

# GROW SOUTH AFRICA

THE PRESIDENCY

STRATEGIC PLAN

2020 - 2025



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA



## INTRODUCTION BY THE MINISTER

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Mr Jackson Mthembu, MP  
Minister in The Presidency

South Africa remains with 10 years to reach the 2030 target set by the National Development Plan (NDP). Despite progress in several areas over the last 25 years, South Africa is still defined by severe inequality in areas such as ownership and control of assets, income, employment, skills, health care, education, housing, land, transport and spatial access to economic opportunity. This inequality still reflects the racial and gender fault-lines of our apartheid past. The Sixth Administration of the South African government considers the next five years as the era of *Khawuleza*, that is, an era defined by working together to implement the deliverables, as per the Medium Term Strategic Framework (MTSF) 2019-24.

The Presidency has a critical role to play in galvanizing the whole of government and society towards the vision articulated in the NDP. Urgent measures are required to fast track the realisation of the NDP Vision 2030. The country has entered an era of implementation, which will catalyse South Africa on a faster trajectory to defeat the triple challenges of poverty, inequality and unemployment. Government's MTSF 2019-2024 is the planned manifestation of an implementation of the NDP Vision 2030, and the implementation of the electoral mandate of the Sixth Administration of government. It lays out the package of interventions and programmes that will achieve outcomes to ensure success in achieving Vision 2030. Accordingly, government's seven priorities are:

- Priority 1: Economic transformation and job creation
- Priority 2: Education, skills and health
- Priority 3: Consolidating the social wage through reliable and quality basic services
- Priority 4: Spatial integration, human settlements and local government

- Priority 5: Social cohesion and safe communities
- Priority 6: A capable, ethical and developmental state
- Priority 7: A better Africa and world.

The economic, technological, climatic and political changes and insecurities affecting all regions of the world have contributed to migration and displacement of people, with an increase in the scale of international migration. This has manifested itself in the large numbers of internally displaced persons, refugees and economic migrants. This calls for a coordinated response by all countries on the African continent and in the broader international community.

The measures to transform the economy must be strengthened. This demands the implementation of policies on economic redress in a manner that is truly broad-based, and inclusive of workers and communities where our enterprises are located. Government will act with renewed determination to stabilise and rebuild State-Owned Enterprises (SOEs), in order for them to serve as catalysts to investment and the provision of economic and social infrastructure.

Transforming South Africa into a developmental state requires 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. In the next five years, government will prioritise the engagement between the leadership of the executive, legislature and judiciary on strengthening governance and accountability. During this period, government 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.

## INTRODUCTION BY THE MINISTER

Africa is by no means immune to the effects of global uncertainty, particularly in its economy, the continent continues to benefit from greater political stability, implementation of the NDP, the African Union (AU) framework Agenda 2063, greater gender equality and welcomes advances in democratic forms of governance. However, ongoing conflict in places like Libya, South Sudan and the Sahel region threaten the AU goal of 'silencing the guns' by 2020. Since peace and stability are a necessary condition for economic and social development, it is critical that the countries of the continent intensify efforts to end all conflict this year.

The operationalisation of the African Continental Free Trade Area (AfCFTA) promises great opportunities for industrialisation, infrastructure development, economic growth and intra-Africa trade. It will enable Africa to take advantage of its significant economic potential as it removes the barriers to trade among countries on the continent, and ensures the promotion of regional value chains and the development of Africa's manufacturing capabilities.

In the year ahead, The Presidency will have a critical role to play in supporting the President and the Deputy President to provide leadership in addressing pressing issues at a continental level. As AU Chair for the year of 2020, President Cyril Ramaphosa has highlighted the importance of countries on the continent supporting the Presidential Infrastructure Champion Initiative (PICI). The PICI is a programme under Nepad, which aims to promote priority infrastructure projects. The President has been at the helm of the North-South Rail corridor, which forms part of a network of other continental PICI regional projects. The PICI must play a key role in meeting the aspiration of Agenda 2063 of increasing inter- and intra-regional trade of improving road rail and port infrastructure in the region, through having financial institutions collaborate with the private sector to expand on the continent, and identifying and promoting practical opportunities based on complementary national endowments.

