme** was convened in October–November 2014, led by NDOH. The aspiration of this delivery Lab is to transform 100 percent of all the 3 507 public health clinics (PHC) into Ideal Clinics by 2019, from a zero base and improve patient experience of health care. Developing and sustaining the ‘ideal’ PHC clinic requires that a number of components are in place and function well, including administration, Integrated Clinical Services Management, Medicines, Supplies and Laboratory Services, Human Resources for Health, Support Services, Infrastructure, Health Information Management, Communication, District Health System Support, Implementing Partners and Stakeholders.
- **Leveraging ICT in Basic Education** was convened in August–September 2015, led by the Department of Basic Education (DBE). The delivery Lab on Leveraging ICT has an aspiration to ensure access to ICT infrastructure and support through school connectivity and digital content while teachers and managers are professionally developed. This Lab was premised on the fact that ICT, as emphasised in the NDP, are tools that can assist in improving the quality of basic education. The NDP also recognises that the development of an ICT capable society requires the development of critical thinking and technological skills during school years.
- **Mining Lab**, galvanising growth, investment and employment creation along the mining value chain and mining-related communities – convened in Oct–Nov 2015, led by DPME in partnership with the DMRE and the Department of Trade, Industry and Competition (DTIC). The aspiration of the Operation Phakisa Mining was to galvanise growth, transformation, investment and employment creation along the entire mining value chain, in relevant input sectors and in mining related communities. Targets for this delivery Lab are set in specific initiatives. These targets include but are not limited to the following:
 - Attracting up to 6 percent investment in the South African mining cluster by 2020;
 - Reducing the turnaround time for applications and approvals from 200 days in 2016 to 100 days in 2020;
 - Increase in the number of direct jobs created as per investment, from zero in 2016 to 5 percent in 2020, with up to 979 888 additional jobs created;
 - Creation on up to 489 944 indirect jobs by 2020 from a zero base in 2020.
 - Improving access and operating costs to logistics infrastructure from 2 percent in 2016 to 10 in 2020;
 - Increasing the level of exploration in South Africa through the increase in the percentage of global expenditure from less than 1 percent in 2016 to 2.5 percent in 2020;
- **Biodiversity Economy** was convened from Apr–May 2016, led by DEFF. This Lab is comprised of two focus areas, namely: Wildlife and Bioprospecting. The Wildlife focus area of the Biodiversity Delivery Lab aspires to be an inclusive, sustainable and responsive wildlife economy that grows at 10 percent per annum until at least 2030, while providing a foundation for social well-being and maintaining the ecological resource base. It aspires to have an average annual increase of 10 percent to the GDP while creating 100 000 new jobs.

- **Agriculture, Land Reform and Rural Development** - convened in September–October 2016, led by the Department of Agriculture, Rural Development and Land Reform (DARDLR). This lab was convened with an aspiration to stimulate growth, foster job creation and instill transformation. Agriculture, forestry and fisheries was identified as a key sector to drive inclusive growth in rural economies with significant job creation opportunities. Its targets include creation of 1 million jobs, 600 000 jobs in communal areas and 300 000 jobs through commercial agriculture.
- **Chemicals and Waste Economy** - convened in July–August 2017, led by DEFF. Its aspiration is to reduce the negative environmental and health impact of waste and risks posed by chemicals; increase the commercialisation of the circular economy and create value from resources currently discarded as waste; and foster inclusive growth through positioning of South Africa as a globally competitive producer of sustainable products. Specific targets for this Lab include contributing to R11.5 billion to the GDP, create 127 000 jobs and 4 300 Small, Medium and Micro-Enterprises (SMMEs), grow the secondary resources economy by increasing local utilization and beneficiation of waste resources by 50-75 percent.



The private sector's contribution to jobs and investment

The private sector is a key social partner to stimulate growth and serve as an investor for catalytic implementable projects. The Public Private Growth Initiative (PPGI) aims to develop a more coherent partnership with government and drive inclusive economic growth and job creation.

The PPGI has committed to projects and initiatives in the forestry, automotive, agriculture, tourism, construction, small businesses, aerospace, energy, financial, manufacturing, ICT and pharmaceuticals industries. These commitments are set out below:

Table 2: Identified public private growth initiative projects

Sector	Description	Estimated jobs	Investment (R billions)
Forestry	Expansion and modernisation and renewable energy	40 565	24.62
Automotive	Localisation of automotive components	16 000	16
Agriculture	Beefmaster	1 300	-
Renewable energy	Independent power producers in renewable energy development zones	33 000	140
Defence	Safety and security	2 000	2
Water economy	Municipality water and sanitation beneficiation	-	16
Global business	Various	30 000	-
Energy (fuel)	Clean Fuels 2 programme	16 000	55
Construction	South Africa's border posts	-	6
Total		138 865	259.62

More decent jobs created and sustained

The NDP Vision 2030 set a target of reducing unemployment to 6 percent by 2030, resulting in a working labour force of 24 million. Over the last nine years an additional 2.5 million jobs have been created. This has resulted in an employed population of 16.3 million and an official unemployment rate of 27.6 percent (Q1 2019). Creating jobs, especially for the youth, will stop rising unemployment and break down the barriers for those excluded from the labour market. Government plans to facilitate the creation of at least 2 million jobs by 2024. A number of public and private-sector initiatives are planned to create these jobs.

Investing for accelerated inclusive growth

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

Ensuring inclusive growth will also require addressing the vast amounts of money South Africa loses to the illicit economy each year – estimated at 10 percent of GDP. This has mainly been in the form of illicit exports, concealment of wealth abroad, and illicit financial flows – which have a well-established link to corruption, while reducing the tax base. Other activities include smuggling tobacco products, counterfeit textiles, drug trade, illicit mining of gold, diamonds and other minerals, ivory smuggling, and the poaching of endangered species like abalone and rhino.

Industrialisation, localisation and exports

There will be a focus on industrialisation which enables economic growth and development. This is due to the multiplier effects of these industries

and their ability to create jobs, develop skills and support the development of new technologies. South Africa's manufacturing sector has been under significant strain. Its share of GDP has dropped from 21 percent in 1994 to 14 percent by 2018. This decline is the result of rising operational costs, insufficient skills, low business confidence, uncertain global conditions and policy uncertainty.

Innovation

South Africa remains one of the most expensive countries in Africa in relation to broadband costs. The country has relatively low levels of ICT uptake, largely because data costs are high, access is low and efficiency is poor. This has affected our relative competitiveness and future growth potential. According to the Global Competitiveness Reports, South Africa was ranked 66th for ICT readiness and adoption in 2014, but has dropped to 89th position by 2019.

Competitive and accessible markets

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

Improved quality and quantum of investments

The NDP sets an infrastructure investment target of 30 percent of GDP by 2030, with public-sector investment reaching 10 percent of GDP. However, public-sector investment in both new and existing economic infrastructure falls short of what is needed to meet the country's economic and social requirements. In 2018, the National Treasury conducted a study on key inhibitors to growth, which demonstrated that lack of investment, poor management and operational inefficiencies in key network infrastructure

sectors, limit South Africa's growth potential. According to the Global Competitiveness Index (2019), the country ranks very poorly across key infrastructure sectors. Out of 141 countries, South Africa is ranked 107th for electricity access, 87th for reliability of water supply, 65th for efficiency of train services and 50th for efficiency of port services. This limits competitiveness by increasing the cost of doing business and hinders the expansion or creation of businesses.

Implementation Plan: More decent jobs created and sustained

OUTCOME MORE DECENT JOBS CREATED AND SUSTAINED, WITH YOUTH, WOMEN AND PERSONS WITH DISABILITIES PRIORITISED							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing department
Create jobs through Job Summit Commitments, Operation Phakisa and other public sector employment programmes	To be funded in MTEF baseline	All entities with job creation programmes			Projects to be spatially mapped	National departments; provinces; municipalities	DEL, DPWI DPME
Implement Presidential comprehensive youth employment intervention	To be funded in MTEF baseline	NYDA	PPGI		Projects to be spatially mapped	National departments; provinces; municipalities	DEL, Presidency
Create an enabling environment for employment through policy and regulations.	To be funded in MTEF baseline	Not applicable	NEDLAC		Not applicable	National	DEL, DHA

Monitoring Framework: More decent jobs created and sustained

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	Interventions	Indicators	Baseline	Targets	Lead and contributing department
More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Unemployment rate	27.6%	20-24%	Create jobs through Job Summit Commitments Operation Phakisa and other public sector employment programmes	Number of jobs created per year through Job Summit initiatives	New indicator	275 000 jobs created per year until 2024	DEL
					Number of Jobs created through Operation Phakisa	9 146	402 950 jobs created by 2024	DPME
					Number of work opportunities reported through other public employment programmes	4.4 million work opportunities	5 million work opportunities created by 2024	DPWI
				Implement Presidential comprehensive youth employment intervention	Number of youth NEET absorbed in employment	New indicator	1 million youth jobs by 2024	DEL, Presidency
				Create an enabling environment for employment through policy and regulations	Draft employment policy developed, consulted, piloted and implemented	New indicator	Employment policy drafted and implemented by 2024	DEL
					Revise the visa regime to support importation of critical skills, and improve processing turnaround time	Visa regime revised 85% of critical skills visas adjudicated within 4 weeks for applications processed within the RSA	Implementation of revised visa regime 95% of visa applications adjudicated in 4 weeks by 2022	DHA

Implementation Plan: Investing for accelerated inclusive growth

OUTCOME INVESTING IN ACCELERATED INCLUSIVE GROWTH							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing department
Improve ease of doing business	To be funded in MTEF baseline	Companies and Intellectual Property Commission; SARS	PPGI	One-stop shops	Major cities and towns	National departments; provinces; municipalities	DTIC, NT
Demand skills planning to support growth	To be funded in MTEF baseline	Universities; TVET colleges	NEDLAC		Not applicable	National	DHET DEL
Ensure the macroeconomic policy alignment and coherence	To be funded in MTEF baseline	South African Reserve Bank, National Planning Commission, Centre of Scientific and Industrial Research, Universities	NEDLAC	Not applicable	Not applicable	National	NT, DTIC, DPME, DEFF, DMRE
SUB-OUTCOME: INCREASED OWNERSHIP AND PARTICIPATION BY HISTORICALLY DISADVANTAGED INDIVIDUALS							
Review broad-based black economic empowerment (B-BBEE) to support worker empowerment and establish legislation for worker, community and HDI ownership	To be funded in MTEF baseline	Not applicable	NEDLAC	Not applicable	Not applicable	National	DTIC
Ensure the implementation of the Employment Equity Act to eliminate gender and race wage disparity.	To be funded in MTEF baseline	Not applicable	NEDLAC		Not applicable	National departments; provinces; municipalities	DEL, DWYPD
Review the financial sector code to support transformation in the sector	To be funded in MTEF baseline	South African Reserve Bank	NEDLAC, Financial Sector Transformation Council; Business (financial sector)		Not applicable	National	NT, DTIC

OUTCOME INVESTING IN ACCELERATED INCLUSIVE GROWTH							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing department
SUB-OUTCOME: REDUCED ILLICIT ACTIVITY AND IMPROVED TAX COLLECTION							
Reduce illicit financial flows and misuse of tax havens	To be funded in MTEF baseline	Financial Intelligence Centre; South African Reserve Bank; South African Revenue Service, Financial Sector Conduct Authority; National Prosecuting Authority; Directorate for Priority Crime Investigation	Not applicable		Not applicable	National	NT, FIC
Reducing the illicit economy activities	Additional funding requested	South African Revenue Service; National Prosecuting Authority, South African Police Service	Not applicable		Not applicable	National, provincial and regional offices	NT

Monitoring Framework: Investing for accelerated inclusive growth

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	Interventions	Indicators	Baseline	Targets	Lead and contributing department
Investing for accelerated inclusive growth	GDP	0.8% (2018)	2-3%	Improve the ease of doing business	World Bank Ease of Doing Business ranking	Ranked 82nd , 2019	Improve overall ranking to within the top 50 countries by 2024. Also achieve top 50 ranking on indicators such as Starting a Business, Trading Across Borders, Registering Property, Construction Permits, and top 25 ranking on Paying Taxes	DTIC, NT
				Demand skills planning to support growth	Skills Priority Plan developed	New indicator	Skills Priority Plan developed by 2020	DHET, DEL
				Ensure the macroeconomic policy alignment and coherence	Macroeconomic policy reviewed to support growth	Fiscal consolidation, inflation targeting 3-6%	Macroeconomic policy framework reviewed by 2022	NT, DTIC
					Framework for a just transition to a low carbon economy developed and implemented	New indicator	Framework for a just transition to a low carbon economy developed and implemented by 2022	NT, DPME, DEFF, DMRE
				Review B-BBEE to support worker empowerment and establish legislation for worker, community and HDI ownership	Legislation to establish threshold and conditions	New indicator	Legislation for worker, community and HDI ownership established by 2022	DTIC
					Percentage of B-BBEE transactions with worker and community ownership	New indicator	3% of transaction value accrue to workers and communities	DTIC
				Ensure the implementation of the Employment Equity Act (EEA) to eliminate gender and race wage disparity	Number of EEA inspections	2 063 EEA inspections conducted in 2018/19	1 640 EEA inspections conducted per year	DEL

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	Interventions	Indicators	Baseline	Targets	Lead and contributing department
Investing for accelerated inclusive growth	GDP	0.8% (2018)	2-3%	Review the financial sector code to support transformation in the sector	Financial sector code reviewed	Financial sector code	Financial sector code reviewed and implemented by end of 2020	NT, DTIC
				Reduce illicit financial flows and misuse of tax havens	Percentage reduction in illicit financial flows	New indicator	Reduction in illicit financial flows of 10% per annum	NT, FIC, FSCA, NPA, DPCI, SARS, SARB
				Reducing the illicit economy activities	Capacitate SARS through the establishment of the illicit economy unit	New indicator	Illicit economy unit established and fully functional	NT, SARS

Implementation Plan: Re-industrialisation of the economy

OUTCOME RE-INDUSTRIALISATION OF THE ECONOMY AND EMERGENCE OF GLOBALLY COMPETITIVE SECTORS							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing department
Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth- and women-owned SMME participation	Additional funding requested for new priority sectors	Entities that support national priority sectors	Private parties in national priority sectors		Projects to be spatially mapped	National departments; provinces; municipalities	DTIC, All Departments identified as national priority sectors
Support localisation and industrialisation through government procurement	To be funded in MTEF baseline	Entities that support national priority sectors	Not applicable		Not applicable	National departments; provinces; municipalities	DTIC, NT

Monitoring Framework: Re-industrialisation of the economy

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								
Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Industrialisation, localisation and exports	Percentage growth for exports in 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	4%	Create a conducive environment that enables national priority sectors to support industrialisation and localisation, leading to increased exports, employment, and youth- and women-owned SMME participation	Masterplans developed	Automotive and CTLF Masterplans	All master plans developed by end of 2021	DTIC, All Departments identified as national priority sectors
					National priority sectors grow contribution to GDP growth of 3% and exports increase by 4%	New indicator	Exports for national priority sectors increased by 4%	
					Complete the revitalisation of industrialisation parks	15 Industrial parks	All industrial parks revitalised	DTIC
				Support localisation and industrialisation through government procurement	Percentage compliance of government spend on designated products and services	New indicator	100% compliance	DTIC, NT

Implementation Plan: Improve competitiveness through ICT adoption

OUTCOME IMPROVE COMPETITIVENESS THROUGH ICT ADOPTION							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Spectrum licensing, broadband rollout, and reducing the cost of communications	To be funded in MTEF baseline	Independent Communications Authority of South Africa; Sentech; Broadband Infraco	Private sector (ICT industry)		Not applicable	Not applicable	DCDT
Increased investment in gross expenditure on research and development	Additional funding required	Council for Scientific and Industrial Research			Not applicable	National	DSI
Commercialisation of Public Sector funded IP	To be funded in MTEF baseline	Council for Scientific and Industrial Research			Not applicable	National	DSI

Monitoring Framework: Improve competitiveness through ICT adoption

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	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Improve competitiveness through ICT adoption	World Economic Forum Global Competitiveness Index for ICT adoption	Ranked 89th 2019	Ranked 70th	Spectrum licensing, broadband rollout and reducing the cost of communications	High demand spectrum allocated	Policy directive issued	4G coverage of high demand spectrum allocated by end of 2020 Inquiry into the licensing framework for 5G within 6 months after the World Radio Communications Conference 2019	DCDT
					Percentage increase in broadband penetration.	54% of population have access to internet	80% of population have access to the internet by 2024	DCDT
					Competitive reduction in data cost and the eradication of skewed price setting by dominant players	South Africa is ranked 31st in Africa for the price of 1G data based on the Competition Commission (2018)	South Africa will be the cheapest in Africa for 1G data by 2024	DCDT
				Increased investment in gross expenditure on research and development	Gross expenditure on research and development as a percentage of GDP	0.82% of GDP in 2016/17	1.1% of GDP by 2024	DSI
				Commercialisation of Public Sector funded IP	No. of disclosures which are licensed annually	15	35	DSI

Implementation Plan: Competitive and accessible markets

OUTCOME							
COMPETITIVE AND ACCESSIBLE MARKETS THROUGH REDUCED SHARE OF DOMINANT FIRMS IN PRIORITY SECTORS AND EXPANDED SMALL BUSINESS							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Reduce high levels of economic concentration through rigorous implementation of the Competition Amendment Act and other regulations	To be funded in MTEF baseline	Competition Commission	Not applicable		Not applicable	National	DTIC
Facilitate the increase in number of functional small businesses with a focus on township economies and rural development	To be funded in MTEF baseline	Small Enterprise Development Agency	Not applicable		Not applicable	National Departments; Provinces; District Municipalities	DSBD, DTIC
Strengthen development finance towards SMME development	To be funded in MTEF baseline	Small Enterprise Finance Agency; Industrial Development Corporation	Not applicable		Not applicable	National Departments; Provinces; District Municipalities	DSBD
SMME development through incubation centres and digital hubs	To be funded in MTEF baselines	Small Enterprise Development Agency	Not applicable		Projects to be spatially mapped	National Departments; Provinces; District Municipalities	DSBD
Ensure inclusion of SMMEs in localisation and buy local campaigns	To be funded in MTEF baseline	Small Enterprise Development Agency	Not applicable		Not applicable	National Departments; Provinces; District Municipalities	DSBD, DTIC
Explore the introduce of measures (such as tax breaks) to support the establishment of new, youth owned start-ups	To be funded in MTEF baseline	Small Enterprise Development Agency, South African Revenue Service; Youth Development Agency	Private Sector		Not applicable	National Departments; Provinces; District Municipalities	DSBD, DTIC, NT

Monitoring Framework: Competitive and accessible markets

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	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Reduced concentration and monopolies and expanded small business sector	Percentage contribution of small business to GDP	35%	50%	Reduce high levels of economic concentration through rigorous implementation of the Competition Act and other regulations	Number of market inquiries into historically concentrated priority sectors	New indicator	Initiate one new market inquiry and implementation of recommendations of one concluded market inquiry per annum	DTIC
				Facilitate the increase in number of competitive small businesses with a focus on township economies and rural development	Number of competitive small businesses and cooperatives supported	New indicator	200 000 competitive small businesses and cooperatives supported	DSBD
				Strengthen development finance towards SMME development	Improved access to affordable finance for SMMEs and cooperatives	New indicator	At least 50% of national and provincial DFI financing to SMMEs and cooperatives	DSBD, DTIC, NT
				SMME development through incubation centres and digital hubs	Number of incubation centres and digital hubs established	73	270 established by 2024	DSBD
				Ensure inclusion of SMMEs in localisation and buy local campaigns	Provisions made in accords and interventions for SMMEs	New indicator	Localisation policy paper on SMMEs development and adopted by 2021	DSBD, DTIC
				Explore the introduction of measures (such as tax breaks) to support the establishment of new, youth owned start-ups	Number of youth business start-ups	New indicator	100 000 youth business start-ups per annum	DSBD, NT, DTIC

Implementation Plan: Improved quality and quantum of investments

OUTCOME IMPROVE THE QUALITY AND QUANTUM OF INVESTMENT TO SUPPORT GROWTH AND JOB CREATION							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
SUB-OUTCOME: ESTABLISH INFRASTRUCTURE FUND							
Improve the quality and rate of infrastructure investment	R50 billion required over five years	Development Bank of Southern Africa; Industrial Development Corporation, Government Technical Advisory Centre	Approved blended finance projects	Technical expertise	Projects to be spatially mapped	National	NT, Presidency, DPWI
SUB-OUTCOME: SECURE SUPPLY OF ENERGY							
Increase reserve margin to counter load shedding	Additional funding required	Eskom	Not applicable		Projects to be spatially mapped	Not applicable	DPE, DMRE
Explore embedded generation options to augment Eskom capacity	Additional funding required	Eskom	Approved private sector projects		Projects to be spatially mapped	National and municipalities	DPE, DMRE
Separation and unbundling of Eskom to eliminate cross-subsidisation and improve efficiency	Additional funding required	Eskom	Not applicable		Not applicable	Not applicable	DPE, DMRE
Diversify energy sources by implementing the approved Integrated Resource Plan	Additional funding required	Eskom	Approved private sector projects		Projects to be spatially mapped	National	DMRE
Strengthen NERSA's regulatory oversight of Eskom and relevant municipalities	To be funded in MTEF baseline	National Energy Regulator of South Africa	Not applicable		Not applicable	National and municipalities	DMRE
Security of supply and diversify liquid fuels	To be funded in MTEF baseline	Central Energy Fund			Not applicable	National	DMRE

OUTCOME IMPROVE THE QUALITY AND QUANTUM OF INVESTMENT TO SUPPORT GROWTH AND JOB CREATION							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs, and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
SUB-OUTCOME: WATER SECURITY							
Diversify the water mix through implementation of Water and Sanitation Masterplan	To be funded in MTEF baseline	Water Boards; Water Services Authorities	Approved blended finance projects		Projects to be spatially mapped	National, regional and municipal offices	DHSWS
Develop, maintain and refurbish gauging stations to measure water quantity	To be funded in MTEF baseline	Water Boards; Water Services Authorities	Approved blended finance projects		Projects to be spatially mapped	National, regional and municipal offices	DHSWS
Reduce delays in water use licenses	To be funded in MTEF baseline	Water Services Authorities	Not applicable		Not applicable	National	DHSWS
SUB-OUTCOME: INCREASE IN ACCESS TO AFFORDABLE AND RELIABLE TRANSPORT SYSTEMS							
Increase competitiveness and access to transport modal networks through effective regulation	To be funded in MTEF baseline	Transnet; South African National Roads Agency Limited	Approved blended finance projects		Projects to be spatially mapped	National departments; provinces; municipalities	DoT, DPE
Expansion and maintenance of transport infrastructure as part of the Road Stimulus Package	To be funded in MTEF baseline	South African National Roads Agency Limited; Provincial and Municipal Roads Agencies	Not applicable		Projects to be spatially mapped	National departments; provinces; municipalities	DoT
Implement comprehensive rail modernisation and upgrade programme	Additional funding required	Passenger Rail Agency of South Africa	Not applicable		Projects to be spatially mapped	National	DoT
Finalise Road Freight Strategy Integrated Implementation Plan to facilitate transition from road freight to rail and the participation of private sector	To be funded in MTEF baseline	Transnet; South African National Roads Agency Limited; Provincial and Municipal Roads Agencies	Not applicable		Projects to be spatially mapped	National departments; provinces; municipalities	DoT, DPE
Develop strategy for the implementation of the "user pay principle"	To be funded in MTEF baseline	Not applicable	Not applicable		Not applicable	National	DoT
Reduce costs for priority sectors by increasing the efficiency of ports.	To be funded in MTEF baseline	Ports Regulator of South Africa; Transnet (National Ports Authority)	Not applicable		Not applicable	National	DoT, DPE

Monitoring Framework: Improved quality and quantum of investments

2024 IMPACT: INVESTMENT TO REACH 23% OF GDP BY 2024 WITH THE PUBLIC SECTOR CONTRIBUTING 8% OF GDP AND THE PRIVATE SECTOR CONTRIBUTING 15% OF GDP								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Quality and quantum of investment to support growth and job creation improved	Investment in infrastructure secured and implemented	18.2% (2018)	8% public sector contribution 15% private sector contribution	Improve the quality and rate of infrastructure investment	Infrastructure Fund established and operationalised	New indicator	R100 billion Infrastructure Fund established and operationalised, with R5 billion leveraged by 2020	NT Presidency, DPWI
					Infrastructure expenditure	New indicator	R1 trillion invested by 2024	NT
Supply of energy secured	Increase infrastructure investment by public and private sectors	18.2% (2018)	8% public sector contribution 15% private sector contribution	Improve energy availability factor to ensure constant supply of electricity	Increased energy availability factor	73.74 %	Above 80% by 2024	DPE, DMRE
				Increase reserve margin to counter load shedding	Increased electricity reserve margin	4.3 %	15% by 2024	DPE, DMRE
				Explore embedded generation options to augment Eskom capacity	Additional megawatts commissioned	New indicator	1000 MW by 2024	DMRE, DPE
				Separation and unbundling of Eskom to eliminate cross-subsidisation and improve efficiency	Independent transmission company under Eskom Holdings established	New indicator	Transmission company established by 2024	DPE, DMRE

2024 IMPACT: INVESTMENT TO REACH 23% OF GDP BY 2024 WITH THE PUBLIC SECTOR CONTRIBUTING 8% OF GDP AND THE PRIVATE SECTOR CONTRIBUTING 15% OF GDP								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Supply of energy secured	Increase infrastructure investment by public and private sectors	18.2% (2018)	8% public sector contribution 15% private sector contribution	Diversify energy sources by implementing the approved Integrated Resource Plan 2019	Share of alternative energy sources	5.9 %	Share of alternative energy sources at 11 % by 2024	DMRE
				Strengthen NERSA's regulatory oversight of Eskom and relevant municipalities	Regulator's role and responsibility reviewed	New indicator	NERSA review completed with recommendations adopted by Cabinet and implemented by the end of 2020	DMRE
				Security of supply and diversify liquid fuels	Strategy and plan on liquid fuels reviewed and updated	Integrated Energy Plan (IEP)	Updated strategy and plan for liquid fuels by 2022	DMRE
					Feasibility study completed	Draft feasibility study	Feasibility study on new oil refinery completed by 2021 and final investment decision made	DMRE
Water security secured	Increase infrastructure investment by both public and private sectors	18.2% (2018)	8% public sector contribution 15% private sector contribution	Diversify the water mix through implementation of the Water and Sanitation Master Plan	National Water and Sanitation Master Plan developed	2017 National Water and Sanitation Master Plan	Implement the approved National Water and Sanitation Masterplan	DHSWS
				Develop, maintain and refurbish gauging stations to measure water quantity	Gauging stations developed, maintained and refurbished	New target	Additional gauging stations developed by 2024 and existing stations maintained and refurbished	DHSWS

2024 IMPACT: INVESTMENT TO REACH 23% OF GDP BY 2024 WITH THE PUBLIC SECTOR CONTRIBUTING 8% OF GDP AND THE PRIVATE SECTOR CONTRIBUTING 15% OF GDP

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Water security secured	Increase infrastructure investment by both public and private sectors	18.2% (2018)	8% public sector contribution 15% private sector contribution	Reduce delays in water use licenses	Timeframe for processing water use license applications	3-12 months depending on complexity	Timeframe for water use license applications reduced by 50% by 2020	DHSWS
Increase access to affordable and reliable transport systems.	Increase infrastructure investment by public and private sectors	18.2% (2018)	8% public sector contribution 15% private sector contribution	Increase competitiveness and access to transport modal networks through effective regulation	Single Transport Economic Regulator established and operationalised	Single Transport Economic Regulator Bill	Single Transport Economic Regulator established and operationalised by 2020	DoT
				Expansion and maintenance of transport infrastructure as part the Road Stimulus Package	Km of roads upgraded, refurbished and maintained	New target	Upgrading, refurbishing and maintenance of +- 20 000km of road network	DoT
				Implement comprehensive rail modernisation and upgrade programme	Rolling stock expansion and upgrade	PRASA rail modernisation	Roll out new rolling stock to various priority corridors	DoT, DPE
				Finalise Road Freight Strategy Integrated Implementation Plan to facilitate transition from road freight to rail and the participation of private sector	Percentage moved from road freight to rail Private Sector Participation Framework	6.1 million tons 3 concessions	10% of road freight transferred to rail by 2024. Private Sector Participation framework implemented by 2020	DoT
				Develop strategy for the implementation of the “user pay principle”	Compliance to user pay principle	New target	100% compliance with user pay principle by 2024	DoT
				Reduce costs for priority sectors by increasing the efficiency of ports	Corporatisation of Transnet National Ports Authority	New indicator	Transnet National Ports Authority Corporatisation completed by 2020	DPE, DoT

CROSS-CUTTING FOCUS AREAS

WOMEN



YOUTH



PEOPLE WITH DISABILITIES



Implementation Plan: Increased participation, ownership and access to resources and opportunities by women, youth and persons with disabilities

OUTCOME INCREASED ECONOMIC PARTICIPATION, OWNERSHIP AND ACCESS TO RESOURCES AND OPPORTUNITIES BY WOMEN, YOUTH AND PERSONS WITH DISABILITIES							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop, implement, support and monitor programmes for equitable job creation, representation and ownership by women, youth and persons with disabilities	To be funded through the MTEF Baseline	DWYPD will engage with relevant stakeholders	DWYPD in partnership with relevant stakeholders including through NEDLAC and PPGI	DWYPD will engage with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	National, provincial, district and local municipalities as defined in the lead department's district model	DSBD DTI DWYPD DPWI DEL
Expand government spend on women, youth and persons with disabilities through preferential procurement	To be funded through the MTEF Baseline	DWYPD will engage with relevant stakeholders	DWYPD in partnership with relevant stakeholders	DWYPD will engage with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	National, provincial, district and local municipalities as defined in the lead department's district model	NT DSBD DTIC DWYPD
Programmes to expand access to finance, incentives and opportunities for women, youth and persons with disabilities-led and owned businesses, including those in the informal sector	To be funded through the MTEF Baseline	DWYPD will engage with relevant stakeholders	DWYPD in partnership with relevant stakeholders	DWYPD will engage with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	National, provincial, district and local municipalities as defined in the lead department's district model	DSBD DTI SARS DALRRD NT DWYPD
Programmes to expand access to and ownership of land by women, youth and persons with disabilities	To be funded through the MTEF Baseline	DWYPD will engage with relevant stakeholders	DWYPD in partnership with relevant stakeholders	DWYPD will engage with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	National, provincial, district and local municipalities as defined in the lead department's district model	DALRRD DHS DWYPD



Monitoring Framework: Increased participation, ownership and access to resources and opportunities by women, youth and persons with disabilities

2024 IMPACT: TRANSFORMED, REPRESENTATIVE AND INCLUSIVE ECONOMY WHICH PRIORITISES WOMEN, YOUTH AND PERSONS WITH DISABILITIES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities	Level of participation, ownership, employment, equity by sex/gender, age, disability, sector/industry, occupational level	QLFS, LMD, EE Report	50% increase for women, youth and persons with disabilities by 2024 in each indicator category	Develop, implement, support and monitor programmes for equitable job creation, representation and ownership by women, youth and persons with disabilities	Proportion of youth, women and persons with disabilities	25 Year Review reports	Minimum targets as defined for women, youth and persons with disabilities	DSBD DTIC DWYPD DPWI DEL
				Expand government spend on women, youth and persons with disabilities through preferential procurement	Percentage preferential procurement spend by sex/gender, age and disability	Black Women owned - 11.49% (2017/18) Minority black women 9.68% in (2017/18) Black Disabled Persons (R239M in 2017/18)	Minimum 40% target for Women, 30% for Youth and 7% for persons with disabilities	NT DSBD DTIC DWYPD
				Programmes to expand access to finance, incentives and opportunities for women, youth and persons with disabilities-led and owned businesses	Percentage funding by sex/gender, age and disability, industry/sector	Baseline unknown	Minimum targets as defined for women, youth and persons with disabilities	DSBD DTIC SARS DALRRD NT DWYPD
				Programmes to expand access to and ownership of land by women, youth and persons with disabilities	Percentage hectares of land by sex/gender, age and disability	Land Audit Report		DALRRD DHS DWYPD



CAPABILITIES OF SOUTH AFRICANS

INTRODUCTION

South Africa has continued to invest in the development of South African capabilities. Government investment in developing the capabilities of its people extends from early childhood development (ECD) through to skills development. Investments in all stages of the education and skills system are fundamental to building the capabilities of South Africans, developing their social assets, and ultimately addressing the triple challenge of poverty, inequality and unemployment. To build effective capabilities, access to quality ECD is needed for all children, especially those in vulnerable groups. Access to quality ECD needs to be supplemented with quality schooling that leads to effective post-school education and training (PSET). To develop skilled individuals, the country must address structural barriers in tertiary institutions, while making dedicated investments to ensure labour activation. These need to happen in tandem with skills review processes to ensure appropriate improvements in learning and skills levels.

At the same time, South Africans also depend on improvements to the health sector to strengthen its management, financing and delivery. The health of South Africa's people underpins the health of the country as a whole, and its ability to grow and thrive. Health outcomes have improved, but the dual and unsustainable health system, characterised by high costs of care in the private sector, continues to place a burden on the country.

Education and training

Early childhood development

Access to Grade R is almost universal. Since 2009, more than 90 percent of learners in Grade 1 have previously attended Grade R. The General Household Survey indicates that the percentage of children between the ages of 0 and 4 participating in ECD programmes has increased from 8 percent in 2002 to 42 percent in 2017. Despite these dramatic improvements in early learning, quality and access limitations remain. Grade R for poor children has shown to have little effect on learning, indicating a problem in quality. Below Grade R, coverage is uneven; and the poorest and most vulnerable are often excluded.

Stronger policy, implementation and leadership is necessary. ECD policy must be further refined in terms of entitlement of citizens, composition of the package of services, financing, oversight and delivery responsibility. Legislation is needed to firmly establish the policy to guide the responsible institutions and to provide clarity for monitoring and accountability.

Expanding the rollout of ECD services, in addition to systematic population-based planning to reach the poorest, requires more funding using a streamlined system and effective oversight of providers, mostly individuals and not-for profits. Innovation is needed to develop underlying operational systems and data capturing systems, which can provide appropriate information for monitoring, planning and improvement. Such information is essential to identify quality problems in Grade RR, R and other parts of the system. The proposal to rollout pre-Grade R requires careful conceptualisation and planning. Introducing this component of the system too quickly could destabilise an already weak system.

More focused attention should also be given to improving the quality and content of the services for pregnant women and children in their first 1 000 days.

School education

According to the Department of Basic Education's 25 Year Review, 99 percent of 7 to 15-year-olds were attending educational institutions in 2017 (an increase from about 96 percent in 2002). Among 16- to 18-year-olds, the participation rate decreases to 86 percent, indicating a reversal in gains made in reaching universal access for learners aged 7 to 15, with some dropping out and others taking longer to reach Grade 12.

While South Africa lags behind other countries in terms of quality of education, recent standardised international assessments show that levels of learning in South African schools have been improving. The challenge is to sustain these improvements and reduce the dropout rate, to ensure higher flows into, and successful completion of, further education and training (FET).

School education is guided by the National Education Policy Act and the South African Schools Act. Continuing curriculum innovation is necessary to ensure relevance and responsiveness to learner, employer and social requirements in a changing social and technological environment. It is important to ensure that curriculum shifts do not negatively affect the recent steady improvement in education quality by creating confusion and spreading resources more thinly. A strong focus on early literacy and numeracy remain critical, but there is also a need to build South Africa's capacity to adequately and quickly develop curriculum responses to changing environments where necessary.

As per the previous MTSF 2014-2019, the first priority remains having capable and committed teachers in place. Funding has increased above inflation but is inadequate to keep up with demographic and cost (especially personnel cost) changes. As a result, provincial education funding has shrunk in terms of real purchasing power. This is resulting in vacant posts and increasing class sizes. If these trends in funding and costs are not dealt with, recent gains in the school system will be reversed.

Progress has been made in the following areas, but significant gaps remain:

- Access to learner support materials
- School facilities and infrastructure, including sanitation and basic facilities
- Access to modern media and connectivity.

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

Post-school education

Between 1994 and 2016, there was substantial consolidation in the number of institutions in the post-school sector. At the same time, higher education, technical and vocational education and training (TVET) enrolment increased significantly. Despite this expansion, gross enrolment is still low compared to other developing countries, particularly for African students.

There are also serious concerns about quality in the TVET sector, with low levels of certification and low employment success rates compared to other graduates. In community education and training centres there is unevenness and uncertainty about their mission and position in the system. Rapid growth and modest financing has put significant pressure on universities. Although there has been substantial transformation in the proportion of African undergraduates and postgraduates, concerns remain regarding throughput in universities and their real openness to poor, first-generation students.

The main sub-sectors of the post-school education system need to expand significantly to accommodate more young South Africans. In this regard the NDP and White Paper for Post-School Education set challenging targets. Further developments in policy, planning and financing are urgently needed to support expansion. This will be costly and requires further design of the finance regime to regulate fees and ensure affordability for the middle classes (or “missing middle”). In addition to improved financing models, there is also a need to force the more rapid adoption of innovative delivery models and methods, such as distance and digital learning, alternative and more efficient degree structures, improved institutional models, and approaches to improve quality and throughput.

Given the expansion required, it is also important that there is high-level planning and assurance of strategies to ensure adequate high-level research

and lecturing staff, as well as teaching, research and accommodation resources. An important strength of the university system is the decentralised management and autonomy of institutions, and this should be nurtured while working towards national objectives. Supporting the academic development of historically black universities and their administration is a priority. Higher education institutions generally have strong operational systems, which produce data that can be used to monitor and guide the sector.

