



Presentation to DCS Strategic Planning Session



6 December 2022



**national planning
commission**
Department:
The Presidency
REPUBLIC OF SOUTH AFRICA

Dr Kefiloe Masiteng
Secretary of Planning



Introduction

“2022 marks ten years since the NDP was adopted by Parliament as the lodestar to guide the development of the country in our journey towards the year 2030. In two years’ time, the country will celebrate 30 years of our democratic dispensation. These are important milestones in the life of our democracy because both the Constitution that underpins our democracy as well as the NDP provide the framework and the tools to provide South Africans with a better life”



**Chairperson of the NPC
Minister in the Presidency
Mondli Gungubele**



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***“A vision without a strategy
remains an illusion”***

Lee Bolman

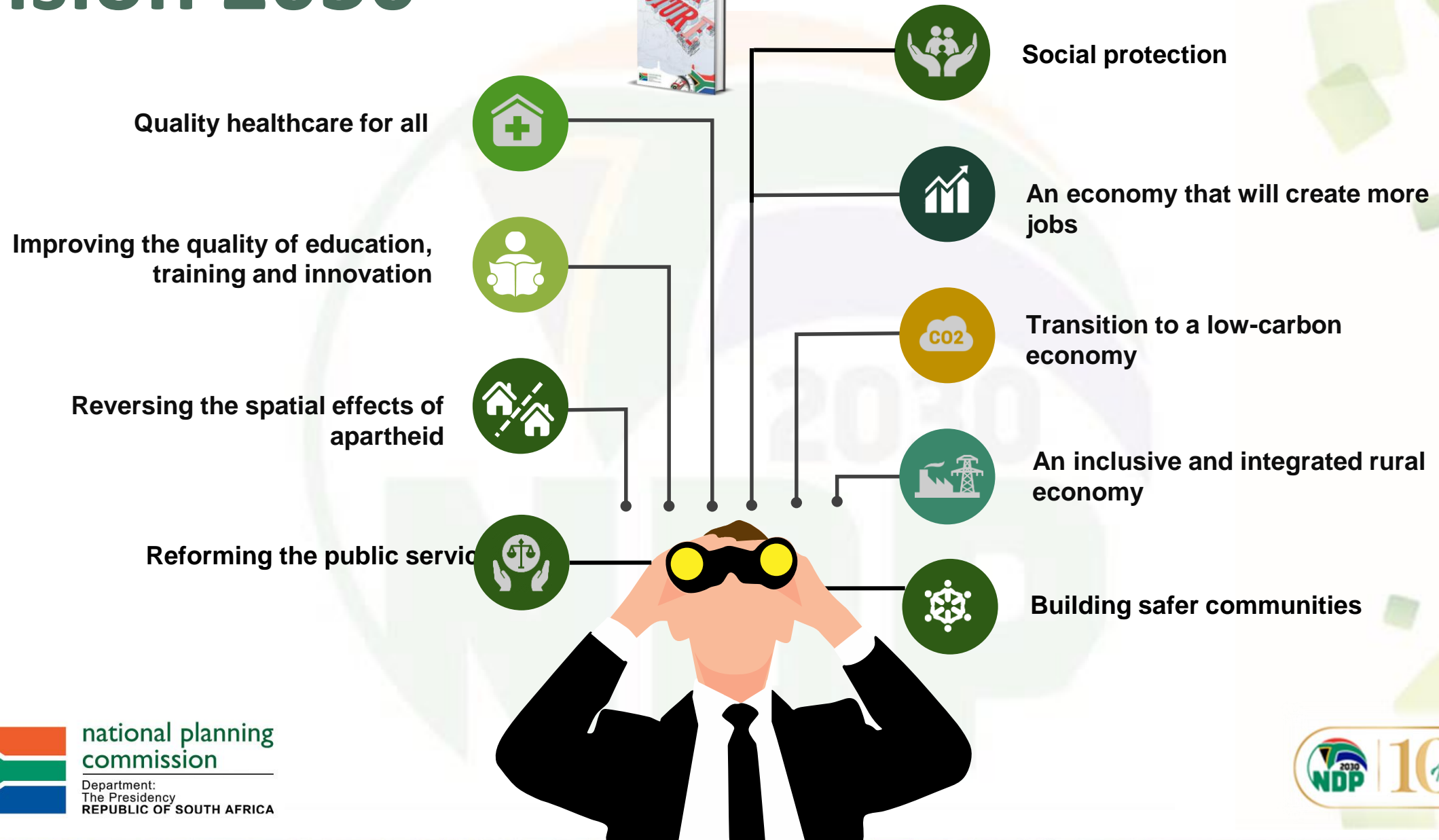


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Vision 2030



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Mandate

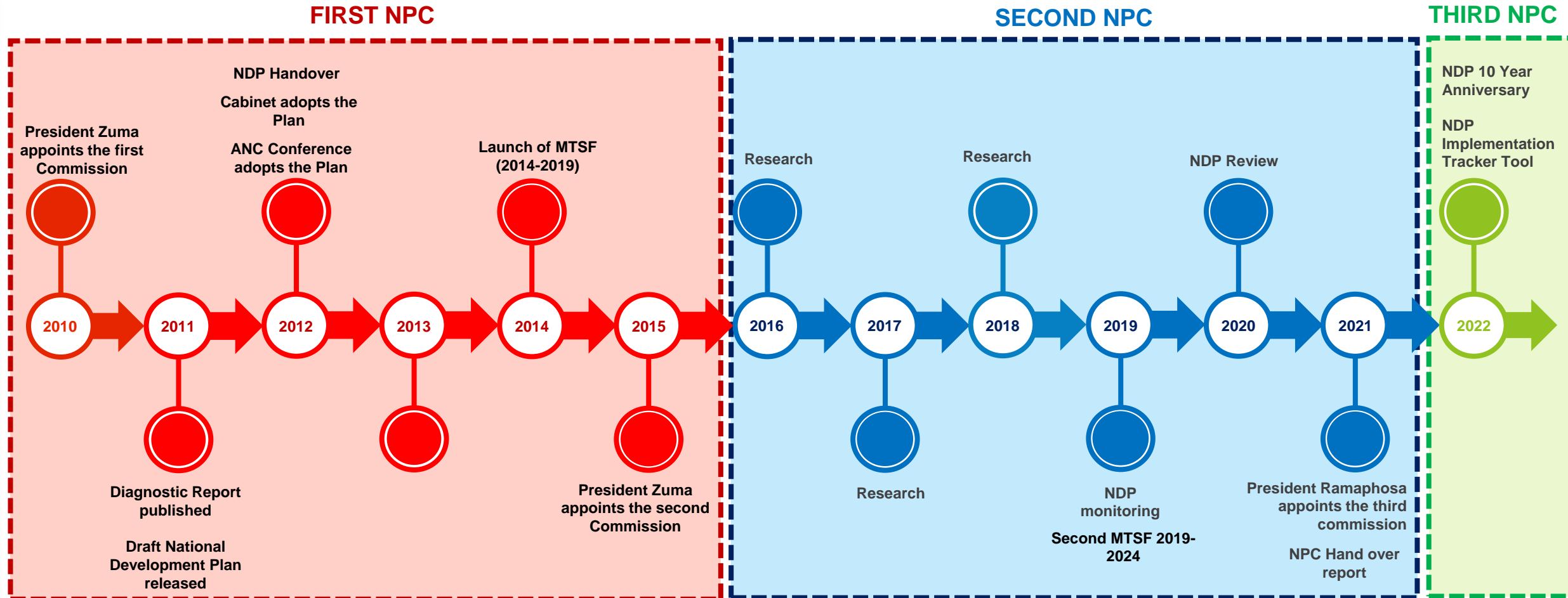


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History of the Commission



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NDP responds to SA'S core challenges



Too few jobs



Capacity &
capability of State



Spatial Divides



Divided
Communities



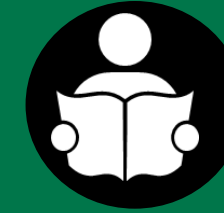
High Disease
Burden



Resource
Intensive
Economy



Corruption



Poor Education



Crumbling
Infrastructure



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Chapters of the NDP

NATIONAL DEVELOPMENT PLAN



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Long Term Planning Perspective