President Ramaphosa also assumed the Chairship of the African Peer Review Mechanism (APRM) at a critical time following the recent expansion of its mandate to include the monitoring of the implementation of Agenda 2063 and the United Nations Agenda 2030 on Sustainable Development Goals. Established in 2003, the APRM is a specialised agency of the AU that serves as a platform for amongst others, sharing experiences and reinforcing best practices towards political stability, accelerated

economic growth and regional and continental integration, as well as sustainable development. It further seeks to foster change in underlying deficiencies in governance and socioeconomic development processes amongst member states.

The struggle to return the land of this country to all the people of South Africa remains a historical and economic imperative. More than a century after its enactment, the Natives' Land Act of 1913 continues to define much of the landscape of our country. It is due to the need to address this historical injustice that government is proceeding with the implementation of an accelerated land reform programme, which includes the expropriation of land without compensation as one of the mechanisms to provide land to those who work it, and those who need it, especially the youth and women. This will also help to address asset poverty that is so prevalent among the people of South Africa and improve the ability of many to engage in productive economic activity. Critical in this regard will be a focus on providing effective support to those who have acquired agricultural land. Therefore, the return of the land will happen and it will be done in a manner that promotes economic growth and sustains food security.

President Ramaphosa has identified the "pattern of operating in silos" as a challenge which led to a "lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult." The consequence has been non-optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. Government has therefore introduced the District Development Model (DDM) for planning and service delivery, which will ensure that there is coordination and coherence in the implementation of policies and programmes from the national level through to provinces, metro and district municipalities. The DDM will focus on the 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation.

The Presidency will play a coordinating role in creating a conducive environment for the achievement of the seven priority areas of government in the MTSF aligned to the NDP, Vision 2030. However, The Presidency cannot address the challenge on its own. We are therefore determined to build strong partnership with stakeholders, citizens and social partners. We will therefore invite them to actively participate in the implementation of this Strategic Plan.



I wish to take this opportunity to thank the Director-General and Secretary of Cabinet Dr. R. Cassius Lubisi, the Top Management and the entire staff of The Presidency for their commitment and always remaining focused on the tasks at hand. Without your commitment and support, we would not have reached the milestones we have reached to date.

I therefore endorse this Strategic Plan 2020-2025 of The Presidency as the roadmap for what The Presidency hopes to do and achieve in the next five years.



## FOREWORD BY THE DIRECTOR-GENERAL

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R Cassius Lubisi, PhD

Director-General and Secretary of the Cabinet

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With the establishment of the Sixth Administration, the President signalled his commitment to placing the country on a new path of renewal and rebuilding.

I am happy to table the Strategic Plan of The Presidency for 2020-2025.

The NDP sets out a long term vision for the country and is the programme through which South Africa aims to advance radical economic transformation through development planning. Government's MTSF 2019-2024 outlines the priorities to be implemented in the Sixth Administration and the interventions required across South Africa's national development pillars. The seven priorities, introduced by the President in his State of the Nation Address (SONA) address in June 2019, emanate from the electoral mandate of the governing party and constitutes the roadmap for the Sixth Administration. The Presidency as the leader of government, takes its cue from the priorities as outlined in the MTSF. The Presidency's Strategic Plan 2020–2025 with priorities seek to ensure that The Presidency continues to fulfil its mandate to serve as the center for strategic coordination, leadership and supervision of government in implementing the government programmes, as guided by the constitution and the electoral mandate. This Strategic Plan 2020-2025 of The Presidency outlines the plan of The Presidency for the next five years.

In November 2019 the President hosted the second South Africa Investment Summit as part of government's effort to acquire R1.2 Trillion of investment over five years. This was aimed at boosting the rate of investment in the economy, which had been declining for several years. By the time of the second

Investment Summit, R363 billion in investment commitments was secured. Another R8 billion of investment commitments was outstanding, awaiting regulatory or board approvals. These investment commitments are expected to create around 412 000 direct jobs and a significant number of indirect jobs. A third South Africa Investment Conference will be held in November 2020 to review the implementation of previous commitments and to generate new investment into our economy. In addition, government will intensify the investment drive with the establishment, in 2020/21, of an integrated investment promotion and facilitation capability, coordinated from The Presidency.