Skills training

South Africa has implemented an extensive and well-financed workplace skills planning, funding and training system. However, there are concerns about the governance and impact of this system, which does not appear to have markedly improved skills or transformed workplaces into places of learning. There is also a concern that the system will not be able to adjust to rapid technological change that will result from the introduction of the 4IR.

The inefficiency and ineffectiveness of PSET partly contributes to the high number of young people (32.4 percent) aged 15–24 who are not in education, employment or training (NEET). This is a concern for the country because the major contributor to intergenerational poverty, inequality and unemployment among the youth in South Africa is low levels of education attainment and skills development. Education and skills development should therefore lay foundation to respond to the ‘Future Work’ by taking cognisance of opportunities that will arise and significant challenges associated with technology and demographic changes. However, to try and plan in detail for the potential changes that might affect the world of work in years to come is not possible, instead government needs to be responsive to emerging trends in developing skills plans.

Implementation Plan: Early childhood development

OUTCOME IMPROVED SCHOOL-READINESS OF CHILDREN							
Interventions	Resourcing (MTEF budget allocation - DBE allocation only)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Migrate the responsibility for pre-schooling to the DBE	The costing will be finalised by end of December 2019	All institutions that have a responsibility in ECD are affected as well as entities like SETAs	ECD stakeholder groups and some business entities	Office of the chief financial officers of DBE and DSD	National, provincial, district and local municipality	All levels	DBE, PEDs, DSD
Develop and operationalise an ECD planning, funding, registration and information systems	The costing will be finalised by end of December 2019	All institutions that have a responsibility in ECD are affected as well as entities like SETAs	ECD stakeholder groups and some business entities	CFO's, TI specialists at DBE and DSD	National, provincial, district and local municipality	All levels	DBE, PEDs
Develop and operationalise school readiness assessment system	2019/20 R9 million 2020/21 R9.5 million 2021/22 R9.6 million	National Education Collaboration Trust (NECT) Private Sector	DBE	Experts on digital online platforms and assessments	National, provincial, district and local municipality	All levels	DBE, PEDs, National Treasury

Monitoring Framework: Early childhood development

2024 IMPACT: ACCESS TO PRE-SCHOOLING EXPANDED TO 95 PERCENT AND QUALITY IMPROVED

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Improved school-readiness of children	Proportion of 6-year-olds (Grade R) enrolled in educational institutions by 2024	96% respectively (2017)	99%	Migrate the responsibility for pre-schooling to the DBE	Amendment of legislation to regulate the new ECD landscape	New Indicator	Amendment of NEPA, SASA, and Children's Act completed within 9 months of cabinet proclamation on change Approved costing plans by 2021	DBE, PEDs, DSD, NGOs, CBOs
	Proportion of 5 year olds (Grade RR) enrolled in educational institutions by 2024	88% (2017)	95%	Develop and operationalise an ECD planning, funding, registration and information systems	Develop new funding models for ECD delivery	New Indicator	Approved funding model by 2023	
					Operationalise an ECD Education Management Information System	New Indicator	ECD Education Management Information System operational by 2024	
Proportion of Grade R learners that are school ready by 2024	New	15% increase of the baseline that will be established in 2021	Develop and operationalise school readiness assessment system	School readiness assessment system	New Indicator	School Readiness Tool Assessment system operational by 2021		

Implementation Plan: Foundation phase

OUTCOME							
10-YEAR-OLD LEARNERS ENROLLED IN PUBLICLY FUNDED SCHOOLS READ FOR MEANING							
Interventions	Resourcing (MTEF budget allocation – DBE allocation only)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Rolling out the best practices such as lesson plans, graded reading books, individualised coaching of teachers learnt from Early Grade Reading Study for teaching reading and other innovations	2019/20 R 12.83 million 2020/21 R13.5 million 2021/22 R 14.2 million	USAID is funding the implementation of lesson plans and graded reading books (263 schools) and coaching (140 schools) in the NW in 2019 and in 2020	None	Subject advisors	National, provincial, district and local municipality	PEDs	DBE, DSAC, DSD, DWYPD, NGOs, CBOs, SACE
Implement innovative assessment approaches such as the Early Grade Reading Assessment so that teaching is facilitated	Not applicable	UNICEF in partnership with the Hempel Foundation are funding coaching in a further 60 schools in the NW from 2020 to 2022	None	Reading coaches	National, provincial, district and local municipality	PEDs	DBE, PEDs
Introduction of Coding and Robotics curriculum	To be costed		DBE	Subject advisors Skilled and knowledgeable teachers Private sector	National, provincial, district and local municipality		DBE, PEDs, DSAC, DWYPD, DSD, NGOs
Invest in the development of reading material in indigenous languages for academic purposes, including workbooks	Savings from Workbook Budget. Provincial LTSM budgets	DBE, PEDs, HEIs	Private partnerships with corporates	Build a pool of phase-specific African language writers	National, provincial, district and local municipality		CBOs, SACE
Professional teacher development provided for teaching reading and numeracy	Not applicable	ETDP SETA: 2018/19 R51 643 200 2019/20 R54.1 million	Not applicable	Not applicable	National, provincial, district and local municipality		DBE, PEDs
Enrol children with disabilities in appropriate formal education programmes	2019/20 R221 million 2020/21 R243 million 2021/22 R266 million	Conditional grant for learners with severe to profound intellectual disabilities	Partnership with private sector	Therapeutic skills	National, provincial, district and local municipality		

Monitoring Framework: Foundation phase

2024 IMPACT: MORE CHILDREN IN FOUNDATION PHASE ACQUIRE LEVELS OF LITERACY AND NUMERACY REQUIRED FOR MEANINGFUL LIFELONG LEARNING BY 2024								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
10-year-old learners enrolled in publicly funded schools read for meaning	Proportion of Grade 3 learners reaching the required competency levels in reading and numeracy skills as assessed through the new Systemic Evaluation by 2024	New	Grade 3 performance in the new Systemic Evaluation: Reading (targets to be determined after first assessment)	Rolling out the best practices such as lesson plans, graded reading books, individualised coaching of teachers learnt from Early Grade Reading Study for teaching reading and other innovations	Lesson plans for home language literacy in Grades 1-3 have been developed in all languages	New indicator	All languages have Grade 1-3 home language literacy lesson plans	DBE, PEDs, DSAC, DSD, DWYPD, NGOs, CBOs, SACE
					National Reading Plan for primary schools implemented	National Reading Plan by 2020	All provinces implementing National Reading Plan	
				Implement innovative assessment approaches such as the Early Grade Reading Assessment so that teaching is facilitated	All schools implement Early Grade Reading Assessment to support reading at required level by Grade 3	New indicator	100% of schools have received the Early Grade Reading Assessment tools	
				Introduction of Coding and Robotics curriculum	Coding and Robotics curriculum implemented	New indicator	Curriculum in place by 2021	
				Invest in the development of reading material in indigenous languages for academic purposes, including workbooks	Availability of reading material for Grade 3 learners in indigenous languages	New indicator	100% of Grade 3 learners who learn through indigenous languages have graded reading books	
				Professional teacher development provided for teaching, reading and numeracy	% of foundation phase teachers trained on teaching reading and numeracy	New indicator	100% of foundation phase teachers trained in teaching reading & numeracy	
				Enrol children with disabilities in appropriate formal education programmes	Number of educators trained in inclusion	New indicator	All special schools have access to required therapists by 2024	

Implementation Plan: Intermediate and senior phases

OUTCOME							
YOUTHS BETTER PREPARED FOR FURTHER STUDIES AND THE WORLD OF WORK BEYOND GRADE 9							
Interventions	Resourcing (MTEF budget allocation – DBE allocation only)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Promote more effective approaches to teacher development, such as professional communities of learning (PLCs) and technology-enhanced in-service training	Operational budget (R 621 000)	None	None	Human capital as per the staff establishment Tools and instruments to make a needs analysis of the specific teacher development needs at all levels through PLCs	Provincial education districts.	Provincial District and local municipalities	DBE, PEDs, DHET, uMalusi
Introduce the new sample-based Systemic Evaluation programme, in part to monitor progress against the Sustainable Development Goals (SDGs)	2019/20 R68.3 million 2020/21 R71.7 million 2021/22 R75.3 million	None	None	A reputable service provider with data analysts, psychometrician, data capturers, project managers that will be responsible to sample schools, print tests, administer the Systemic Evaluation, analyse data and report	National, provincial, district and local municipality	National, provincial, district and local municipality	
Build on past successes in improving learner access to textbooks and workbooks with a view to ensuring that no learners are without the books they need. NB Allocation is only for workbook	2019/20 R1.2 billion 2020/21 R1.2 billion 2021/22 R1.3 billion	None	None	LTSM Electronic system	National, provincial, district and local municipality	Provinces provide the data to DBE	

OUTCOME							
YOUTHS BETTER PREPARED FOR FURTHER STUDIES AND THE WORLD OF WORK BEYOND GRADE 9							
Interventions	Resourcing (MTEF budget allocation – DBE allocation only)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Introduction of Coding and Robotics curriculum			DBE	Subject advisors	DBE	PEDs	DBE, PEDs, SACE
Through improved collaboration with universities, and the Funza Lushaka bursary programme, ensure that enough young teachers with the right skills join the teaching profession	2019/20 R1.2 billion 2020/21 R1.3 billion 2021/22 R1.4 billion	National Student Financial Aid Scheme (NSFAS) ETDP-SETA	None	Human capital as per staff establishment Modernise the Funza Lushaka Information Management System to strengthen efficiency, management and administration	National, provincial, district and local municipality	Provinces implement the district and community-based teacher recruitment system	DBE, PEDs, DHET, uMalusi
Introduce a better accountability system for principals, which should be fair, based on appropriate data, and take into account the socio-economic context of schools	Operational budget	None	None	Human capital as per the staff establishment Tools and instruments to implement and monitor the collective agreement on the Quality Management System for school based educators	National, provincial, district and local municipality	Provinces implement the district and community-based teacher recruitment system	
Introduce the General Education Certificate in Grade 9, in part to facilitate movement between schools and TVET colleges	Costing to be determined at the point of implementation.	DHET; UMALUSI; QCTO; PEDs; CHE; SAQA and SETA	Business industry	Subject specialist and Technical Artisans	School, district, province and national	Provinces implement the district and community-based teacher recruitment system	

Monitoring Framework: Intermediate and senior phases

2024 IMPACT: IMPROVED QUALITY OF LEARNING OUTCOMES IN THE INTERMEDIATE AND SENIOR PHASES, WITH INEQUALITIES REDUCED BY 2024								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Youths better prepared for further studies and the world of work beyond Grade 9	Learning outcomes in Grades 6 and 9 in critical subjects reflected through the new Systemic Evaluation by 2024	New	Grade 6 performance in the new Systemic Evaluation: Maths: Literacy: (targets to be determined after first assessment)	Promote more effective approaches to teacher development, such as Professional Communities of Learning (PLCs) and technology-enhanced in-service training	Number of districts in which teacher development has been conducted as per district improvement plan	New	2024: all districts	DBE, PEDs
				Introduce the new sample-based Systemic Evaluation programme, in part to monitor progress against the Sustainable Development Goals (SDGs)	New Systematic Evaluation is operational	New	In all provinces	DBE, PEDs
			Grade 9 performance in the new Systemic Evaluation: Maths Science (targets to be determined after first assessment)	Build on past successes in improving learner access to textbooks and workbooks with a view to ensuring that no learners are without the books they need	Percentage of learners with access to required maths and EFAL textbooks in Grades 6 and 9	Grade 6: 85% (SMS 2017) 89%: Grade 9 (SMS 2017)	2024: 100%	SACE, PEDS, DBE
				Introduction of Coding and Robotics curriculum	Coding and Robotics curriculum implemented	New	Coding and Robotics curriculum in place by 2023	

2024 IMPACT: IMPROVED QUALITY OF LEARNING OUTCOMES IN THE INTERMEDIATE AND SENIOR PHASES, WITH INEQUALITIES REDUCED BY 2024								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Youths better prepared for further studies and the world of work beyond Grade 9	Average score obtained by Grade 4 learners in PIRLS by 2021	320 average score in PIRLS (2016)	355 average score in PIRLS by 2021	Through improved collaboration with universities, and the Funza Lushaka bursary programme, ensure that enough young teachers with the right skills join the teaching profession	Percentage of Funza Lushaka bursary holders placed in schools within 6 months upon completion	84% (POA)	90% by 2024	DBE
	Average score obtained by Grade 5 learners in TIMSS by 2023	376 average score in TIMSS (2015)	426 average score in TIMSS score by 2023					
	Learning outcomes in Grade 6 Maths and Reading according to the international SACMEQ by 2020	Average score for Grade 6 in the SACMEQ: Maths: 552 (2013) Literacy: 538 (2013)	Average score for Grade 6 in the SACMEQ for: Maths: 600 Literacy: 600 by 2020	Introduce a better accountability system for principals, which should be fair, based on appropriate data, and take into account the socio-economic context of schools	A better accountability system for district and school management agreed	Agreement not in place	A fully functional system is in place by 2024	DBE
	Learning outcomes in Grade 9 in Maths and Science in TIMSS programmes by 2023	Grade 9 performance in the TIMSS: Maths: 372 (2015) Science: 358 (2015)	Average score for Grade 9 in the TIMSS for: Maths: 420 Science: 420 by 2023	Introduce the General Education Certificate (GC) in Grade 9, in part to facilitate movement between schools and TVET colleges	A policy pertaining to the Conduct, administration and management of General Education Certificate ready in Grade 9	New	First GEC examinations piloted by 2022	DBE, uMalusi

Implementation Plan: National senior certificate (further education and training band)

OUTCOME YOUTHS BETTER PREPARED FOR FURTHER STUDIES, AND THE WORLD OF WORK BEYOND GRADE 9							
Interventions	Resourcing (MTEF budget allocation - DBE allocation only)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Increase access among historically disadvantaged learners to 'niche' subjects such as those focussing on engineering and computing.	MST Grant 2020/21 R413 259 2021/22 R435 988 2022/23 R450 839	NT (MST Grant)	Nissan SA, Arica Teen Geek, SETA	As per staff establishment	National, provincial, district and local municipality	PEDs	DBE, PEDs
Programmes for improvement of teacher subject knowledge and teaching skills	2019/20 R1.4 million 2020/21 R1.4 million 2021/22 R1.4 million	None	None	As per staff establishment	National, provincial, district and local municipality	PEDs	DBE
Better opportunities for second-chance NSC (improved) pass	2020/21 R85 million 2021/22 R85 million 2022/23 R85 million	None	SETA, NYDA	Provincial coordinators	National, provincial, district and local municipality	PEDs	DBE
Three Stream Model introduced to cater for differently talented learners	To be allocated					PEDs	DBE
Focus Schools introduced to nurture talent across different disciplines.	To be allocated					PEDs	DBE

Monitoring Framework: National senior certificate (further education & training band)

2024 IMPACT: MORE LEARNERS OBTAIN A NATIONAL SENIOR CERTIFICATE (NSC) WITH EXCELLENT MARKS IN CRITICALLY IMPORTANT SUBJECTS BY 2024								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa	The number of youths obtaining Bachelor-level passes in NSC by 2024	Bachelor-level passes in NSC: 172 043 (33.6%) in 2018	Bachelor-level passes: 190 000 by 2024	Increase access among historically disadvantaged learners to “niche” subjects such as those focusing on engineering and computing	Skills subjects introduced that are relevant to 4IR (robotics, coding and digital learning)	Pilot results (not released yet by DBE)	Coding, robotics and other 4IR subjects in place by 2024	DBE
	The number of youths obtaining 60% and above in mathematics and physical science by 2024	Youths passing maths at 60% and above: 28 151 (12%) in 2018	Youths passing maths at 60% and above: 35 000	Programmes for improvement of teacher subject knowledge and teaching skills	Number of teachers trained in maths and language content and methodology	New indicator	All teachers qualifying for training trained by 2024	PEDs
		Youths passing physical science at 60% and above: 30 368 (17.6%) in 2018	Youths passing physical science at 60% and above: 35 000	Better opportunities for second-chance NSC (improved) pass	Programmes implemented to enhance performance in second chance NSC pass	New indicator	All programmes fully functional	PEDs
				Three Stream Model introduced to cater differently talented learners	Three Stream model fully implemented	Three Stream model pilot completed in 2020	Model fully implemented by 2024	DBE, PEDs
				Focus Schools introduced to nurture talent across different disciplines	Number of Focus Schools for high-tech, maritime, aviation, arts and science	New indicator	5 Focus Schools rolled out by 2024	DBE, PEDs

Implementation Plan: Basic education infrastructure

SCHOOL PHYSICAL INFRASTRUCTURE AND ENVIRONMENT THAT INSPIRES LEARNERS TO LEARN AND TEACHERS TO TEACH							
OUTCOME							
Interventions	Resourcing (MTEF budget allocation - DBE allocation only)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Number of schools built through the Accelerated School Infrastructure Delivery Initiative (ASIDI) completed and handed over for use by 2024	2019/20 R2 billion 2020/21 R1.8 billion 2021/22 R2.3 billion	None	None	Built environment specialists (architects, engineers, quantity surveyors, project managers)	National, provincial, district and local municipality	All provinces and districts	DBE, PEDs
Proportion of schools identified through the SAFE project provided with appropriate sanitation facilities	2019/20 R700 million 2020/21 R800 million 2021/22 R1.3 billion	National Treasury; Safe Allocation (Infrastructure Backlog Grant)	Private sector	Built environment specialists (architects, engineers, quantity surveyors, project managers, alternative building technology)	National, provincial, district	6 provinces: EC, FS, KZN, LP, MP, NW	DBE, PEDs
Leverage ICT related programmes to support learning						DBE, PEDs	DBE, PEDs
Develop provincial infrastructure planning and monitoring capacity (including the Education Facility Management System or EFMS)	2019/20 R 405 million 2020/21 R439 million 2021/22 R465.4 million 2022/23 R12 .1 million	None	None	Built environment specialists (architects, engineers, quantity surveyors, project managers)	National, provincial, district and local municipality	All provinces	DBE, PEDs
Connect all schools working with DCDT using different forms of connectivity							DCDT

Monitoring Framework: Basic education infrastructure

2024 IMPACT: IMPACT: LEARNERS AND TEACHERS FEEL RESPECTED AND LEARNING IMPROVES BY 2024								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
School physical infrastructure and environment that inspires learners to learn and teachers to teach	Increase the number of schools which reach minimum physical infrastructure norms and standards.	DBE to provide	95%	Number of schools built through ASIDI completed and handed over for use by 2024	Number of ASIDI schools completed and handed over for use	166 ASIDI schools in 2018/19 (215 cumulatively from 2011)	122 additional ASIDI schools completed and handed over for use (cumulatively 337 by 2024)	DBE, PEDs, NECT, implementing agents
				Proportion of schools identified through the SAFE project provided with appropriate sanitation facilities	Number of schools identified through SAFE programme have sanitation meeting minimum infrastructure norms	Planned infrastructure projects by school name and province for the coming 3 years - will be mapped on GIS	All schools identified through SAFE programme have sanitation meeting minimum infrastructure norms by 2024	DBE, PEDs, DPWI, NECT, private sector
	Schools with access to functional internet connectivity for teaching and learning, connected through different options working with the DCDT	64% of schools have some connectivity (POA Q4: 2018/19)	90% to be connected for teaching and learning	Leverage ICT related programmes to support learning	Number of special and multi-grade schools with access to electronic devices (including tablets)	DBE to provide after survey determining access to different electronic devices at these schools	Target to be determined after the survey	DBE, PEDs
					Schools with access to ICT devices	Access at different levels across provinces	All provinces meet their targets for ICT devices including tablets	PEDs
				Develop provincial infrastructure planning and monitoring capacity (including the Education Facility Management System or EFMS)	Education faculty management system is developed at Provincial level	New	System will be operational by 2021	DBE
				Connect all schools working with DCDT using different forms of connectivity	Number of schools connected for teaching and learning	New	All schools connection by 2024	DBE, DCDT
					Digitised text books	All high enrolment subject textbooks and workbooks digitised	Digitalise all state owned textbooks	

Implementation Plan: Expanded access to PSET opportunities

OUTCOME EXPANDED ACCESS TO PSET OPPORTUNITIES							
Interventions	Resourcing MTEF Budget Allocation	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Implement enrolment plans for universities, TVET and CET colleges (2020-24)	The 2019 MTEF baseline allocation for the PSET system (voted funds only) is: R89.4billion (2019/20) R98.7 billion (2020/21) R104 billion (2021/22) Government should adequately fund the PSET system particularly TVET and community colleges	Not applicable	Not applicable	Not applicable	National (Universities, TVET and CET colleges across the country)	National and provincial	DHET
Develop sustainable CETCs funding model, including norms and standards for the funding of CETCs	CET available baseline funding in 2019/20 – R2.532 billion R 5 million to develop the model R27.618 billion Required For the expansion of the CET sector	Not applicable		Not applicable	CET colleges across the country	National and provincial	DHET
Ensure eligible students receive funding through NSFAS bursaries (through guidelines, policy ¹ legislative review, effective oversight of NSFAS by DHET and improve management of NSFAS)	TVET colleges: Estimated R6 billion for tuition and R20 billion for allowance Universities: Estimated R7 billion	NSFAS	Not applicable	Not applicable	National - 26 public universities - 50 TVET colleges	National	DHET
Implement required agreements, financing systems, infrastructure frameworks and disability support to realise enrolment growth.		Private sector					DHET
SETAs identify increasing number of work-place based opportunities and make information of work-based learning known to the public	Skills Development Levy	SETA and NSF	Employers both in the private and public sector SETAs and related SOEs	Not applicable	National and provincial	National and provincial	DHET, Municipalities, DBE, DPWI, DSD, PEDs, Provincial DPWI, DSI
Establish centres of specialisation to support students with disabilities in TVET college	Baseline funding allocation	Not applicable	Institutes of Deaf / Blind etc. for technical support and lecturer development SETAs	Not applicable	National – 9 TVET Colleges	National and Provincial	DHET

OUTCOME EXPANDED ACCESS TO PSET OPPORTUNITIES							
Interventions	Resourcing MTEF Budget Allocation	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Implement macro infrastructure framework at universities, and TVET and CET colleges	Subsidies (block grant and earmarked grants) to universities	National Skill Fund	NSF), (SETAs), (NYDA), (QCTO), ETDP SETA, Universities, non-governmental organisations (NGOs), not-for-profit organisation (NPOs), faith-based organisations (FBOs)	Not applicable	26 public universities across the country 8 new TVET campuses across a number of provinces as follows: Umgungundlovu TVET College: Construction of Msinga new Campus East Cape Midlands TVET College: Construction of Graaff-Reinet new Campus Esayidi TVET College: Construction of Umzimkhulu new Campus Ikhala TVET College: Construction of Aliwal North new Campus Umgungundlovu TVET College: Construction of Greytown new Campus Gert Sibande TVET College: Construction of Balfour new Campus Ingwe TVET College: Construction of Ngqungqushe new Campus Ikhala TVET College: Construction of Sterkspruit new Campus Letaba TVET College; Refurbishment and upgrade of Giyani campus Umfoloji TVET College: New skills centre at Nkandla B Tshwane North and Tshwane South TVET Colleges: Vocational Centre Project Mthashana TVET College: Refurbishment of Kwagqikazi Campus Mthashana TVET College -Refurbishment of Nongoma Campus. Mthasha TVET College - Refurbishment and upgrade of Vreyheid Engineering Campus	National and provincial	DHET
Review/adapt open access LTSM for students in TVET colleges	(estimated budget of R1.3 billion for TVET colleges excluding infrastructure)	Not applicable	Not applicable	Not applicable	National (TVET and CET colleges across the country)	National and provincial	DHET
Promote the take up of artisanal trades as career choices among youth	Skills Development Levy	NSF and SETAs	Employers both in the private and public sector SETAs and related SOEs	N/A	Nationally	National	DHET

Monitoring Framework: expanded access to PSET opportunities

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT								
Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
Expanded access to PSET opportunities	Annual enrolments in PSET by key areas: - public universities	Public universities: 1 036 984 (2017)	Public universities 1 131 000	Implement enrolment plans for universities, TVET, CET colleges and training (2020-2024)	Enrolment plans in place for universities, TVET and CET colleges are developed and implemented	Costed enrolment plans submitted	Five-year enrolment plans approved and all institutions enrol students accordingly	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPW, NYDA, QCTO, Third stream income university
	- TVET Colleges	TVET colleges: 688 028 (2017)	TVET colleges: 710 000	Establish centres of specialisation to support students with disabilities in TVET colleges	Number of centres of specialisation to support students with disabilities in TVET Colleges established	New indicator	4	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPWI, NYDA, QCTO, Third stream income university
	- CET Colleges	CET colleges: 258 199 (2017)	CET colleges: 555 194	Develop sustainable CETs funding model, including norms and standards	New CET funding model, norms and standards in place	Outdated funding, norms and standards in place	New CET funding model, norms and standards approved by 2021	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPW, NYDA, QCTO, Third stream income university
	Annual registrations for SETA supported Work-based learning (WBL) programmes	WBL: 182 852 (2018)	WBL: 190 000	SETAs identify increasing number of workplace-based opportunities and make information of work-based learning known to the public	Targets in the SLA between DHET and SETAs to improve performance are met	Percentage of targets in the SLA met	100%	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPW, NYDA, QCTO, Third stream income university

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT								
Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
Expanded access to PSET opportunities				Implement required agreements, financing systems, infrastructure frameworks and disability support to realise enrolment growth.	NSFAS Policy in place for sustainable funding of students from poor background and from the 'missing middle'(guidelines, legislative review, effective oversight by DHET)	No policy in place for dealing with the missing middle is in place	Sustainable policy on the missing middle adopted and implemented	DHET Private Sector
					Efficient NSFAS IT system in place	Weak NSFAS IT system	Elimination of delays in disbursement of NSFAS funds	DHET Private Sector
				Promote the take up of artisanal trades as career choices among youth	Number of learners entering artisanal programmes annually	Artisan registrations: 31 375 (2018)	Artisan registrations: 36 375	DHET
				Ensure eligible students receive funding through NSFAS bursaries (through guidelines, policy legislative review, effective oversight of NSFAS by DHET and improve management	Guidelines for the DHET bursary scheme for students at public universities in place annually	2019 Guidelines	Guidelines for the DHET bursary scheme for students at public universities approved by the Minister in December annually for the following academic year	DHET(lead), DSI, NSA DEL, DALRRD NSF, SETAs, FBOs, DBE, DSD, PEDs, Provincial DPW, NYDA, QCTO, Third stream income university

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT

Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
	Number of TVET college students receive funding through NSFAS bursaries	200 339	400 000					DHET
	Number of university students receive funding through NSFAS bursaries	260 002	450 000					
	Number of PHD students awarded bursaries through NRF and DSI	3380	Not < 12 200 (cumulative) (DSI)					
	Number of pipeline post-graduate students awarded bursaries through NRF and DSI	9 774 (2018)	Not < 24 400 (Cumulative) (DSI)					
	Number of learners registered for SETA-supported skills learnerships annually	111 681 (2017)	116 000					
	Number of learners registered for SETA-supported internships annually	12 935 (2017)	18 000					
	Number of learners registered for SETA-supported skills programmes annually	144 531 (2017)	150 000					
	Number of unemployed persons trained annually through UIF	3434	9 016 (DEL)					

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT								
Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
	Number of persons trained annually through Labour Activation Programmes (LAP)	58 707 (2019/20)	80 000 (DEL)					DEL
				Attract, recruit and train young people to pursue careers in the agricultural sector value chain by enrolling them into applicable programs	Number of students enrolled in diploma in agriculture at agricultural colleges	Enrolment for 2018 was 1 969	Cumulative enrolment target for 2024 is 4 327 (DALRRD)	DHET
				Implement macro infrastructure framework at universities, TVET and CET colleges	Program to build, refurbish, maintain and expand universities, TVET and CET colleges is implemented on time	List of TVET college projects attached for monitoring	All budgeted infrastructure projects are completed on time	DHET

Implementation Plan: Improved success and efficiency of the PSET system

OUTCOME	IMPROVED SUCCESS AND EFFICIENCY OF THE PSET SYSTEM						
Interventions	Resourcing MTEF Budget Allocation	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead department and team
Advocate the use of Open Access LTSM in TVET colleges	Estimated budget of R1.3 billion for TVET colleges excluding infrastructure)	ETDP SETA, Universities, Department of Basic Education	Not applicable	Not applicable	TVET colleges	National	DHET
Implement capacity building programmes and interventions at universities	Earmarked University Capacity Development Grant	NRF	Various donors and international partners	Not applicable	National - universities across the country	National	DHET
Increase the number of TVET students attending foundation courses	Budget unavailable	ETDP SETA, universities, NDOH, Social Services	ETDP SETA, Universities, Institute of Directors and international donor funding / technical support	HR capacity at colleges (1 assistant director per college to manage SCSS functions) Support required for clinic services, counselling, occupational therapy, tutors, academic support etc.	National and provincial	National and provincial	DHET
Eradicate NATED and NCV certification backlog							DHET
Implement IT examination system for TVET Colleges							DHET

Monitoring Framework: Improved success and efficiency of the PSET system

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT								
Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
Improved success and efficiency of the PSET system	Completions in PSET by key area:			Advocate the use of Open Access LTSM in TVET Colleges	Advocacy campaign on the use of Open Access LTSM is undertaken	New indicator	Advocacy campaigns on the use of Open Access LTSM conducted annually	DHET
	Number of students completing a university qualification annually	210 931	237 000	Implement capacity building programmes and interventions at universities	Evaluations of student support services at TVET colleges universities	New indicator	Lessons implemented in revamping student services	
	Number of doctoral graduates annually	3 057 (2017)	4 300					
	Number of TVET College students completing N6 qualification annually	60 642	76 000	Increase the number of TVET students attending foundation courses	Number of TVET students enrolled in the prevocational learning programme (PLP) annually	368 (TVET)	7 000	
				Eradicate NATED and NCV certification backlog	Percentage improvement in the eradication of certification backlog	Current backlog for NATED is 15 862 and 4 828 for N(C)V (2018 POA)	100% by 2024	
				Implement IT examination system for TVET Colleges	New IT examination system is implemented	Current IT exam system	New IT system in place and implemented by 2021	
					Policy on number of national assessment for TVET in place	Old Policy in place	New policy in place by 2021	

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT

Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
	Number of TVET College students completing NC(V)L4 annually	11 716	13 000					DHET
	Number of artisans certificated annually	19 627 (2018)	26 500					
	Number of students completing GETC annually	28 024 (2016)	55 000					
	Number of learners completing SETA - supported learnerships annually	48 002 (2018)	53 000					
	Number of learners completing SETA-supported internships annually	6 496 (2018)	11 000					
	Number of learners completing SETA-supported skills programmes annually	122 979 (2018)	128 000					
	Number of students graduating with a diploma from agricultural colleges	591 (2018)	1 584 (2023) (cumulative)					
	Throughput rates: Throughput rate of 2014 first-time cohort at universities	58% (2017)	63%					
	Throughput rate of TVET (NCV)	31.8% (2017)	45% TVET (NCV)					

Implementation Plan: Improved quality of PSET provisioning

OUTCOME	IMPROVED QUALITY OF PSET PROVISIONING						
Interventions	Resourcing MTEF Budget Allocation	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead department and team
Increase the number of universities offering accredited TVET college lecturer qualifications	<p>Funding Required R100 million</p> <p>R 50 million per annum</p> <p>Support required for tutors, academic support, lecturer support system, improvement programmes etc.</p> <p>Baseline - skills levy funding. Required budget: R 141 630 000 over five years to upgrade unqualified lecturers (4721 lecturers @ R 30 000 per course)</p>	<p>Treasury; SACE; Universities; ETDP and other SETAs</p> <p>Employers both in the private and public sector SETAs and related SOEs</p>	Any donor funding available	Not applicable	50 TVET colleges across the country	National	DHET
Implement the New Generation of Academics Programme (nGAP)	<p>Earmarked funding through the University Capacity Development Grant and contributions by other entities</p> <p>Subsidies to universities and operational funds for the department</p>	NRF	Universities and partnerships with philanthropies, foundations, international country partnerships, private sector	Not applicable	National and provincial (universities TVET and CET colleges across the country)	National and Provincial	DHET
Develop standards for good governance in public TVET Colleges, CETCs, Universities and SETAs	Baseline funding	Not applicable	Not applicable	Not applicable	50 TVET colleges and 9 CET colleges	National	DHET

Monitoring Framework: Improved quality of PSET provisioning

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT								
Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
Improved quality of PSET provisioning	Proportion of TVET college lecturers with appropriate qualifications	60% (TVET) lecturers with professional qualifications by 2018	90%	Increase the number of universities offering accredited TVET college lecturer qualifications	Number of universities offering accredited TVET college lecturer qualifications	5 universities	10 universities	DHET DSI
				Implement the New Generation of Academic Programme (nGAP)	Number of lecturers from HDIs through nGAP	New indicator	Determine target from analysing HDIs and UoT trend	
				Develop standards for good governance in public TVET Colleges, CETCs, Universities and SETA	Good governance standards for all institutional types are in place	New indicator	Good governance standards for all institutional types approved and implemented by 2021	
					Allocated grants paid on time to employers	New Indicator	100% allocation disbursed on time	
						NSFAS under administration	Effective NSFAS administration in place adhering to policy.	
				Articulation policy effectively implemented	Percentage of universities that have signed agreements with TVET to recognise their qualifications	New indicator	95% of the institutions	
				Improved institutional governance (Universities, TVETs, CETCs, NSFAS and SETAs) through standards, monitoring and reporting, and, through building management capacity	Percentage of PSET institutions (universities, TVET, SETAs that meet standard of good governance	New indicator	95% of PSET institutions (universities, TVET, SETAs that meet standard of good governance	DHET

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT

Outcomes	Indicator	Baseline	Target: 2024	Interventions	Indicators	Baseline	Targets	Lead department and team
	Proportion of university lecturers (permanent instruction/ research staff) who hold doctoral degrees	46% (2018) proportion of university lecturers who hold PhD	51%					DHET
	Number of emerging researcher grants to improve the percentage of PhDs qualified staff	800 research grants (DSI)	3 000 (DSI)					

Implementation Plan: A responsive PSET system

OUTCOME	A responsive PSET system						
Interventions	Resourcing MTEF Budget Allocation	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead department and team
Industry exposure for lecturers and students (especially in TVET) Review all TVET college curriculum to align with regional industry needs	R 10 million Costs as per curriculum review	SOCs and government departments, industry experts	SOCs, partnerships with industry for placement opportunities, support with technical experts, possible donor funding	Lecturer upskilling	National - 50 TVET colleges across the country	National	DHET
Attract, recruit and train young people to pursue careers in the agricultural sector value chain by enrolling them into applicable programs	Resourcing required for equipment, but student fees will be covered by Programme fees	DALRRD, SETs and agricultural colleges	Partnerships with industry for placement opportunities	Not applicable	National	Provincial and municipal	DALRRD
Promote entrepreneurship in TVET colleges through the establishment of hubs	R 90 million seed funding - hubs must be self-sustainable into the future	SOCs and government departments, industry experts and SOCs	Seed donor funding to support the hubs/ simulated practical centres	Not applicable	National (50 TVET colleges across the country)	National	DHET

Interventions	Resourcing MTEF Budget Allocation	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead department and team
<p>Train young artisans through the centres of specialisation at TVET colleges</p> <p>Introduce compulsory digital skills training specific to programme offerings at TVET colleges</p> <p>CET college skills program piloted around community needs</p>	<p>R 450 million per annum for 30 centres (90 learners per centre)</p> <p>Skills Development Levy</p>	<p>Facilitated by SETAs, NSF, SOCs, government departments, municipalities, private sector, Quality Council for Trades and Occupations Small Enterprise Development Agency (SEDA)</p>	<p>Private-sector providers on artisanal trades</p> <p>Employers/Industry</p> <p>Industry required for student placement</p> <p>Industry partners for technical advice and work placement</p> <p>Industry - support colleges with equipment or student exposure to equipment</p> <p>International donors</p> <p>Partnerships with industry for placement opportunities</p> <p>USAf, business, DTI, DSB</p>	<p>Equipment/simulated equipment</p>	<p>National (TVET and CET colleges)</p>	<p>Provincial and municipal</p>	<p>DHET</p>
<p>Support universities to implement student-focussed entrepreneurship programmes</p>	<p>Earmarked funding through the UCDP</p>	<p>USAf, DTI, DSB</p>	<p>International donors, partnerships with industry and business for placement opportunities</p>	<p>Not applicable</p>	<p>National (universities across the country)</p>	<p>National</p>	<p>DHET</p>
<p>Strengthen skills planning</p>	<p>NSF funding, baseline funding</p>	<p>SETAs, DTI, DEL, universities, DHA</p>	<p>University of Cape Town and Rhodes University</p>	<p>Not applicable</p>	<p>National</p>	<p>Provincial</p>	<p>DHET</p>
<p>Conduct IP awareness sessions (IP Wise) at TVET colleges (at least two per annum)</p>	<p>Funding required for transport and accommodation for the trainers, venue and printing of materials.</p>	<p>TVET colleges, Technology Innovation Agency</p>	<p>World Intellectual Property Management Office, Companies and Intellectual Property Commission</p>	<p>Access to internet for the learners should be given consideration</p>	<p>National</p>	<p>Provincial and municipal</p>	<p>DHET DSI</p>

Monitoring Framework: A response PSET system

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead department and team
A responsive PSET system	Percentage of TVET College lecturing staff appropriately placed in industry or in exchange programmes	8.8%	33%	Industry exposure for TVET College lecturers and students	Number of protocols signed with industry to place TVET College students and lecturers for workplace experience	New indicator	All TVET colleges sign protocols with industry and place learners for workplace experience accordingly	DHET
				Review TVET Colleges curriculum to align with industry needs	TVET Colleges Community Colleges curriculum to align with industry needs	New indicator	5 subject curricula for TVET Colleges reviewed	
				Promote entrepreneurship in TVET colleges through the establishment of hubs	Number of hubs established to promote entrepreneurship	New indicator	9 hubs	
				Introduce compulsory digital skills training specific to programme offerings at TVET colleges	Number of TVET colleges with compulsory digital skills training	New indicator	25	

2024 IMPACT: IMPROVED ECONOMIC PARTICIPATION AND SOCIAL DEVELOPMENT

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead department and team
A responsive PSET system	Number of artisan learners trained in 30 centres of specialisation per annum	New indicator	700	Train young artisans through the centres of specialisation at TVET colleges				DHET
				Strengthen skills planning	SETAs develop credible sector plans, which include forecasting	New Indicator	SETAs fund programs identified through research that meet the needs of emerging and small enterprises in TVET and CETC	
				CET college skills programme piloted around community needs	Percentage of NEET taking part in CETC occupational skills programs becoming economically active		90% NEET taking part in CETCs becoming economically active	DHET
				Support universities to implement student-focussed entrepreneurship programmes	Number of PSET institutions that are implementing student-focussed entrepreneurship development activities	26 universities	All PSET institutions	DHET
	Number of users from the education and research sector supported through SANREN	New indicator	1.9 million	Conduct IP awareness sessions (IP Wise) at TVET colleges (at least two per annum)	Number of IP awareness sessions in TVET colleges conducted Number of people reached through outreach, awareness and training programmes in Space Science	New indicator New indicator	At least two per annum 600 000 (cumulative) (120 000 people per year)	DSI



HEALTH

Health is a socioeconomic right that affects the quality of life and productive capacity of South Africans, and our country's development and growth prospects. Health outcomes in South Africa have improved over the last decade, particularly over the five-years of the MTSF 2014-2019. This is evidenced by key health indicators, including total life expectancy at birth, life expectancy for men and women, maternal mortality, and infant and child mortality.