OUTLINED IN REVISED GREEN PAPER –
NATIONAL DEVELOPMENT PLANNING OF 2010

*“We need a long term perspective ...
to reduce poverty and extreme inequalities...
Growth and development, strengthening
institutions, nation-building and a developmental
state are long term projects. A single term of
government is too short a time...”*

*“Lack of a coherent long term plan has weakened
ability to provide clear and consistent policies...
to mobilise all of society...
to prioritise resource allocations...
to drive implementation*

*In addition, weaknesses in coordination of
government have led to policy inconsistencies and
poor service delivery outcomes.”*

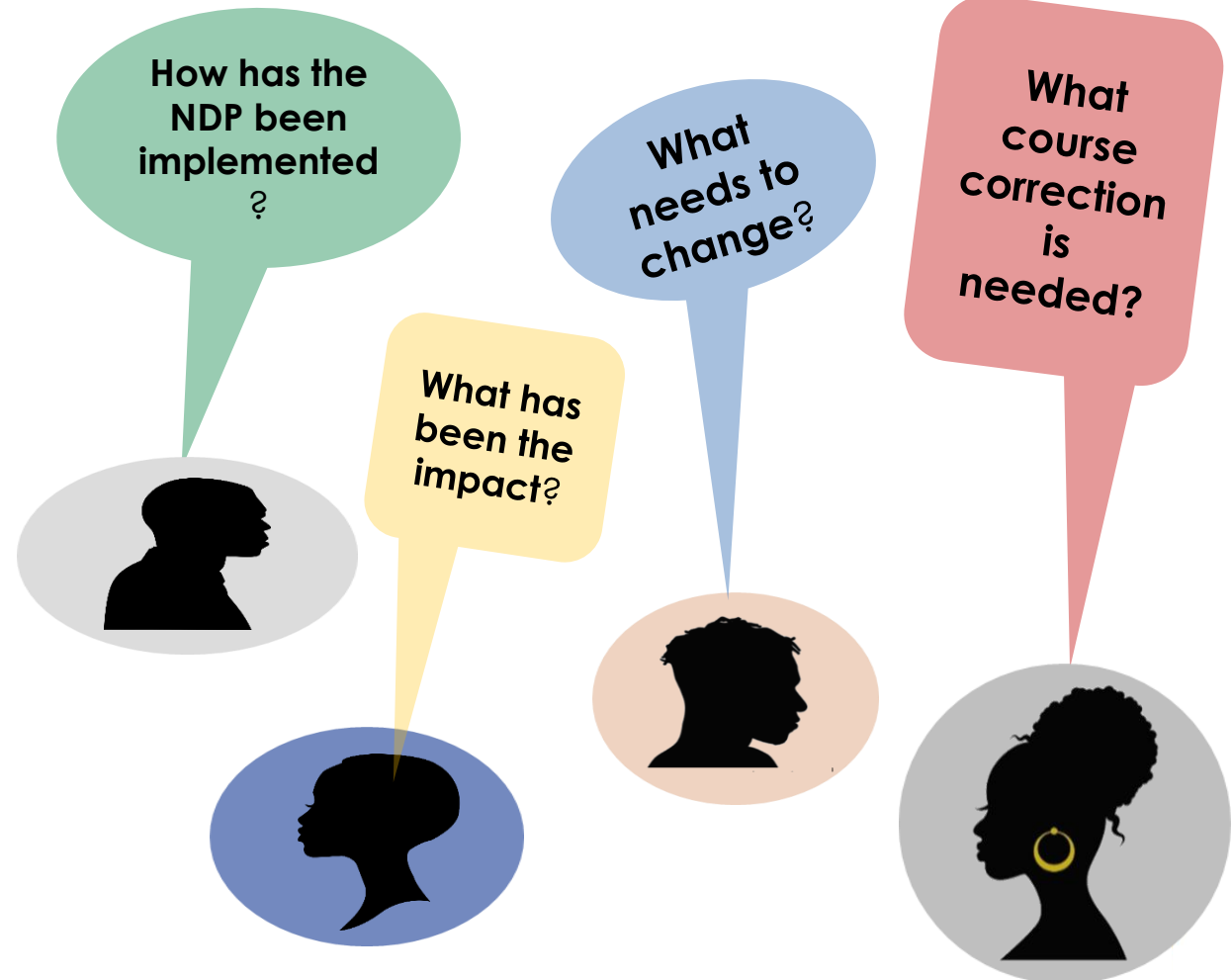
THE NDP REVIEW ASKED...