There has been positive progress on the reprioritisation of public spending focusing on the youth. Thus, the Land Bank has made available R3.9bn in funding to support black commercial farmers, and the allocation of R600m to support rural and township entrepreneurs. Furthermore, in its efforts to transform the sector, government will this year, accelerate land redistribution and expand agricultural production.

As a result of health care challenges in South Africa, government has submitted the National Health Insurance (NHI) Bill to Parliament. In July 2019 the President presided over the signing of the Presidential Health Compact, which is aimed at improving the health care system of the country. The Health Compact provides a diagnostic tool through a broad stakeholder consultative process.





The agreement between government and various stakeholders in the health sector on measures to improve the quality of care in the public health sector needs to be fully implemented. This will facilitate the process towards the establishment of the NHI, which will fundamentally transform health care in South Africa. By establishing a single national health insurance fund to ensure all South Africans receive the necessary treatment and care regardless of ability to pay, the NHI will reduce the huge inequalities and inefficiencies in our health system. The Presidency will support the process to establish the NHI.

The Government aims to expand and dedicate more funds to anti- Gender-Based Violence (GBV) programmes. The Presidency will ensure that decisions from the Presidential Gender-Based Violence and Femicide (GBVF) Summit are implemented, including the preparation of the National Strategic Plan on GBV. The Domestic Violence Act will be amended to better protect victims in violent domestic relationships, while the Sexual Offences Act will be amended to broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders. In addition, a law will be passed to tighten bail and sentencing condition in cases that involve GBV.

With President Ramaphosa's elevation to the chairmanship of the African Union for 2020, government has prioritised for the term, the economic empowerment of Africa's women, including the promotion of financial inclusion, preferential procurement and preferential trade arrangements for women. The AU Heads of State have pledged their support for measures to end GBV on the continent, and to work towards the adoption of an AU Convention on violence against Women during the course of this year. Through the APRM, South Africa will work with other countries to advance good governance and democracy across the continent.

In July 2019, the AU launched the operational phase of the AfCFTA, which will be the world's largest free trade area by number of countries once it is fully implemented. The operationalisation of the AfCFTA promises great opportunities for industrialisation, infrastructure development, economic growth and intra-Africa trade. It will enable Africa to fully leverage its significant economic potential as it removes the barriers to trade among countries on the continent, and ensure the promotion of regional value chains and the development of Africa's manufacturing capabilities.

To deal with unemployment, the President convened a Jobs Summit in October 2018. Job creation, especially amongst the youth, was central to the 2018 national agenda. Social Partners identified programmatic solutions to job retention and creation blockages and for opportunities to stimulate greater levels of participation in the economy. In response to a 50% unemployment rate amongst youth, the President, during SONA 2019, committed to implement a comprehensive plan driven and coordinated from The Presidency "to create no fewer than two million new jobs for young people within the next decade."

I am nearing the end of my term of duty in The Presidency. Since November 2010 when I was called to serve the nation as Director-General in The Presidency and Secretary of the Cabinet, my work has entailed sacrifices in my personal life, the brunt of which had to be borne by my family in the main. To them I want to say thank you for putting up with the onerous demands that were placed on me for which there can be no recompense.

But the decade or so of service to the nation in The Presidency has also been a singular honour serving as I have, in the country's highest political principals. This has entailed four distinct areas of responsibility with its own demands, priorities, issues and dynamics. These were, Secretary of the Cabinet, head of Forum of South African Direct-Generals (FOSAD), head of The Presidency, and Chief Patron of National Orders. In trying to juggle the - sometimes conflicting - demands, it has been nothing less than a veritable roller coaster experience, with tumultuous periods of serious and severe challenges throughout. During this time, I have sought to steer a path of doing justice to the requirements of our political leadership, but strictly within the law. The path I chose also meant taking on-board the key challenges set by the programmes of the governing party of the day, for which my role was to nurture and direct its implementation. As head of The Presidency, I have also had to be mindful of the constitutional imperative of the President to engender nation building and social cohesion. This, together with my own special interest in promoting gender equality and women's leadership, I sought to infuse in the work of The Presidency. It is my fervent wish and hope that history will judge my efforts over the decade kindly.