Average life expectancy at birth in South Africa declined over the first decade of democracy, largely due to the devastating impact of the HIV/AIDS epidemic, reaching a low of 54 years in 2005. Total life expectancy at birth is now estimated to have increased from 62.5 years in 2014 to 64.6 years in 2019. Female life expectancy stands at 67.3 years in 2019, compared to 65.5 years in 2014. Male life expectancy has improved from 59.4 years in 2014 to 61.5 years over the same period. Infant mortality has improved from 39 per 1 000 in 2014 to 23 per 1 000 in 2017, with under-five mortality declining from 56 per 1 000 in 2009 to 32 per 1000 in 2017. The population-based maternal mortality ratio (MMR) has improved from a peak of 302 per 100 000 in 2009 to 134 per 100 000 in 2016. Recent data from the World Health Organisation (WHO) reflects that South Africa's MMR decreased further (i.e. improved) to 119 per 100,000 live births in 2017. This progress has resulted from combined interventions by government and its social partners to reduce the burden of disease and strengthen the health system, as well as providing social benefits to the most deprived, to eliminate poverty and reduce unemployment and inequality. A case in point is access to ART in the public health sector, which has grown from 3.9 million on ART in 2015 to over 4.74 million people in 2019.

Despite of recent evidence-based improvements, the South African health system still faces key constraints. Health outcomes and the distribution of health benefits vary dramatically across provinces and districts. Contrary to the vision of the Reconstruction and Development Programme (RDP) 1994 of combating malnutrition, the levels of stunting (low height for age) in South Africa have increased, reaching 27 percent in 2016. This trend was inherited in 1994, but it had previously decreased to 21.6 percent in 1999. Limited inter-sectoral collaboration has also contributed to this challenge. At the same time, the burden of non-communicable diseases, such as diabetes, hypertension and cancers, has increased.

Universal health coverage

At the core of the country's health challenge lies the dual and unsustainable health system, characterised by high costs of care in the private sector, which caters for only 16 percent of the population with medical aid, and a public sector that provides for care for the majority (84 percent), with a resource envelope almost similar to that of the private sector. These and other factors have contributed to a decline in quality of care in the public sector. The level of medico-legal litigation in South Africa, estimated at R80 billion worth of claims in 2018, is huge. Other constraints include limited availability of human resources for health; lack of delegation of authority to frontline managers of health services; and inequality between rural and urban areas and across and within provinces. During the National Consultative Health Forum convened in August 2018 and in the SONA in February 2019, President Cyril Ramaphosa highlighted the crisis of the South African health system.

Over the next five years, government will continue to reform the health sector and focus on strengthening specific health programmes. Given the deep socioeconomic and health inequalities facing the country, government will need to expedite the finalisation, promulgation and implementation of the NHI Bill 2019 to provide access to good quality health services for all South Africans, based on their health needs, and not their ability to pay, as envisaged in the NDP 2030. NHI provides protection against financial risks associated with seeking healthcare. It is an equaliser that provides a pathway for the country towards universal health coverage.

The health sector should continue to strengthen priority health programmes. While maternal, child and infant mortality levels have decreased, the current maternal mortality ratio of 134 per 100 000 is below the country's 2019 target of less than 100 per 100 000 and the SDG target of less than 70 per 100 000. Provinces and districts carrying a disproportionate burden of maternal deaths should receive dedicated and sustained healthcare through joint programmes with academia, civil society and development partners.

A National Quality Improvement Programme for the health sector must be finalised and implemented during the MTSF 2019-2024. The health sector's Ideal Clinic Realisation Programme, which has transformed 2 035 of the existing 3 500 existing public-sector clinics into quality facilities between 2015 and 2019, should be sustained. The health sector should also finalise and implement the Human Resources for Health (HRH) Strategy 2030, and HRH Plan for 2020/21-2024/25 to enhance existing capacity to deliver quality healthcare, through provision of adequate numbers of appropriately skilled and competent health workers, with the right attitudes to patients.

During MTSF period, the health sector, supported by the whole of government, should pay much closer attention to the prevalence of non-communicable diseases and measures to address their risk factors,

including unhealthy diets. Integrated, patient-centric models of care that prioritise early diagnosis and continuity and quality of care must be implemented to halt the progression of multi-morbidity (having more than one illness at the same time). The community voice in healthcare delivery should be revived.

Good health is not only an outcome of delivering on health services, but also a reflection of governments multi-sectoral effort to address the social determinants of health (WHO Commission on the Social Determinants of Health 2008). Effective coordination mechanisms must be established at all levels of government that enable government departments responsible for agriculture, water and sanitation, housing, quality education and decent employment to address the root causes of challenges such as malnutrition, (which include food insecurity and lack of access to healthy food) and teenage pregnancy. There is a unique role for inter-sectoral forums at the district level and it is imperative to ensure that these mechanisms are fully operational at national level and cascade to sub-national levels.

Finally, and most importantly, structures for community participation in health, which were vibrant from 1994-1999, should be reignited and strengthened, in keeping with the RDP 1994. The South African health sector must place dedicated focus on health services for vulnerable populations and those with special needs. These include women, youth, people with disabilities and the elderly. Special attention needs to be paid to improving the quality of mental health services. The Mental Healthcare Act, which provides the regulatory framework to ensure that the best possible mental healthcare, treatment and rehabilitation services are equitably available to all, and clarifies the rights and obligations of mental health users, must be fully implemented.

Implementation Plan: Universal health coverage

OUTCOME UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS ACHIEVED							
Interventions	Resourcing (MTEF budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Enabling legal framework created for the implementation of NHI Bill	Public health sector's budget for the 2019-2021 MTEF period is projected to grow from R222 572 billion in 2019/20 to R238 837 billion in 2020/21 and to R255 486 billion in 2021/22, which is a 7% overall growth, and 13% of total government expenditure over the 2019/20 MTEF. However, resource allocation to the National Health Insurance (NHI) indirect grant, which was underspent in 2018/19, decreases by R2,956 billion over the 2019 MTEF period (i.e. -R686 million in 2019; -R1 148 billion in 2020/21 and -R1 122 billion 2021/22) Overall, the health sector projects a budget deficit of R2,5 billion in 2019/20	N/A	Implementation of NHI is supported by diverse stakeholders including organised Labour Civil Society Statutory Health Councils, Development Partners and Professional organisations	National Human Resources for Health (HRH) Plan completed HR Plan by March 2020	NHI will be implemented nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH
Roll-out a quality health improvement plan in public health facilities to ensure that they meet the quality standards required for certification and accreditation for NHI	An amount of R375 million has earmarked over the 2019/20 MTEF period to enable implementation of the Quality of Care improvement programme, in preparation for progressive accreditation of facilities for NHI The specific amounts are R75 million in 2019/20; R125 million in 2020/21 and R175 million in 2021/22.	Office of Health Standards Compliance conducts quality assurance in public health facilities	Improvement of the quality of health services is supported by diverse stakeholders including organised labour Civil Society Statutory Health Councils Development Partners Professional organisations	National HRH Plan completed by March 2020	Quality health improvement plan will be implemented nationally, in Health facilities across all 9 provinces and 52 districts	All districts and local municipalities	NDOH

OUTCOME UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS ACHIEVED							
Interventions	Resourcing (MTEF budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop a comprehensive policy and legislative framework to mitigate the risks related to medical litigation	No separate budget for the development of the policy and legislative framework. R375 million has been set aside for quality improvement, which is one of the core pillars for reducing medical risks.	N/A	This work is carried out in partnership with Department of Justice, National Treasury, and Provincial NDOHs	National HRH Plan completed by March 2020	Quality health improvement plan will be implemented nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH
Improved quality of primary healthcare services through expansion of the Ideal Clinic Programme	Ideal Clinic Programme is implemented through the District Health Services budget. Over the 2019-2021 MTEF period, the budget allocation for District Health Services grows from R98 203 billion in 2019/20 to R106 085 billion in 2020/21 and to R114 427 billion in 2021/2022. This is an 8% growth in expenditure over the MTEF, and constitutes 44% of the total public health sector MTEF expenditure. However, the health sector projects a R2,5 billion budget deficit for 2019/20	N/A	N/A	National HRH Plan completed by March 2020	Ideal clinic will be implemented nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH
Develop and implement a comprehensive HRH strategy 2030 and a HRH plan 2020/21-2024/25 to address the human resources requirements, including filling critical vacant posts for full implementation of universal healthcare	The health sector budget for Compensation of Employees grows from R140 771 billion in 2019/20 to 150 407 billion in 2020/21 and to R160 588 billion in 2021/22. This is a 7,4% growth. COE constitutes 63% of the health sector budget over the MTEF. However, the health sector projects a R2,5 billion budget deficit for 2019/20	N/A	N/A	National HRH Plan completed by March 2020	HRH plan will be implemented nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH

OUTCOME UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS ACHIEVED							
Interventions	Resourcing (MTEF budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Establish provincial nursing colleges with satellite campuses in all 9 provinces	The Health Sciences and Training budget grows from R5 746 billion in 2019/20 to R5 929 billion in 2020/21 and to R 6 739 billion in 2021/22. This is an 8,9% growth. However, the health sector projects a R2,5 billion budget deficit for 2019/20	N/A	DHET; Nursing Council of South Africa; Organised Labour (DENOSA), HPCSA, SAMA	National HRH Plan completed by March 2020	One nursing college per province (with satellite campuses) established by 2020 and fully operational in all nine provinces by 2022	Satellite campuses will be established across districts	NDOH
Expand the primary healthcare system by integrating over 50 000 community health workers into the public health system.	The health sector budget for outreach services is currently at approximately R1.5 billion in 2019/20 to R2.6 billion by 2021/22. This increment is provisioned to fund the bargaining council resolution to remunerate CHWs at the minimum wage of R3500pm.			National HRH Plan by March 2020	Nationally in all 9 provinces and 52 districts	All 52 districts and local municipalities	NDOH
Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill health	From the district health budget for the MTEF period 2019-2021, the following amounts are set aside for HIV, TB, Malaria and community outreach services: R22 039 billion in 2019/20; R24 408 billion in 2020/21; and R27 753 in 2021/22. There is no budget for addressing non-communicable diseases. Interventions are implemented cross budget programmes	N/A	PEPFAR and Global Fund for communicable diseases only	National HRH Plan completed by March 2020	National health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill health will be implemented nationally in all 9 provinces and 52 districts	All districts and local municipalities	NDOH

OUTCOME UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS ACHIEVED							
Interventions	Resourcing (MTEF budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Improve access to maternal health services.	<p>Interventions to improve maternal health services are implemented across budget programmes.</p> <p>-Over the 2019-2021 MTEF period, the budget allocation for District Health Services grows from R98.2 billion in 2019/20 to R106 billion in 2020/21 and to R114 billion in 2021/2022. This is an 8% growth in expenditure over the MTEF, and constitutes 44% of the total public health sector MTEF expenditure.</p> <p>The budget for Provincial Hospitals grows by 6.1% over the MTEF period, from R36 billion in 2019/20 to 39 billion in 2020/2021 and to 41 billion in 2021/2022.</p> <p>The budget for Central Hospitals grows by 6.2% over the MTEF period, from R43 billion in 2019/20 to R46 billion in 20/21. However the health sector project a R2.5 billion budget deficit for 2019/20</p>	N/A	Technical (in-kind) support from development partners and NGO/CBOs	National HRH Plan completed by March 2020	Nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH
Provide prompt treatment of HIV and other sexually transmitted infections	<p>From the District Health Services budget for the MTEF period 2019-2021, the following amounts are set aside for HIV, TB, Malaria and Community outreach services: R22 billion in 2019/20; R24 billion in 2020/21; and R28 billion in 2021/22. This reflects a 11.7% growth over the MTEF period, and 10,4% of the total health sector expenditure for the MTEF period. However the health sector project a R2.5 billion budget deficit for 2019/20</p>	N/A	PEPFAR, Global Fund and SANAC	National HRH Plan by March 2020	Nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH
Protect children against vaccine preventable diseases	<p>The health sector set aside an amount of R1.7 billion for children's vaccines for 2019/20, as part of the Non- Negotiable budget items. As at August 2019, the sector projected an over- expenditure (budget deficit) of R644 539. Overall the health sector projects a R2.5 billion budget deficit for 2019/20</p>	N/A	Technical (in-kind) support from development partners and NGO/CBOs	National Health HRH Plan completed by March 2020	Nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH

OUTCOME UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS ACHIEVED

Interventions	Resourcing (MTEF budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Improve the Integrated Management of Childhood Diseases services	Interventions to improve child health services are implemented across budget programmes. -Over the 2019-2021 MTEF period, the budget allocation for District Health Services grows from R98 billion in 2019/20 to R106 billion in 2020/21 and to R114 billion in 2021/2022. -This is an 8% nominal growth in expenditure over the MTEF, and constitutes 44% of the total public health sector MTEF expenditure. However the health sector projects an overall budget deficit of R2.5 billion for 2019/20	N/A	Technical (in-kind) support from development partners and NGO/CBOs	National HRH Plan completed by March 2020	Nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH
Public health facilities supplied with adequate ICT infrastructure to implement the Digital Health Strategy 2019-2024 of South Africa	Both the health facility revitalisation grant and the national health insurance indirect grant includes funds to maintain healthcare facilities. The Health Facility Revitalisation Grant has been allocated a total of R19 billion rand over the MTEF period 2019/20 to 2021/2022 billion over the medium term to fund about 15 000 infrastructure projects.	DTPS in partnership with NDOH	Technical (in-kind) support from development partners and NGO/CBOs	National HRH Plan	Nationally, in all 9 Provinces and 52 districts to be mapped	All districts and local municipalities	NDOH
Implement the costed infrastructure plan to improve efficiency and effectiveness of health services delivery	Both the health facility revitalisation grant and the national health insurance indirect grant includes funds to maintain healthcare facilities. The Health Facility Revitalisation Grant has been allocated a total of R1 billion rand over the MTEF period 2019/20 to 2021/2022 billion over the medium term to fund about 15 000 infrastructure projects.	Innovative (non-traditional) funding mechanisms are envisaged for crowding in funding for infrastructure delivery in the public health sector, in partnership with National Treasury	Innovative (non-traditional) mechanisms are envisaged for crowding in funding for infrastructure delivery in the public health sector, in partnership with National Treasury	National HRH Plan completed by March 2020	Nationally, in all 9 Provinces and 52 districts	All districts and local municipalities	NDOH

2024 IMPACT: UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS PROGRESSIVELY ACHIEVED AND ALL CITIZENS PROTECTED FROM THE CATASTROPHIC FINANCIAL IMPACT OF SEEKING HEALTH CARE BY 2030

Outcome	Indicators	Baselines	2024 Targets	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Universal health coverage for all South Africans achieved by 2030	NHI implemented to achieve universal health coverage for all South Africans	NHI Bill tabled before Parliament and released for public comments in August 2019	90% of South Africans covered by NHI by 2024	Enabling legal framework created for the implementation of NHI Bill	NHI Fund established and purchasing services operational	NHI Bill enabling creation of NHI Fund was released for public comment in August 2019	NHI Fund operational by December 2020 NHI Fund purchasing services by 2022/23	NDOH
				Roll out a quality health improvement programme in public health facilities to ensure that they meet the quality standards required for certification and accreditation for NHI	Proportion of public sector facilities implementing the National Quality Improvement Programme	National Quality Improvement Programme developed	80% by 2022/23 100% by 2024/25	NDOH
				Develop a comprehensive policy and legislative framework to mitigate the risks related to medical litigation	Total rand value of medico-legal claims in the public sector	R70 billion in 2018	Contingent liability of medico-legal cases reduced by 80% (under R18 billion) in 2024	NDOH
				Improved quality of primary healthcare services through expansion of the Ideal Clinic Programme	Number of clinics attaining Ideal Clinic status	2 035 in 2019	3 467 by 2024 100% PHC facilities maintain their Ideal Clinic status by 2024	NDOH
				Develop and implement a HRH strategy 2030 and HRH plan 2020/21-2024/25 to address the human resources requirements, including filling critical vacant posts for full implementation of universal healthcare	Human Resources for Health (HRH) Plan 2020/21 - 2024/25 completed	HRH Plan 2012-2017 reviewed	Human Resources for Health (HRH) Plan 2020/21-2024/25 completed by March 2020	NDOH
HRH Strategy 2030 completed	HRH Plan 2012-2017 reviewed	HRH Strategy 2030 produced by March 2020	NDOH					

Outcome	Indicators	Baselines	2024 Targets	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Establish provincial nursing colleges with satellite campuses in all 9 provinces	Number of nursing colleges established	New basic nursing qualification programmes developed in 2017/18 Draft norms and standard guidelines for clinical training platforms were also developed	One nursing college per province (with satellite campuses) established by 2020 and fully operational in all nine provinces by 2022	NDOH
	NHI implemented to achieve universal health coverage for all South Africans	NHI Bill tabled before Parliament and released for public comments in August 2019	90% of South Africans covered by NHI by 2030	Expand the primary healthcare system by absorbing over 50 000 community health workers (CHWs) into the public health system. Within five years, the number of community health workers will be doubled and deployed in our villages, townships and informal settlements to serve our people	Number of Community Health Workers (CHWs) integrated into the health system	CHW policy finalised in 2018 40 000 CHWs in the health system, contracted mainly through NGOs/CBOs	50 000 CHWs by March 2024	NDOH
Progressive improvement in the total life expectancy of South Africans	Total life expectancy	64.6 years in 2019	66.2 years in 2024 and 70 years by 2030	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill health	Number of people screened for TB	48 991 695 people screened during 2014-2018	2 million additional people screened for TB by 2020 and eligible people initiated on treatment	NDOH
					TB treatment success rate	84.7% in 2018	90% by 2022 95% by 2024	
					Proportion of people living with HIV who know their status	91% in 2019	90% by 2020 95% by 2024	
					Proportion of HIV positive people who are initiated on ART	68% in 2019	90% by 2020 95% by 2024	

2024 IMPACT : TOTAL LIFE EXPECTANCY OF SOUTH AFRICANS IMPROVED TO 70 YEARS BY 2030								
Outcome	Indicators	Baselines	2024 Targets	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Total life expectancy of South Africans improved	Total life expectancy	64.6 years in 2019	66.6 years in 2024 and 70 years by 2030	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill health	Proportion of people on ART that are virally suppressed	89% in 2019	90% by 2020 95% by 2024/25	NDOH
					HIV tests conducted annually by 2024	22.3 million people tests in 2018/19	30 million tests annually by 2024	NDOH
Reduce maternal and child mortality	Maternal mortality ratio	134 deaths per 100 000 live births (2016)	≤100 per 100 000 live births by March 2024 Improve access to reproductive health services	Provide good quality antenatal care	Antenatal first visit before 20 weeks rate	68.7% in 2018	75% by 2024	NDOH
					Antenatal clients initiated on ART rate	93% in 2018	98% by 2024	NDOH
	Infant mortality rate	23 deaths per 1 000 live births (2017)	≤20 per 1 000 live births by 2024	Protect children against vaccine preventable diseases	Immunisation coverage under 1 year	81.9% in 2019	90% by 2024	NDOH
	Under-5 mortality rate	32 deaths per 1 000 live births (2017)	≤25 per 1 000 live births by 2024	Improve the integrated management of childhood disease services	Children under-5 years severe acute malnutrition case fatality rate	7.1% in 2018	<5.0% by 2024	NDOH
					Children under 5 years pneumonia case fatality rate	1.9% in 2018	<1.0% by 2024	NDOH
					Children under- 5 years diarrhea case fatality rate	1.9% in 2018	<1.0% by 2024	NDOH

2024 IMPACT: TOTAL LIFE EXPECTANCY OF SOUTH AFRICANS IMPROVED TO 70 YEARS BY 2030					
2024 Targets	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill-health.	Number of people screened for high blood pressure	15.8 million in 2018	25 million by 2024	NDOH
		Number of people screened for elevated blood glucose levels	16 million in 2018	25 million annually by 2024	NDOH

CROSS-CUTTING FOCUS AREAS

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

Implementation Plan: Improved educational and health outcomes and skills development for all women, girls, youth and persons with disabilities

OUTCOME IMPROVED EDUCATIONAL AND HEALTH OUTCOMES AND SKILLS DEVELOPMENT FOR ALL WOMEN, GIRLS, YOUTH AND PERSONS WITH DISABILITIES							
Interventions	Resourcing (MTEF budget allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Targeted programmes to up-scale existing campaigns and programmes on new HIV infections amongst youth, women and persons with disabilities		SANAC, NYDA and other entities	Student and youth organisations, higher education institutions, - women's organisations, Men's Organisations, traditional and Religious bodies, etc.	SANAC and partners to utilise their human capital, skills and technologies in driving this intervention	All provinces	National, provincial, district and local municipalities as defined by key departments and partners	NDOH DBE DHE DWYPD
Targeted Programme on adolescent Sexual and Reproductive Health and Rights, including addressing teenage pregnancies and risky behavior		DWYPD will engage with relevant stakeholders	DWYPD in partnership with relevant stakeholders	DWYPD will engage with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All provinces	National, provincial, district and local municipalities as defined in the lead department's district model	NDOH DBE DSD DHET DWYPD
Mainstream gender, youth and disability rights in programs on access to universal education, life skills, skills development and training and in different field of study, including STEM		DWYPD will engage with relevant stakeholders	DWYPD in partnership with relevant stakeholders	DWYPD will engage with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All provinces	National, provincial, district and local municipalities as defined in the lead department's district model	DBE DHET DWYPD

Monitoring Framework: Improved educational and health outcomes and skills development for all women, girls, youth and persons with disabilities

2024 IMPACT: ALL WOMEN, GIRLS, YOUTH AND PERSONS WITH DISABILITIES ENJOY GOOD QUALITY HEALTH CARE AND BETTER LIFE OPPORTUNITIES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Improved educational and health outcomes and skills development for all women, girls, youth and persons with disabilities	Health status by age, gender and disability	Demographic Health Survey District Health Barometer GHS HEMIS	50% improvement in health status	Targeted programmes to up-scale existing campaigns and programmes on new HIV infections among youth, women and persons with disabilities	HIV prevalence rate by gender, age and disability	Mid-Year Population Estimate Report	Half HIV prevalence by 2024	NDOH DBE DHE DWYPD
				Targeted programme on adolescent sexual and reproductive health and rights, including addressing teenage pregnancies and risky behaviour	Percentage of teenagers reached through intervention programs by gender age and disability	Annual reports by key departments	100% reached	NDOH DBE DSD DHET DWYPD
	Educational status by age, gender and disability		50% improvement of educational status	Mainstream gender, youth and disability issues in programs on access to universal education, life skills, skills development and training and in different field of study, including STEM	Level of mainstreaming in targeted programmes	No baseline	100% compliance	DBE DHET DWYPD



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

INTRODUCTION

A comprehensive, inclusive and responsive social protection system ensures the resilience of citizens. Social protection is critical for income security and protecting human capital during transition phases, as well as promoting the flexibility and competitiveness of the economy, particularly in an environment where change will accelerate as cultural, climate and technological change put traditional livelihood, solidarity and coping mechanisms under more pressure. A continuing, increased focus on this comprehensive, inclusive and responsive social protection regime will become more urgent in the next five years. This requires:

1. an effective policy framework and accompanying accessible mechanisms (norms, standards and processes).
2. an enabling economic inclusion. Therefore, the next five years will see the effective implementation of a consolidated social wage and social protection system to safeguard the livelihoods of all South Africans.
3. This requires actions to improve the reliability and quality of basic services with a focus on affordability, universality and ensuring that no one is left behind especially vulnerable individuals, households and communities. The capacity, efficiency, effectiveness, targeting and alignment of the existing social system must be improved.

South Africa's NDP 2030 accords a central role to social protection in addressing the critical challenges of eradicating poverty and reducing inequality. Social protection contributes to ensuring that no-one slips

below a minimum standard of living, as well as a more transformative and developmental role of moving towards a more inclusive growth path and to ensure more inclusive development outcomes.

In keeping with addressing the multi-dimensionality of poverty and inequality, in the South African context, social protection is an umbrella concept that brings together:

- Social security which draws on section 27 of the constitution to address income dimensions of poverty and contribute to ensuring a standard of living below which no-one falls;
- Measures to address capability poverty: support to early childhood development and investments in children;
- Labour market activation policies and measures that foster productive inclusion of the under- and unemployed – public employment programmes;
- Protective measures for nutritional and food security.
- Developmental social welfare interventions to address (i) economic and social exclusion and strengthen social cohesion; (ii) ensure that families and individuals are able to access services, entitlements, and potential economic and social opportunities; and (iii) developmental social services to reach out and provide care to the vulnerable such as those affected by HIV, women & children abuse, disabled etc.

Elements of the social wage not articulated in this chapter include:

- Provision of basic services and housing
- Provision of Health care and Basic education and Early Childhood development

Aspects of productive inclusion - as Public Work Programmes. Transformed developmental social welfare

Poverty and inequality remain a challenge for our country. Poverty persists despite the fact that social grants and public employment programmes have been scaled up to address the triple challenges of poverty, inequality and unemployment. People living in poverty often experience illiteracy, inadequate nutrition, and insufficient income and limited livelihood opportunities. These factors increase vulnerability and, if not adequately tackled, result in inter-generational poverty. There is a need for the development and implementation of programmes that help the poor and the vulnerable to build assets, capacities and capabilities to earn an income and become self-reliant, particularly on youth and women.

The right to dignity is reiterated as a founding value of our democratic state, in section 1 of the Constitution, alongside equality and freedom. Respecting the inherent dignity of people demands that a comprehensive and harmonised social protection system be created to ensure that the state is able to cushion citizens from various forms of vulnerability and dehumanising poverty. A comprehensive, inclusive and responsive social protection system is important as it builds the resilience of citizens. It is widely accepted that income from social protection programmes help build residence, assets and capabilities. It further contributes to both economic development and competitiveness of the economy, particularly in an environment characterised by rapid change due to climate and technological change. These changes often threaten the traditional and known forms of sustainable livelihoods.

Operationally, the social protection system is still not optimal, with critical breakdowns and inefficiencies that continue to undermine the delivery of quality of social services. These inefficiencies continue to undermine the delivery of quality of social services. A continuing, increased focus on social protection and notions around a basic citizen's income will become more urgent and will need to be reinvigorated in the next five years. This requires an effective social security policy framework and accompanying accessible mechanisms (norms, standards and processes) that enable economic inclusion and improved, efficient, reliable and quality of basic services with a focus on affordability and meeting the needs of vulnerable communities. The capacity, efficiency, effectiveness, deliberate targeting and alignment of the existing social systems to meet these ends must be improved.

Intended beneficiaries of state-funded social insurance and assistance are subjected to tedious, bureaucratic, cumbersome and various means tests before accessing the social entitlement. This often results in unintended exclusions and thus defeating the strategic objective of a social insurance. The need for social assistance and welfare has also been increasing since 1994. In 2018, the total uptake of social assistance increased to 17.8 million beneficiaries, with a total expenditure of R107.6 million (SASSA, 2018).

A shortage of skilled social workers

There is a chronic shortage of social welfare professionals, including child protection personnel. While the number of social workers increased from 9 072 to 18 213 between 2000 and 2014, only 9 289 are employed by the government or non-profit organisations, and only a portion of them work with children and families.

Between 1999 and 2000 South Africa experienced brain drain as many qualified social workers left the country for better employment opportunities. This migration, together with the limited number of social workers trained by universities, contributed to serious shortage of social workers in the country. In response, social work was declared a scarce skill in 2001. Between 2007 and 2017 a total of 10 929 students were awarded full scholarships. A total of 10 760 students have graduated with a degree in social work, with 7 687 graduates being absorbed into employment by the provincial departments of social development.

In October 2016, National Treasury approved a conditional grant to the value of R591 269 097 to employ 566 scholarship graduates over a period of three years. By the end of 2017/18, a total of 630 graduates were employed through the conditional grant.

The current MTSF 2019-2024 seeks to expedite the process of absorbing trained social work practitioners to address the social ills with a particular focus on vulnerable groups such as orphaned children in need of foster care, substance abuse victims and victims of gender-based violence.

Gender-based violence

Despite notable advances in gender equality and women's empowerment, the majority of women and girls still suffer from multi-dimensional poverty, inequality and discrimination on the basis of gender. This is compounded by deep-seated social problems such as gender-based violence. Almost 25 years into South Africa's democracy, women's empowerment and gender equality remains elusive. High levels of gender-based violence and other expressions of women's subordination and gender inequality have resulted in a rising tide of discontent and fear among women, especially young women.

The prevalence of gender-based violence is perpetuated by patriarchal norms and practices, a legacy of structural violence and weaknesses in the criminal justice system. The UN General Assembly resolution on 2030 Agenda for Sustainable Development (A/RES/70/1) required all countries to increase social investment to close the gender gap and strengthen support for institutions in relation to gender equality and the empowerment of women. All forms of discrimination and violence against women and girls will be eliminated, including through the engagement of men and boys. The systematic mainstreaming of a gender perspective in the country's development agenda is crucial.

In the current MTSF 2019-2024, government will develop a core package of social welfare interventions, including an essential minimum psychosocial support and norms and standards for violence against women and children, families and communities.

Drugs and substance abuse

The impact of alcohol and substance abuse continues to ravage families, communities and society. The youth of South Africa are particularly affected. The fight against drugs and substance abuse needs a multipronged approach, with efforts aimed at improving parenting practices, spiritual care, knowledge, influence and a healthy mind. Recreation and reduction in the ease of accessing alcohol, enforcement of law to reduce availability of substances, and employment opportunities have been found to collectively contribute to a decrease in substance abuse incidences. Treatment and rehabilitation give people a second chance at rebuilding their lives.

Alcohol and drugs damage the health of users and are linked to rises in non-communicable diseases including HIV/AIDS, cancer, heart disease and psychological disorders. Users are also exposed to violent crime, either as perpetrators or victims and are also at risk of long-term unemployment if they drop out of school. The social costs for users are exacerbated if they are ostracised from their families and communities and in acute cases, users are at risk of premature deaths due to ill health, violent crime and suicide.

The MTSF 2019-2024 will focus on scaling up treatment and rehabilitation strategies to increase the number of people accessing prevention and treatment programmes.

Prioritising the social protection of children

South Africa has a large and mobile child-population requiring care and protection services. In 2018, the total population was estimated at 57.73 million. There are 18.5 million children between the ages of 0-18 years in the country, constituting 34 per cent of the total population.

Children are the most vulnerable as their welfare is directly impacted by the economic, educational and social statuses of those on whom they depend. They are often excluded from services offered by government due to administrative burdens, lack of information and systemic errors. Although programmes targeting children such as ECD and child support grants have been extended, a number of children remain outside of the system, including those who are two years and below; orphans; particularly those who have lost both their parents, older children who have dropped out of school; children with mothers who have no schooling; children of teen mothers; children living only with their fathers; children who experience limited mobility; and children of refugees.

A 2017 review conducted by the Children's Institute suggests that about 18 per cent of the country's children are excluded from access to the child

support grant. Children with disabilities are also struggling to access the care dependency grant, largely due to the highly stringent application and medical assessment processes. ECD funding needs to be increased for all ages, particularly for children in their first 1 000 days of life. There is also a need to resolve the foster care grant and align it with the child support grant, and further resource the foster care programme with enough social workers. This will ensure that foster care cases are swiftly resolved and children placed in stable family environments with access to the appropriate social grant. A 2017 report by the Department of Social Development noted that over 500 000 children were in foster care placements. Renewing foster care placement orders every two years has been the major challenge.

The NDP calls for sustainable, rights-based development through investments in children. It recognises that breaking historical patterns of poverty and inequality requires the provision of services that interrupt the intergenerational transmission of risks which keeps historically marginalised children trapped in a cycle of poor development.

Realising the NDP's goals, as well as the country's international and constitutional child-rights imperatives, requires the adoption of a rights-based developmental childcare and protection policy that provides a nationwide vision for driving investment in programmes that:

- Guarantee the universal rights of all children to survival, protection, development and participation
- Address the root causes of poor development among vulnerable children at risk of poor development, including violence, poverty, fractured families, malnutrition, poor education, and substance abuse.

In the next five years, policy and legislation on children needs to be optimised. Maternal support needs to be implemented and the uptake of the child support grant by eligible children under one should be improved in order to better improve the nutritional outcomes as well as improving the quality and access of ECD services to children between the ages of 0-4, and by improving access, and investing in infrastructure development.

Comprehensive social security

Government needs to urgently resolve fragmentation, inefficiencies and misalignments in the system. Although some progress has been made in the uniformity of the legislative framework, there are still disparities in terms of infrastructure, financing and skilled human resources across provinces, and between rural and urban areas. This disjuncture inhibits the effectiveness of existing social protection systems and hampers government efforts to provide services to those who need them most. Furthermore, increasing violence against women and children requires a concomitant response from government, civil society organisations and broader society. Training and absorption of social workers must be prioritised to address these social ills. A standardised welfare package must be provided as part of the response.

Intended beneficiaries of social insurance and state-funded social assistance are subjected to tedious, bureaucratic, cumbersome and various means tests before accessing the social entitlement. This often results in unintended exclusions and thus defeating the human rights approach of social security.

The need for social assistance and welfare services has also been increasing since 1994. In 2018, the total uptake of social assistance increased to 17.8 million beneficiaries, with a total expenditure of R107.6 million (SASSA, 2018). In order to avoid exclusions that vulnerable persons often experience, in the next five years, government should define a basket of social entitlements

that the poor should be guaranteed (through a social protection floor) and reduce the administrative barriers to access.

In the next five years, government will accelerate the finalisation of various policy and legislative initiatives to close policy and coverage gaps and fast track implementation to ensure that individuals and households become resilient, being able to withstand life cycle shocks. In line with the NDP this includes finalising the White Paper on Comprehensive Social Security and the draft social security bill that addresses gaps in coverage of both social assistance and social insurance, including cover for atypical workers and those working in the informal economy, equitable funding and subsidies and improved cost effective administration.

With a population of about 57.73 million and 10 million registered vehicles, the country experiences about 40 road fatalities a day. The annual road accident death rate per 100 000 lives is 25.1. About 58% of road fatalities are due to alcohol (USA: 31%; CAN: 34%) and it is further estimated that 8% of GDP is lost to road accidents which is above the 3% global average.

In the case of the Road Accident Fund (RAF), it is well documented that the scheme is unsustainable owing mainly to its funding model and the legislative environment. The main risk for this scheme is the liability, which is expected to be R297 billion by 31 March 2020. The current financial context and future financial scenarios clearly shows that the Road Accident Fund in its current funding model will become a significant fiscal risk for the country.

The RAF operating model is also constrained by inefficiencies because of none optimized business processes and due to the lack of an integrated claims management process there are many internal and external factors and this has seen the RAF experience high incidences of fraud and corruption, high litigation costs and service delivery challenges. Mitigation measures were implemented, including drafting a Road Accident Benefit Scheme Bill. Direct claims were introduced and seen as positive interventions but were not sufficient in putting the RAF on a sustainable trajectory. Road accidents are viewed as a huge drain on limited resources of the country and the solution to the problem of underfunded motor vehicle insurance in South Africa lies in a reduction of the burden created by such accidents.

Other factors in future may include the impact of improved spatial planning. One of the root causes for high traffic numbers on our roads is the apartheid spatial design where people stay far away from their workplaces. With the state introducing spatial planning legislation and a growing culture by the millennials of inner city living. This could have an impact in the long term. The following short to medium term measures are considered to improve the sustainability of the fund; Optimise Cash-flow Management Strategy, Implement Partial Payment, Inflation linked Fuel levy increases and Cross Border Charges.