How has the
NDP been
implemented
?

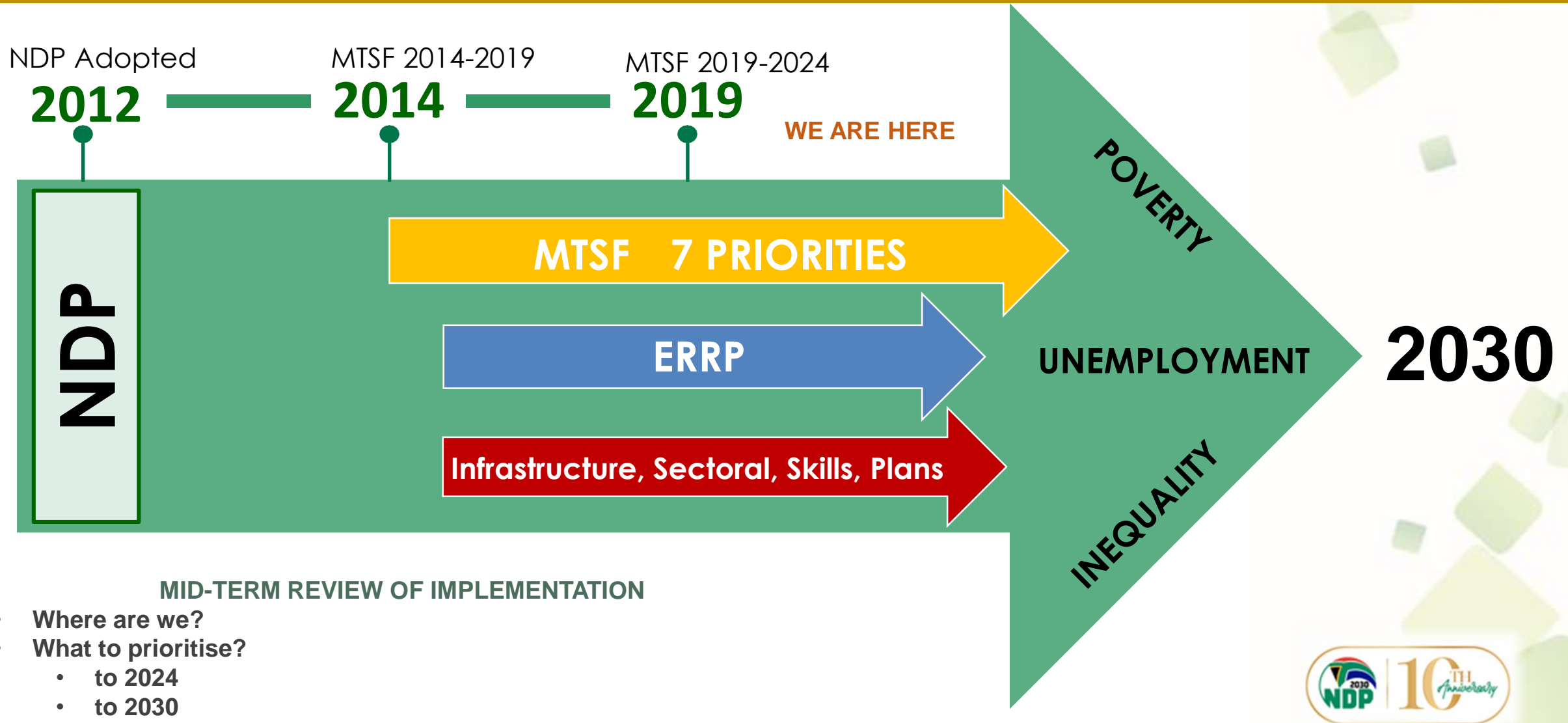
What
needs to
change?

What
course
correction
is
needed?

What has
been the
impact?