It would be remiss of me not to acknowledge the continuous support from the previous and current Political Principals in The Presidency, both in the execution of my own responsibilities, but also for providing the leadership towards The Presidency's goal of excellence in governance and its goal of providing leadership to the state and society. I also thank the Acting Chief Operations Officer, Top Management, and all staff of The Presidency for their hard work and commitment, and to whom I would like to say, that you have been a team which I have been proud to lead.

In closing, I reaffirm The Presidency's commitment to accelerate service delivery and to continually strive to be a responsive and accountable institution that serves all the people of South Africa.



## OVERVIEW BY THE ACCOUNTING OFFICER

Ms Lusanda Mxenge  
Acting Chief Operations Officer

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In October 2019 Cabinet approved its MTSF 2019-2024 as government's blueprint for the next 5-year planning period.

In line with the MTSF priority of improving the capacity of the State and following the project undertaken in the first year of the MTSF to reorganise government, The Presidency will focus its efforts to strengthen itself as a strategic centre for leadership and coordination of government to effectively implement government's Programme of Action (POA). Government's POA, aims to grow the economy and thereby eliminating poverty, unemployment and inequality.

As the apex of government, The Presidency's primary role is to ensure that it works together with various stakeholders from a broad range of sectors to harness and leverage the benefits of mutual cooperation so as to provide leadership and a coordinated approach in support of the effective implementation of the MTSF.

The period ahead provides a number of challenges and opportunities for the organisation in the implementation of its Strategic Plan.

Firstly, as a challenge, the organisation will execute this Strategic Plan within a context of very tough economic conditions and fiscal constraints. Government spending has been significantly reduced over the medium term, and The Presidency, like other government departments, has also been required to reprioritise resources to high priority areas; and to manage allocated resources more effectively and efficiently in the execution of its mandate.

However, as an opportunity, in implementing the new vision and strategic direction of the President and Deputy President, a number of organisational reforms will be introduced in The Presidency towards fashioning a "fit- for-purpose Presidency."

In the coming year, the office of the Chief Operations Officer will be seized with the task of re-positioning The Presidency to reclaim its leadership space so that it can transition to implement its full mandate to become a more activist Presidency that is a strategic centre of leadership within government.

Pursuant to this objective, in the first year of the medium term, the organisation will therefore embark on a comprehensive reorganisation project that will see the rearranging of various divisions and branches of the organisation, as well as the introduction of new units, in order to ensure that the department can deliver sound policy advice and support, consistent with the increased complexity of its environment in the execution of government's agenda.

This Strategic Plan was developed under the guidance and leadership of our Director-General and Secretary of the Cabinet, Dr. Cassius Lubisi, who we also bid farewell at the end of the 2019/20 financial year.

We would like to express our heartfelt gratitude to Director-General Lubisi, who has ably led the administration of The Presidency over the past 10 years or so, and for his sterling guidance and wisdom. He has made an indelible mark on the composition and character of The Presidency.



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## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of The Presidency under the guidance of the delegated Executive Authority, Dr. R. Cassius Lubisi
- Takes into account all the relevant policies, legislation and other mandates for which The Presidency is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, which The Presidency will endeavour to achieve over the period 2020-2025.

Recommended by:

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**Glen Zulu**  
Chief Financial Officer

Handwritten signature of Nombongo Zwelibanzi in black ink.

**Nombongo Zwelibanzi**  
Head Official responsible for Planning

Approved by:

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**Lusanda Mxenge**  
Acting Chief Operations Officer  
(Accounting Officer)

Handwritten signature of R Cassius Lubisi in black ink.