Sustainable community development interventions

The democratic South Africa has since 1994 waged war on poverty. This is reflected in the types of policies adopted by this government as well as in the spending on social policies. The challenges inherited from apartheid are massive. This ranges from an economic structure which is anti the poor to a deliberate denial of basic services, access to infrastructure, assets, education and training to improve human capital, settlement patterns that placed the poor far from economic opportunities and that discouraged establishment of opportunities in those areas.

Much of government work is already aimed at addressing poverty and ensuring a better life for all; and significant progress has been made in this regard. Anti-poverty initiatives have been successfully mainstreamed into the planning and implementation of Government programmes and in the budgeting process.

Moreover, government policy orientation has been targeted at the poorest of the poor. However, there is still much that we need to do. Certain groups in our society continue to be vulnerable to poverty. These groups include for example, women particularly those who are single parents, children, the youth, the aged, families where one or more family member has a disability. Success in tackling poverty and social exclusion requires that every sector play its part; there needs to be a national mobilisation towards a common political and social goal.

Every South African has the right to adequate food, but many still experience inadequate access to food. Households are food and nutrition secure when they have year-round access to the amount and variety of safe foods needed to lead active and healthy lives. Although social grants play a critical role in the fight against poverty of food and income, complementary sustainable livelihood initiatives are needed.

Government will continue to gather information through evidence based research such as Community Mobilisation processes and Sustainable Livelihoods initiatives. Community development within government still remains fragmented, and therefore requires government efforts towards integration and coordination.

This requires that a unified national policy be developed on community development to standardise and unify the sector. It is for this reason that the government through the department of Social Development will be leading the process towards the development of a national community development policy that will provide strategic guidance and support to the sector. Moreover, the sector consists of a variety of community development cadres with varying conditions of service and also working closely with households and communities, without been professionalised. It is for this reason that the Department of Social Development will be leading the professionalization of Community Development Practice. This process requires participation and collaboration of other government departments with Community Development Practitioners and Workers. A national Community Development Policy will in this regard ensure that community development interventions and programmes are well-coordinated and implemented throughout the country. The professionalization of community development will contribute towards defining the scope of work, code of ethics and conduct and capacity building of Community Development Practitioners and Workers.

The Non Profit Organisations (NPO) Directorate Regulator is responsible for the registration and regulation of all NPO's and community based organisations (CBO's) that operate activities in South Africa. The NPO Directorate has an important role in increasing public trust and confidence through effective regulation. Department of Social Development (DSD) enables support to NPOs in complying with their legal obligations and take action to address non-compliance where necessary. Best practices are promoted to ensure that NPOs operate to high standards of governance, accountability and transparency.

Integrated social protection information system

Government has a number of information systems that are hosted by various departments. The Department of Social Development alone has over 10 social protection systems that are not interoperable. The departments that play a central role in the provision of social protection programmes also all have separate information systems. Poor coordination between and within different services, both at times of episodic events and in the long term, is affecting government's ability to adequately meet the needs of many vulnerable groups. These fragmented information systems create a burden for the poor as they are subjected to a variety of means tests before they are able to access social security.

With regard to the National Integrated Social Protection Information System, there is a need to explore switching from specialised services to one-stop or multi-purpose generic services and linking up programmes delivered by other departments involved in developmental social welfare service delivery more effectively. This includes strengthening norms and standards and making them consistent across various services and departments. Government departments should be encouraged to develop complementary financing policies to achieve shared social goals. Ongoing communication and information exchange on the financing of joint social programmes are needed for the division of responsibilities, eligibility and the application of monitoring procedures. The integration will also allow for the tracking of vulnerable individuals and monitoring whether they are accessing all the capability-building programmes available to them.

Implementation Plan: Transformed developmental social welfare

OUTCOME TRANSFORMED DEVELOPMENTAL SOCIAL WELFARE							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Expand the number of social services professionals	R5 100 731 269 (for 13 531 social service professionals). This projected budget will require approval of the financing strategy by Cabinet)		Private sector and CSOs	Subject to a special allocation for the appointment of social service professionals	National and provincial	Provincial DSD	DSD
Create an enabling environment for children's services through legislation, policy, effective practice, monitoring, evaluation and quality assurance.	R10 million - national Available in Baseline Budget Included in the 2020 MTEF baseline	Civil society, national and provincial departments	Designated child protection organisations	Human capital, skills	National and provincial	Provincial DSD	DSD
Review Social Development legislative framework	R12 million	Support by national and provincial DSD on the implementation of the policy and legislation	Civil society, national and provincial departments (NDOH, DBE, DOL etc.)		National and provincial		DSD

OUTCOME Transformed developmental social welfare							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop a core package of social welfare interventions including an essential minimum psychosocial support and norms and standards for substance abuse, violence against women and children; families and communities	R9 billion current annual allocation Included in the 2020 MTEF baseline				National and provincial	Provincial DSD and municipalities	DSD, DWYPD
Strengthen prevention and response interventions for substance abuse	R10 848 000 per annum It is Included in the 2020 MTEF baseline	National, provinces, civil society	None		None		DSD

Monitoring Framework: Comprehensive developmental social welfare

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Transformed social welfare	Improvement in social welfare services Index.		60% improvement in social welfare services index.	Expand the number of social services professionals	Sector strategy for the employment of social service professionals developed	Demand model for social services practitioners	Sector strategy approved by Cabinet by 2024	DSD
					Increase the number of social service professionals in the public service	18 300 social workers	31 744	DSD
				Create an enabling environment for children's services through legislation, policy, effective practice, monitoring, evaluation and quality assurance	Amendments to the Children's Act enacted	Children's Act, (Children's Act No. 38 of 2005)	Children's Act amended, costed and implemented by 2024	DSD
						Children's Act 2005 Regulations	Regulations for the Children's Amendment Bill drafted and published by 2024	DSD
						2009 Training Guidelines on the Children's Act	80% sector workforce capacitated on children Act by 2024	Provincial DSD, academic institutions and other service providers
				Review Social Development legislative framework	White Paper for Social Development implemented	Draft reviewed White Paper on Social Welfare, 1997	Approved White Paper on Social Development implemented by 2024	DSD
	Percentage decline in incidences of GBV	177 620 reported crimes against women in the 2017/18 (SAPS Annual Report, 2019)	Target: 10% decline in incidences of GBV	Develop a core package of social welfare interventions including an essential minimum psychosocial support and norms and standards for substance abuse, violence against women and children, families and communities	Core package on social welfare interventions developed	Isibindi, Mikondzo, Thuthuzela	Five core package of social welfare interventions developed	DSD

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
					Number of victims of Substance abuse accessing support Programmes	10 047 admitted for treatment (SANCA, 2017)	15% increase in the number of victims of Substance abuse accessing support programmes doubled by 2024	DSD, DWYPD
					National Strategic Plan for Gender Based Violence and Femicide (GBVF) - Implementation Plan	Reviewed Programme of Action on No Violence Against Women and Children/ Draft National Strategic Plan for GBVF	Approved Implementation Plan for National Strategic Plan for GBVF by 2022	DWYPD
				Strengthen prevention and response interventions for substance abuse	Increase the number of people accessing prevention programmes	282 760 (2013-2017)	10% increase in the number of people accessing substance abuse prevention programmes by 2024	DSD

Implementation Plan: The social protection of children

OUTCOME INCREASED ACCESS TO QUALITY EARLY CHILDHOOD DEVELOPMENT (ECD) SERVICES							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Provide quality ECD services to children (0-4).	ECD conditional grant subsidy expansion and infrastructure: 2019/20 R518 228 2020/21 R552 949 2021/22 R583 361 ECD Equitable Share Subsidy: 2019/20 R3 052 749 2020/21 R3 191 098				National, provinces and municipalities	Provincial DSD and municipalities	DSD
Migrate the responsibility for pre-schooling to the Department of Basic Education	The costing will be finalised by end of December 2019	All departments that have a responsibility in ECD are affected as well as the entities like SETAs	ECD Stakeholder groups and some business entities		National, Provincial, District and Local Municipality.	All levels	DBE PEDs DSD
Develop and operationalise an ECD planning, funding, registration and information systems	The costing will be finalised by end of December 2019	All departments that have a responsibility in ECD are affected as well as the entities like SETAs	ECD Stakeholder groups and some business entities		National, Provincial, District and Local Municipality.	All levels	DBE PEDs DSD

OUTCOME INCREASED ACCESS TO QUALITY EARLY CHILDHOOD DEVELOPMENT (ECD) SERVICES							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop and operationalise school readiness assessment system	2019/20 R9 million 2020/21 R9.5 million 2021/22 R9.6 million	National Treasury	Research Institution	Experts on digital online platforms	National, Provincial, District and Local Municipality.	All levels	DBE PEDs DSD
Address social grants exclusions to CSG by increasing access of the CSG for 0- to 1-year-olds							DSD
Improve coverage and efficiency							

Monitoring Framework: The social protection of children

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased access to quality ECD services and support	Access to ECD universalised for 4-year-olds and above	Children's Act of 2007	90% of all 4-year olds accessing ECD by 2024	Provide quality ECD services to children (0-4)	Quality assurance system in place	Children's Act of 2007	Quality assurance system approved by Cabinet by 2022	DSD
					Number of children accessing ECD services	2 487 599	3.6 million children accessing ECD services by 2024	DSD
					Number of new centers constructed.	51	53 new centres constructed by 2024	DSD
					Number of ECD centres maintained/upgraded	1023	656 ECD centres maintained/upgraded by 2024	DSD
				Migrate the responsibility for pre-schooling to the Department of Basic Education	Amendment of legislation to regulate the new ECD landscape	New indicator	Amendment of NEPA,SASA and Children's Act completed within 9 months of Cabinet proclamation on change	DBE, PEDs, DSD NGOs CBOs
				Develop and operationalise an ECD planning, funding, registration and information systems	Develop new funding models for ECD delivery.	New indicator	Approved costing plan by 2021.	DBE, PEDs, DSD
					Operationalise an ECD Education Management Information System (EMIS)		Approved funding model by 2023 ECD EMIS operational by 2024.	
Develop and operationalise school readiness assessment system	School readiness assessment system	New indicator	School Readiness Tool Assessment system operational by 2021.	DBE, PEDs, DSD,				

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Address social grants exclusions to CSG by increasing access of the CSG for 0- to 1-year-olds	% of eligible children between 0-1 year receiving CSG	New Indicator	80 % of eligible children between 0-1 year receiving the CSG	DSD
				Improve coverage and efficiency	Policy on maternal support	Draft policy on maternal support	Policy on maternal support approved by 2022	DSD

Implementation Plan: Comprehensive social security

OUTCOME COMPREHENSIVE SOCIAL SECURITY SYSTEM							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Define a social protection floor – a basket of services that all should access.	R8 million	None	NPC in partnership with DPME	Human capital, skills	National and provincial	None	DPME (in partnership with NPC, UIF)
Implementation of the comprehensive social protection system by 2024	R13 million	None	None	Human capital, skills	National and provincial	None	DEL UIF

OUTCOME COMPREHENSIVE SOCIAL SECURITY SYSTEM							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Optimise the social security legislative framework and develop appropriate norms and standards for service delivery.	R175 billion currently available for social assistance R24 billion in tax expenditure subsidies R2 billion on social rebates	SASSA, UIF, RAF, Compensation Fund, Commissioner of NDOH, CCOD, FSCA, SARB	International Labour Organisation NEDLAC WITS		National		DSD
Payment of social grants to eligible beneficiaries	R222 790 billion budget available	SASSA			National and provincial		DSD
Improve coverage and efficiency of social insurance	Mandatory contributions for pensions Voluntary contributions from participants		ILO NEDLAC		National		DSD
Improve process flow with computer aided diagnosis and new information technology administration system	R1.2 billion available for benefits due .(Compensation Fund)	Compensation Commissioner for Occupational Diseases	Mines, Employer Representative and Government	Professional nurses, legal, HR, IT and Finance	National	Focus is at Limpopo , Northwest, Northern Cape and Eastern Cape Occupational Health Centres	MBOD/ CCOD

Monitoring Framework: Comprehensive social security

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing department
Comprehensive social security system	Consolidated social protection system		A single means test for all forms of social protection by 2024	Define a social protection floor – a basket of services that all should access	Define social protection floor defined	Report by Taylor Committee for a Comprehensive Social Security Inquiry (2002)	Cabinet approved definition on a social protection floor by 2024	DPME (in partnership with NPC)
				Optimise the social security legislative framework and develop appropriate norms and standards for service delivery	White Paper on Comprehensive Social Security approved by Cabinet	Discussion paper on comprehensive social security	White Paper on Comprehensive Social Security approved by Cabinet by 2022	DSD
					Draft Social Security Bill	Discussion paper on comprehensive social security	Draft Social Security Bill approved by 2024	DSD
				Payment of social grants to eligible beneficiaries	% of eligible grant beneficiaries receiving grants per grant type	17.8 million people registered on social grants	95% of eligible CSG by 2024	DSD SASSA
							95% of eligible persons with disability by 2024	DSD
				Improve coverage and efficiency of social insurance	Policy on atypical and informal workers	Discussion Paper on Voluntary Inclusion of Informal workers	Policy on atypical and informal workers approved by Cabinet in 2024	DSD
					Policy on Maternal Support Moved to “The social protection of Children”	Draft policy on maternal support	Policy on Maternal Support approved by 2022	DSD

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing department
Comprehensive social security system	Consolidated social protection system		A single means test for all forms of social protection by 2024	Improve coverage and efficiency of social insurance	Integrated claims management System (ICMS) implemented.	Development, testing and deployment of release 1 reports not done	Support and maintenance system developed by 2023	DEL-UIF
					Number of employees newly registered by the Fund	838 922	4 500 000 by 2024	DEL-UIF
					Percentage of new companies created with registration document (UI54) within specified timeframes.	99% within 2 working days (UI54) 64 577	100% within 5 working hours	DEL-UIF
					Percentage of applications with complete information issued with compliance certificates, tender letters or non-compliance letters within specified timeframes	79% within 10 working days 4 975	100% within 2 working days	DEL-UIF
					Percentage of valid claims (Unemployment benefit) with complete information approved or rejected within specified time frames.	94% within 15 working days 671 188	98% within 8 working days	DEL-UIF
					Percentage of valid claims (In-service benefits; Maternity, illness and adoption benefits) with complete information approved or rejected within specified time frames.	92% within 10 working days 132 158	98% within 5 working days	DEL-UIF
					Percentage of valid claims (Deceased benefit) with complete information approved or rejected within specified time frames.	92% within 20 working days 14 397	98% within 10 working days	DEL-UIF
					Percentage of benefit payment documents created after receipt within specified time frame	99% within 6 working days 2 750 601	99% within 3 working days	DEL-UIF

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing department
	Improve access to compensation for benefits defined by the ODMWA (Occupational Diseases in Mines and Works Act) Ensure the sustainability of the Compensation Fund	Provision of Occupational health services at the Occupational Health Centres in Kuruman, Burgersfort , Umtata and Carltonville	90-day turnaround from claims submission to certify and finalise by 2024	Improve process flow with computer aided diagnosis and new information technology administration system	Number of claims certified at the Medical Bureau for Occupational Diseases (MBOD)	12 000	15 000 claims certified	CCOD/ MBOD
				Implementation of the comprehensive social protection system by 2024	Number of claims finalised by Compensation Commissioner (CCOD) of Department of Health (other than pensioners) per year	8 000	9 600 claims paid	CCOD/ MBOD

Implementation Plan: Community development interventions

OUTCOME COMMUNITY DEVELOPMENT INTERVENTIONS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop state and CSO partnership model	None	NDA	Private investments needed	Human, finance and capital	National and NDA regions		DSD
Optimise NPO legislative framework to promote good governance and accountability	None	None	CSI funding to strengthen the NPO sector	HR - none.	National and provinces		
Create vibrant and sustainable communities	R10 million	Institutions of higher learning and research institutions Provinces and NDAs to communities Creation of job opportunities through CSOs, provinces, districts and NDAs	DCOG, DALRRD, NDOH, DHWS, DBE, CSOs Private sector, donor organisations and government departments	Human and capital needs to implement the programmes	National, provincial, district and local municipality		
Contribute and provide employment opportunities for vulnerable and poor citizens	R100 million	NDA and SASSA	Private sector contribution in providing capacity building and development funding	Human and technology skills needed	National, Provinces, (priority districts) and local governments	Yes	
Implement food and nutrition security Initiatives for vulnerable individuals and households	R333 million for 4.5 million people and 1.9 million households (R56 million will be transferred by national DSD to provinces. National DSD believes the rest will come from provinces)	Provinces and NDA to communities, SASSA	Private sector and civil society in the food industry to participate or involved in the feeding programme	Human, financial and technological resources needed	National, Provinces, (priority districts) and local governments	National and provinces	

Monitoring Framework: Sustainable community development interventions

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Sustainable community development interventions	Reduction in the rate of poverty	55% poverty level (StatsSA, 2017)	5% reduction of LBP and FPL and in the rate of income poverty by 2024	Develop state and CSO partnership model	State and CSO partnership model	NPO and DSD partnership model	State and CSO partnership model approved by Cabinet by 2024	DSD
				Optimise NPO legislative framework to promote good governance and accountability	NPO Amendment Act	NPO Amendment Bill	NPO Amendment Act enacted by 2022	DSD
					NPO Policy	NPO Act	Approved NPO Policy by 2024	DSD
				Create vibrant and sustainable communities	National Community Development Policy Framework submitted for approval..	Community Development Practice Policy	Approved National Community Development Policy by Cabinet by 2022	DSD
					Number of CSOs capacitated	15 000 CSOs	17 000 CSOs by 2024	DSD
					Reviewed sustainable livelihoods framework.	Sustainable livelihoods toolkit	Reviewed sustainable livelihoods framework approved by cabinet by 2022	DSD
					% of households profiled empowered through sustainable Livelihood programmes	1 038 840 households profiled	10% profiled households accessing sustainable livelihoods initiatives by 2024	DSD

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Implement food and nutrition security initiatives for vulnerable individuals and households	% of food insecure vulnerable households accessing food through food and nutrition security initiatives	11.8% households vulnerable to hunger	Reduce household vulnerability to hunger to 5.7% by 2024	DSD
					% of Individuals vulnerable to hunger accessing food through food and nutrition security initiatives	13.4.% of individuals vulnerable to hunger (GHS 2016)	Reduce individuals vulnerability to hunger to 6.6%	DSD
				Contribute and provide employment opportunities for vulnerable and poor citizens	% of CSG recipients below 60 linked to sustainable livelihoods opportunities	New	2% of CSG recipients below 60 linked to sustainable livelihoods opportunities by 2024	DSD
					Number of EPWP work opportunities created through DSD Programmes	New Indicator	137 000 work opportunities created through DSD Programmes by 2024	DSD

Implementation Plan: Integrated social protection information system

OUTCOME								INTEGRATED SOCIAL PROTECTION INFORMATION SYSTEM							
Interventions		Resourcing (MTEF Budget Allocation)		Contribution by DFIs, SOEs and public entities		Investment, contribution and partnerships by the private sector, labour and civil society		Human capital, skills and technology requirements		Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF		Provincial and district municipality		Lead and contributing departments	
Integrate the social protection information systems for better delivery of services				SITA		IT private companies		Technicians, software developers, system maintenance		National and Provinces Outcome 13 Contributing departments: DBE, DHA, NDOH, SASSA, DSD, DHET, DEL, DCOG				DSD DBE, DHA, NDOH, SASSA, DHET, DEL, DCOG	

Monitoring Framework: Integrated social protection information system

2024 IMPACT: AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
National Integrated social protection information system (NISPIIS)	Core Social Protection Systems integrated	Fragmented social protection system: LURITS HANNES SOCPEN DHIS IR (indigent registers) NISIS NSFAS Siyaya Umehluko CCOD system	Single view of Social protection system operating by 2024	Integrate the social protection information systems for better delivery of services	NISPIIS developed	Fragmented social protection system: LURITS HANNIS SOCPEN DHIS IR (indigent registers) NISIS NSFAS Siyaya Umehluko CCOD system	NISPIIS fully operational by 2024	DSD, DBE, DHA, NDOH, SASSA, DHET, DEL, DCOG



CROSS-CUTTING FOCUS AREAS

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

Implementation Plan: Increased access to development opportunities for children, youth and parents/guardians including access to menstrual health and hygiene for all women and girls

OUTCOME INCREASED ACCESS TO DEVELOPMENT OPPORTUNITIES FOR CHILDREN, YOUTH AND PARENTS/GUARDIANS INCLUDING ACCESS TO MENSTRUAL HEALTH AND HYGIENE FOR ALL WOMEN AND GIRLS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Provide sanitary towels to indigent girls and women in schools (quintile 1, 2 and 3; farm schools, rural schools and special schools) and TVET colleges and public universities.		DWYPD will engage with relevant partners	DWYPD in partnership with SGBs, LRCs, women's organisations, and other relevant partners	DWYPD will coordinate with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	National, provincial, district and local municipalities as defined by key departments and partners	DWYPD, NT, DBE, DHEST, All 9 provinces
Introduce measures to ensure early development screening for all children, and clearly defined eligibility criteria to reduce exclusion errors for social assistance support for children with disabilities	NDOH existing baselines SASSA existing baselines DBE existing baselines (SIAS & school health services)	Not applicable	Significant CSI and civil society investment in impairment specific community-based screening and intervention programmes	Shortage of rehabilitation professionals to do screening and evaluations in particular in more rural settings	Not applicable	All provinces All district municipalities	NDOH, DSD, DBE

OUTCOME INCREASED ACCESS TO DEVELOPMENT OPPORTUNITIES FOR CHILDREN, YOUTH AND PARENTS/GUARDIANS INCLUDING ACCESS TO MENSTRUAL HEALTH AND HYGIENE FOR ALL WOMEN AND GIRLS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Ensure roll-out of basket of social services to families caring for children and adults of disabilities regardless of geographical location	Current DSD national and provincial baselines for respite care services, family support services, peer support and counselling services insufficient for equitable coverage regardless of geographical location	RAF Compensation Fund	Disability organisations contribute the bulk of family support services through CSI funded programmes JICA Partnerships with national & international institutions/ donors (JICA)	Large scale development of personal assistance professionals, caregivers Existing DSD personnel to coordinate and manage family support and counselling as well as respite care services	Not applicable	All provinces All district municipalities	DSD
Ensuring access to all persons with disabilities to integrated community-based personal assistance services supporting independent living in community regardless of geographical location	SASSA (Grant-in-Aid allocations) No DSD baseline allocations for personal assistance services	RAF Compensation Fund	Partnerships with national & international institutions/ donors JICA (Independent Living Programme) Medical care givers	Large scale development of care givers. Existing DSD personnel to coordinate and manage family support and counselling inclusive of SASL interpreters, guides, note-takers, lip readers etc. will be required Technology innovation for rendering communication support	Not applicable	All provinces All district municipalities	DSD DSAC

Monitoring framework: Increased access to development opportunities for children, youth and parents/guardians including access to menstrual health and hygiene for all women and girls

2024 IMPACT: HUMAN DIGNITY FOR PERSONS WITH SEVERE DISABILITIES, WOMEN AND GIRLS' ACHIEVED THROUGH FREEDOM OF CHOICE AND DECENT LIVING CONDITIONS								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Menstrual health and hygiene management for all women and girls achieved	Level of compliance with Sanitary Dignity Framework	0% of indigent girls and women in schools (quintile 1, 2 and 3; farm schools and special schools) and TVET colleges and public universities receiving free sanitary towels from the Sanitary dignity programme	100% by 2024	Provide sanitary towels to indigent girls and women in schools (quintile 1, 2 and 3; farm schools and special schools) and TVET colleges and public universities	Percentage of indigent women and girls in quintile 1, 2 and 3; farm schools and special schools; TVET colleges and public universities receiving free sanitary towels	0% of indigent girls and women in schools (quintile 1, 2 and 3; farm schools and special schools) and TVET colleges and public universities receiving free sanitary towels from the Sanitary dignity programme	100% by 2024	DWYPD, NT, DTI, DBE, DSBD, DHEST
Increased access to development opportunities for children, youth and parents/guardians	Percentage of screened children with disabilities receiving individualised support	New indicator	All children between the ages of 0-8 years screened for developmental delays and/or disability are receiving individualised support	Introduce measures to ensure early development screening for all children, and clearly defined eligibility criteria to reduce exclusion errors for social assistance support for children with disabilities	Percentage of Early multi-sectoral screening conducted on all children 0-8 years to identify developmental delays and/or disability that will determine intervention and support needs	New indicator Screening currently ad hoc and not documented on central database	All children between the ages of 0-8 years are screened for developmental delays and/or disabilities and are receiving individualized support.	NDOH, DSD DBE

2024 IMPACT: HUMAN DIGNITY FOR PERSONS WITH SEVERE DISABILITIES, WOMEN AND GIRLS' ACHIEVED THROUGH FREEDOM OF CHOICE AND DECENT LIVING CONDITIONS

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased access to development opportunities for children, youth and parents/guardians	Number of persons with disabilities receiving personal assistance services support by 2024	New indicator	All persons with severe disabilities, regardless of impairment type, living arrangement or geographical location have access to a range of personal	Ensure roll-out of basket of social services to families caring for children and adults of disabilities regardless of geographical location	Number of families caring for children and adults with disabilities who have access to a well-defined basket of social support services by 2024	New indicator	A well-defined basket of social support services to families caring for children and adults with disabilities available to at least 350 000 families by 2024	DSD
				Ensuring access to by all persons with disabilities to integrated community-based personal assistance services supporting independent living in community regardless of geographical location	Number of persons with disabilities receiving personal assistance services support by 2024		233 382 grant-in-aid recipients for June 2019	Persons with severe disabilities, regardless of impairment type, living arrangement or geographical location have access to a range of personal assistance services to prevent isolation and segregation from the community



INTRODUCTION

The NDP identifies a direct link between our inherited colonial and apartheid spatial patterns and the stubborn persistence of poverty, inequality and economic inefficiency. In order to address the historical spatially-grounded injustice, the NDP calls for the urgent, well-planned and systematic pursuit of national spatial transformation, which takes account of the unique needs and potentials of different rural and urban areas.

The NDP proposes the development of a National Spatial Development Framework (NSDF) that supports integrated spatial planning and development across all scales (precinct level and up). It also puts forwards a set of normative principles to create settlements throughout our country that are economically viable, equitable, liveable and sustainable. The NSDF has now been developed and approved. Key to the realisation of the spatial objectives of the NDP is the coordinated specification of desired outcomes; the provision of guidance on investment and spending; and the development of settlements.

South Africa has a rich endowment of natural resources and mineral deposits, which, if responsibly used, can fund the transition to a low-carbon future and a more diverse and inclusive economy. Developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Many of South Africa's poorer communities live in rural areas.

South Africa's rural communities must have better opportunities to

participate fully in the economic, social and political life of the country. People should be able to access high-quality basic services that enable them to be well-nourished, healthy and increasingly skilled. Rural economies will be supported by agriculture and, where possible, by mining, tourism, green economy, agro-processing and fisheries. Unfortunately, rural areas are still characterised by significant levels of poverty and inequality, with many households trapped in a vicious cycle of poverty.

The Constitution provides for the right for all households and individuals to access basic services. South Africa also ratified the SDGs, which include various provisions for access to basic services such as clean drinking water, sanitation, electricity and related services. Access to basic services is closely linked to the need for effective spatial planning.

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

The legacy of apartheid spatial planning means that commuters are still travelling long distances between where they live and work, imposing a huge cost in time and money, particularly for the poor working class.

South Africa's public transport investments and systems demonstrate government's dedicated efforts to connect the former townships and peripheral developments with cities and places of work. This has reduced travel time, but not necessarily the cost nor the need to commute.

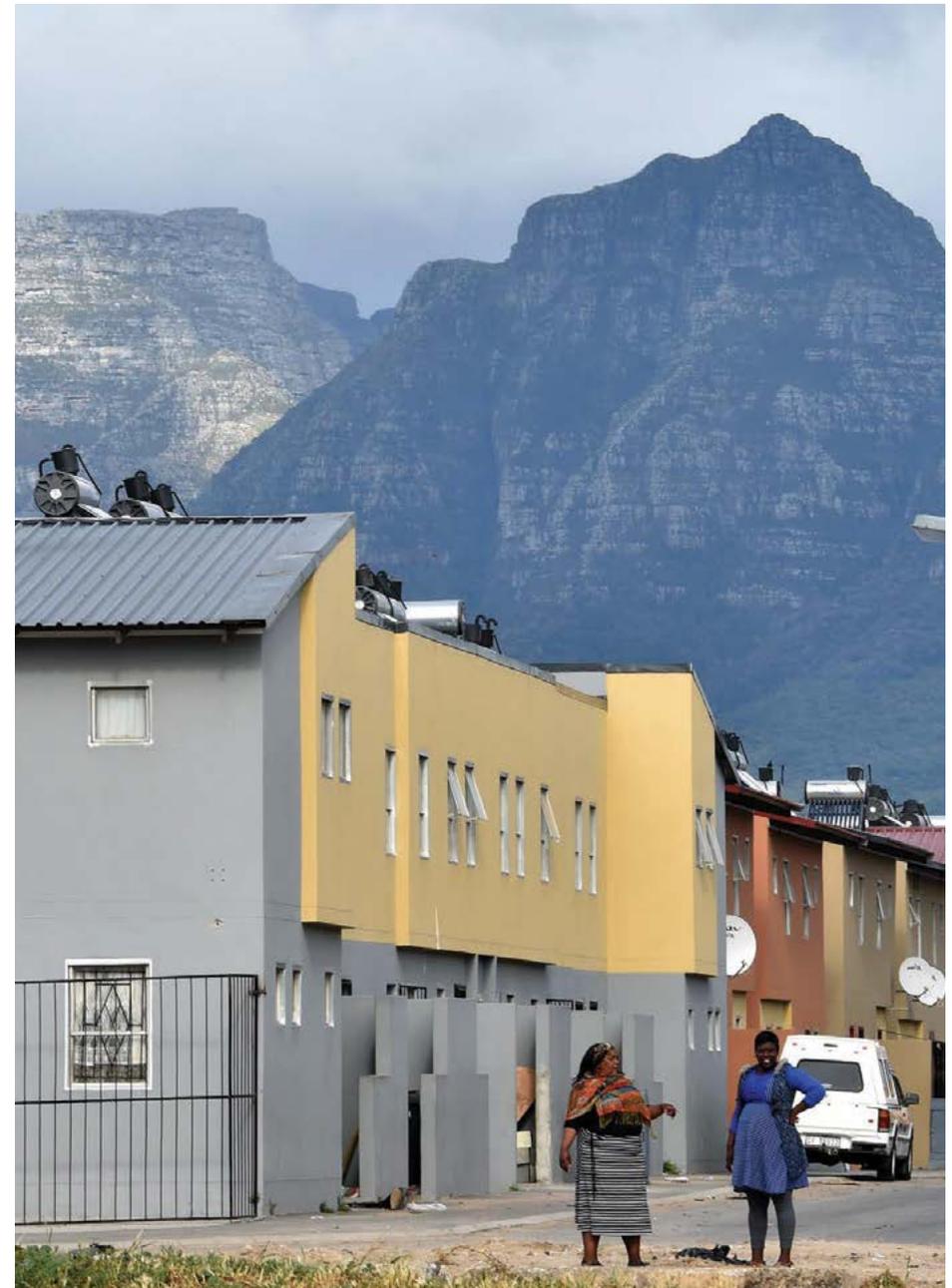
Spatial integration

Despite the need for spatial transformation, we have very little to show for our efforts and allocation of scarce resources. The country's spatial planning systems remain fragmented and disjointed in implementation, and we have no effective system or method for measuring, monitoring, reporting and decisively executing consequence management. As a result, apartheid spatial patterns persist, and spatial disparities and injustices continue to exacerbate socio-economic challenges.

Urgent and decisive action is required now through the preparation and adoption of an NSDF; the correction of deficiencies in the integration and coordination of spatial planning in the three spheres of government. The progressive development of the governance and administrative capability to undertake planning at all scales; and the introduction of a set of enforceable norms and standards to inform, guide and regulate land and settlement development throughout South Africa.

To achieve this, the MTSF 2019-2024 focuses on three interrelated outcomes:

- National frameworks and guidance towards coordinated, integrated and cohesive national spatial development.
- Regional-level interventions to unlock opportunity, ensure redress and respond to environmental risks and vulnerabilities.
- Interventions to ensure integrated service delivery and transformation in all places.



Environmental management and climate change

South Africa's national policy and strategic context has provided a solid foundation for supporting environmental sustainability. Despite this strong foundation, environmental management remains a weak area of core policy and implementation. Part of the challenge is capacity to manage intersecting environmental crises, mounting resource pressures, climate change and environmental degradation, and the transition to a growth path in a manner that lessens our environmental impact and resource use.

In particular, the country's greenhouse gas (GHG) emissions per capita are above the average for G20 countries, which include developing country giants China, India and Indonesia, although our level of development is below the G20 average. Moreover, the effects of climate change are increasingly being felt through changes in rainfall patterns (drought and floods), floods and infrastructure damage. This exacerbates the vulnerability of communities, especially the poor. Environmental management must be embedded across our economy, human settlements and infrastructure systems to safeguard the quality of our water, air and land.

There are several opportunities for transitioning South Africa to a development path that actively pursues environmental sustainability as a core value. In order to advance the NDP, which identified ecosystem protection as a guiding principle, South Africa has improved its capacity to monitor environmental management through participation in key platform such as the SDGs and various international conventions. We need to ensure that there are targeted actions to safeguard our unique natural resource base and mitigate risks related to climate change. To achieve this, the MTSE 2019-2024 focuses on four interrelated outcomes:

- GHG emission reduction.
- Municipal preparedness to deal with climate change .

- A just transition to a low carbon economy.
- Improved ecological infrastructure.

Rural economy

The legacy of exclusion for large parts of the population in land, labour, capital and formal markets hampers growth. Rural areas and the agrarian economy also face high rates of unemployment, inequality and stagnant growth. This has contributed to migration to urban areas, exacerbating spatial inequalities within cities and towns. High inequality leads to contestation over resources, increasing policy uncertainty and deterred investment, while undermining the financial stability of SOEs and their ability to provide quality public services.

South Africa's rural space has been shaped by colonialism and the apartheid legacy of dualism – it is sometimes difficult to envisage a single rural space in this country because of the stark differences between the commercial farming areas and the “communal” areas.

Realising the NDP's vision of an integrated and inclusive rural economy requires a complex interplay of actors and actions, sound intergovernmental relations and broader active citizenry. The rural economy holds significant potential for creating decent and productive jobs, contributing to sustainable development and economic growth and mitigating rural urban migration. The promotion of decent work in the rural economy is key to eradicating poverty and ensuring that the nutritional needs of a growing global population are met.

Sustainable rural development and agrarian reform is important to the country's economic, social and environmental viability. To achieve this, the MTSF 2019-2024 focuses on rapid and sustainable land reform and agrarian transformation.

Human settlements

South Africa has the biggest housing delivery programme in the world, with significant redistributive spin-offs. A key concern is that the form and location of land developments, human settlement projects and informal settlement upgrades rarely respond directly to government's statements of spatial intent.

Over the last 25 years, 3.18 million houses have been delivered through government's subsidy programme. About 14 million individuals have been aided by the state's housing programme. The government housing programme constitutes about 24 percent of the total housing stock in the country (FFC 2012) and 13.6 percent of South African households were living in RDP or state-subsidised dwellings in 2017 (StatsSA 2017).

Human settlement patterns remain inequitable and dysfunctional across the country, with densely settled former homeland areas and insecure tenure. Despite far-reaching efforts over the past 25 years, housing demand has increased dramatically as household size has reduced and urbanisation has accelerated. To address this, the MTSF 2019-2024 focuses on three interrelated outcomes:

- Spatial transformation through multi-programme integration in priority development areas.
- Adequate housing and improved quality living environments.
- Security of tenure.

Basic services

South Africa has demonstrated progressive growth in the provision of basic service delivery, but it continues to face difficulties. Many municipalities are struggling to operate and maintain their services infrastructure in a cost-effective and sustainable manner. This has resulted in the rapid deterioration of assets and regular or prolonged disruptions to service delivery. Failure to deliver basic services causes immense hardship for the residents of municipalities, and has a detrimental impact on social and economic development.

Meeting South Africa's transformation agenda requires functional municipalities that are capable of creating safe, healthy and economically sustainable environments.

In 2018, 89 percent of households had access to piped or tap water in their dwellings and 83 percent of households had access to improved sanitation facilities. Households for which refuse was removed at least once per week increased from 56.1 percent in 2002 to 64.7 percent in 2018 (StatsSA General Household Survey 2018). A total of 84.7 percent of households were connected to the main electricity supply in 2018, while over 173 752 households have been electrified through non-grid technology since 2001 when the non-grid programme started (former DoE 2019). Although the achievement of universal access to electricity (defined as at least 97 percent of households) is uncertain due to growth of informal settlements and delays in their formalisation, government has committed, through the NDP and the New Household Electrification Strategy, to ensure that 90 percent of households are connected to the grid by 2030, with the remainder of households being connected via high-quality non-grid technologies (former DoE 2013).

The NDP states that, by 2030, we will have a developmental state that is accountable, focused on citizen priorities and capable of delivering high-quality services consistently and sustainably.

To achieve the objective of quality and sustainable service delivery, the MTSF 2019-2024 focuses on improving the capacity of municipalities to deliver services and infrastructure.

Public transport

South Africa has made some strides since 1994 in creating the constitutional and legislative framework for appropriate urban transport governance, and building a programme aimed at strengthening metropolitan governments' capacity to manage public transport. However, overall progress in building institutional capabilities at both city and national level has been patchy and slow. Most public transport resource allocation provided by the fiscus still tends to be driven by supply/mode rather than overall demand or solutions.