Long Term Planning Perspective



NDP review findings - key messages

01

8 years since NDP adopted, progress towards achieving its main goals has been slow.

02

NDP did not spell out an implementation plan beyond broad approach.

03

NDP anticipated that achieving traction & progress would require a paradigm shift (the development cycle), but that did not happen.

04

Underperformance on various targets, esp. poverty, unemployment & inequality.

05

Increase in crime & violence against women & children; social distress & negative national sentiment.

06

Private sector is largely withdrawn, lacks confidence & initiative, which has impacted investment, growth and employment

There is urgent need for course-correction to get NDP back to its envisioned path.

This entails crafting an implementation strategy going forward, focused on tackling the most pressing issues.



07

Although NDP had broad stakeholder & societal support, this did not translate into robust implementation; the envisaged broad social compact behind the Plan did not emerge.

08

The economic, social & spatial legacy of apartheid continues to undermine SA's competitiveness & potential

09

Capacity of state to drive NDP has eroded; governance weakened in key state institutions; ineffective support to SMMEs; rising debt; and collapsing confidence.

10

SA's social & economic challenges pose intractable hurdles to promotion of social cohesion/social compacts as envisaged in NDP.

NDP Review Findings – JCPS Emerging Issues

- **Increase in violent crime**, including organised crime (acceleration post-lockdown)
 - Commitment by the President to half violent crime within 10 years (from 2018/19) not on track
 - Inadequate implementation of the GBV & femicide strategic plan
 - Integrated Crime and Violence Prevention Strategy is yet to gain significant momentum
 - Including against the vulnerable, violent service delivery protests, and breakdown between the government and the citizens.
- **Decrease in public trust in the police** and police legitimacy (data source: Stats SA Victims of Crime Surveys):
 - Persistent police corruption
 - Weakened SAPS Crime Intelligence
- **Prosecution capacity** of the state with regard to high-level government and private sector corruption (implementing Zondo Commission recommendations; Steinhoff scandal)
 - High-level individuals have appeared in court, but low numbers of convictions

Building a Capable, Ethical and Developmental State



- The NDP envisaged a state capable of a **transformative and developmental role** to grow the economy and deliver services through well-coordinated and **functional** public institutions, and **capable, ethical and professional public servants**.

Currently, challenges confronting the state include:

- **Unstable political-administrative interface** including high turnover of HODs - from 2.7 years (2014) to 3.08 years (2017) (DPME 2019), 'right skill-right job' and limited performance management.
- **Lack of coordination** between the three spheres, **entrenched culture of silos** and **fragmented planning**.
- **High levels of corruption**. In 1994/95, the murder rate stood at 69 per 100 000 and by 2011/12 had decreased to a low of 29 per 100 000. Since then, the murder rate has increased to 36 per 100 000. The murder rate increased by 11,5% in 2022/23 Q1 compared to the same period in the previous year.
- **JPCS challenges include:**
 - ❖ Inadequate visible policing, **courts backlogs** and lack of capacity
 - ❖ Inadequate training and skills of SAPS
 - ❖ Insufficient coordination and community-based approach to crime prevention and safety
 - ❖ Increase in crime & violence against women & children; social distress & negative national sentiment.



How to Achieve a Capable and Developmental State

Some of the recommendations include the fact that we may need **to go back to basics of institution and capacity building** across the state

A strong need to **focus on intergovernmental planning, budgeting and collaboration**

Much of the legislation and policy to guide Intergovernmental Relations already exists, but **implementation remains weak** – the **leadership and institutional resources** to guide it are critical

The **national budget process** needs to be **aligned with priorities** identified in the implementation of the NDP

Advance the **establishment of the office of Head of Public Administration**

In terms of the **professionalization of the public administration**, the **NSG has a critical role to play**, and is **advancing the course**



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NDP Implementation - Key Principles & Pre-requisites

- Successful implementation is dependent on availability of resources, recognising the prevailing constrained fiscal space,
- Also: trade-offs, priorities and optimal fiscal stance



**Partnership, Co-ownership and Collaboration
(whole of Government & Society)**

**Prioritization, Focus & Resources
(optimal fiscal stance and efficiencies)**

Monitoring and Measurement

Leadership and Accountability

Implementation, Monitoring, Measurement

NPC's Review of NDP makes following observations regarding implementation:

NDP did not spell out an implementation plan that is rigorous and detailed, beyond broad proposals

Pre-requisites for successful implementation of NDP did not fully materialise

- Focused leadership
- NDP as a Plan for all, not just government
- Institutional capability
- Resource mobilisation
- Agreement on trade-offs
- Social Compact on how to tackle poverty, unemployment & inequality

How to translate policy & high-level aspirations into actual implementation is critical

- Requires robust monitoring & measurement tools; uniform and consistent indicators.
- **Implementation also challenged by:**
 - **institutional instability**
 - **political-administrative interface challenges**
 - **coordination weaknesses**
 - **corruption**

How to improve implementation needs focused attention



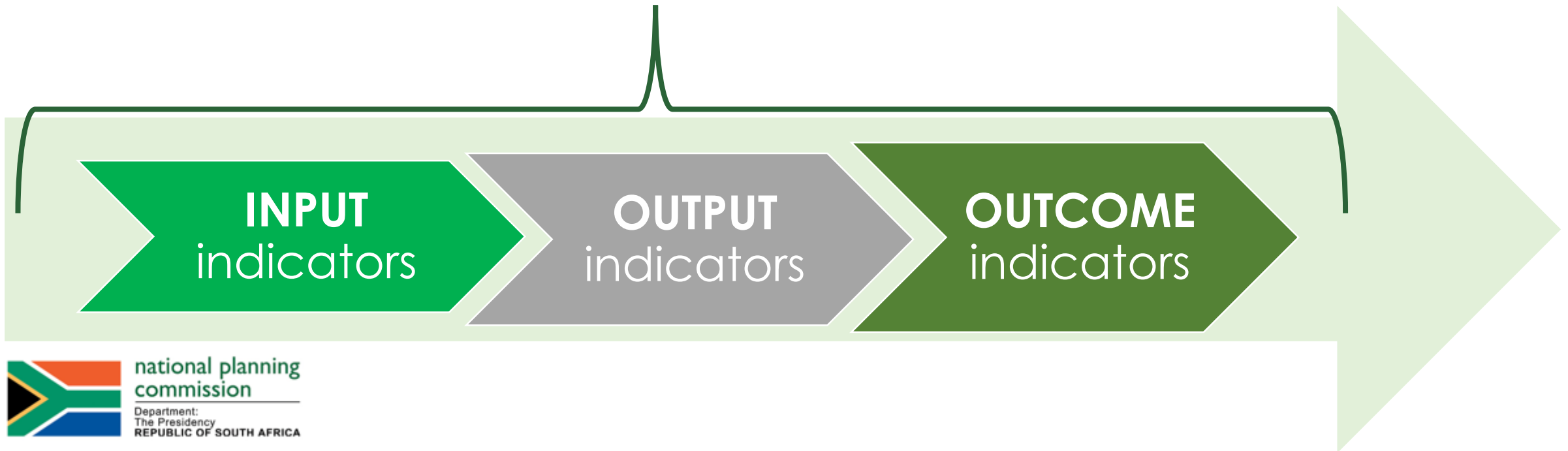
Implementation, Monitoring, Measurement

Joint-up government approach

All social partners to collectively measure
NDP implementation & impact

NPC

DPME, STATS SA, NATIONAL TREASURY, DPSA



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Conclusion - Implications for DCS

- ❑ The NDP envisages a significant role for the JCPS in building safer communities and fighting crime and corruption
- ❖ **The following are issues for attention:**
 - **Prosecution capacity of the state with regard to high-level government and private sector corruption**
 - **High-level individuals have appeared in court, but low numbers of convictions**
 - Increase in violent crime, including organised crime (acceleration post-lockdown)
 - Decrease in public trust in the police and police legitimacy (data source: Stats SA Victims of Crime Surveys):
 - The rise of criminal syndicates, is hampering growth prospects
- ❖ Learning from the challenges of implementation and decisively putting into place the recommended action, A CALL TO ACTION IN THIS LAST DECADE
- **WHOLE OF SOCIETY APPROACH ... LEAVING NO ONE BEHIND**





Thank you