**R Cassius Lubisi, (PhD)**  
Director-General  
and Secretary to Cabinet  
(Executive Authority)

## PART A: OUR MANDATE

### 1. LEGISLATIVE AND OTHER MANDATES

The following are the specific constitutional and legislative mandate and policy directives that define the parameters within which The Presidency operates and from which the institution derives its mandate:

#### 1.1 CONSTITUTIONAL MANDATES

- The Constitution of the Republic of South Africa, Act 108 of 1996, as amended, is the supreme law of the Republic. Along with the Bill of Rights, the Constitution forms the legal foundation of a democratic South Africa and sets out the rights and duties of its citizens and defines the structure of the government. The Presidency houses the President and the Deputy President of the Republic, and is therefore a unique institution in the Public Service. It is in this constitutional context that the broad parameters of the role and responsibilities of The Presidency are defined.
- The Presidency exists to service the President and the Deputy President in the execution of their constitutional responsibilities and duties, as articulated in Chapter 5 of the Constitution. This chapter defines the President as the Head of State and the Head of the National Executive. His primary responsibility is to uphold, defend and respect the Constitution as the supreme law of the Republic as well as to promote the unity of the nation and that which will advance it.
- Section 85 of the Constitution confers the executive authority of the Republic on the President. The Presidency's strategic posture should as a result reflect these functions of the President and the National Executive he leads.
- The President announced the new Cabinet on 29 May 2019 and the configuration of departments on 14 June 2019. The configuration of the new Cabinet introduced a number of changes to the previous configuration of The Presidency.

The Socio-Economic Impact Assessment (SEIAS) function was transferred from the Department of Planning, Monitoring and Evaluation (DPME) to The Presidency as of 1 October 2019. Before the announcement of the transfer of functions, The Presidency was already in the process of creating the Policy and Research Services (PRS) Branch in The Presidency. The work of SEIAS complements the mandate of the new PRS branch as they are tasked in the main with the responsibility

of reviewing the socio-economic impact of proposed policies; and conducting and coordinating socio-economic impact assessments of proposed legislation, policies and regulations.

A determination by the Minister for the Public Service and Administration (MPSA) was obtained, in terms of section 3(4)(b) of the Public Service Act, 1994, for the transfer of the socio-economic impact assessment system function and concomitant resources from the DPME to The Presidency with effect from 1 October 2019.

The macro- reorganisation of the state that has an impact on The Presidency was the announcement by the President that there would be a Minister and Deputy Minister in The Presidency, who will as a consequence form part of Vote 1.

The Minister in The Presidency was to assume responsibility for the DPME, and The Presidency is thus in the process of transferring the Ministry from the DPME to The Presidency as part of the re-organisation process. The Minister in The Presidency is also in charge of the following key areas:

- Oversight over Statistics South Africa (STATSSA).
- Government Communication and Information System (GCIS), which will be transferred from the Minister of Communications to the Minister in The Presidency, and which will be created as a separate vote. Concomitantly, the Media Development and Diversity Agency (MDDA) and BrandSA are transferred to the Minister in The Presidency together with GCIS.
- Oversight over the National Planning Commission (NPC).

#### 1.2 LEGISLATIVE MANDATES

A number of Acts further expand the specific roles and functions of The Presidency and inform its approach to the implementation of its Constitutional mandate, namely:

Acts administered by The Presidency

- Independent Commission for the Remuneration of Public Office-Bearers Act, 1997 (Act 92 of 1997).
- The Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998, as amended) provides a framework for determining the salaries, benefits and allowances of public office bearers, and the secretariat to the Independent Commission is located within The Presidency.



- Executive Members Ethics Act, 1998 (Act 82 of 1998), including the Executive Ethics Code.

Acts administered by others, but with a direct bearing on the work of The Presidency:

- The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) – the “IGR Act”, establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
- The “IGR Act” further seeks to promote cooperative governance as espoused by Chapter 3 of the Constitution of South Africa and informed the formation of the President’s Coordinating Council (PCC), the Cabinet Cluster System, the FOSAD and the formation of Inter-Ministerial Committees (IMCs) are also specifically aimed at enhancing coordination and integration across government.
- The legislation that governs formation and work of the Statutory Bodies, (e.g. Infrastructure Development Act (PICC), the Broad Based Black Economic Empowerment (BBBEE Act as amended and establishes the BBBEE Advisory Council), etc.

### Good Governance Legislation, Regulations and Policy

The Presidency is informed and guided by the good governance framework and all applicable regulatory and legislative prescripts.