South Africa has a dispersed urban form, resulting in average morning commuter trip times to work in the five biggest metros of between 53 and 61 minutes in 2013. Public transport users spend a high proportion of their household income on travel, especially on getting to work. For the lowest income quintile in 2013, in 98.9 per cent of cases, average per capita transport costs to work exceeded 20 percent of per capita household income. A wide variety of demand patterns based on widely differing urban typologies, income levels and access priorities will continue to exist for many decades. Addressing the country's transport challenges therefore requires a mixture of many different modes able to differentially service the market.

The minibus-taxi industry provides two-thirds of all metropolitan public transport trips in the country. The industry should be enhanced, but there are profound risks in intervening; a poorly designed and/or poorly implemented intervention could increase costs substantially without improving services significantly.

South Africa has a large commuter rail network, which in some parts of the country transports workers for long distances at very low fares. However, commuter rail services accounted for only 6.6 percent of the total morning peak modal share in the metropolitan areas in 2013. Over the last two to three years, absolute numbers on the Metrorail network have fallen sharply. This is attributable to significant institutional weaknesses in Metrorail/PRASA, the burning of trains, and the fact that the new investments have a long lead time and have not yet translated into improved services.

To address the declining public transport system, the MTSF 2019-2024 focuses on interventions to make the public transport system more accessible, affordable, safe and reliable.

Programme: Spatial Integration

Implementation Plan: Coordinated, integrated and cohesive national spatial development plan to enable economic growth and spatial transformation

OUTCOME	SHARED NATIONAL SPATIAL VISION AND FRAMES TO SUPPORT INTEGRATION BETWEEN SECTOR DEPARTMENTS, PROVINCES AND REGIONS						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
National Spatial Development Framework adopted	NSDF implementation Plan (2019/20) Budget R500 000	To ensure alignment of plans and programmes to the Spatial Action Areas in the NSDF	PPGI to be aligned to NSDF SALGA	2 X town and regional planners 7 X provincial directors 2 x provincial directors required (WC and GP) - recruitment process under way 1 X director: planning, policy and standards required - recruitment process under way	National framework	Applicable to all once approved	DALRRD - SPLUM Branch; DPME, NT, SALGA
Establish funding support mechanisms towards improved quality and quantum of investment and job creation that also contributes to spatial transformation and spatial justice objectives, informed by regional dynamics (transformation priorities, high risk areas and areas of opportunity).							NT, DALRRD, DPWI

OUTCOME	SHARED NATIONAL SPATIAL VISION AND FRAMES TO SUPPORT INTEGRATION BETWEEN SECTOR DEPARTMENTS, PROVINCES AND REGIONS						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop NSDF Implementation charter	NSDF implementation plan (2019/20) Budget R500 000	To ensure alignment of plans and programmes to the Spatial Action Areas in the NSDF		2 town and regional planners 7 provincial directors 2 provincial directors required (WC and GP) – recruitment process under way 1 director: planning, policy and standards required – recruitment process under way	National framework	Applicable to all once approved	DALRRD – SPLUM Branch, DPME, NT, SALGA
Develop detailed implementation plans for each of the NSDF priority action areas							DALRRD, DPME
Identification of existing towns and cities for refurbishment and transformation into smart cities	Not funded, budget to be reprioritisation from: - MIG - MSIG - CWP - Sector grants	Financial and technical assistance: - DBSA - DFIs - international partners	Investment and technical support	Technical support and implementation agencies			DCOG, DHSWS DPWI, DPME, DALRRD
Foundational work to enable shared spatial evidence and accountability mechanism in line with the NSDF							DALRRD, DCOG, DPME, NT

Monitoring Framework:

A coordinated, integrated and cohesive national spatial development plan to enable economic growth and spatial transformation

2024 IMPACT: INSTITUTIONALISE SPATIAL / TERRITORIAL INTEGRATION TO FAST TRACK TRANSFORMATION AND RESILIENCE OF SUB-NATIONAL REGIONS. SHARED NATIONAL SPATIAL VISION AND FRAMES TO SUPPORT INTEGRATION BETWEEN SECTOR DEPARTMENTS, PROVINCES AND REGIONS								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Coordinated, integrated and cohesive national spatial development guidance to enable economic growth and spatial transformation	% of government investment in the built environment guided and informed by the NSDF	New indicator	100% of government investment in the built environment guided and informed by the NSDF by 2024	National Spatial Development Framework (NSDF) adopted	NSDF adopted	New indicator	Adoption by Cabinet by March 2021	DALRRD, DPME, NT
				Establish funding support mechanisms towards improved quality and quantum of investment and job creation that also contributes to spatial transformation and spatial justice objectives, informed by regional dynamics (transformation priorities, high risk areas and areas of opportunity)	Infrastructure fund established	New indicator	Infrastructure fund established by 2019 and R100 billion funding allocated over ten years	DPWI, NT
	% of government departments capable of reporting on projects spatially	New indicator	100% of government departments capable of reporting on projects spatially by March 2021	Develop National Spatial Development Framework Implementation Charter	NSDF implementation charter	New indicator	NSDF implementation charter by June 2020	DALRRD, DPME
				Develop detailed implementation plans for each of the NSDF priority action areas	Number of detailed implementation strategies for priority action areas	New indicator	Detailed implementation strategies for 5 priority implementation action areas by March 2021	DALRRD, DPME, NT

2024 IMPACT: INSTITUTIONALISE SPATIAL / TERRITORIAL INTEGRATION TO FAST TRACK TRANSFORMATION AND RESILIENCE OF SUB-NATIONAL REGIONS. SHARED NATIONAL SPATIAL VISION AND FRAMES TO SUPPORT INTEGRATION BETWEEN SECTOR DEPARTMENTS, PROVINCES AND REGIONS								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Identification of existing towns and cities for refurbishment and transformation into smart cities	Number of cities identified for redesign and refurbishment as smart cities	New indicator	Three existing cities identified and plans for redesign and refurbishment as smart cities developed by March 2024	DCOG, DHSWS, DWPI, DPME, DALRRD
				Foundational work to enable shared spatial evidence and accountability mechanism in line with the NSDF	System to enable shared spatial evidence and accountability	None Current state: (Scattered competencies).	Consolidated spatial evidence and impact tracking system	DALRRD, DCOG, DPME, NT

Implementation Plan: Functional sub-national regional development in urban and rural spaces

OUTCOME	FUNCTIONAL SUB-NATIONAL REGIONAL DEVELOPMENT IN URBAN AND RURAL SPACES						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Institutionalise functional city region governance to foster improved collaboration between provincial governments and relevant metropolitan and district municipalities, in line with the NDP	Budget reprioritisation from: - MIG - MSIG - CWP External resources: - Sector grants - DBSA - DFIs - International partners	Financial and technical assistance	DFIs International organisations Private investors Private sector technical support	Technical support and implementation agencies		GP, KZN, WC	DCOG, NT
Establish regional institutional collaboration structures through joint implementation protocols or related mechanisms							DALRRD, DCOG, DPME, DEFF, DHSWS (provinces)

Monitoring Framework: Functional sub-national regional development in urban and rural spaces

2024 IMPACT: INSTITUTIONALISE SPATIAL / TERRITORIAL INTEGRATION TO FAST TRACK TRANSFORMATION AND RESILIENCE OF SUB-NATIONAL REGIONS. FUNCTIONAL SUB-NATIONAL REGIONAL DEVELOPMENT IN URBAN AND RURAL SPACES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Functional sub-national regional development in urban and rural spaces	Number of functional city regions institutionalised and number of regional interventions in ecologically and economically lagging and socially vulnerable regions	New indicator	Three functional city regions	Institutionalise functional city region governance to foster improved collaboration between provincial governments and relevant metropolitan and district municipalities, in line with the NDP	Number of functional city regions governance and coordinating structures	New indicator	Three (one in each of the 3 functional city regions)	DCOG, NT Premier's Offices: Gauteng KZN and WC
			Six Regional Spatial Development Frameworks (RSDFs) and implementation protocols	Establish regional institutional collaboration structures through joint implementation protocols or related mechanisms	Number of RSDFs/Joint implementation protocols prepared in priority areas.		Two RSDFs prepared, adopted and in use by 2024 Four additional implementation protocols/ RSDFs prepared in National Spatial Action areas by 2024	

Implementation Plan: Integrated service delivery, settlement transformation and inclusive growth in urban and rural places

OUTCOME	INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN URBAN AND RURAL PLACES						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Support intergovernmental action in support of national development objectives and local needs through piloting, refinement and implementation of the District Development Model	Not currently funded, Budget reprioritisation: - MIG - MSIG - CWP - Sector grants External resources: - Sector grants - DBSA - DFIs - International partners	Financial & Technical assistance: - DBSA - DFIs - International partners	DFIs International organisations Private investors Private sector technical support	Technical support and implementation agencies DALRRD: 1 director development planning support 7 SPLUM provincial directors 2 SPLUM provincial directors required - recruitment process under way			DCOG, rural development component from DALRRD, SALGA
Implementation Agreements and joined-up government plans in all the districts and metros in the country and develop the spatial planning, coordination and implementation capability and capacity in all the districts in the country							DCOG, DHSWS, DALRRD. NT

OUTCOME	INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN URBAN AND RURAL PLACES						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Profile and support enterprise development in townships through financial incentives and other non-financial forms of support, and remove inhibiting regulations, to ensure the integration of township economies into the mainstream local economic development landscape							NT, DTIC
Identify and use government land and buildings in urban and rural areas as a catalyst for spatial transformation in support of the NSDF and IUDF objectives, including land and agrarian reform. (9993 Ha identified – custodianship of National DPW, identified for settlements purposes)							DPME, DALRRD

Monitoring Framework: Integrated service delivery, settlement transformation and inclusive growth in urban and rural places

2024 IMPACT: INSTITUTIONALISE SPATIAL / TERRITORIAL INTEGRATION TO FAST TRACK TRANSFORMATION AND RESILIENCE OF SUB-NATIONAL REGIONS. INTEGRATED SERVICE DELIVERY, SETTLEMENT TRANSFORMATION AND INCLUSIVE GROWTH IN URBAN AND RURAL PLACES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Integrated service delivery, settlement transformation and inclusive growth in urban and rural places	% of districts and metros with joined-up long-term plans (government, business, civil society)	New indicator	100% districts and metros with joined-up long term plans (government, business, civil society)	Support intergovernmental action in support of national development objectives and local needs through piloting, refinement and implementation of the District Development Model	Number of joined-up government plans in metros and districts	New indicators	Joined-up plans for 44 districts and 8 metros by 2021	DCOG, DHSWS, DALRRD, NT
				Implementation Agreements and joined-up government plans in all the districts and metros in the country and develop the spatial planning, coordination and implementation capability and capacity in all the districts in the country	Number of capital expenditure frameworks/ BEPPS in place	New indicators	Capital expenditure frameworks / BEPPS in 12 municipalities (Metro/ Intermediate City Municipalities ICM)	DCOG, DHSWS, DALRRD, NT
				Profile and support enterprise development in townships through financial incentives and other non-financial forms of support, and remove inhibiting regulations, to ensure the integration of township economies into the mainstream local economic development landscape	Township economies investment and support strategy compiled and implemented	New indicator	Profiles completed by March 2021, 2022, 2023 Strategy completed by March 2021 Strategy implemented by March 2022	NT, DTIC
				Identify and use government land and buildings in urban and rural areas as a catalyst for spatial transformation in support of the NSDF and IUDF objectives, including land and agrarian reform. (9 993 Ha identified - custodianship of national DPWI identified for settlements purposes)	Number of government owned land parcels released towards spatial transformation and spatial justice	New indicator	50 land parcels by 2024	DPME, DALRRD, DPWI

Programme: Environmental management and climate change

Implementation Plan: Greenhouse gas emission reduction

Outcome	Greenhouse Gas Emission reduction						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Implement 4 sectors greenhouse gas (GHG) emission reduction implementation plan (contribution from the largest emitters of GHG)	DEA Budget	Eskom, SAWS	Private sector				DEA, DMRE, DPE, DoT, provinces, municipalities
Build capacity and allocate adequate resources for implementing climate change programmes in municipalities							DCOG, NDOH, DHSWS, DEFF, DALRRD

Monitoring Framework: Greenhouse gas emission reduction

2024 IMPACT: NATURAL RESOURCES ARE MANAGED AND SECTORS AND MUNICIPALITIES ARE ABLE TO RESPOND TO THE IMPACT OF CLIMATE CHANGE.								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
GHG reduction (mitigation)				Implement 4 sectors GHG emission reduction implementation plan (contribution from the largest emitters of GHG)	Percentage reduction in total GHG emissions by 2024	New	42% reduction in total GHG emissions by 2024	DMRE, DALRRD, DoT, DEFF
				Build capacity and allocate adequate resources for implementing climate change programmes in municipalities	Percentage reduction of losses (human life; livestock/crop yield; houses/shelter; infrastructure; species) due to climate change disasters	New	100% reduction of losses (human life; livestock/crop yield; houses/shelter; infrastructure; species) due to climate change disasters	DCOG, DMC, NDOH, DHSWS, DEFF, DALRRD, DHSWS

Implementation Plan: Municipalities prepared to deal with climate change

MUNICIPALITIES PREPARED TO DEAL WITH CLIMATE CHANGE							
OUTCOME	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Interventions							
Capacitation of municipalities to fund and implement climate change programmes and adaptation measures	Budget reprioritisation: - Municipal budget as per the SDBIPs - DCOG grants - Sector grants	DBSA DFIs International partners		Technical support Implementation support and project funding			DCOG, DEFF
Audit on maintenance of municipal infrastructure resilience and readiness for climate change disasters							DCOG

Monitoring Framework: Municipalities prepared to deal with climate change

2024 IMPACT: NATURAL RESOURCES ARE MANAGED AND SECTORS AND MUNICIPALITIES ARE ABLE TO RESPOND TO THE IMPACT OF CLIMATE CHANGE.								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Municipal preparedness to deal with climate change (adaptation)				Capacitation of municipalities to fund and implement climate change programmes and adaptation measures	% of municipalities with capacity to fund and implement climate change programmes and adaptation measures	New	80% of municipalities with capacity to fund and implement climate change programmes and adaptation measures	DEFF, DCOG
				Audit on maintenance of municipal infrastructure resilience and readiness for climate change disasters	Number of district and metropolitan municipalities with infrastructure readiness plans for climate change and disasters.	None	44 district and eight metropolitan municipalities	DCOG

Implementation Plan: Just transition to a low-carbon economy

OUTCOME JUST TRANSITION TO A LOW CARBON ECONOMY							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
4 plans finalised (energy, transport, agriculture, waste)		Eskom, CSIR	Private sector, donor organisations, bilateral funding				DEFF, DME, DPE, DoT, DALRRD, DSI
Implementation of sector plans to reduce vulnerability to risks associated with climate change	Private sector, climate finance, bilateral funding	Eskom					DEFF, DME, DPE, DoT, DALRRD, DSI, provinces, municipalities
Transition plans for high carbon emitting sectors finalised (energy, transport, agriculture, waste)							DEFF, NDOH, DALRRD, DHSWS, DCOG

Monitoring Framework: Just transition to a low-carbon economy

2024 IMPACT: NATURAL RESOURCES ARE MANAGED AND SECTORS AND MUNICIPALITIES ARE ABLE TO RESPOND TO THE IMPACT OF CLIMATE CHANGE								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Just transition to low carbon economy (mitigation)	Transition plans for high carbon emitting sectors (energy, transport, agriculture and waste to low carbon economy) developed by 2024	New Indicator	4	4 plans finalised (energy, transport, agriculture, waste)	Number of transition plans developed for high carbon emitting sectors	None	4 transition plans developed	DEFF, DoT, DMRE, DALRRD
	Number of sector plans implemented for vulnerable sectors to reduce vulnerability to risks associated with climate change	5 sector plans developed	5 sector plans implemented	Implementation of sector plans to reduce vulnerability to risks associated with climate change	5 sector plans implemented	5 sector plans developed	Sector plans implemented	DEFF, NDOH, DALRRD, DHSWS, DCOG
				Transition plans for high carbon emitting sectors finalised (energy, transport, agriculture, waste)				DEFF, NDOH, DALRRD, DHSWS, DCOG

Implementation Plan: State of ecological infrastructure improved

OUTCOME	STATE OF ECOLOGICAL INFRASTRUCTURE IMPROVED						
	Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality
Rapidly and intensively rehabilitate and restore land							DEFF, DHSWS
Rapidly and intensively rehabilitate and restore wetlands							DEFF, DHSWS
Ecologically sensitive areas spatially mapped and categorized according to their capabilities					NSDF		DEFF, DHSWS
Establishment of Stewardship programmes							DEFF, DHSWS
Increase in conservation areas							DEFF, DHSWS
Implementation of management and protection programmes of conservation areas							DEFF, DHSWS
Water resource classes and Resource Quality Objectives (RQO) by 2024							DEFF, DHSWS
Main stem rivers monitored for implementation of Resource Directed Measures (i.e. classification, resource quality objectives and the reserve) by 2024					To be mapped on GIS map series		DEFF, DHSWS
River eco-status monitoring implemented							DEFF, DHSWS
Strategy developed for Acid mine drainage mitigation							DEFF, DHSWS
Mine water/wastewater management plans implemented							DEFF, DHSWS
Water users in various sectors monitored for compliance with water use license							DEFF, DHSWS
Investigate non-compliance reported cases							DEFF, DHSWS
Maintain a National Air Quality Indicator (NAQI) of less than 1	Private sector/DEA Budget		Eskom, SAWS				DEA, DME, DPE, DoT, provinces, municipalities

Monitoring Framework: State of ecological infrastructure improved

2024 IMPACT: NATURAL RESOURCES ARE MANAGED AND SECTORS AND MUNICIPALITIES ARE ABLE TO RESPOND TO THE IMPACT OF CLIMATE CHANGE								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
State of ecological infrastructure improved	Percentage increase in ecological infrastructure restoration and rehabilitation by province and districts	None	Increase in Rehabilitated land. 80% of degraded ecological infrastructure restored.	Rapidly and intensively rehabilitate and restore land	Hectares of land under rehabilitation/ restoration	4 310 508.587ha	8 000 000ha	DEFF, DHSWS
				Rapidly and intensively rehabilitate and restore wetlands	Number of wetlands under rehabilitation/ restoration	656	850	DEFF, DHSWS
				Ecologically sensitive areas spatially mapped and categorised according to their capabilities	Number of ecologically sensitive areas spatially mapped	New indicator	5	DEFF (SANBI)
				Establishment of stewardship programmes	Number of Stewardship sites added to increase Biodiversity conservation areas	96	120	DEFF
				Increase in conservation areas	Percentage increase in conservation estate	13.2%	15.7%	DEFF
				Implementation of management and protection programmes of conservation areas	Percentage of areas of state-managed protected areas assessed with a METT score above 67%	77%	90% of areas of state-managed protected areas assessed with a METT score above 67%	DEFF, DHSWS
				Water resource classes and Resource Quality Objectives (RQOs) by 2024	Number of water resources classified	10	6	DEFF, DHSWS

2024 IMPACT: NATURAL RESOURCES ARE MANAGED AND SECTORS AND MUNICIPALITIES ARE ABLE TO RESPOND TO THE IMPACT OF CLIMATE CHANGE

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Main stem rivers monitored for implementation of Resource Directed Measures (i.e. classification, resource quality objectives and the reserve) by 2024	Number of main stem rivers monitored for implementation of Resource Directed Measures (i.e. classification, resource quality objectives and the reserve) by 2024	New indicator	70	DHSWS
				River eco-status monitoring implemented	Number of river sites with ecological status monitoring	New indicator	70	DHSWS
				Strategy developed for Acid Mine Drainage Mitigation	Number of strategies developed for AMD Mitigation	New indicator	1 strategy developed for AMD Mitigation	DEFF, DMRE, DHSWS
				Mine water/wastewater management plans implemented	Number of mine water/wastewater management plans implemented	New indicator	3 mine water/wastewater management plans implemented	DHSWS, DMRE
				Water users in various sectors monitored for compliance with water use licenses	Percentage level of compliance	55%	65% level of compliance	DHSWS, DEFF, DALRRD, DCOG
				Maintain a NAQI of less than 1	Compliance with National Annual Ambient Air Quality Standards	0.9%	NAQI less than 1	DEFF
				Investigate non-compliance reported cases				DEFF, DHSWS



Programme: Rural Economy

Implementation Plan: Sustainable land reform

OUTCOME	SUSTAINABLE LAND REFORM						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Land acquired for redistribution, restitution and tenure reform.	Estimated budget allocation for acquisition of land under land redistribution is R3.8 billion over the MTSF 2019-2024 period	<ul style="list-style-type: none"> - Commodity organisations provide technical support, training and mentorship - NAMC to provide marketing and advisory services - ARC to provide research and advisory services - Land Bank and other financial institutions to provide production loans and other financial services - NGMS to conduct subdivisions of land for allocation to people living with disabilities farmers - Agriculture and TVET colleges to provide agricultural training for farmers with disabilities - Office of the Valuer General will conduct property valuation for farms to be acquired for land reform purposes - SOEs and private sector to donate land for land reform purposes 	<p>Partnerships:</p> <ul style="list-style-type: none"> - Organised agriculture and Farmers Associations who owns land to make land available for land reform purposes - Churches who owns land to donate land - Commodity organisations who own land - Auctioneer companies who own land - Banks for repossessed agricultural farms <p>Investments:</p> <ul style="list-style-type: none"> - Land Bank and other financial institutions to provide loan finance - Commodity organisations to provide production capital - Land Acquisition for Land Reform is currently driven through State Investment 	1 DDG 1 national CD 2 national directors 9 provincial directors		40 district municipalities in the country excluding 4 district municipalities that are mostly communal	DALRRD, DPWI

OUTCOME	SUSTAINABLE LAND REFORM						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Land reform projects provided with post settlement support.	MTEF Budget	Land Bank and other financial institutions to provide production loans and other financial services	Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated		DALRRD, DTIC, DSBD
Water rights allocated to land reform projects (water use licences)	MTEF Budget			1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated		DHSWS, DALRRD

Monitoring Framework: Sustainable land reform

2024 IMPACT: RAPID LAND AND AGRARIAN REFORM CONTRIBUTING TO REDUCED ASSET INEQUALITY, EQUITABLE DISTRIBUTION OF LAND AND FOOD SECURITY								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Sustainable land reform	Hectares (Ha) of Land redistributed or acquired and or allocated for agrarian transformation, industrial parks, human settlements and rural development.	1 million Ha	1.5 million Ha	Land acquired for redistribution, restitution and tenure reform	Hectares (Ha) of Land redistributed or acquired and or allocated for agrarian transformation, industrial parks, human settlements and rural development.	1 million Ha	900 000 Ha of land for redistribution and tenure reform	DALRRD, DPWI
			600 000 Ha of land for land restitution					
	% of land reform projects that are sustainable		100%	Land reform projects provided with post settlement support	% of approved land reform projects provided with post settlement support	New indicator	100%	DALRRD, DPWI, DHWS, DMRE, DTIC, NT, DEFF, LG.
				Water rights allocated to land reform projects (water use licences)	% of land reform projects with secure water rights	New indicator	90%	DHSWS, DTIC, DEFF

Implementation and Coordination Plan: Agrarian transformation

OUTCOME	AGRARIAN TRANSFORMATION						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Increase Ha of land under cultivation in traditional areas	Utilisation of Community Works Programme budget		DCOG to coordinate and support the involvement of the National House of Traditional Leaders and the Provincial Houses of Traditional Leaders in the agrarian revolution programme National House of Traditional Leaders monitoring the participation of Provincial Houses of Traditional Leaders in the agrarian revolution programme				DTA, partnering with DALRRD, DHSWS, National Lotteries Commission, DCOG

OUTCOME	AGRARIAN TRANSFORMATION						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Reduction in degraded land (acidified, eroded and overgrazed)	MTEF Budget		Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment		These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated		DALRRD
Small farmers holders supported for food production and commercial activities	Estimated budget allocation is R3.1 billion including restitution farms over MTSF 2019-2024 period	- Commodity organisations and Agri-Seta accredited training service providers provide technical support, training and mentorship - NAMC to provide Marketing and Advisory services - ARC to provide Research and advisory services - Land Bank and other financial institutions to provide production loans and other financial services	- Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated		DALRRD
Smallholder farmers supported with skills and infrastructure and financial support measures to increased productivity	MTEF budget	- Commodity organisations and Agri-Seta accredited training service providers provide technical support, training and mentorship - NAMC to provide Marketing and Advisory services - ARC to provide Research and advisory services - Land Bank and other financial institutions to provide production loans and other financial services	- Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated	MTEF budget	DALRRD

OUTCOME	AGRARIAN TRANSFORMATION						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Livestock handling and auction facilities mapped and established	MTEF budget	- Commodity organisations provide technical support, - NAMC to provide Marketing and Advisory services - ARC to provide Research and advisory services - Land Bank and other financial institutions to provide production loans and other financial services	Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated	MTEF budget	DTIC, DALRRD, DCOG, LG, private sector
Agri-hubs and agro-processing facilities established.	MTEF budget	Commodity organisations provide technical support, - NAMC to provide Marketing and Advisory services	Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated	MTEF budget	DTIC, DALRRD
Apply conservation agricultural methods							DALRRD
Migrate cultivation of land to conservation agriculture methods	MTEF Budget	Commodity organisations provide technical support, - NAMC to provide Marketing and Advisory services	Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	These are in the same area as the land to be acquired and redistributed as they are the farms that will be acquired and allocated	MTEF Budget	DALRRD
Review the inhibit standards on SAGAP and Global GAP to enable small holder farmers' participation in the domestic and global GAP. Governance and operational Review of the National Fresh Produce Markets, and Agency role in market access for small farm holders' participation.	MTEF Budget	Commodity organizations NAMC to provide Marketing and Advisory services Agribiz, BFAP, Academia Farmer organisations	Commodity organisations to provide technical support, training and mentorship - Organised agriculture and Farmers Associations - FDI, private sector investment	1 DDG 1 national CD 2 national directors 9 provincial directors	This will ensure more employment opportunities c in rural areas for smallholder producers will also have access to markets		DALRRD, DTIC, DSBD, NAMC, PPECB and Commodities based boards.

Monitoring Framework: Agrarian transformation

2024 IMPACT: RAPID LAND AND AGRARIAN REFORM CONTRIBUTING TO REDUCED ASSET INEQUALITY, EQUITABLE DISTRIBUTION OF LAND AND FOOD SECURITY								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Agrarian transformation	Increased volume of productive land		200 000 additional Ha	Increase Ha of land under cultivation in traditional areas	Hectares of land under cultivation	New indicator	50 000 Ha	DTA
				Reduction in degraded land rehabilitated to production	Hectares of degraded land rehabilitated		150 000 Ha	DALRRD
				Smallholder farmers supported for food production and commercial activities	Number of FPSU (Farmer Production Support Units) functional	25 FPSU	71 FPSU	DALRRD
				Smallholder farmers supported with skills and infrastructure and financial support measures to increased productivity	Number of smallholder farmers supported	252 000	300 000	DALRRD
				Livestock handling and auction facilities mapped and established	Number of livestock handling and auction facilities	New indicator	27 livestock and 60 auction facilities	DTIC , DALRRD, DCOG
				Agri-hubs and agro-processing facilities established	Number of agri-hubs	3 agri-hubs	5 agri-hubs	DTIC, DALRRD, DCOG, LG, private sector
					Number of agro-processing facilities	New indicator	25	DTIC, DALRRD
Effective regulatory framework of agricultural produce and exports	Regulatory framework Review for agricultural produce and export: Agency, Standards and National Fresh Produce markets practices.	New Indicator	1 Regulatory Agricultural produce and export Act developed. 4 reviews by 2024	Review the inhibit standards on SAGAP and Global GAP to enable small holder farmers' participation in the domestic and global GAP. Governance and operational Review of the National Fresh Produce Markets, and Agency role in market access for small farm holders' participation.	No .of reviews to the agricultural produce export management practices	New indicator	1 Agricultural Produce Act developed by 2024 4 reviews to the Agricultural produce management practices	DALRRD, DTIC, DSBD, NAMC, PPECB and Commodities based boards.
				Migrate cultivation of land to conservation agriculture methods	% of land using conservation agriculture	New indicator	50% of 200 000 Ha	DALRRD



Programme: Human Settlements

Implementation Plan: Spatial transformation through multi-programme integration in priority development areas

OUTCOME	SPATIAL TRANSFORMATION THROUGH MULTI-PROGRAMME INTEGRATION IN PRIORITY DEVELOPMENT AREAS						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Invest in 94 priority development areas	- Human Settlements Grants; various built environment grants from different departments	Eskom to ensure access to electricity in neighbourhoods and settlements	- Private sector development financing, loans, - Social housing institutions		All 94 priority development areas to be spatially referenced		DHSWS, guided by the NSDF and the IUDF Partnerships must be forged with government departments such as DCOG, DMRE, DBE, etc. to invest in priority development areas with respect to discharging their mandate
An integrated implementation programme for the 94 priority development areas completed	- Area-based finance model will be developed by 2024 - Incentives model and partnership with private sector investors	- The following state agencies will play various roles in the development of the implementation programme: SHRA; HDA, NHFC, NHBRC, CSOs - Other agencies include SANSA, CSIR, StatsSA DFIs	- Partnerships with government SoEs such as Eskom, IDT, MISA. - Partnership with banks and construction sector		The specific projects within the priority development areas will be spatially referenced by 2024		DHSWS, guided by the NSDF and the IUDF Partnerships must be forged with government departments such as DCOG, DMRE, DBE, etc. to invest in priority development areas with respect to discharging their mandate
Rezone 100% of acquired land in 2014- 2019 falling within the PDA's for human settlement development							DHSWS

Monitoring Framework: Spatial transformation through multi-programme integration in priority development areas

2024 IMPACT: ACHIEVING SPATIAL TRANSFORMATION THROUGH IMPROVED INTEGRATED SETTLEMENT DEVELOPMENT AND LINKING JOB OPPORTUNITIES AND HOUSING OPPORTUNITIES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Spatial transformation through multi-programme integration in priority development Areas.	No. of priority development areas (PDAs) invested in	New indicator	94 areas invested and integrated programmes completed.	Invest in 94 priority development areas	Number of PDAs invested in	New indicator	94	DHSWS
				An integrated implementation programme for 94 PDAs completed.	Number of implementation programmes for PDAs completed			
	% of acquired land during 2014-2019 rezoned falling within the PDAs	New	100% of acquired land during 2014-2019 falling within the PDAs rezoned	Rezone 100% of land acquired in 2014 - 2019 that falls within the PDAs for human settlement development	% of acquired land rezoned	New indicator	100%	DHSWS

Implementation Plan: Adequate housing and improved quality living environment

OUTCOME	ADEQUATE HOUSING AND IMPROVED QUALITY LIVING ENVIRONMENTS						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Deliver housing units through subsidy mechanism							DHSWS

IMPACT ACHIEVING SPATIAL TRANSFORMATION THROUGH IMPROVED INTEGRATED SETTLEMENT DEVELOPMENT AND LINKING JOB OPPORTUNITIES AND HOUSING OPPORTUNITIES							
OUTCOME ADEQUATE HOUSING AND IMPROVED QUALITY LIVING ENVIRONMENTS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Approve applications and purchase units for the Finance Linked Individual Subsidy Programme (FLISP)							DHSWS
Deliver serviced sites.		Bulk Infrastructure					DHSWS
Deliver social housing/ rental housing units in PDAs	Funding: Human Settlements Grants allocated to SHRA and to provinces	SHRA for regulation, investment & support NHFC for providing bridging finance	Partnerships will be established with private sector, social housing institutions and citizens	Capacity: Delivery depends on capacity of social housing institutions	42 000 units delivery of social housing and CRU in strategically located spaces		DHSWS
Deliver Community Residential Units (CRU)/ rental housing units in PDA's							DHSWS
Upgrade Informal Settlements to Phase 3	- Informal Settlements Upgrading Grant - Human Settlements Development Grant	Partnership with CSIR, SANSA, Stats-SA	Community compacts		1 500 informal settlements identified for upgrading will be spatially referenced and mapped by 2024		DHSWS

Monitoring Framework: Adequate housing and improved quality living environment

2024 IMPACT: ACHIEVING SPATIAL TRANSFORMATION THROUGH IMPROVED INTEGRATED SETTLEMENT DEVELOPMENT AND LINKING JOB OPPORTUNITIES AND HOUSING OPPORTUNITIES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Adequate housing and improved quality living environments.	No. of housing units and typologies provided	448 022	Above baseline increases across all housing units and typologies delivered	Deliver housing units through subsidy mechanism	Number of BNG houses delivered	448 022	450 000	DHSWS
				Approve applications and purchase units for the Finance Linked Individual Subsidy Programme (FLISP)	Number of households that received financial assistance and purchased units through FLISP	9 762	20 000	DHSWS
				Deliver serviced sites.	Number of serviced sites delivered	256 923	300 000	DHSWS
				Deliver social housing/ rental housing units in PDAs	No. of rental housing units delivered in PDAs	13 850	30 000	DHSWS
				Deliver community residential units (CRU)/ rental housing units in PDAs	No. of CRUs	7 088	12 000	DHSWS
				Upgrade informal settlements to Phase 3	No. of informal settlements formalised/ upgraded to Phase 3 of the Informal Settlements Upgrading Programme	New indicator	1 500	DHSWS

Implementation Plan: Security of tenure

OUTCOME	SECURITY OF TENURE						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Eradicate backlog and issuing of title deeds	- Human Settlements Development Grant - Title Deeds Restoration Grant	HDA to assist with backlog on township establishment					DHSWS

Monitoring framework: Security of tenure

2024 IMPACT: WELL-ENFORCED PROPERTY RIGHTS PROVIDING OPPORTUNITIES FOR INDIVIDUALS TO PARTICIPATE IN ECONOMIC ACTIVITIES WHICH LEAD TO A MORE EFFICIENT MARKET								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Eradicate backlog and issuing of title deeds	No. of title deeds registered		1 193 222	Eradicate backlog and issuing of title deeds	Number of outstanding pre-1994 title deeds registered	45 535	45 535	DHSWS
					Number of outstanding post- 1994 title deeds registered	500 845	500 845	DHSWS
					Number of outstanding post- 2014 title deeds registered	346 842	346 842	DHSWS
					Number of new title deeds registered	101 180	300 000	DHSWS



Programme: Basic Service Delivery

Implementation Plan: Improve access to basic services

OUTCOME	IMPROVE ACCESS TO BASIC SERVICES						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Grid connections to households in terms of the National Electrification Plan							DMRE
Non-grid connections to households in terms of the National Electrification Plan							DMRE
Maintenance and refurbishment of municipal electricity networks supported							DMRE
Support the implementation of the policy, norms and standards of the Municipal Electricity Infrastructure Asset Management							DMRE
NERSA to enforce compliance with the conditions of the license on maintenance and refurbishment of municipal electricity networks supported							DMRE
Develop a roll out municipal electricity Asset Management Framework							DMRE
Annual assessment of all WSAs							DHSWS
WSAs supported to develop and implement Municipal Priority Action Plans							DHSWS
Develop and implement National Sanitation Integrated Plan.							DHSWS
Eradication of bucket sanitation System					To be mapped on GIS		DHSWS
Refurbishment projects to address the functionality component of the WSA reliability implementation plans							DHSWS
Assess water treatment works for compliance with Blue Drop Regulatory requirements							DHSWS

OUTCOME	IMPROVE ACCESS TO BASIC SERVICES						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Non-compliant water systems monitored against the regulatory standards							DHSWS
Develop District Municipalities Five Year Reliability Plans							
Bulk water supply projects Implemented (completed)							
Wastewater treatment works assessed for compliance with Green Drop Regulatory requirement							
Non-compliant wastewater systems monitored against the regulatory standards							
Implement Waste Management programs across government, private sector and society to reduce disposal by landfill	MTEF				Will happen in all the 52 IGR Impact Zones		DEFF, DCOG, waste recycling companies
Implement Waste Management programs across government, private sector and society to reduce waste production	MTEF				Will happen in all the 52 IGR Impact Zones		DEFF, DTIC, DCOG
Review current Water Legislations	MTEF	WRC, Water boards,	Research		Will happen in all the 52 IGR Impact Zones	MTEF	DHSWS, DoJCD, DALRRD, DEFF, DCOG, WRC, CSIR, and Water Boards and IGR Impact zones.
Feasibility studies for rehabilitation vs new dams)	MTEF		Research		Will happen in all the 52 IGR Impact Zones	MTEF	DCOG, DEFF, DALRRD, DHSWS, ARC, WRC

OUTCOME	IMPROVE ACCESS TO BASIC SERVICES						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Plans developed to support the implementation of the Integrated Water Resource plan by provinces and districts (IGR Impact zones) to cater for water demand and capacity requirements.	MTEF	WRC	Research and technical support		Will happen in all the 52 IGR Impact Zones	MTEF	DHSWS, DCOG, DEFF, DALRRD, ARC, WRC
Alternative water sources strategy developed and implemented. Alternatives water sources implemented by 52 development spaces (IGR Impacts Zones).	MTEF	WRC	Research and technical support		Will happen in all the 52 IGR Impact Zones	MTEF	DHSWS, DCOG, DEFF, DALRRD, CSIR

Monitoring framework: Improve access to basic services

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services.	% of households with access to electricity	86%	97%	Grid connections to households in terms of the National Electrification Plan	Number of households electrified through grid connection	1.285 million connections between 2014-2019	1 million additional connections	DMRE
				Non-grid connections to households in terms of the National Electrification Plan	No. of households electrified through non-grid connection	85 993 connections between 2014-2019	75 000 additional connections	DMRE
				Maintenance and refurbishment of municipal electricity networks supported				DMRE

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Support the implementation of the policy, norms and standards of the Municipal Electricity Infrastructure Asset Management				DMRE
	% of electricity networks maintained	new	95%	NERSA to enforce compliance with the conditions of the license on maintenance and refurbishment of municipal electricity networks supported	Percentage of municipal revenue allocated to maintenance and refurbishment	0-3%	6%	DMRE
	Implementation of Municipal Electricity Infrastructure Asset Management framework	No national electricity asset management framework.	Introduce to municipalities the electricity asset management framework	Develop and rollout municipal electricity asset management framework	Percentage of Municipal where the framework has been rolled out	New	50%	DMRE
	% of Water Service Authorities (WSAs) receive acceptable scores on functional assessment in the MuSSA	24%	100%	Annual assessment of all WSAs	Percentage of WSAs assessed annually	100% of WSAs assessed	100% of WSAs assessed	DHSWS
WSAs supported to develop and implement Municipal Priority Action Plans				Percentage of five-year municipal Priority Action Plans developed and implemented annually in the WSAs falling in the priority districts	New	100%	DHSWS	
	% access to adequate sanitation and hygiene	83%	90%	Develop and implement National Sanitation Integrated Plan	An approved National Sanitation Integrated Plan implemented		2 implementation reports per annum	DHSWS

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Eradication of bucket sanitation System	No. of bucket sanitation systems eradicated in formal areas	40 028	12 221 (balance of 52 249)	DHSWS
	Reliability of water services	70%	95%	Refurbishment projects to address the functionality component of the WSA reliability implementation plans	No. of refurbishment Projects	693	9 additional	DHSWS
Assess water treatment works for compliance with Blue Drop Regulatory requirements				Number of water treatment works assessed	0	1 010 every 2 years - alternating with Green Drop assessments	DHSWS	
Non-compliant water systems monitored against the regulatory standards.				Number of non-compliant water systems monitored	693	371 annually	DHSWS	
Develop District Municipalities Five Year Reliability Plans				No. of District Municipalities with Five Year Reliability Implementation Plans	New	27 DMs	DHSWS	
	% of wastewater treatment works operational and functioning		100%	Bulk water supply projects Implemented (completed)	No. of bulk water supply projects implemented (completed)	51 bulk water and wastewater supply project phases completed of which: 9 were sanitation services and 42 were for water supply	53 bulk water infrastructure projects completed	DHSWS
Wastewater treatment works assessed for compliance with Green Drop Regulatory requirement.				No. of wastewater treatment works assessed	0	963 every 2 years alternating with Blue Drop assessments	DHSWS	
Non-compliant wastewater systems monitored against the regulatory standards				Number of non-compliant wastewater systems monitored against the regulatory standards	585	260 annually	DHSWS	

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
	Sustainable waste management	New indicator	50% waste diverted from landfill sites	Implement Waste Management programs across government, private sector and society to reduce disposal by landfill	Percentage Waste diverted from the landfill sites through recycling	New indicator	50% waste diverted from the landfill sites through recycling.	DEFF, DCOG, waste recycling companies
				Implement Waste Management programs across government, private sector and society to reduce waste production	Percentage reduction in waste generated during manufacturing and industrial process	New indicator	25% reduction in waste generated during manufacturing and industrial process	DEFF, DTIC, DCOG
Review Regulatory framework on Water Ownership and Governance (Water Rights, Water Allocation and Water Use).	Amendment of the existing regulatory framework on Water ownership and Governance by 2024.	Current Water legislations.	Amended Regulatory framework on Water Ownership and Governance.	Review current Water Legislations	Amended Regulatory framework on Water Ownership and Governance.	Current Water legislations.	Amended Regulatory framework on Water Ownership and Governance.by 2024	DHSWS, DoJCD, DALRRD, DEFF, DCOG , WRC, CSIR, and Water Boards and IGR Impact zones.
Effective water management system for the benefit of all	No of dams rehabilitated for siltation and new dams built.	New indicator	1 rehabilitation plan per province prioritised according to dams capacity and water demand)	Feasibility studies for rehabilitation vs new dams)	No of dams rehabilitated projects and new dams constructed.	New Indicator	9 dams' rehabilitation projects. 9 Provincial plans development and implemented in the IGR impact zones.by 2024.	DCOG, DHSWS, DEFF, DALRRD, ARC, WRC
				Plans developed to support the implementation of the Integrated Water Resource plan by provinces and districts (IGR Impact zones) to cater for water demand and capacity requirements.	9 provincial plans implemented in support of the Integrated Water resource plan implemented.			

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
	No of new water sources to be expanded (sea water (desalination), underground water (aquifers) Effective water use (Re-use, recycle and purification) and Water Harvesting.	NEW INDICATOR	9 provinces to have at least 2 alternative water sources strategy developed and implemented by 2024 (coastal provinces) and 30 in drought prone districts	Alternative water sources strategy developed and implemented. Alternatives water sources implemented by 52 development spaces (IGR Impacts Zones).	No of new water sources expansion plan for EACH IGR impact zone developed by 2021 and implemented by 2024.	New indicator	52 projects implemented by 2024	DCOG,DEFF, DHSWS, DALRRD, CSIR,

Implementation Plan: Public transport

OUTCOME	AFFORDABLE, SAFE AND RELIABLE PUBLIC TRANSPORT						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Expansion of the Integrated Public Transport Networks in Cities					To be mapped on GIS series		DoT
Downscaling of BRT specifications and technical norms and standards							DoT
Spatial referencing of Integrated Public Transport Network Programme (including TODs)					To be mapped on GIS series		DoT
Extended hours of operation for BRT to 20 hours							DoT

OUTCOME	AFFORDABLE, SAFE AND RELIABLE PUBLIC TRANSPORT						
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Modernisation of the existing rail network and system through the Station Modernisation Programme	Modernisation programme – R573 million	Enterprise Project Management Office	Private sector participation	Support from SoEs			DoT
Upgrading of Metrorail Fleet	New rolling stock – R53 billion	Manufacturing and supply contract	PRASA SPV - Gibela	Support from SoEs			DoT

Monitoring framework: Public transport

2024 IMPACT: IMPROVE ACCESS TO BASIC SERVICES – ACCESS TO SAFE DRINKING WATER (95%), ACCESS TO ADEQUATE SANITATION AND HYGIENE (90%), WASTEWATER TREATMENT WORKS OPERATIONAL (100%) AND HOUSEHOLDS WITH ACCESS TO ELECTRICITY (100%), NATIONAL USAGE OF PUBLIC TRANSPORT (60%)								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Affordable, safe and reliable public transport	Percentage of national usage of public transport	40%	60%	Expansion of the Integrated Public Transport Networks in Cities	No. of cities investing in planning, building and operating integrated public transport networks	13 cities	18 cities	DoT
				Downscaling of BRT specifications and technical norms and standards	Revised BRT specifications and technical norms and standards	Not applicable	Revised BRT specifications and technical norms and standards by March 2020	DoT
					New implementation plans for BRTs with revised specifications and technical norms and standards	Not applicable	Implementation of revised BRT specifications and technical norms and standards by March 2021	DoT

2024 IMPACT: IMPROVE ACCESS TO BASIC SERVICES - ACCESS TO SAFE DRINKING WATER (95%), ACCESS TO ADEQUATE SANITATION AND HYGIENE (90%), WASTEWATER TREATMENT WORKS OPERATIONAL (100%) AND HOUSEHOLDS WITH ACCESS TO ELECTRICITY (100%), NATIONAL USAGE OF PUBLIC TRANSPORT (60%)

Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Spatial referencing of Integrated Public Transport Network Programme (including TODs)	Percentage compliance with spatial referencing of Integrated Public Transport Network Programme	Not applicable	100% compliance	DoT
				Extended hours of operation for BRT to 20 hours	Increase in operational hours for BRTs	12 hours	20 hours	DoT
				Modernisation of the existing rail network and system through the Station Modernisation Programme	No. of stations modernised	28	56	DoT
				Upgrading of Metrorail fleet	No. of new trains	2 088 coaches (174 configured trains)	3 600 new coaches (300 configured trains)	DoT



CROSS-CUTTING FOCUS AREAS

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

Implementation Plan: Equitable access to land reform, housing, safe living environment, universal access and design and safe and affordable transport and ICT services

OUTCOME: EQUITABLE ACCESS TO LAND REFORM, HOUSING, SAFE LIVING ENVIRONMENT, UNIVERSAL ACCESS AND DESIGN AND SAFE AND AFFORDABLE TRANSPORT AND ICT SERVICES WITH DISABILITIES							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Targeted programme to expand access to and ownership of land in both urban and rural areas, including title deeds for women, youth and persons with disabilities		Land Bank, etc.	Agricultural sector, civic organisations, unions, rural women's organisations, traditional leaders' organisations	Multi-sectoral coordination with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	All provinces and municipalities	DALRRD
Programmes to accelerate equitable access to and ownership of different types of housing opportunities, decent shelter and safe living conditions		DHSWS to engage relevant partners	DHSWS in partnership with civic organisations, women's organisations, and other relevant partners	Multi-sectoral coordination with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	All 9 provinces	As per the district model of the lead department	DHSWS DALRRD
All infrastructure and neighbourhood development grants and tax rebates and new structures must incorporate universal design requirement, norms and standards including programs to retrofit existing buildings, transport and ICT systems and infrastructure	Existing baselines for all neighbourhood development grants	MISA DBSA	Not applicable	Universal design specialists	Not applicable	Not applicable	NT DHSWS DCOG DOT DPWI

Monitoring Framework: Equitable access to land reform, housing, safe living environment, universal access and design and safe and affordable transport and ICT services

2024 IMPACT: TRANSFORM OWNERSHIP AND MANAGEMENT PATTERNS BY SUPPORTING WOMEN-OWNED AND LED ENTERPRISES								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased access to land reform, housing, safe living environment, universal access and design and safe and affordable transport and ICT services	Level of access to land, decent housing and safe living conditions, built environments, transport systems, ICT accessibility.	25 Year Reviews	100% access per category	Targeted programme to expand access to and ownership of land in both urban and rural areas, including title deeds for women, youth and persons with disabilities	Percentage share by gender, age and disability of hectares (Ha) of land acquired, for redistribution, restitution, tenure reform and access to title deeds	Land Audit Report	Minimum target as per sector equity targets	DALRRD DHSWS DPWI DCOG DOT
				Programmes to accelerate equitable access to and ownership of different types of housing opportunities, decent shelter and safe living conditions	Percentage accessing housing by gender, age and disability	25 year Review reports	Minimum target as per sector equity targets	DHSWS
				All infrastructure and neighbourhood development grants and tax rebates and new structures must incorporate universal design requirement, norms and standards including programs to retrofit existing buildings, transport and ICT systems and infrastructure	Level of compliance with universal design, norms and standards	Public Transport Network Grant is only grant currently with universal design requirements	100% compliance by 2024	NT DPWI DOT DoC DWYPD

MOSE A VUMBAOOSISEKO
VUMTHEHOSISEKELO
KHOTO YA VUMBIWA
YEMTSETFOSISEKELO
KHOTHE YA MOLAOTHEO
VUMTHEHOSISEKELO
CONSTITUTIONAL COURT
OTLA LA DINYWE LA MOLAOTHEO
KHOTHE YA NDAYOTEWA
KONSTITUSIONELE HOF
TLATSHEKELO YA MOLAOTHEO

Handwritten text in a local language, possibly Setswana, above the main entrance.



INTRODUCTION

A socially cohesive and safe South Africa requires a series of intersecting interventions that unite our country. To achieve this vision, a democratic culture of participation and equality must be instilled, but it also requires dedicated interventions to address actions that undermine these values. Achieving social cohesion and safe communities requires strengthening criminal justice platforms, police services and community participation in public policing. This work cannot be done without improving trust in our public sector and its institutions.

Social cohesion and nation building

Twenty-five years into democracy, South Africa's society remains wounded by the social, psychological and geographic effects of colonialism and apartheid. The country is plagued by key fault lines of racism, inequality of opportunity and outcome, poverty, unemployment and structural exclusion that still correlates with apartheid. Inequality, both objectively measured and perceived, has an impact on social cohesion and inter-group interaction. It is this inherited psyche of racial, gender and sexual orientation prejudices and stereotypes that leads to a breakdown in values; gender-based violence and femicide; inequality of opportunity and widespread poverty. Narrowed perceptions of nationhood, coupled with growing levels of xenophobia, are gaining in currency among those who believe that they have not benefitted from democracy, globalisation and integration. Opportunity and privilege continue to be largely defined by race, gender, ability, geographic location, class and linguistic background. As a result, unemployment is particularly

high among black African youths, especially young black African women. People with disabilities are excluded, marginalised and discriminated against. Women still suffer from discrimination in both the education system and in the labour market.

This programme aims to:

- Bring about behavioural change.
- Enable the sharing of common space and services across society.
- Reduce inequality of opportunity.
- Redress – spatial, economic, cultural; building individual and communal agency.
- Awaken the populace to speak when things go wrong and to be active in their own development.
- Engender knowledge of the Constitution and foster the values contained therein.

Without a high degree of social cohesion and unity of purpose, it is difficult to envisage South Africa overcoming the significant obstacles that stand in the way of prosperity and equity. At the same time, transforming society and uniting the country will be hard to achieve without substantive redress, reducing poverty and inequalities, addressing social divisions and exclusions, and promoting active citizenry and equity.

The key to resolving these challenges is shifting the attitudes and behavioural change of society, and recognising that poverty affects all South Africans. While the efficacy of the state remains vital in fostering an overarching common identity and social cohesion, all social partners, every single person and institution has a role to play.

Fostering constitutional values

The Constitution aims to build a new over-arching national identity through a common citizenship and equal rights. The promotion of the country's national symbols, including the Constitution and its values, helps forge one national identity. It is also linked to promoting the values of democracy, non-sexism, non-racism, inherent human dignity and equality. Nation building should include eradicating discrimination, segregation and marginalisation on the basis of disability, gender, ethnicity and sexual orientation. It is about breaking attitudinal, physical and communication barriers, and addressing harmful stereotypes and descriptors associated with disability and sexual orientation. Society should have balanced and appropriate incentive systems commensurate with the individual's contribution to society. Excessive displays of wealth as well as unjustified differentials in income distort these incentives. The NDP calls for ethical leadership across society and fostering constitutional values, will indeed enable society to practice ethical leadership. Government will also finalise legislation aimed at preventing and combating hate crimes and prosecuting those who commit such offences.



Equal opportunities, inclusion and redress

Building a nation calls for righting the wrongs of the past. In spite of various policies to stimulate economic growth and policies to enable economic redress such as the Employment Equity Act, as well as an accelerated Skill Development Programme, black Africans are still most disadvantaged. Land redress is slow. Unemployment for black Africans has never been below 25 percent while for white South Africans it has never been above 10 percent. The top echelons of management particularly in the private sector are still white. Without unity, the nation will not be able to address the wrongs of the past. Equal opportunity must entail the improvement of ownership, control and management of the means of production by black people as a proportion of the population. Creating equal opportunities and building capabilities should begin with ensuring that everyone has access to quality basic services. Key actions in this regard are contained in the related chapters of the MTSF dealing with health, education, economic growth, agriculture, human settlements and local government. The promotion and implementation of indigenous language programmes will be fast-tracked, including finalising language legislation in provinces for inclusion in the school curriculum.

Promoting social cohesion through increased interaction across space and class

Sharing of common spaces enables people across race and class who had been separated for decades to get to know each other and appreciate each other's humanity as well as debunk stereotypes. Public interaction is important for building trusting societies. Government must support and encourage:

- The production of artwork and stories that facilitate healing, nation building and dialogue. Cultural activities and art play a major role in facilitating the sharing of common spaces, promotion and preservation inform cultural sustainability of communities' social fabric. In addition, art can foster values and facilitate dialogue and healing, thus restoring

pride and diversity of a society.

- Sharing of space through sport: The implementation of recommendations of the NDP and the National Sports Plan will be optimised taking cognisance of available resources. School sports facilities should be adequately resourced, constructed, maintained and accessible to the majority of the population as they create opportunities for interactions.
- Sharing of common spaces through parks and dialogues. Local governments must invest in the greening and cleaning as well as making safe public spaces and in facilitating healing dialogues across race and class.

Promoting active citizenry and leadership

Participation of ordinary people in the civil affairs of the country is an important marker of a maturing constitutional democracy. Therefore, there should be various platforms created to enable civic participation and ensure that residents have trust in government institutions, actively participate in politics and believe that their viewpoints are legitimately represented. Citizens and all people living in South Africa must assist in shaping the process of development and hold government accountable.

Fostering social compacts

There is now an urgent need to craft a social contract that will enable South Africa to achieve higher growth and employment, increase investment and savings. The compact should offer attractive and compelling benefits to each party and all parties should believe that the necessary sacrifices are relatively equitably shared amongst all participants. The crafting of social compacts will contribute to a culture of dialogue, accords and commitments across society as part of the national effort to build unity in diversity. This will enable South Africa to achieve harmony across race and class, building a compact with citizens based on public trust, responsiveness and a developmental state.

Implementation Plan: Fostering constitutional values

OUTCOME FOSTERING CONSTITUTIONAL VALUES							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Enact hate speech and hate crimes bill						National	DoJ & CD
Promote Constitution and its values in schools, awareness campaigns (print & electronic media), public engagements and dialogues	MTSF: R800 000	South African Human Rights Commission; Universities	Department of Justice, United Nations, Civics Academy	Human rights and civic education technical expertise	National	National, provincial and local	DBE, DSAC, Brand SA
Promotion of national identity utilising the flag at national days, major cultural and sporting events, in schools; the Monumental Flag Project; and I am the Flag Campaign	MTSF: R19 million	DSAC public entities	DMRE; Department of Sports, Arts and Culture; Provinces and local government, Brand SA	Communication and marketing. contract management, civil and structural engineering expertise	National	National, provincial and local	DSAC, DBE

Monitoring Framework: Fostering constitutional values

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Fostering constitutional values	% of population aware of constitution and its values	51%	90% of population aware of constitution by 2024	Enact Hate Speech and Hate Crimes Bill	Hate Speech and Hate Crimes Bill enacted	Hate Speech Bill	Hate Speech and Hate Crimes Bill enacted by 2020	DoJ&CD
				Promote Constitution and its values in schools, awareness campaigns (print & electronic media), public engagements and dialogues	% of public schools reciting the Constitution in school assemblies and DBE organised events	3 000 schools	100% of public schools reciting the Constitution in the School Assemblies by 2024	DBE
					Number of constitutional awareness activations (dialogues, theatre, public engagement) focusing in constitutional awareness	10 activations utilised to promote constitutional awareness	10 activations utilised to promote constitutional awareness per annum	Brand SA
					Number of marketing platforms (radio/digital/outdoor/TV/print) utilised to promote constitutional awareness	16 marketing platforms utilised to promote constitutional awareness	16 marketing platforms utilised to promote constitutional awareness per annum	Brand SA

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Fostering constitutional values					Number of programmes implemented to promote Rights and Responsibilities and to teach learners on common citizenship and nation building	N/A	2 programmes to Promote Rights and Responsibilities through various programmes to teach learners on common citizenship and nation building Programme 1: Using the National Symbols to shape social bonds by allowing the learners to engage in a dialogue on the meaning attached to them. Programme 2: Dialogues and debates on rights and responsibilities	DBE
	% of citizens who show a strong devotion to the country	82%	95% of citizens showing a strong devotion to the country	Promotion of national identity utilising the flag at national days, major cultural and sporting events in schools, the Monument Flag Project and "I am the Flag Campaign".	Number of Public awareness activations on the "I am the Flag Campaign"	New indicator	100 public awareness activations on the "I am the Flag" campaign by 2024	DSAC
					Number of SA flag infrastructure installed in schools	14415 flag infrastructure installed in schools	1 000 SA flags to be installed in schools by 2024	DSAC
					Monumental flag installed	New indicator	1 Monumental flag installed by 2024	DSAC
					Workshops to advance knowledge on National Symbols, including the Flag	New indicator	32 Workshops to advance knowledge of National Symbols, including the Flag by 2024	DSAC

Implementation Plan: Equal opportunities, inclusion and redress

EQUAL OPPORTUNITIES, INCLUSION AND REDRESS							
OUTCOME							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Improve the enforcement of the Employment Equity Act						National	DEL
Improve representation of the designated groups across occupational levels.						National	DPSA, DEL
Outreach initiatives to change behaviour in relation to gender and xenophobia							DWYPD, DoJ&CD
Coordinate the Implementation of the National Action Plan (NAP) to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance.		Chapter 9 institutions Foundation for Human Rights				National, provincial, local	DoJ&CD
Increase support to the creative industry through the Mzansi Golden Economy project	R1 billion	BASA, NEF	Not applicable	Coordination, communication and marketing, graphic designing	Nationally	National, provincial	DSAC
Implement heritage legacy projects to transform the national heritage landscape	R15 302 678.05	SAHRA		Project management, building environment related qualifications, and computer skills, coordination skills, infrastructure and heritage related knowledge	National, provincial and local	National, provincial and local	DSAC
Promote the study of history in schools	R3 million	Apartheid Museum, iNkosi Albert Luthuli Museum, Freedom Park	Department of Arts and Culture, The Presidency	Social sciences curriculum experts, civic education experts	National, provincial and local	National, provincial	DBE
Promotion and implementation of indigenous languages	Not determined	Pan South African Language Board (PanSALB)	Khoisan Council	Language curriculum experts	National, provincial and local	National, provincial	DBE, DSAC

OUTCOME							
EQUAL OPPORTUNITIES, INCLUSION AND REDRESS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Support the increase of availability of educators able to teach indigenous languages through language bursaries		PANSALB				National, provincial	DSAC
Introduce compulsory module for public servants on diversity (gender, race and disability)	Not determined	Universities, NSG		Diversity management experts, gender mainstreaming experts	National	National, provincial	DPSA
Advocate for transformation in sport and recreation	MTEF R 3 million	Boxing South Africa (BSA)	Eminent Persons Group National sport and recreation bodies	Online database	National	National, provincial, Local	DSAC
Produce / support the production films and documentaries telling the South African story, including the history of liberation		National Film & Video Foundation, Industrial Development Corporation; National Heritage Council	DTI, National Empowerment Fund		Across all provinces	National, Provincial	DTIC, DSAC
National archives infrastructure upgrades	R600 million	N/A			Gauteng (Pretoria, Tshwane)	National	DSAC DPWI
Development and management of Provincial Resistance Liberation Heritage Route (RLHR) Sites		NHC, SAHRA, Freedom Park, NFVF, IMC, SALGA	Not applicable	Heritage experts, infrastructure restoration and construction, research and content development, education and tourism, communication and marketing	9 provinces (3 sites per province)	See attached list of sites	DSAC

Monitoring Framework: Equal opportunities, inclusion and redress

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Equal opportunities, inclusion and redress	Inequality Adjusted Human Development Index	0.629	10% improvement	Improve the enforcement of the Employment Equity Act	Amendment of the Employment Equity Act	Employment Equity Act	Employment Equity Act amended and enacted by 2024	DEL
	Gender Inequality Index	0.389	10% improvement					
	Gender Pay Gap	28%	50% decline in the gender pay gap by 2024					
					Number of designated employers subject to the DG review process in order to enforce compliance with the Employment Equity Act	551	1 812 by 2024	DEL
				Improve representation of the designated groups across occupational levels	At least 2% annual increase in the representation of Africans in senior and middle management levels by 2024	Africans constituted 23.2% and 40.2% at senior and middle management levels as reported by designated employers in 2018 EE Reporting period (2018-2019 EE Annual Report (19th CEE Annual Report)	At least 50% of middle and senior management are African by 2024	DEL
					Number of persons with disabilities employed increased annually by at least 1.5% of the total workforce reported by designated employers.	Persons with disabilities constituted 1% of total workforce in both Public and Private sectors as reported in 2018 EE reporting period (2018-2019 EE Annual Report (19th CEE Annual)	2.5% of employed adults between the age of 15 and 65 will be persons with disabilities by 2024	DEL

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments	
Equal opportunities, inclusion and redress	Inequality Adjusted Human Development Index	0.629	10% improvement	Improve representation of the designated groups across occupational levels	Development of Income differential data collection tool (EEA4 form) for designated employers	New indicator	Income differential data collection tool (EEA4 form) for designated employers developed by 2022	DPSA, DEL	
	Gender Inequality Index	0.389	10% improvement						
	Gender Pay Gap	28%	50% decline in the gender pay gap by 2024	Outreach initiatives to change behaviour in relation to gender and xenophobia	Number of sustained and visible initiatives campaigns throughout the year on gender and anti-xenophobia	46 awareness raising and outreach initiatives	30 sustained and visible initiatives campaigns throughout the year on gender and anti-xenophobia per annum.	DWYPD	
					Number of sustained and visible anti-xenophobia campaigns conducted with departments and role players	34	30 sustained and visible campaigns by 2024	DoJCD	
					Coordinate the implementation of the NAP Action Plan to combat racism, racial discrimination, xenophobia and related intolerance	Effective governance structure to lead and co-ordinate the overall implementation of the NAP	New indicator	Governance structure established by 2021	DoJCD
						Funding model for the implementation of the NAP	New indicator	Funding model developed by 2022	DoJCD

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Coordinate the implementation of the NAP Action Plan to combat racism, racial discrimination, xenophobia and related intolerance	Rapid response mechanism to respond to incidents of racist and xenophobic offences/hate crimes	New indicator	Rapid response mechanism institutionalised by 2022	DoJ&CD
					Data collection of disaggregated statistical data for measurement of racism, racial discrimination, xenophobia and related intolerance	New indicator	Virtual data repository on disaggregated statistical data by 2024	DoJ&CD
				Increase support in the creative industry through the Mzansi Golden Economy project	Number of projects in the creative industry supported through the Mzansi Golden Economy programme	New indicator	264 projects to be supported (54 flagship cultural events, 60 cultural events, 90 touring ventures, 60 public art projects)	DSAC
				Implement heritage legacy projects to transform the national heritage landscape	Number of heritage legacy projects (including resistance of liberation heritage remote sites implemented)	New indicator	6 heritage legacy projects implemented to transform the national heritage landscape (1. Khananda site, 2. OR Tambo Garden of Remembrance, 3. Winnie Mandela site in Brandfort, 4. Archie Gumede statue, 5. Statue and memorial of King Cetshwayo), 6. Enyokeni	DSAC
				Promote the study of history in schools	Number of programmes introduced to promote the study of history in schools	New indicator	1 programme to promote the study of History in schools. Revised History Curriculum Policy/ Documents for Grades 4-12. 400 Curriculum specialists and teachers trained 400 Examiners and moderators for (Grade 12) training Development of exemplar question papers for the revised History curriculum trained	DBE
					Revised and reformed History curriculum			DBE
					Number of curriculum specialist, teachers, examiners and moderators trained on the revised History Curriculum Policy documents			DBE

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Promotion and implementation of indigenous languages	Number of schools that have introduced South African languages	Pilot in Grade 1-2 in 264 schools across all provinces	80% of public schools have introduced African languages in public schools	DBE
					Number of programmes introduced to promote Mother Tongue Based Multilingual Education (MTBME)	N/A	One programme introduced to promote Mother Tongue Based Multilingual Education	DBE
					Number of schools that have introduced Kiswahili as Second Additional Language		50 schools introduced Kiswahili as Second Additional Language in the National Curriculum Statement	DBE
				Monitor the implementation of the Use of Official Languages Act	Number of Government departments and public entities monitored to implement the Use of Official Languages Act	27	36 government departments, public national entities & enterprises have language policy by 2024	DSAC, PanSALB
				Promotion and development of official languages	% of documents received that are translated and edited	100%	100% of received documents translated and edited annually	DSAC
					Number of multi-year human language technology projects supported	6 multi-year projects per annum	30 (6 x 5 starting from 2019/20 - 2023/24) multi-year human language technology projects supported	DSAC
				Support the increase of qualified language practitioners through language bursaries	Number of language practice bursaries awarded per year	300 per annum	1500 (300 x 5 starting 2019/20- 2023/24) bursaries awarded	DSAC
				Introduce compulsory module for public servants on diversity (gender, race and disability)	% of public servants trained how to deal with all forms of discrimination	Not applicable	95% of public servants trained how to deal with all forms of discrimination by 2024	NSG

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
					Number of in-service teachers and School Management trained on anti-discrimination	Not applicable	60% in-service teachers and School Management Teams trained on handling diversity and how to deal with: - - Infusing the classroom with a culture of human Rights - Classroom diversity - Multi Culturalism and Multilingualism - Dealing with signs of Racism and Discrimination	DBE, NSG
				Advocate for transformation in sport and recreation	% of sport and recreation bodies meeting 50% or more of all prescribed Charter transformation targets	47% (9 of the 19 federations) of the total achieved 50% or more of all prescribed Charter targets.	100% of sport and recreation bodies meeting 50% or more of all prescribed Charter targets transformation targets by 2024	DSAC
				Produce / support the production films and documentaries telling the South African story, including the history of liberation	Number of films and documentaries produced/ supported telling the SA story, including the history of liberation	2018/19 102 2017/18 99 2016/17 96 2015/16 115 2014/15 137	2019/20 - 89 2020/21 - 100 2021/22 - 110 2022/23 - 105 2023/24 - 110 (The decline is due to the introduction of the revised incentive scheme guidelines in 2018)	DSAC DTI
				National archives infrastructure upgrades	National archive infrastructure upgraded	New indicator	100% infrastructure upgrade of national archives by 2024	DSAC
				Development and management of Provincial Resistance Liberation Heritage Route (RLHR) Sites	Number of Provincial Resistance and Liberation Heritage Route (RLHR) Sites developed and managed.	New indicator	27 Provincial Resistance and Liberation Heritage Route (RLHR) Sites developed and managed	DSAC NHRC Provinces

Implementation Plan: Promoting social cohesion through increased interaction across space and class

OUTCOME PROMOTING SOCIAL COHESION THROUGH INCREASED INTERACTION ACROSS SPACE AND CLASS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	R4 million	Brand SA SABC Heritage Council	Moral Regeneration Movement	Communication and Marketing. Contract management, Heritage Experts,	Nationally	National, provincial, local	DSAC, DBE
Implement the community conversations / dialogue programme	R2 million	DSAC entities, municipalities	Academic institutions, Chapter 9 institutions, private sector provincial governments	Subject experts, community members, policy makers, intellectuals	All nine provinces	National, provincial, local	DSAC
Implement advocacy platforms on social cohesion by Social Cohesion Advocates	R6 million	DSAC entities, municipalities	Academic institutions, Chapter 9 institutions, private sector provincial governments	Research, conflict resolution, facilitation, marketing, communication	All nine provinces	National, provincial, local	DSAC
Media digital campaigns to contribute towards social cohesion by promoting pride and patriotism							Brand SA
Use international events to promote advocacy amongst South Africans living abroad							Brand SA
Promote participation in sport and recreation by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	Conditional grant R2 billion	Boxing South Africa (BSA)	National Sport and Recreation Bodies. Sports Trust	Not applicable	National	Provincial & district municipality	DSAC, DBE
Promote access to cultural facilities/ community arts centres and participation in arts, culture and heritage programmes	2019/20 R14.5 million (programmes) R6.285 million (refurbishment)		N/A	Arts, Culture and Heritage Experts, Infrastructure Restoration and Construction	National	National, provincial and local	DSAC

OUTCOME PROMOTING SOCIAL COHESION THROUGH INCREASED INTERACTION ACROSS SPACE AND CLASS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting athletes through the sports academies.	R230 million	South African Institute for Drug Free Sport (SAIDS)	South African Sports Confederation and Olympic Committee (SASCOC)	Tracking database of talented athletes	National	Provincial & District Municipality	DBE, DSAC, DHET
Support high performance athletes to achieve success in international sport	R35 million	SAIDS	SASCOC	Tracking database of talented athletes	National	National	DSAC
Greening of public spaces through the Community Works Programme					Ward level	Provincial and District Municipality	DCOG

Monitoring Framework: Promoting social cohesion through increased interaction across space and class

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Promoting social cohesion through increased interaction across space and class	Social Cohesion Index	80%	90% of population aware of constitution by 2024	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	Number of digital campaigns showcasing significance of national days	12 Digital media campaigns	12 digital campaigns showcasing the significance of national days	Brand SA, DCDT, SABC
					Number of programming on television and radio showcasing national days and constitutional values	7 national days celebrated on SABC platforms	7 national days celebrated on SABC platforms	Brand SA, DCDT, SABC

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes	Number of Provincial Community Arts Development Programmes implemented per year	150 Community Arts Programmes	9 Provincial Community Arts Development programmes implemented per year	DSAC
				Implement the community conversations / dialogue programme	Number of community conversations / dialogues held to foster social interaction	130 dialogues (the number of reduced to reduced funding)	20 dialogues to be organised annually and 100 over the MTSF period to foster social interaction	DSAC
				Implement advocacy platforms on social cohesion by Social Cohesion Advocates	Number of advocacy platforms on social cohesion by social cohesion advocates	76 social cohesion advocacy platforms	20 annually and 100 for the MTSF period	DSAC
				Media digital campaigns to contribute towards social cohesion by promoting pride and patriotism	Number of digital campaigns showcasing national days	12 digital media campaigns showcasing national days	12 digital media campaigns showcasing national days annually	Brand SA
				Use international events to promote advocacy amongst South Africans living abroad	Number of Global South Africans (GSA) activations implemented	17 GSA Activations	19 GSA Activations annually	Brand SA
				Greening of public spaces through the Community Works Programme	Number of greening projects per district and maintained as part of the Community Works Programme	200 CWP sites where greening done through implementation and maintenance of vegetable gardens and parks	88 CWP sites where greening done through implementation and maintenance of vegetable gardens and parks annually	DCOG
				Promote participation in sport and recreation by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	Number of people actively participating in organised sport and active recreation events	3 616 679*	2 034 820 by March 2024	DSAC
					Number of sport and recreation promotion campaigns and events implemented	14	40 by 2024	DSAC

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
					Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards	15 219	12 500 by 2024	DSAC
				Develop talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting athletes through the sports academies	Number of learners in the national school sport championships per year.	42 355	25 000 by 2024	DSAC
					Number of athletes supported by the sports academies	25 037	18 500 by 2024	DSAC
					Support high performance athletes to achieve success in international sport	Number of athletes supported through the scientific support programme per year	921	400 by 2024

Implementation Plan: Promoting active citizenry and leadership

OUTCOME PROMOTING ACTIVE CITIZENRY AND LEADERSHIP							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Conduct continuous Civic and Democracy Education (CDE) campaigns to improve participation in elections						National	IEC
Maintain an accurate national common voters' roll to ensure the credibility of elections						National	IEC

OUTCOME PROMOTING ACTIVE CITIZENRY AND LEADERSHIP							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Successful delivery of a general election for local government in 2021 as required by the Constitution of the Republic of South Africa						National	IEC
Promote participation in community-based governance processes (Active citizenship bodies)	R2 million	Independent Electoral Commission	Department of Home Affairs, Department of Social Development	Active citizenry experts	National, provincial	National, provincial and municipality	DCOG DBE, Brand SA
Improve participation in general elections							IEC

Monitoring Framework: Promoting active citizenry and leadership

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Promoting active citizenry and leadership	Active Citizenship Index	79%	85% by 2024	Conduct continuous Civic and Democracy Education (CDE) campaigns to improve participation in elections	Number of face to face to face CDE events held per annum	65,454 educational events	80, 000 by March 2024	IEC
				Maintain an accurate national common voters' roll to ensure the credibility of elections	Number of registered voters reflected on the voters' roll as at 31 March each year	2019/2020 26,756,831 voters	2023/2024 27,756,831 voters	IEC

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Successful delivery of a general election for local government in 2021 as required by the Constitution of the Republic of South Africa	Election results declared within 7 days after Election Day	The fourth Local Government Elections were delivered on 3 August 2016	Election to be delivered within 90 days from 2 August 2021, which signifies the end of the 5-year term of municipal councils elected in 2016	IEC
				Improve participation in general elections (both National and Municipal elections)	% of voters who turn out in local government elections, as a percentage of registered voters in years when applicable. Reporting period – per general electoral event	LGE 2016 – 57.95% of registered voters (15,290,820 of 26.3m voters)	LGE 2021 – 58%	IEC
				Promote participation in community-based governance processes (Active citizenship bodies)	Number of provinces implementing the GovChat programme for community engagement and service delivery improvement	New indicator	9 by 2024	DCOG
			% of municipalities supported to establish and maintain functional and effective community engagement structures, systems and processes		New indicator	50%	DCOG	
			Number of Play Your Part (PYP) activities that promote nation brand values implemented to encourage South Africans to use their time, money, skills or goods to contribute to a better future for all		New indicator	9 PYP Provincial activities implemented per annum	Brand SA	
			% of SGBs trained on school policies and code of conduct.			80% Training of SGB members on school policies and code of conduct to reflect on the following: Democratic values Inclusive Approach Social Justice Code of Conduct on Integration and Racism	DBE	

Implementation Plan: Fostering social compacts

OUTCOME FOSTERING SOCIAL COMPACTS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
National summit on social cohesion and nation building for the development of social compact(s) to foster partnerships with civil society, private sector and citizens	R6 million	All provinces, all DSAC entities	Civil society, business, labour, traditional authority, media	Coordination, research, content development, communication and marketing	National	Country wide	DSAC, Presidency

Outcome Monitoring Framework: Fostering social compacts

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Fostering a social compact	Social compact (s) for a more democratic, equal and prosperous society	Not applicable		National summit on social cohesion and nation building for the development of social compact(s) to foster partnerships with civil society, private sector and citizens	Overarching social compact	Job summit, investment summit etc.	1 social compact by 2024 on social cohesion and nation building	DSAC

Safe communities

Safety and security are directly related to socio-economic development and equality. A safe and secure country encourages economic growth and transformation and is therefore an important contributor to addressing the triple challenge of poverty, inequality and unemployment. The NDP 2030 envisions a South Africa where people feel safe and enjoy a community life free of crime. Achieving this requires a well-functioning criminal justice system, in which the police, the judiciary and correctional services work together to ensure that suspects are caught, prosecuted, convicted if guilty, and securely incarcerated and rehabilitated.