In addition, it is noted that most, if not all, Acts of Parliament reference Executive Acts required for their fulfilment. As a result, The Presidency plays a transversal and cross-cutting role in supporting the President and the Deputy President in dealing with legislation coming from Parliament.

### 1.3 POLICY MANDATES

#### The National Development Plan, Vision 2030 (NDP)

The NDP Vision 2030, adopted by Cabinet in 2012, is the visionary blueprint of government, with business and society as collaborative partners. Seeking to eliminate poverty and sharply reduce inequality by 2030, the five key elements of the NDP are:

- 1) Inclusive social and economic development;
- 2) Sustainable investment and growth;

- 3) Decent jobs and sustainable livelihoods;
- 4) A capable development state; and
- 5) Expanding opportunities.

This long-term plan for the country, which cuts across all sectors of society, identifies the critical trade-offs and challenges to be addressed by the country over the period to 2030. The NDP aims to integrate planning and ensure greater policy coherence in government, thus building a common vision of what South Africa could look like in 2030.

Designed as a broad set of programmatic interventions, the NDP proposes a “virtuous cycle” of growth and development, while reducing poverty and inequality. The enablers are strong leadership throughout society, national consensus, social cohesion and a capable state. As the apex department of government and as custodian of the NDP, The Presidency plays a critical leadership and supervision role in galvanising the whole of government and indeed society towards the attainment of the vision of the NDP, Vision 2030.

#### Medium-Term Strategic Framework 2019-2024

The MTSF 2019-2024 is the manifestation of an implementation plan for the NDP Vision 2030 and the electoral mandate of the Sixth Administration of government. The MTSF lays out the package of interventions and programmes that will achieve the outcomes that ensure success in achieving Vision 2030 and the seven electoral priorities adopted by government. These priorities inform the interventions and programmes to achieve the NDP Vision 2030.

The MTSF also set out a five year roadmap which is built on three foundational pillars;

1. Driving a strong and inclusive economy
2. Building and strengthening the capabilities of South Africans
3. Achieving a more capable state.

The MTSF supports the objective of the NDP 2030 to address the triple challenges of unemployment, inequality and poverty. These are central to the transformation that underpins the national development agenda.

## PART A: OUR MANDATE

The role of The Presidency in relation to the MTSF is twofold, namely:

- 1) To lead the alignment and coordination of the implementation of the strategic agenda of government in all 7 priorities of the MTSF, through mechanisms such as:
  - Formal coordination mechanisms;
  - Playing a mediating role where other coordination mechanisms are not effective;
  - The provision of enhanced technical support to clusters;
  - Assessments of the performance of Ministers in delivering on their MTSF-aligned performance delivery agreements.
- 2) To provide oversight function.

The Presidency's provides specific and line of sight on the following MTSF 2019-2024 commitments:

PRIORITY	INTERVENTION	TARGET	LEAD DEPARTMENT
1 - Economic transformation and job creation.	Implement Presidential comprehensive youth employment intervention.	1 million youth jobs by 2024.	Presidency
	Improve the quality and rate of infrastructure investment.	R50 billion infrastructure Fund established and operationalised by 2024.	Lead: NT. Contributing: Presidency, DPWI
5 - Social Cohesion and Safer Communities	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.	1 social compact by 2024 on social cohesion and nation building.	Lead: DSAC. Contributing: Presidency.
	Establish GBVF.	All forms of violence against women halved by 2024.	Lead: DWYPD. Contributing: Presidency, DoJ&CD, DSD
6 - Capable, ethical and developmental state	Rationalise governance system in the public sector.	National Cluster system, IMCs and implementation forums reviewed by March 2020.	Lead: Presidency Contributing: COGTA, DPME, DPSA.
	Performance management of Ministers and Deputy Ministers.	Annual Performance score card reports for ministers and Deputy Ministers submitted to the President.	Lead: The Presidency. Contributing: DPSA, DPME.
	Management of the political administrative interface.	Head of National Administration; and Head of Public Service established.	Lead: The Presidency. Contributing: DPSA, DPME.
	Improve coordination between national provincial and local government for an integrated approach to service delivery.	Pilot the DDM in 2 Districts and 1 metro and roll out 42 Districts and 7 metros.	Lead: COGTA. Contributing: DPME. Presidency and all spheres of government.
	Facilitate collaboration between leadership of the Executive, legislature and Judiciary on strengthening governance and accountability.	Two summits between leadership of the three arms of the State to produce and implement the social compact by 2024.	Lead: DOJ. Contributing: Presidency, DPME.