The country faces high levels of corruption within the public and private sectors, which undermines the rule of law and impedes government's efforts to achieve its socio-economic development and service-delivery objectives. The cost of corrupt practices falls most heavily on the poor, degrading the quality and accessibility of public services. State systems of accountability have been uneven, enabling corruption to thrive. Corruption and transnational organised crime intersect, with corruption among state officials facilitating syndicated crime both within the country and across its borders. Crime syndicates aid and abet corrupt behaviour to facilitate their nefarious activities, perpetuating the cross-border movement of contraband and cash in and out of the country. Corruption contributes towards the growth of the illicit economy, which continues to pose a significant risk to the country's economic development. Furthermore, corrupt officials threaten the security and integrity of South Africa's identity and travel documents through the issuing of fraudulent documentation. Racism, racial discrimination, xenophobia and related intolerances remain a challenge impacting on the safety of communities.

Some progress has been made over the past years in reducing the levels of serious crime such as murders, aggravated robberies, crimes against women, children and other vulnerable groups, but the number of crimes

still being committed remains unacceptably high. Cabinet approved the National Action Plan (NAP) to combat racism, racial discrimination, xenophobia and related intolerances. Departments need to ensure their activities are aligned to the NAP. Of most importance is the need to strengthen and accelerate implementation of the seven-point plan which is primarily aimed at the modernisation of the Criminal Justice System more efficient and effective. Public confidence is eroded by perceptions that criminals escape the law, that arrests do not lead to successful prosecution and that prisoners escape from courtrooms and correctional facilities. Lengthy court processes which lead to inordinate delays in the finalisation of cases, case backlogs, over-crowding in correctional facilities, inadequate use of diversion programmes, limited rehabilitation and welfare programmes for first and young offenders and recidivism all continue to confront the criminal justice system from start-to-end. A more coordinated and integrated approach is required to address these challenges at every stage of the criminal justice value chain. The ICJS is a concerted effort to realise this objective in order to restore confidence in the criminal justice system.

South Africa's land and maritime borders, as well as its airspace, need to be effectively safe guarded and secured to curb transnational organised crime and corruption, particularly at ports of entry and land borders.

Information and communication technologies have become indispensable to the functioning of South African society. The expected growth of international bandwidth will increase uptake and usage of the internet. This is likely to bring with it an increase in cybercrime. The negative impact of cybercrime on the economy, national security and the general wellbeing of citizens cannot be underestimated. Cyber security policies and legal frameworks do not adequately address existing challenges, and South Africa does not have the necessary institutional mechanisms to address this matter in a coordinated manner.

The programme will focus on fighting corruption by ensuring good governance, which includes sound institutions and the effective operation of government. The country will have an anti-corruption system that makes public servants accountable, protects whistle-blowers and closely monitors procurement. However, the responsibility and efforts to curb corruption in the private and public sectors will include increased public awareness and improving access to information to all sectors.

Corruption

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

Crime

Crime in South Africa has occupied centre stage on the public agenda. Twenty-five years into democracy, serious and violent crime (including Gender Based Violence and Femicide (GBVF), result in people in South Africa, particularly vulnerable groups such as women, children, the elderly and people with disabilities, living in fear and feeling unsafe. This affects the country's economic development, undermines the wellbeing of people in the country and hinders their ability to achieve their potential.



Implementation Plan: Corruption

IMPROVEMENT IN CORRUPTION PERCEPTION							
OUTCOME							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Reduced levels of fraud and corruption in the private and public sectors	Financial Implications: NPA ID R377.3 million; NPA SCCU, AFU, OWP R425 million; SIU R389 million; DPCI R912.5 million	Not applicable	To be determined	To be determined	National	National	Lead: SAPS Contributing: NPA SIU
Freezing of money and assets that are the proceeds of crime		Not applicable	To be determined	To be determined	National	National	Lead: NPA Contributing: SIU; DPCI
Recovery of money and assets that are the proceeds of crime		Not applicable	To be determined	To be determined	National	National	Lead: NPA
Enhance the capacity of the designated Special Commercial Crimes Courts to deal speedily with economic crimes	Financial Implications: DoJ&CD R120 million	Not applicable	To be determined	To be determined		Provincial: LMP, NW, MP, ECD, FS	Lead: DoJ&CD Contributing: NPA
Strengthen the capacity of the Special Tribunal established under the SIU Act for civil recoveries	Financial Implications: DoJ&CD R120 million	Not applicable	To be determined	To be determined		National	Lead: DoJ&CD Contributing: SIU
Creation of court capacity to address corruption	Financial Implications: DoJ&CD R120 million	Not applicable	To be determined	To be determined		Provincial: LMP, NW, MP, ECD, FS	Lead: DoJ&CD Contributing: NPA
Establishment of SIU Tribunal		Not applicable	To be determined	To be determined		National	Lead: DoJ&CD Contributing: SIU
Increase the utilisation of the financial intelligence reports in the identification of high priority cases							Lead: FIC Supporting: SAPS; NPA; SIU

Monitoring Framework: Corruption

2024 IMPACT: IMPROVED INVESTOR PERCEPTION (CONFIDENCE)								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Improvement in Corruption Perception Index rating	Improved Transparency International ranking	Corruption Perception Index 2018 South Africa scored 43/100 and ranked 73/180	Improvement in Corruption Perception Index ranking by 5 (to 68/100)	Reduced levels of fraud and corruption in the private and public sectors	Conviction rate for serious fraud and corruption in the private sector	New performance indicator (baseline to be determined)	70% conviction rate for serious fraud and corruption in the private sectors	SAPS (DPCI)
					Conviction rate for serious fraud and corruption in the public sector	New Performance Indicator (baseline to be determined)	70% conviction rate for serious fraud and corruption in the public sectors	SAPS (DPCI)
				Freezing of money and assets that are the proceeds of crime	R12 billion: value of freezing orders obtained for corruption or offences relating to corruption	R9.4billion over past 5 years	R2.4 billion annually (R12 billion over 5 years)	NPA
				Recovery of money and assets that are the proceeds of crime	R7 billion: value of recoveries relating to corruption or related offences	R5.6 billion over past 5 years	R1.4 billion annually (R7 billion over 5 years)	NPA
				Enhance the capacity of the designated Special Commercial Crimes Courts to deal speedily with economic crimes	Specialised Commercial Crime Courts established in 5 provinces (LMP, NW, MP, ECD, FS).	5 dedicated specialised commercial crime court (SCCC)	5 SCCCS phased in over the MTSF period. (at least 1 SCCC annually 5 SCCC over 5 years)	DoJ&CD
				Strengthen the capacity of the Special Tribunal established under the SIU Act for civil recoveries	Number of civil cases enrolled in the Special Tribunal Court	Special Tribunal established in the 2018/2019 financial year	20 cases enrolled per year (with a 10% annual increase)	SIU DoJ&CD

2024 IMPACT: IMPROVED INVESTOR PERCEPTION (CONFIDENCE)								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Creation of court capacity to address corruption.	Specialised Commercial Crime Courts established in 5 provinces (LMP, NW, MP, ECD, FS).	5 dedicated specialised commercial court centres (SCCC)	5 SCCC's phased in over the MTSF period. (at least 1 SCCC annually 5 SCCC over 5 years)	DoJ&CD NPA
				Establishment of SIU Tribunal	Number of civil cases enrolled in the Special Tribunal Court	Special Tribunal established in the 2018/19 financial year	20 cases enrolled per year (with a 10% annual increase)	SIU DoJ&CD
				Increase the utilisation of the financial intelligence reports in the identification of high priority cases	Number of financial intelligence reports used for identification of high priority cases	New indicator	20 financial intelligence reports utilised	FIC supported by NPA, DPCI

Implementation Plan: Effectively defended, protected, safeguarded and secured communities

OUTCOME EFFECTIVELY DEFENDED, PROTECTED, SAFEGUARDED AND SECURED COMMUNITIES							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Strengthen measures to improve the security of the borderline patrols and the maritime environment through targeted infrastructure upgrades and Operation Corona					The SANDF to deploy fifteen (15) sub-units to execute Op CORONA (Border Safeguarding) in Limpopo, Mpumalanga, KwaZulu-Natal, Free State, Eastern Cape, Northern Cape and North West provinces	National	Lead: DoD
Biometric functionality ports of entry implemented						National	DHA

Monitoring Framework: Effectively defended, protected, safeguarded and secured communities

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Effectively defended, protected, safeguarded and secured communities	SA's border effectively defended, protected, safeguarded and secured	New indicator	22 landward subunits deployed on border safeguarding per year	Strengthen measures to improve the security of land Ports of Entry, borderline patrols and the maritime environment through targeted infrastructure upgrades, and Operation Corona	Number of landward subunits deployed on border safeguarding per year.	15 landward subunits	Yearly target: 15 landward subunits deployed	DoD
					Number of maritime coastal patrols conducted	4 coastal patrols	4 maritime coastal patrols conducted per annum	DoD
			BMA operational at 36 Ports of Entry by 2024 and 10 segments of the land borderline		BMA established and the number of Ports of Entry and segments of the borderline where the BMA is operationalised	BMA Bill	BMA established by 2020 and operational by 2021 at 11 Ports of Entry and 5 segments of the land line (BMA fully operational by 2024)	DHA
				Biometric functionality at ports of entry implemented	All ports of entry equipped with biometric functionality	Biometric functionality ports of entry implemented	100% of identified ports of entry equipped with biometric functionality	DHA

Implementation Plan: Reduced organised crime

OUTCOME REDUCED ORGANISED CRIME							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Reduce drug syndicates through the implementation of the Narcotics Intervention Strategy and the revised National Drug Master Plan	DPCI: Financial implication – R 96 756 million. Detective Service: Please refer to (Intervention: Reduce levels of contact crime above).	Parliament and Parliamentary Committees		Personnel – 2 669 Infrastructure – dedicated infrastructure required Personnel – 551 (21 additional FCS Units over the short-term and 164 over the medium to long term)	National – Planning direction, policy, standards, partnerships, resourcing and corrective action.	Provincial – Coordination of role-players, deployment of resources, monitoring, corrective actions, execution and role-player engagement Local – Operational execution and role-player engagement	SAPS
Reduce the levels of serious organised crime through the successful closure of serious organised crime project investigations	To be determined						SAPS
Reduction of organised criminal groups and gangs (incl. implementation of the National Anti-Gang Strategy)	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	SAPS

OUTCOME REDUCED ORGANISED CRIME							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Reduce illegal mining through law enforcement	R9.5 million (inclusive of training, tactical equipment, coveralls, boots, and environment specific vehicles)	To be determined	To be determined	Personnel – 520 (tactical response teams)	National – Planning direction, policy, standards, partnerships, resourcing and corrective action.	Provincial – Coordination of role-players, deployment of resources, monitoring and corrective actions Local – Operational execution Operations are being conducted in six provinces where illegal mining manifests at local level: Free State, Mpumalanga, Gauteng, North West, Limpopo Northern Cape	SAPS
Reduce cable theft	To be determined	To be determined	To be determined	To be determined	National (hot spot areas) Eastern Cape, Free State, Gauteng, Mpumalanga, Western Cape	- National – Planning direction, policy, standards, partnerships, resourcing and corrective action. - Provincial – Coordination of role-players, deployment of resources, monitoring and corrective actions. - Local – Operational execution.	SAPS

Monitoring Framework: Reduced organised crime

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Reduced organised crime	Percentage of identified organised crime groups/ syndicates neutralised	New performance indicator	90% of identified organised crime groups/ syndicates neutralised.	Reduce drug syndicates through the implementation of the Narcotics Intervention Strategy and the revised National Drug Master Plan	Percentage of identified drug syndicates neutralised with arrests	New performance indicator (baseline to be determined)	90% identified drug syndicates neutralised with arrests	SAPS
					Percentage of identified clandestine laboratories dismantled with arrests	Revised performance indicator (baseline to be determined)	90% identified clandestine laboratories dismantled with arrests	SAPS (DPCI)
					Percentage increase in the number of arrests (number of cases) for dealing in drugs (excluding cannabis)	New performance indicator (baseline to be determined)	5% increase in the number of arrests (number of cases) for dealing in drugs per annum	SAPS
				Reduce the levels of serious organised crime through the successful closure of serious organised crime project investigations	Percentage of registered serious organised crime project investigations successfully closed	New performance indicator (baseline to be determined)	72% of registered serious organised crime project investigations successfully closed	SAPS (DPCI)
				Reduction of organised criminal groups and gangs (incl. implementation of the National Anti-Gang Strategy)	Percentage of identified organised criminal groups or syndicates neutralised with arrests	New performance indicator (baseline to be determined)	90% of identified organised criminal groups or syndicates neutralised with arrests	SAPS

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Reduce illegal mining through law enforcement	Percentage of identified illegal mining operations terminated with arrests	New performance indicator (baseline to be determined)	100% identified illegal mining operations terminated with arrests	SAPS
				Reduce cable theft	Percentage conviction rate for cable theft	New performance indicator (baseline to be determined)	74% conviction rate of persons arrested for cable theft	NPA

Implementation Plan: Reduced levels of contact crimes

OUTCOME Increased feelings of safety in communities							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Draft integrated crime and violence prevention strategy consulted on and finalized							CSPS

OUTCOME Increased feelings of safety in communities							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Reduce levels of contact crime	<p>Financial implication: SAPS Personnel: R2.351 billion (MTEF)</p> <p>Financial implication: SAPS new police stations: R1 billion (MTEF)</p> <p>Financial implication: NPA capacity for critical posts R285 412 million Aspirant Prosecutors' Programme R 245.3 million</p>	Parliament and Parliamentary Committees PSIRA PRASA	To be determined	<p>Personnel - Capacitating existing police stations: 50 959</p> <p>Personnel - Capacitating new police stations - 576 Infrastructure - 25 police stations</p> <p>Personnel - 551 (21 additional FCS Units over the short-term and 164 over the medium-to-long term)</p> <p>SAPS, NPA, DoJ&CD, Legal Aid SA Ensure that CJS role players are adequately resourced to implement Sexual Offences and Related Matters Act</p>	National - Planning direction, policy, standards, partnerships, resourcing and corrective action	<p>Coordination of role-players, deployment of resources, monitoring and corrective actions</p> <p>Local - Operational execution and role-player engagement.</p>	Lead: SAPS Contributing: DSD
Reduction in violence against women	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	Lead: SAPS Contributing: DSD
Reduction in violence against children				To be determined	National - Planning direction, policy, standards, partnerships, resourcing and corrective action	<p>Coordination of role-players, deployment of resources, monitoring and corrective actions.</p> <p>Local - Operational execution and role-player engagement.</p>	Lead: SAPS Contributing: DSD

OUTCOME Increased feelings of safety in communities							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Strengthen community partnerships	Visible policing: Please refer to (Intervention: Reduction in levels of contact crime above)	Parliament and Parliamentary Committees PSIRA	To be determined	To be determined	National – Planning direction, policy, standards, partnerships, resourcing and corrective action	Coordination of role-players, deployment of resources, monitoring and corrective actions Local – Operational execution and role-player engagement	SAPS
Increased police visibility	Visible policing	To be determined	To be determined	To be determined	National – Planning direction, policy, standards, partnerships, resourcing and corrective action	Coordination of role-players, deployment of resources, monitoring and corrective actions Local – Operational execution and role-player engagement	SAPS
Increased police visibility to reduce crime and violence							CSPS
Increased trust in the police							CSPS

OUTCOME Increased feelings of safety in communities							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Effective and Modernised criminal justice system							DoJ&CD
Digital integrated process for booking of accused persons to obtain full person profile	Provisioned R883m from IJS Budget			To be determined	National		South African Police Service
Identification and verification of all persons (accused, witnesses, victims)							South African Police Service
Multi-modal biometric database of all South African citizens, refugees, asylum seekers, deportees and travellers							DHA
Development, maintenance and operation of an inter-departmental information exchange platform	Provisioned R791m from IJS Budget			To be determined	National		Department of Justice and Constitutional Development

Monitoring Framework: Reduced levels of contact crimes

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Increased feelings of safety in communities				Draft integrated crime and violence prevention strategy to reduce crime and violence	Draft integrated crime and violence prevention strategy consulted on and finalised	New indicator	1 report	CSPS
	Percentage increase in households who felt safe walking alone in their areas of residence during the day (SATSSA)	To be determined	10% increase in percentage of households who felt safe walking alone in their areas of residence during the day	Reduction in levels of contact crime	Percentage reduction in the number of contract crimes	Reported contact crimes increased, by 2.6%, from 602 697 in 2017/18, to 618 472, in 2018/19, 1 673 990 (2018/19)	Reduce by 6.7% (Reduce by 112 157 crimes in 2019/20) per annum ⁵	SAPS
	Percentage increase in households who felt safe walking alone in their areas of residence during the night (STATSA)	To be determined	10% increase percentage of households who felt safe walking alone in their areas of residence during the night (StatsSA)	Reduction in violence against women	Percentage reduction in the number of crimes against women	Reported crimes against women increased, by 1.2%, from 177 620 in 2017/18 to 179 683, in 2018/19	6.7% reduction per annum	SAPS
				Reduction in violence against children.	Percentage reduction in the number of crimes against children	Reported crimes against children increased, by 3.9%, from 43 540, in 2017/18, to 45 229, in 2018/19	6.7% reduction per annum	SAPS
	% increase in households who felt safe walking alone in their areas of residence during the day (SATSSA)	To be determined	10% increase in percentage of households who felt safe walking alone in their areas of residence during the day	Strengthen community partnerships.	Percentage of police stations that have functional CPFs	99.56% (1 144 of 1 149) functional CPF's implemented at police stations, according to set guidelines	99,56% of police stations have functional CPFs	SAPS

⁵ Percentage reduction will translate to 30% in five years and 50% in 10 years aligned to SoNA pronouncement

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Increased police visibility	Implementation of the Community in Blue Concept	New performance indicator	Community in Blue Concept implemented in nine provinces by 31 March 2020	SAPS
					Implementation of the Traditional Policing Concept	New performance indicator	Traditional Policing Concept implemented in KwaZulu Natal, Eastern Cape, Limpopo and Mpumalanga by 31 March 2023	SAPS
					Implementation of the Safer City Framework (including smart technology)	New performance indicator	Safer City Framework implemented at 10 pilot cities by 31 March 2021	SAPS
				Increased police visibility to reduce crime and violence	Perception of increase in police visibility in the Top 30 police stations	New performance indicator	1 Report	CSPS
				Increased trust in the police	Percentage of victims satisfied with their interaction with the police (to based on call backs to a sample of victims in each police	New performance indicator	1 Report	CSPS
				Creation of a transparent, credible and well-capacitated criminal justice system			Effective and Modernised criminal justice system	Criminal Procedure Amendment Bill tabled in Parliament in 2022
	Effective identification, tracking and management of all persons within the Criminal Justice System	New Indicator		Digital integrated process for booking of accused persons to obtain full person profile	Implementation of SAPS Integrated Person Management (IPM) programme	New Indicator	2022/23	SAPS
				Identification and verification of all persons (accused, witnesses, victims)	Utilisation of digital systems for multi-modal biometric person identification and verification	New Indicator	2022/23	SAPS

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Multi-modal biometric database of all South African citizens, refugees, asylum seekers, deportees and travellers	Implementation of DHA Automated Biometric Information System (ABIS)	New Indicator	2022/23	DHA
	Efficient and co-ordinated CJS through integrated digital information systems	New Indicator	All CJS member departments digitally connected to exchange meaningful CJS information to fulfil integrated business processes	Development, maintenance and operation of an inter-departmental information exchange platform	Number of Government Departments and Entities connected to transversal platform and exchanging information electronically	8	11	DOJCD

Implementation Plan: A well-defended and secure cyberspace

OUTCOME A WELL-DEFENDED AND -SECURED CYBERSPACE							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Build capacity, training and development in fighting cybercrime and promoting cybersecurity		CSIR				National	SSA
Successfully investigate cybercrime investigative support case files	To be determined Influenced by the establishment of the Integrated Cybersecurity Centre by SSA and the Implement the National Cyber Security Policy Framework by CSIR	Parliament and Parliamentary Committees SSA CSIR	Homeland security (USA) Software license holders	Human capital: to be determined Software license Advanced technological aids	National	National	SAPS (DPCI supported by FIC)

Monitoring Framework: A well-defended and secure cyberspace

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Secured cyber space	Cyber space secured	New indicator	National cybersecurity technical response capacity fully established and operational	Build capacity, training and development in fighting cybercrime and promoting cybersecurity	Architecture/design of the Integrated Cybersecurity Centre completed and approved	National Cybersecurity Policy Framework	Design plan for the Integrated Cybersecurity Centre	SSA

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments	
			Regulatory framework for identification and protection of National Critical Information Infrastructures (NCIIs) developed and implemented		Methodology for the identification and protection of the NCIIs completed and approved	National Cybersecurity Policy Framework	NCII draft regulations for the identification and protection of the National Critical Information Infrastructure by the National Cybersecurity Centre	SSA	
			Fully established National Cybersecurity Training capacity and National Public Awareness plan implemented		National Cybersecurity training and awareness plan completed	National Cybersecurity Policy Framework	Implement the National Cybersecurity training and public awareness programmes	SSA	
			National Cybersecurity research and Development Agenda approved and implemented		Research and Development Agenda for cybersecurity matters	National Cybersecurity Policy Framework	National Cybersecurity R&D Strategy finalised	SSA	
			Integrated PPP on cybercrime and cybersecurity-related threats		Approved National Cybersecurity Strategy	National Cybersecurity Policy Framework	Integrated National Cybersecurity Strategy approved	SSA	
			National legislation on cybercrime, cybersecurity and technical intelligence enacted		Reviewed Cybersecurity legislation	National Cybersecurity Policy Framework	Review the Cybersecurity Bill and submit to Cabinet.	SSA	
			65 % specialised cybercrime investigative support case files investigated		Successfully investigate cybercrime investigative support case files	% of specialised cyber crime investigative support case file successfully investigated	Revised Performance Indicator (baseline to be determined)	55% of specialised cybercrime investigative support case files successfully investigated	SAPS (DPCI) supported by FIC)

Implementation Plan: Social reintegration of offenders

OUTCOME THE SOCIAL REINTEGRATION OF OFFENDERS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Percentage probationers without violations		Not applicable	To be determined	To be determined			DCS
Percentage of parolees without violations		Not applicable	To be determined	To be determined			DCS
Increase the number of victims participating in Restorative Justice Programme		Not applicable	To be determined	To be determined			DCS

Monitoring Framework: Social reintegration of offenders

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Successful reintegration of offenders into society	Percentage increase in offenders under the system of community corrections (parolees, probationers and awaiting trial persons)	71 628 (parolees, probationers and awaiting trial persons)	5% increase in offenders under the system of community corrections (parolees, probationers and awaiting trial persons)	Percentage probationers without violations	Maintain a 97% compliance with conditions of probation	97% (55 072/ 56775)	97%	Lead: DCS Contributing: DSD, SAPS

2024 IMPACT: ALL PEOPLE IN SOUTH AFRICA ARE SAFE

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Percentage of parolees without violations	Maintain a 97% compliance with the conditions of parole	97% (16 647/17 190)	97%	Lead: DCS Contributing: DSD, SAPS
				Increase the number of victims participating in Restorative Justice Programme	Percentage increase in the number of victims participating in Restorative Justice Programme	7 560	5% - 7% annual increase	Lead: DCS Contributing: DSD, SAPS Civilian Secretariat

CROSS-CUTTING FOCUS AREAS

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

Implementation Plan: Reduced levels of marginalisation, stigmatisation and discrimination and violence against women, girls and persons with disabilities

OUTCOME LEVELS OF MARGINALISATION, STIGMATISATION AND DISCRIMINATION AND VIOLENCE AGAINST WOMEN, GIRLS AND PERSONS WITH DISABILITIES REDUCED							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Establish Gender-Based Violence and Femicide (GBVF) Council		DWYPD will engage with CGE and all relevant stakeholders	DWYPD in partnership with women's organisations and other relevant stakeholders	DWYPD will coordinate with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	Per district model of the relevant and key departments	National, provincial, district and local municipalities as defined by key departments and partners	DWYPD, Presidency, DoJ&CD, DSD

OUTCOME							
LEVELS OF MARGINALISATION, STIGMATISATION AND DISCRIMINATION AND VIOLENCE AGAINST WOMEN, GIRLS AND PERSONS WITH DISABILITIES REDUCED							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Produce and coordinate implementation of a national strategic plan (NSP) to end gender-based violence.		DWYPD will engage with relevant entities	DWYPD in partnership with CSO, women's organisations, men's organisation, traditional and FBOs	DWYPD will coordinate with relevant departments, civil society organisations and other entities to utilise their human capital, skills and technologies in driving this intervention	Per district model of the relevant and key departments	National, provincial, district and local municipalities as defined by key departments and partners	DWYPD DSD DoJ&CD SAPS DCS
Develop a system to ensure consistent barrier free access for persons with disabilities to justice across the justice value chain	No existing baseline. Will require reprioritisation of existing budgets	SITA	SAHRC	ICT platform to report instances of lack of access	N/A	N/A	DoJ&CD, SAPS, DSD, OCJ
Strengthened and expanded protection measures in place to protect children and adults with disabilities in institutionalised settings such as special school boarding facilities, mental health care facilities, residential facilities	DSD, NDOH and DBE existing baselines with internal reprioritisation	Not applicable	SAHRC OHCS Disability organisations do citizen-based monitoring	N/A	N/A	All provinces All district municipalities	DSD, NDOH, DBE, DWYPD, DPME
Programme in place to protect children and adults with disabilities in institutionalised settings							DSD

Monitoring framework: Reduced levels of marginalisation, stigmatisation and discrimination and violence against women, girls and persons with disabilities

2024 IMPACT: ALL WOMEN, GIRLS, YOUTH AND PERSONS WITH DISABILITIES ARE AND FEEL SAFE AND ENJOY FREEDOM AND A BETTER LIFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Levels of marginalisation, stigmatisation and discrimination and violence against women, girls and persons with disabilities reduced	Incidence rate of violence experienced by sex/ gender, age and disability	Annual Police Crime Statistics on violence against women	All forms of violence against women halved by 2024	Establish Gender Based Violence and Femicide Council	Level of implementation of GBVF Council	NCGBV Council 2012-2014; Presidential Declaration from the National GBVF Summit	100% implementation by 2024	DWYPD
	Prevalence rate of violence by sex/ gender, age and disability	Victims of Crime Survey (Statistics South Africa)		Produce and coordinate implementation of a national strategic plan (NSP) to end gender-based violence.	Level of implementation of the NSP	Integrated Government POA on Addressing Violence against Women and Children (2013-2018)	100% implementation of NSP by 2024	DWYPD, DSD, DoJ&CD, SAPS, DCS
	Levels of access to justice by sex, age and disability Number of reported cases by sex/gender age and disability			Develop a system to ensure consistent barrier free access for persons with disabilities to justice across the justice value chain	Percentage of disability-related complaints and investigations where reasonable accommodation measures were provided	New indicator	At least 40% compliance by 2024	DoJ&CD, SAPS

2024 IMPACT: ALL WOMEN, GIRLS, YOUTH AND PERSONS WITH DISABILITIES ARE AND FEEL SAFE AND ENJOY FREEDOM AND A BETTER LIFE								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Strengthened and expanded protection measures in place to protect children and adults with disabilities in institutionalised settings such as special school boarding facilities, mental health care facilities, residential facilities				DSD, NDOH, DBE, DWYPD, DPME
				Programme in place to protect children and adults with disabilities in institutionalised settings	Percentage reduction in complaints, investigations and loss of life	New indicator	40% reduction	DSD



INTRODUCTION

Over the next five years, we will continue working towards global peace, people-centred development and prosperity for all.

We will capitalise on our role in supporting multilateral frameworks to resolve global disputes and assist Africa in laying the foundations for a shared future.

The international relations arena has undergone rapid changes through globalisation. The natures of agreements, both political and economic, are complex and require countries to clearly articulate their foreign policy objectives and identify and forge relationships that will have positive geo-political impacts.

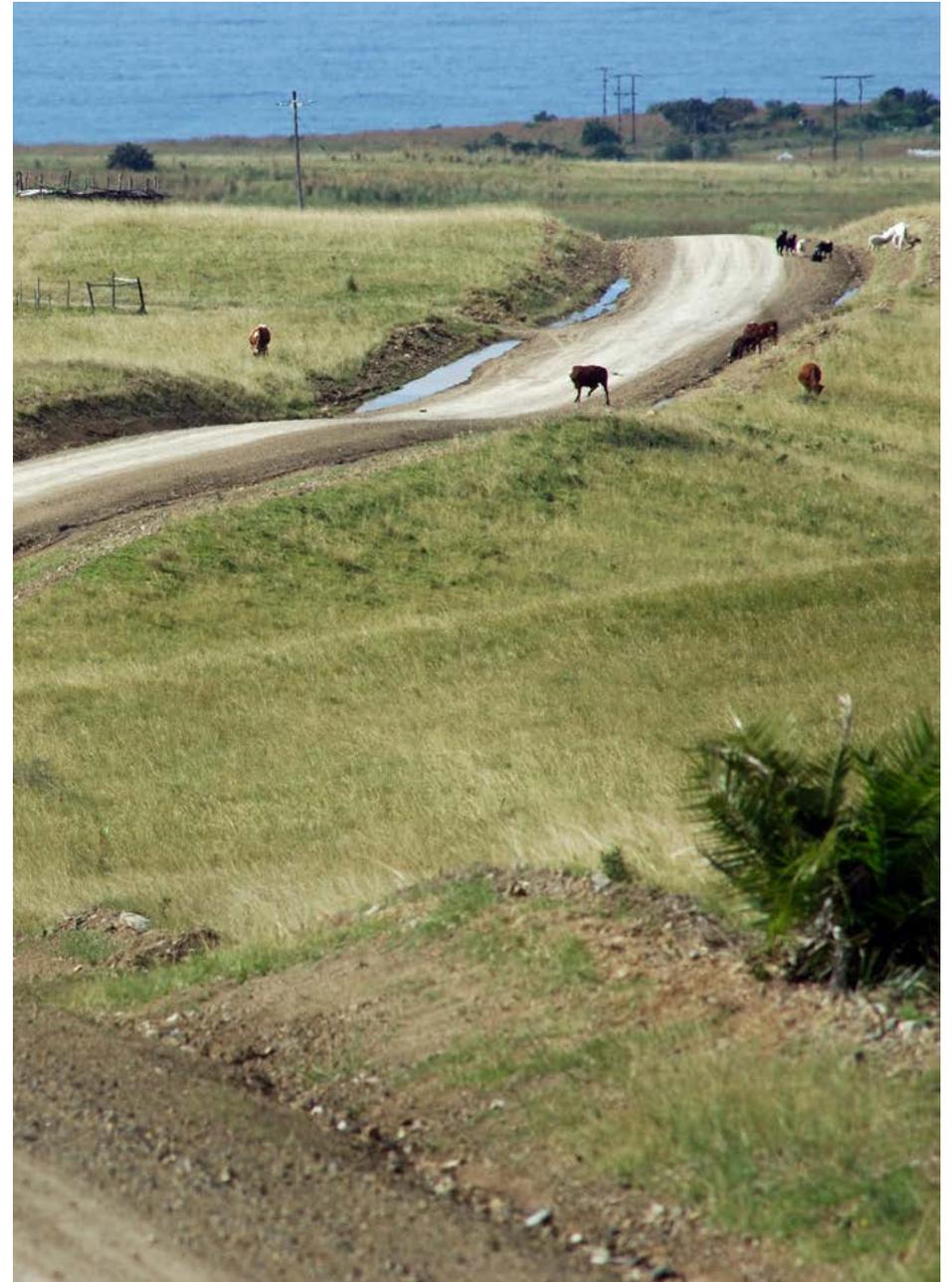
The number of missions and posted personnel is unsustainable. South Africa's defence force is not being appropriately equipped, resourced and trained to execute successful operations in support of South Africa's national security, national interest and foreign policy. There is a need for an effective and compulsory implementation of the Cabinet-approved Measures and Guidelines for Coordination of Foreign Policy to safeguard South Africa's international relations.

Policy uncertainty in this area is affecting the country's ability to be influential, and to implement policies and agreements in order to deepen integration and cooperation, particularly in the region and on the continent. The lack of a clear articulation of the country's national interest and its stance on economic diplomacy contributes to uncertainty, affecting investor confidence and accelerating the pace of inward direct investment.

Tourism as a growth driver

The NDP identifies tourism as a highly labour intensive industry which stimulates the development of small businesses and generates foreign direct investment and significant export earnings. The sector could create jobs for semi-skilled and unskilled workers in the short to long term, with a focus on villages, townships and small towns. Emphasis is placed on increasing the number of tourists entering South Africa and the amount spent; the availability of tourism infrastructure; positioning South Africa as a regional shopping and business centre; and ease of access by air and travel facilitation through favourable visa regimes. According to the World Travel & Tourism Council (WTTC), travel and tourism contributed R425 billion to the South Africa's economy, representing 8.6% of all economic activity in the country. Some 1.5 million jobs are generated by the sector. In terms of tourist arrivals, 10.2 million people visited our shores in 2019, spending in excess of R120 billion. Government aims to increase international tourist arrivals by 6% annually over the medium term.

To this end, the Department of Tourism will be implementing some reforms and programmes aimed at boosting South Africa as a premium tourist attraction. The visa regulations have been reviewed to support growth, for instance unabridged birth certificates are no longer a requirement for inbound travelling minors. Also, South Africa has waived visa requirement for over 80 countries, and the first phase of the country's new e-Visa system has now been deployed. Other pertinent programmes include the scaling up of the Tourism Safety Monitors Programme, in collaboration with the SAPS; implementation of incubation programmes, skilling and empowerment of youth and women to have a meaningful role in the economy. Government will launch the Tourism Equity Fund by the end of 2020.