### 1.4 RELEVANT COURT RULINGS

The Presidency monitors all court rulings that have a bearing on the work of the Executive.

There are no specific court rulings that have a significant or ongoing impact on the mandate, operations or service delivery obligations of The Presidency relevant to this Strategic Plan.





## PART B: OUR STRATEGIC FOCUS

### 1. THE PRESIDENCY'S STRATEGIC FRAMEWORK

Is as follows:

AIM
To serve as the centre for strategic coordination, leadership and supervision of government in implementing the government programme, as guided by constitution and electoral mandate.

VISION
Excellence in governance and in providing leadership to the state and society.

MISSION
As the apex of government in South Africa, The Presidency strives to fully realise the strategic agenda of government and to lead:
<ul style="list-style-type: none"> <li>• Efforts to support economic transformation and job creation;</li> <li>• Efforts to improve access to education, skills and health;</li> <li>• Efforts to consolidate the social wage through reliable and quality basic services;</li> <li>• Efforts to enhance spatial integration and local government service delivery;</li> <li>• Efforts to mobilise society, and build social cohesion and safe communities;</li> <li>• Efforts to build a capable, ethical and developmental state; and</li> <li>• Efforts to advance South Africa's national interests and to build a better Africa and better world.</li> </ul>

VALUES	
<b>Dedication</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Demonstrate commitment;</li> <li>• Do what is needed to get the work done; and</li> <li>• Be selfless, resolute, purposeful and steadfast.</li> </ul>
<b>Discipline</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Exercise self-control and work with decorum;</li> <li>• Display punctuality, reliability, dependability and a commitment to meet deadlines;</li> <li>• Work with courtesy and respect; and</li> <li>• Seek to make all stakeholders feel valued.</li> </ul>
<b>Ethical Leadership/ Integrity</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Value openness, honesty, consistency and fairness;</li> <li>• Act in good faith in all day to day activities and display humility;</li> <li>• Have a commitment to ethics, and focus on justice and fairness; and</li> <li>• Exercise care not to disclose confidential information.</li> </ul>

VALUES	
<b>Accountability</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Take responsibility and act in a transparent manner; and</li> <li>• Create communication channels for stakeholder engagement.</li> </ul>
<b>Diligence</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Demonstrate commitment;</li> <li>• Do what is needed to get the work done; and</li> <li>• Be selfless, resolute, purposeful and steadfast.</li> </ul>
<b>Service Excellence</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Be results-oriented and cost effective in its work;</li> <li>• Understand customer needs, respond timeously, efficiently and effectively to customer queries and requests; and</li> <li>• Strive for quality and high performance.</li> </ul>
<b>Innovation</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Be creative and provide new ideas.</li> </ul>
<b>Responsiveness</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Take initiatives in providing solution;</li> <li>• Adopt to change realities;</li> <li>• Be creative and provide new ideas.</li> </ul>
<b>Professionalism</b>	Living this value means that The Presidency will seek to: <ul style="list-style-type: none"> <li>• Exhibit competency in discharging duties and responsibilities;</li> <li>• Demonstrate ethical values and honesty.</li> </ul>

In turn, the five strategic Outcomes then inform the alignment to the delivery programme structure of The Presidency, and the development of Output targets, Output indicators and performance metrics outlined in the Annual Performance Plan.

OUTCOMES		
1. Social cohesion, national unity and social transformation promoted through effective leadership and coordination of efforts.	2. Enhanced governance, state capacity and service delivery through effective leadership and coordination of efforts.	3. Facilitated Investment, trade promotion, economic growth and job creation through effective leadership and coordination of efforts.
4. Advanced South Africa's international relations through effective leadership and coordination of efforts.	5. Functional, effective and integrated Presidency's administrative systems towards an organisation enabled to achieve its outcomes.	