Implementation Plan: A better Africa and world

OUTCOME INCREASED FOREIGN DIRECT INVESTMENT INTO SOUTH AFRICA							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Source investment (FDI) for the identified sectors in the South African economy	R10.2 billion over MTEF	DIRCO, DTIC, other entities	Not applicable		International	Not applicable	DTIC, NT, DIRCO
Facilitate exports through the Export Marketing and Investment Assistance Scheme (EMIA) fund		DIRCO	Not applicable		International: as per National Export Strategy	Not applicable	DTIC, DIRCO
Develop and implement a destination brand strategy to promote SA as a preferred tourism destination		SA Tourism Brand SA SAA and DIRCO			International: as per National Export Strategy	Not applicable	Tourism
Implementation of the detailed Implementation plans for prioritised project of the Indicative Strategic Development Plan (RISDP)	R247.5 million SADC membership over MTEF R1.021 billion over MTEF	Not applicable	Not applicable		Regional	Not applicable	DTIC
Implementation of AfCFTA and other trade agreements in order to grow intra-Africa trade	R338.2 million over MTEF	Not applicable	Not applicable		Continental All African countries that Ratified the AfCFTA	Not applicable	DTIC, DIRCO
Contribute to the Implementation of identified Agenda 2063 flagship projects					The AU is currently revising the plan which will only be tabled at the AU Summit in February 2020		DIRCO, partner departments
South Africa's obligations towards the UN, AU and the SADC including the institutions hosted in South Africa (PAP, NEPAD, APRM, AFCONE, PAUSSI) and Trans Frontier Conservation Areas (TFCAs) (payments) honoured	R600.7 million UN membership over MTEF R1.121 billion over MTEF	Not applicable	Not applicable		Global, continental and regional multilateral institutions	Not applicable	DIRCO, partner departments

OUTCOME INCREASED FOREIGN DIRECT INVESTMENT INTO SOUTH AFRICA							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Dedicate resources to support our increased continental and global responsibilities	R800 million per annum						DIRCO
Domestic outstanding socioeconomic standards ratified							DIRCO
Advance South Africa's national interest and safeguard South Africa's national positions within all international engagements and promote an equitable rules-based multilateral system	Budget allocations per individual departments			Human, capital skills and technology available per individual departments	Global, continental and regional multilateral institutions		DIRCO
Promote regional, global integration, and improve peace, security and stability on the continent	R338.2 million over MTEF	Not applicable	Not applicable		Continental	Not applicable	DIRCO & partner departments
Ensure compliance to international protocol and commitments	Budget allocation per individual department				Global and continental		DIRCO
Deploy the SANDF for AU/ UN Peace Missions Deploy the SANDF to combat maritime crime and piracy Deploy the SANDF resources, on request, for search and rescue operations and humanitarian assistance	Subject to availability of resources				Regional/continental		DOD

Monitoring Framework: A better Africa and world

2024 IMPACT: A BETTER SOUTH AFRICA								
Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased FDI	Increased FDI into South Africa	R481.1 billion in 2018/19	R1.4 trillion FDI over 2019-2024 MTSF	Source investment for the identified sectors in the South African economy	Increased FDI into South Africa	R481.1 billion	R1.2 trillion FDI	DTIC, NT, DIRCO, partner departments
Increased and diversified exports resulted/ contributed to an export orientated economy	Percentage increase of exports in identified sectors	R1.246 trillion (2018)	R22 billion over 2019-2024 MTSF	Facilitate exports through the Export Marketing Investment Assistance (EMIA) Fund	Increase the value of exports facilitated through the EMIA fund: - Value of exports facilitated through the EMIA fund, which are in sectors and destinations targeted for diversification - Value of exports facilitated through the EMIA fund, which are in sectors and new markets targeted	R22.011 billion	R3 billion annually	DTIC, DIRCO, partner departments
							As per revised Integrated National Export Strategy (pending)	DTIC
Growth in tourism sector resulting in economic growth	Percentage growth in tourism sector as a share of GDP	8.9% of GDP total (2018) and 8% growth since 2014 tourist arrivals	9.9% of GDP total (2018)	Develop and implement a destination brand strategy to promote South Africa as a preferred tourism destination	Brand Strength Index	38.8	44.7	DIRCO and Tourism
	Percentage increase in the value of international tourist spend	R120 billion	Increase the value of international tourist spend with 4% each year		Percentage increase in the value of international tourist spend	R120 billion	Increase the value of international tourist spend with 4% each year	Tourism
					Promote South Africa as a preferred tourism destination			10.23 million international tourists in 2019

2024 IMPACT: A BETTER SOUTH AFRICA								
Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
2024 IMPACT: A BETTER SOUTH AFRICA AND BETTER REGION								
Increased regional integration and trade	Regional Integration Index	531 (SADC)	631	Implementation of the detailed Implementation Plans for prioritised project of the Regional Indicative Strategic Development Plan (RISDP)	Percentage of prioritised projects of the Regional Indicative Strategic Development Plan (RISDP) implemented	Revision of RISDP completed. Detailed implementation plans for project and initiation of prioritised projects outstanding	20%	DIRCO
Increased intra- Africa trade	Percentage increase in export to the rest of the Continent	Intra-Africa export 26% and import 12% of SA trade in 2018		Implementation of the AfCFTA and other trade agreements in order to grow intra-Africa trade	Percentage tariffs progressively eliminated over five years following the finalisation of the schedule of tariff concessions with negotiating parties in 2020	0%	50%	DTIC
	Percentage increase in imports from the rest of the Continent	Import 12% of SA trade in 2018		Growth of intra-Africa trade through the implementation of the African Continental Free Trade Agreement (AfCFTA) and other trade agreements.	Framework for trade in services in priority sectors established	Trade in services framework agreement largely concluded	Establish a framework for trade in services in priority sectors through the finalisation of the schedules of specific commitments on trade in services	DTIC, DIRCO
Agenda 2030 and Agenda 2063	Agenda 2063 programmes			Contribute to the implementation of identified Agenda 2063 Flagship Projects	Progress of agreed partnership outcomes monitored.	100% of partnerships convened with outcomes aligned to Agenda 2063	Agenda 2063 and African flagship programmes prioritised in all South Africa's inputs to all African and AU official's strategic partnerships	DIRCO, partner departments

2024 IMPACT: A BETTER SOUTH AFRICA

Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
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2024 IMPACT: A BETTER SOUTH AFRICA AND BETTER REGION

				South Africa's obligations towards UN, SADC and the AU including the institutions hosted in South Africa (PAP, NEPAD, APRM, AFCONE, PAUSSI) and TFCA's (payments) honoured	Country obligation to SADC and AU fulfilled	New indicator	90% of obligations fulfilled	DIRCO and partner departments
				Dedicate resources to support increased continental and global responsibilities	Payment of South African contributions to international organisations in full and on time	New indicator	South Africa's participation in international organisations to advance national interest secured	DIRCO
				Domestic outstanding socio economic standards ratified	% standards domesticated	New indicator	80%	DIRCO and partner departments
Equitable multilateral institutions and enhanced global governance				Advance South Africa's national interest and safeguard South Africa's national positions within all international engagements and promote an equitable rules-based multilateral system	South Africa's National Interest Framework developed	South Africa's National Interest Framework	South Africa's National Interest Framework developed by March 2022	DIRCO

2024 IMPACT: PEACEFUL AND SECURE CONTINENT								
Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased regional and global integration	Percentage increase in regional and global integration	New indicator	100% compliance	Promote regional, global integration, and improve peace, security and stability on the Continent	Compliance with international commitments (where commitment refers to military, humanitarian, environmental and any other)	100% compliance	100% compliance with all international commitments and requests for external missions (including political and diplomatic initiatives) in pursuit of regional, continental and international stability	DIRCO, Partner departments
International protocols and commitments achieved	Percentage compliance with international protocols and commitments	2 265 international agreements (1 943 bilateral and 322 multilaterals)	100% compliance	Ensure compliance to international protocol and commitments	Compliance with international protocols and commitments	100% compliance	100% compliance with all international protocols and commitments	DIRCO
Improved peace, security and stability on the Continent	Percentage compliance with external peace support operations, rescue operations and humanitarian assistance operations	New indicator	100% compliance	<p>Deploy the SANDF for AU/UN Peace missions</p> <p>Deploy the SANDF to combat maritime crime and piracy</p> <p>Deploy SANDF resources, on request, for search and rescue operations and humanitarian assistance</p>	<p>Percentage compliance with external peace missions, rescue operations and humanitarian assistance operations</p> <p>Countries assisted with: - Development assistance - Humanitarian assistance</p>	100% compliance	All missions aligned with inter-departmental processes, to consider, plan and execute external peace support operations, rescue operations and humanitarian assistance operations within available South African resources.	DoD

CROSS-CUTTING FOCUS AREAS

WOMEN

YOUTH

PEOPLE WITH DISABILITIES

Implementation Plan: Gender equality, youth and disability agenda strengthened within multilateral institutions

GENDER EQUALITY, YOUTH AND DISABILITY AGENDA STRENGTHENED WITHIN MULTILATERAL INSTITUTIONS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Advance and comply with Gender, Youth and Disability obligations in UN, AU, SADC, Common Wealth, IORA, BRICS including the institutions hosted in South Africa (NEPAD, APRM, PAWO)		DWYPD will engage with all relevant stakeholders	DWYPD in partnership with women's organisations and other relevant stakeholders.	DWYPD will coordinate with relevant departments, civil society organisations and other entities	Not applicable	Not applicable	DWYPD, DIRCO

Monitoring Framework: Gender equality, youth and disability agenda strengthened within multilateral institutions

2024 IMPACT: A BETTER AFRICA AND WORLD FOR ALL WOMEN, GIRLS, YOUTH AND PERSONS WITH DISABILITIES								
Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Women, youth and disability empowerment and gender equality advanced through multilateral forums and engagements and compliance	Country ranking	19th ranking for South Africa in global parity (WEF Global Gender Gap Report 2018)	Top 10 ranking by 2024	Advance and comply with Gender, Youth and Disability obligations in UN, AU, SADC, Common Wealth, IORA, BRICS including the institutions hosted in South Africa (NEPAD, APRM, PAWO)	Multilateral engagements and treaty reports	80%	100% compliance	DWYPD DIRCO



Conclusion

Financing of the MTSF

Departments have indicated availability of budgets in their baselines, to implement some of the MTSF priorities.

Skills Plan for the implementation of the MTSF

Departments are in the process of producing skills plans for the implementation of the MTSF. The skills plans will focus on the resources and skills required for the full implementation of the MTSF. A single consolidated Skills Development Plan will need to be developed in consultation with the Labour Movement and within NEDLAC accessing resources such as UIF, SETA funding, and skills development in the Public Service through NSG and other programmes and be completed end of April 2020.

Institutional arrangements for implementation

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

National government will lead the implementation of the 2019-2024 MTSF in collaboration with the whole of government, civil society, labour and the private sector. This requires specific focus on resourcing, implementation, monitoring and accountability of the MTSF. During the sixth administration, the MTSF will be resourced not only by government but in collaboration with state owned companies, development finance institutions, as well as,

national and international private sector companies. The Public Private Growth Initiative (PPGI) is a collaborative partnership between government and private sector to ensure that the priorities of the sixth administration are implemented, particularly to contribute to economic growth and job creation. NEDLAC was established as the legal mechanism to facilitate social compacts between government and its social partners. This institution will be used as a mechanism to facilitate Social Compact Agreements between government, private sector, civil society and labour.

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

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

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

Integrated Monitoring Framework

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

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

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

The lessons learnt from the 2014-19 MTSF period is that the institutional arrangements for reporting were fragmented, that progress reporting on MTSF Outcomes was one of many items on the agenda of MinMECs, Clusters and or Implementation Forums, attendance at both the political and technical level was poor due to a multiplicity of forums political principals and senior management had to attend and the quality of debates and discussion on progress was ad-hoc and not sufficiently robust to address blockages and constraints to delivery and exercise accountability.

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

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

The role of Ministerial and DG clusters

Clusters are responsible for policy and legislative issues, as well as horizontal cross-cutting policy matters. The proposal is to rationalise the Technical and Ministerial Implementation forum into a single structure of 7 Priority based Clusters (at DG level) and 7 Ministerial Clusters (at ministerial level) submit reports to Cabinet committees monthly for decision making. During the sixth administration, the main cluster roles should include:

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

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

The role of Intergovernmental Structures

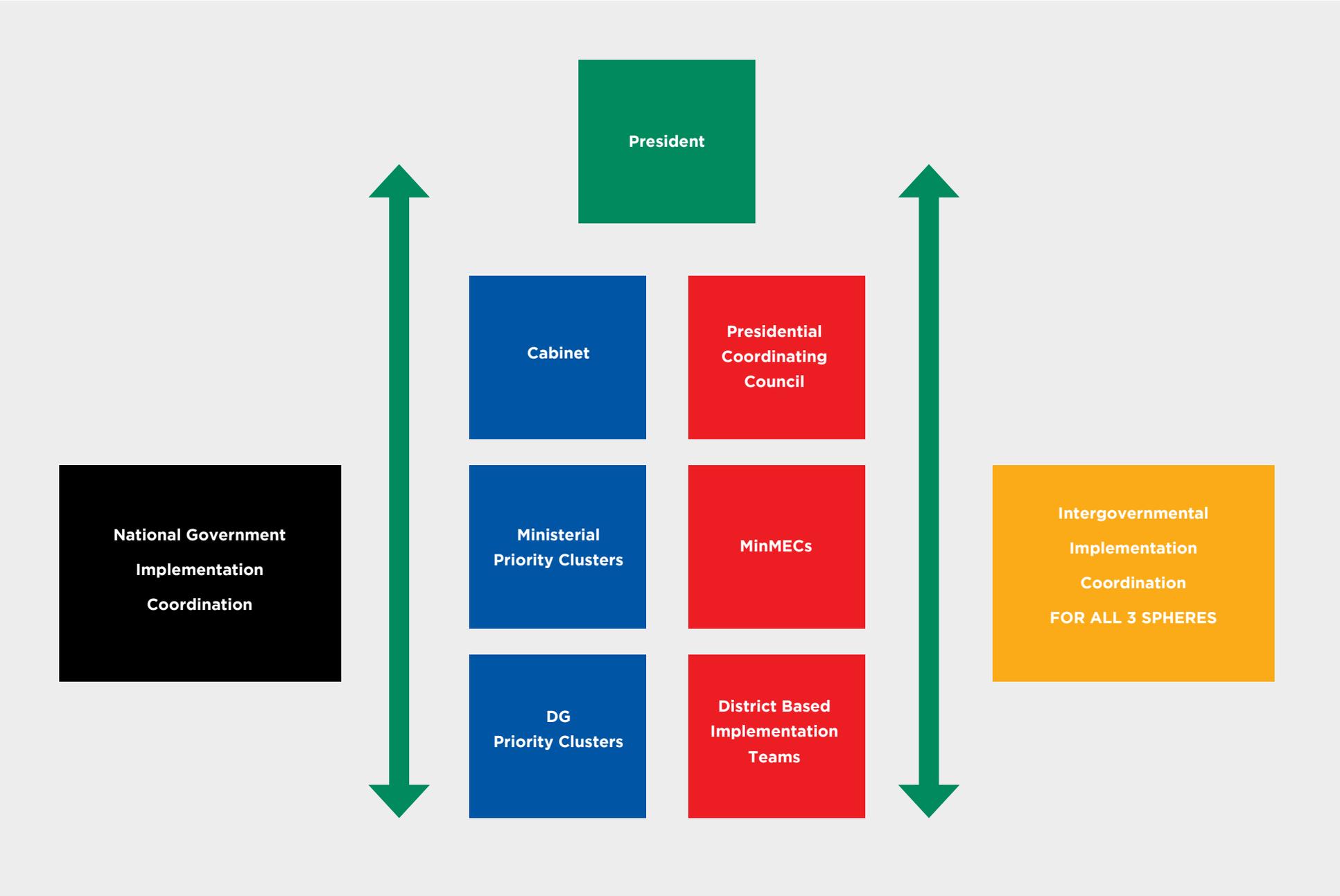
The Presidential Coordinating Council (PCC) established through the Intergovernmental Relation Framework Act of 2005, is ideally placed as the responsible structure for coordination and alignment of priorities, objectives and strategies across all spheres of government as stated in section 7(b) (ii)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

Similarly established through the Intergovernmental Relations Framework

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

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

Provinces are developing Provincial Growth and Development Strategies, which will focus on province specific contribution to the seven priorities and three focus areas of the sixth administration. The Provincial Growth and Development Strategies will provide comprehensive information on contribution and alignment of province specific initiatives to the Medium Term Strategic Framework. This will include the inclusion of indicators and targets to be achieved over the five-year period. This MTSF provides a high level synopsis of the provincial contribution to each of the 7 priorities of the sixth administration of government.



Risks and their mitigation

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

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

Future MTSF review

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

- Recommendations from the NDP review
- Skills plan developed
- The IDPs of 44 Districts and 4 Metros
- Recommendations from the Presidential Commission on 4IR report
- Finalised institutional arrangements for implementation based on the District model
- Introducing a Five-Year Medium Term Budgeting Framework

Glossary

4IR	Fourth Industrial Revolution	ECD	Early Childhood Development	PLCs	Professional Communities of Learning
Acsa	Airports Company South Africa	EMIS	Education Management Information System	PGDS	Provincial Growth and Development Strategies
ARC	Agriculture Research Council	EEA	Employment Equity Act	POA	Programme of Action
ART	Antiretroviral Therapy	EPWP	Expanded Public Works Programme	PRASA	Passenger Rail Agency of South Africa
ASIDI	Accelerated School Infrastructure Delivery Initiative	ETI	Employment Tax Incentive	PSDF	Provincial Spatial Development Framework
AU	African Union	FBO	Faith-Based Organisation	PPGI	Public-Private Growth Initiative
APP	Annual Performance Plan	FET	Further Education and Training	PSET	Post-school Education and Training
ANA	Annual National Assessment	FIC	Financial Intelligence Centre	PTNG	Public Transport Network Grant
B-BBEE	Broad-Based Black Economic Empowerment	FSCA	Financial Sector Conduct Authority	Q	Quarter
BRICS	Brazil, Russia, India, China and South Africa	GCIS	Government Communication and Information System	QCTO	Quality Council for Traders and Occupations
CAPS	Curriculum and Assessment Policy Statement	GDP	Gross Domestic Product	RAF	Road Accident Fund
CBO	Community-Based Organisation	GHG	Greenhouse gases	RDP	Reconstruction and Development Programme
CCOD	Compensation commissioner for occupational diseases	GSA	Global South Africans	RLHR	Resistance and Liberation Heritage Route
CF	Compensation Fund	GTAC	Government Technical Advisory Centre	PGDS	Provincial Growth and Development Strategies
CHW	Community Health Workers	ICASA	Independent Communications Authority of South Africa	RSDF	Regional Spatial Development Framework
CWP	Community Works Programme	ICT	Information and Communication Technology	SACE	South African Council for Educators
CSO	Civil Society Organisation	IDP	Integrated Development Plans	SADC	Southern Africa Development Community
CSPS	Civilian Secretariat for Police Service	IEC	Electoral Commission of South Africa	SAIDS	South African Institute for Drug Free Sport
GOCTA	Corporative Governance and Corporate Affairs	LBPL	Lower-bound Poverty Line	SALGA	South African Local Government Association
DALRRD	Department of Agriculture, Land Reform and Rural Development	MEC	Members of Executive Committee	SAPS	South African Police Service
DBE	Department of Basic Education	MPAs	Ministerial Performance Agreements	SARS	South African Revenue Service
DBSA	Development Bank of Southern Africa	MBOD	Medical bureau for Occupational Disease	SASSA	South African Social Security Agency
DCS	Department of Correctional Services	MTSF	Medium-Term Strategic Framework	SDF	Spatial Development Framework
DCDT	Department of Communications and Digital Technologies	NDOH	National Department of Health	SDGs	Sustainable Development Goals

DDM	District Development Model	NAP	National Action Plan	SDP	Spatial Development Plans
DEFF	Department of the Environment, Forestry and Fisheries	NAQI	National Air Quality Indicator	SETA	Sector Education and Training Authority
DEL	Department of Employment and Labour	NDA	National Development Agency	SEZ	Special Economic Zones
DFI	Development Finance Institution	NDP	National Development Plan	SIU	Special Investigating Unit
DHA	Department of Home Affairs	NECT	National Education Collaboration Trust	SMEs	Small and Medium-sized Enterprises
DHET	Department of Higher Education and Training	NEDLAC	National Economic Development and Labour Council	SOE	State-Owned Entity
DHS	Department of Human Settlements	NEET	Not in education, Employment or Training	SONA	State of the Nation Address
DIRCO	Department of International Relations and Cooperation	NERSA	National Energy Regulator of South Africa	SPLU-MA	Spatial Planning and Land use Management Act
DoCG	Department of Cooperative Governance	NGO	Non-Governmental Organisation	SSA	State Security Agency
DoD	Department of Defence	NHI	National Health Insurance	StatsSA	Statistics South Africa
DoH	Department of Health	NPA	National Prosecuting Authority	STEM	Science, Technology, Engineering and Mathematics
DoJ&CD	Department of Justice and Constitutional Development	NPC	National Planning Commission	STER	Single Transport Economic Regulator
DoT	Department of Transport	NPO	Non-Profit Organisation	SP	Strategic Plan
DPE	Department of Public Enterprises	NSDF	National Spatial Development Framework	TVET	Technical and Vocational Education and Training
DPME	Department of Planning, Monitoring and Evaluation	NSG	National School of Government	UIF	Unemployment Insurance Fund
DPSA	Department of Public Service and Administration	NSC	National School of the Arts	USAID	United States Agency for International Development
DPWI	Department of Public Works and Infrastructure	NT	National Treasury	UN	United Nations
DSAC	Department of Sports, Arts and Culture	NYDA	National Youth Development Agency	WRC	Water Research Council
DSBD	Department of Small Business Development	NYS	National Youth Service	WHO	World Health Organisation
DSD	Department of Social Development	OCJ	Office of the Chief Justice	YES	Youth Employment Service
DSI	Department of Science and Innovation	PAMA	Public Administration and Management Act		
DT	Department of Tourism	Pan-SALB	Pan South African Language Board		
DTIC	Department of Trade, Industry and Competition	PCC	Presidential Coordinating Council		
DTPS	Department of Telecommunications and Postal Services	PEDs	Provincial Education Departments		
DHSWS	Department of Human Settlement, Water and Sanitation	PICC	Presidential Infrastructure Coordinating Commission		
DWYPD	Department of Women, Youth and Persons with Disabilities	PHC	Public Health Clinic		

ERRATUM TO THE MTSF 2019/24

PRIORITY 3 - HEALTH

2024 IMPACT: UNIVERSAL HEALTH COVERAGE FOR ALL SOUTH AFRICANS PROGRESSIVELY ACHIEVED AND ALL CITIZENS PROTECTED FROM THE CATASTROPHIC FINANCIAL IMPACT OF SEEKING HEALTH CARE BY 2030

Outcome	Indicators	Baselines	2024 Targets	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Universal health coverage for all South Africans achieved by 2030	NHI implemented to achieve universal health coverage for all South Africans	NHI Bill tabled before Parliament and released for public comments in August 2019	75% of South Africans covered by NHI by 2024*	Enabling legal framework created for the implementation of NHI Bill	NHI Fund established and purchasing services operational	NHI Bill enabling creation of NHI Fund was released for public comment in August 2019	NHI Fund operational by December 2020 NHI Fund purchasing services by 2022/23	NDOH
			90% of South Africans covered by NHI by 2030*	Roll out a quality health improvement programme in public health facilities to ensure that they meet the quality standards required for certification and accreditation for NHI	Proportion of public sector facilities implementing the National Quality Improvement Programme	National Quality Improvement Programme developed	80% by 2022/23 100% by 2024/25	NDOH
				Develop a comprehensive policy and legislative framework to mitigate the risks related to medical litigation	Total rand value of medico-legal claims in the public sector	R70 billion in 2018	Contingent liability of medico-legal cases reduced by 80% (under R18 billion) in 2024	NDOH
				Improved quality of primary healthcare services through expansion of the Ideal Clinic Programme	Number of clinics attaining Ideal Clinic status	2 035 in 2019	3 467 by 2024 100% PHC facilities maintain their Ideal Clinic status by 2024	NDOH
				Develop and implement a HRH strategy 2030 and HRH plan 2020/21-2024/25 to address the human resources requirements, including filling critical vacant posts for full implementation of universal healthcare	Human Resources for Health (HRH) Plan 2020/21 - 2024/25 completed	HRH Plan 2012-2017 reviewed	Human Resources for Health (HRH) Plan 2020/21-2024/25 completed by March 2020	NDOH
HRH Strategy 2030 completed	HRH Plan 2012-2017 reviewed	HRH Strategy 2030 produced by March 2020	NDOH					

* Target revised post Cabinet approval of 30 October 2019

PRIORITY 3 - HEALTH

Outcome	Indicators	Baselines	2024 Targets	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
				Establish provincial nursing colleges with satellite campuses in all 9 provinces	Number of nursing colleges established	New basic nursing qualification programmes developed in 2017/18 Draft norms and standard guidelines for clinical training platforms were also developed	One nursing college per province (with satellite campuses) established by 2020 and fully operational in all nine provinces by 2022	NDOH
	NHI implemented to achieve universal health coverage for all South Africans	NHI Bill tabled before Parliament and released for public comments in August 2019	75% of South Africans covered by NHI by 2024* 90% of South Africans covered by NHI by 2030*	Expand the primary healthcare system by absorbing over 50 000 community health workers (CHWs) into the public health system. Within five years, the number of community health workers will be doubled and deployed in our villages, townships and informal settlements to serve our people	Number of Community Health Workers (CHWs) integrated into the health system	CHW policy finalised in 2018 40 000 CHWs in the health system, contracted mainly through NGOs/CBOs	50 000 CHWs by March 2024	NDOH
Progressive improvement in the total life expectancy of South Africans	Total life expectancy	64.6 years in 2019	66.2 years in 2024 and 70 years by 2030	Drive national health wellness and healthy lifestyle campaigns to reduce the burden of disease and ill health	Number of people screened for TB	48 991 695 people screened during 2014-2018	2 million additional people screened for TB by 2020 and eligible people initiated on treatment	NDOH
					TB treatment success rate	84.7% in 2018	90% by 2022 95% by 2024	
					Proportion of people living with HIV who know their status	91% in 2019	90% by 2020 95% by 2024	
					Proportion of HIV positive people who are initiated on ART	68% in 2019	90% by 2020 95% by 2024	

* Target revised post Cabinet approval of 30 October 2019

PRIORITY 6 - SOCIAL COHESION

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Fostering constitutional values					Number of programmes implemented to promote Rights and Responsibilities and to teach learners on common citizenship and nation building	N/A	2 programmes to Promote Rights and Responsibilities through various programmes to teach learners on common citizenship and nation building Programme 1: Using the National Symbols to shape social bonds by allowing the learners to engage in a dialogue on the meaning attached to them. Programme 2: Dialogues and debates on rights and responsibilities	DBE
	% of citizens who show a strong devotion to the country	82%	95% of citizens who are proud of being South African*	Promotion of national identity utilising the flag at national days, major cultural and sporting events in schools, the Monument Flag Project and "I am the Flag Campaign".	Number of Public awareness activations on the "I am the Flag Campaign"	New indicator	100 public awareness activations on the "I am the Flag" campaign by 2024	DSAC
					Number of SA flag infrastructure installed in schools	14415 flag infrastructure installed in schools	1 000 SA flags to be installed in schools by 2024	DSAC
					Monumental flag installed	New indicator	1 Monumental flag installed by 2024	DSAC
					Workshops to advance knowledge on National Symbols, including the Flag	New indicator	30 Workshops to advance knowledge of National Symbols, including the Flag by 2024	DSAC

* Target revised post Cabinet approval of 30 October 2019

PRIORITY 6 - SOCIAL COHESION

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Coordinate the implementation of the NAP Action Plan to combat racism, racial discrimination, xenophobia and related intolerance	Rapid response mechanism to respond to incidents of racist and xenophobic offences/hate crimes	New indicator	Rapid response mechanism institutionalised by 2022	DoJ&CD
					Data collection of disaggregated statistical data for measurement of racism, racial discrimination, xenophobia and related intolerance	New indicator	Virtual data repository on disaggregated statistical data by 2024	DoJ&CD
				Increase support in the creative industry through the Mzansi Golden Economy project	Number of projects in the creative industry supported through the Mzansi Golden Economy programme	New indicator	440 projects to be supported (54 flagship cultural events, 60 cultural events, 90 touring ventures, 60 public art projects)*	DSAC
				Implement heritage legacy projects to transform the national heritage landscape	Number of heritage legacy projects (including resistance of liberation heritage remote sites implemented)	New indicator	6 heritage legacy projects implemented to transform the national heritage landscape (1. Khananda site, 2. OR Tambo Garden of Remembrance, 3. Winnie Mandela site in Brandfort, 4. Archie Gumede statue, 5. Statue and memorial of King Cetshwayo), 6. Enyokeni	DSAC
				Promote the study of history in schools	Number of programmes introduced to promote the study of history in schools	New indicator	1 programme to promote the study of History in schools. Revised History Curriculum Policy/ Documents for Grades 4-12. 400 Curriculum specialists and teachers trained 400 Examiners and moderators for (Grade 12) training Development of exemplar question papers for the revised History curriculum trained	DBE
					Revised and reformed History curriculum			DBE
					Number of curriculum specialist, teachers, examiners and moderators trained on the revised History Curriculum Policy documents			DBE

* Target revised post Cabinet approval of 30 October 2019

PRIORITY 6 - SOCIAL COHESION

OUTCOME PROMOTING SOCIAL COHESION THROUGH INCREASED INTERACTION ACROSS SPACE AND CLASS							
Interventions	Resourcing (MTEF Budget Allocation)	Contribution by DFIs, SOEs and public entities	Investment, contribution and partnerships by the private sector, labour and civil society	Human capital, skills and technology requirements	Spatial planning reference and spatial action area in terms of the NSDF, PSDF and SDF	Provincial and district municipality	Lead and contributing departments
Develop talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting athletes through the sports academies.	R230 million	South African Institute for Drug Free Sport (SAIDS)	South African Sports Confederation and Olympic Committee (SASCOC)	Tracking database of talented athletes	National	Provincial & District Municipality	DBE, DSAC, DHET
Support high performance athletes to achieve success in international sport	R35 million	SAIDS	SASCOC	Tracking database of talented athletes	National	National	DSAC
Greening of public spaces through the Community Works Programme					Ward level	Provincial and District Municipality	DCOG

Monitoring Framework: Promoting social cohesion through increased interaction across space and class

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
Promoting social cohesion through increased interaction across space and class	Social Cohesion Index	80%	90% of population aware of constitution by 2024	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	Number of digital campaigns showcasing significance of national days	12 Digital media campaigns	12 digital campaigns showcasing the significance of national days	Brand SA, DCDT, SABC
					Number of programming on television and radio showcasing national days and constitutional values	6 national days celebrated on SABC platforms annually*	6 national days celebrated on SABC platforms annually*	Brand SA, DCDT, SABC

* Target revised post Cabinet approval of 30 October 2019

PRIORITY 6 - SOCIAL COHESION

2024 IMPACT: A DIVERSE SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY								
Outcomes	Indicator	Baseline	Target	Outputs (Interventions)	Indicators	Baseline	Targets	Lead and contributing departments
				Promote access to cultural facilities/Community arts centres and participation in arts, culture and heritage programmes	Number of Provincial Community Arts Development Programmes implemented per year	150 Community Arts Programmes	9 Provincial Community Arts Development programmes implemented per year	DSAC
				Implement the community conversations / dialogue programme	Number of community conversations / dialogues held to foster social interaction	130 dialogues (the number of reduced to reduced funding)	20 dialogues to be organised annually and 100 over the MTSF period to foster social interaction	DSAC
				Implement advocacy platforms on social cohesion by Social Cohesion Advocates	Number of advocacy platforms on social cohesion by social cohesion advocates	76 social cohesion advocacy platforms	20 annually and 100 for the MTSF period	DSAC
				Media digital campaigns to contribute towards social cohesion by promoting pride and patriotism	Number of digital campaigns showcasing national days	12 digital media campaigns showcasing national days	12 digital media campaigns showcasing national days annually	Brand SA
				Use international events to promote advocacy amongst South Africans living abroad	Number of Global South Africans (GSA) activations implemented	17 GSA Activations	19 GSA Activations annually	Brand SA
				Greening of public spaces through the Community Works Programme	Number of greening projects per district and maintained as part of the Community Works Programme	200 CWP sites where greening done through implementation and maintenance of vegetable gardens and parks	88 CWP sites where greening done through implementation and maintenance of vegetable gardens and parks annually	DCOG
				Promote participation in sport and recreation by facilitating opportunities for people to share space and by providing equipment and/or attire to schools, hubs and clubs	Number of people actively participating in organised sport and active recreation events	1 800 000*	1 800 000 by March 2024 (300 000 x5)*	DSAC
					Number of sport and recreation promotion campaigns and events implemented	14	40 by 2024	DSAC

* Target revised post Cabinet approval of 30 October 2019

Priority 7: A Better Africa and World

INTRODUCTION

Over the next five years, we will continue working towards global peace, people-centred development and prosperity for all.

We will capitalise on our role in supporting multilateral frameworks to resolve global disputes and assist Africa in laying the foundations for a shared future.

The international relations arena has undergone rapid changes through globalisation. The natures of agreements, both political and economic, are complex and require countries to clearly articulate their foreign policy objectives and identify and forge relationships that will have positive geo-political impacts.

The number of missions and posted personnel is unsustainable. South Africa's defence force is not being appropriately equipped, resourced and trained to execute successful operations in support of South Africa's national security, national interest and foreign policy. There is a need for an effective and compulsory implementation of the Cabinet-approved Measures and Guidelines for Coordination of Foreign Policy to safeguard South Africa's international relations.

Policy uncertainty in this area is affecting the country's ability to be influential, and to implement policies and agreements in order to deepen integration and cooperation, particularly in the region and on the continent. The lack of a clear articulation of the country's national interest and its stance on economic diplomacy contributes to uncertainty, affecting investor confidence and accelerating the pace of inward direct investment.

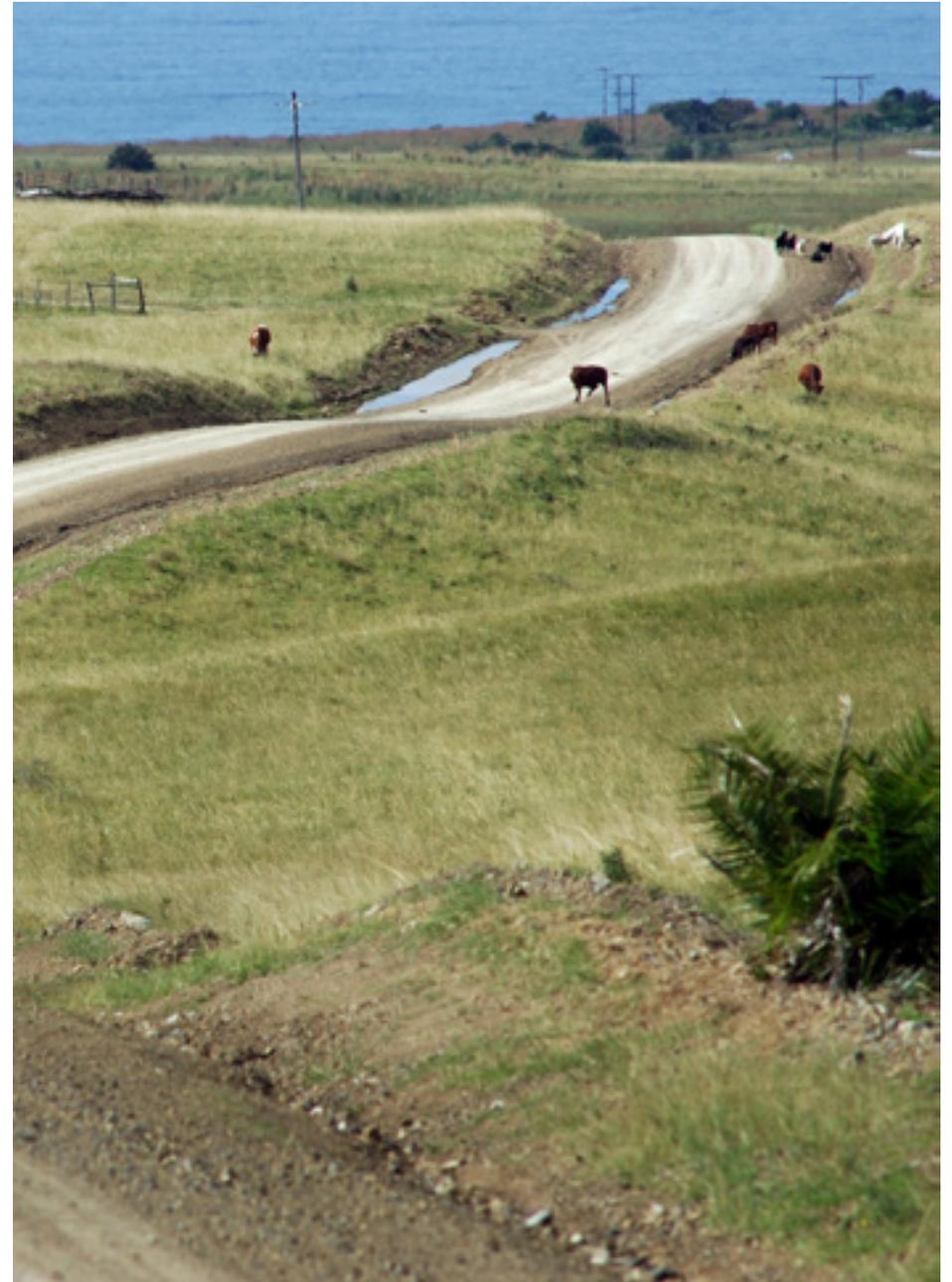
PRIORITY 7 - A BETTER AFRICA AND WORLD

Tourism as a growth driver

The NDP identifies tourism as a highly labour intensive industry which stimulates the development of small businesses and generates foreign direct investment and significant export earnings. The sector could create jobs for semi-skilled and unskilled workers in the short to long term, with a focus on villages, townships and small towns. Emphasis is placed on increasing the number of tourists entering South Africa and the amount spent; the availability of tourism infrastructure; positioning South Africa as a regional shopping and business centre; and ease of access by air and travel facilitation through favourable visa regimes. According to the World Travel & Tourism Council (WTTC), travel and tourism contributed R425 billion to the South Africa's economy, representing 8.6% of all economic activity in the country. Some 1.5 million jobs are generated by the sector. In terms of tourist arrivals, 10.2 million people visited our shores in 2019, spending in excess of R120 billion. Government aims to increase international tourist arrivals by 6% annually over the medium term.

To this end, the Department of Tourism will be implementing some reforms and programmes aimed at boosting South Africa as a premium tourist attraction. The visa regulations have been reviewed to support growth, for instance unabridged birth certificates are no longer a requirement for inbound travelling minors. Also, South Africa has waived visa requirement for over 80 countries, and the first phase of the country's new e-Visa system has now been deployed. Other pertinent programmes include the scaling up of the Tourism Safety Monitors Programme, in collaboration with the SAPS; implementation of incubation programmes, skilling and empowerment of youth and women to have a meaningful role in the economy. Government will launch the Tourism Equity Fund by the end of 2020.

** Target revised post Cabinet approval of 30 October 2019*



PRIORITY 7 - A BETTER AFRICA AND WORLD

Monitoring Framework: A better Africa and world

2024 IMPACT: A BETTER SOUTH AFRICA								
Outcome	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing departments
Increased FDI	Increased FDI into South Africa	R481.1 billion in 2018/19	R1.2 trillion FDI over 2019-2024 MTSF*	Source investment for the identified sectors in the South African economy	Increased FDI into South Africa	R481.1 billion	R1.2 trillion FDI*	DTIC, NT, DIRCO, partner departments
Increased and diversified exports resulted/ contributed to an export orientated economy	Percentage increase of exports in identified sectors	R1.246 trillion (2018)	R22 billion over 2019-2024 MTSF	Facilitate exports through the Export Marketing Investment Assistance (EMIA) Fund	Increase the value of exports facilitated through the EMIA fund: - Value of exports facilitated through the EMIA fund, which are in sectors and destinations targeted for diversification - Value of exports facilitated through the EMIA fund, which are in sectors and new markets targeted	R22.011 billion	R3 billion annually	DTIC, DIRCO, partner departments
							As per revised Integrated National Export Strategy (pending)	DTIC
Growth in tourism sector resulting in economic growth	Percentage growth in tourism sector as a share of GDP	8.9% of GDP total (2018) and 8% growth since 2014 tourist arrivals	9.9% of GDP total (2018)	Develop and implement a destination brand strategy to promote South Africa as a preferred tourism destination	Brand Strength Index	38.8	44.7	DIRCO and Tourism
	Percentage increase in the value of international tourist spend	R120 billion*	Increase the value of international tourist spend with 4% each year		Percentage increase in the value of international tourist spend	R120 billion*	Increase the value of international tourist spend with 4% each year	Tourism
					Promote South Africa as a preferred tourism destination			10.23 million international tourists in 2019

* Target revised post Cabinet approval of 30 October 2019