## PART B: OUR STRATEGIC FOCUS

### 2. SITUATIONAL ANALYSIS

#### 2.1 EXTERNAL ENVIRONMENT

The broad macro and policy context informing the work of The Presidency in the period between 2020-2025, specifically orientated towards the achievement of key MTSF targets as set out for the period 2019-2024, are discussed below:

##### **Growing the SA economy**

The Sixth Administration ushered in a new dawn for South Africans characterised by hope and envisioned prosperity, following the National Elections and the inauguration of President Ramaphosa that took place in May 2019 respectively.

In responding to the mandate provided by the President for the Sixth Administration, the MTSF 2019-2024 was developed and adopted and is aligned to the governing party's manifesto. The MTSF urgently seeks ways to build a more resilient, diversified and stable economy, and at the same time address the triple challenge of poverty, inequality and unemployment.

The MTSF 2019-2024 has set stringent targets and includes seven strategic priorities that government will focus on over the next five years.

Each strategic priority has identified strategies and specific performance measures of success that will assist in assessing government's progress in the achievement of these strategic areas. Each government department is therefore tasked with the responsibility of developing an aligned Strategic Plan to the MTSF that is responsive to the realities faced by the country, as well as realities faced by government.

The Strategic Plan 2020-2025 for The Presidency was developed against the backdrop of a depressed domestic economic climate, years of consistently lower than expected economic growth and ballooning costs of government debt. In 2019, the South African economy grew by approximately 0.5% relative to 2019 Budget estimates of 1.5% forecasted in the Budget speech in February 2019, and the target set in the MTSF of growing the economy at an annual rate of 2%-3%. Much therefore still needs to be done.

Other significant challenges that the MTSF, and indeed the Strategic Plan of The Presidency, aims to address is:

- The continued threat of SA sovereign credit rating downgrades, creating very little room to increase spending or borrowings.
- The unemployment rate of 29,1% recorded in 2019 (it is the highest level since comparable data was analysed in Q1 2008), relative to the adopted MTSF target of a reduction of the unemployment rate to between 20% and 24%.
- Increasing levels of direct investment in our country. The current level is 19.1% of Gross Domestic Product (GDP) against an MTSF target of 23% of GDP, and the overall investment target of raising R1.2 trillion over the five years covered by the MTSF.
- Levels of inequality. South Africa has a gini-coefficient of 0.63.
- South Africa's low asset base with high debt levels.
- Existing government infrastructure failing due to little maintenance over the past 25 years.
- Deteriorating service delivery in core areas.
- Significant projected tax revenue shortfalls over the medium term creating a structural gap between revenue and expenditure.
- Other fiscal pressures including sustained losses from SOEs and their growing debt and liabilities against the fiscus,
- Increased intra-government debt.

The South African economy is therefore not growing fast enough to significantly address the triple challenges of poverty, inequality and unemployment.

South Africa's public finances have significantly deteriorated over the past decade, as a result of the low growth of the economy, which in turn, has led to large revenue shortfalls. The economic realities facing the country and the constraints on government's fiscus, will require more focused ways of working and a reprioritisation of government's efforts on the most meaningful and impactful programmes.

In 2019 the Medium Term Budget Policy Statement (MTBPS) proposed several measures to narrow the fiscal deficit and ways to stabilise and restore public finances to sustainable levels. Key proposals made included improvements in public spending, identifying additional cost savings measures, eliminating unsustainable fiscal financing arrangements and reducing wastage across the board.

The pursuit of this will require prudence from all government entities in the manner in which public funds are managed. Government spending has thus been significantly reduced



in the medium term. Consequently, the budget of The Presidency was further reduced by R19,4 million over the medium-term.

The Presidency, like all government departments, has tough strategic choices to make to re-prioritise its optimum utilisation of resources, whilst ensuring that it does not hamper its support to the President and the Deputy President in the implementation of the electoral mandate. There is an urgent need for budget restraint and reprioritisation, with an emphasis on implementation of growth-enhancing reforms that are aligned to the recovery plan and key sectors of focus.

Significant decisions were adopted by Cabinet towards deepening inclusive economic growth and investment, which include targeted reforms to be executed as part of a short – long term recovery plan that aims to *fix the fundamentals* – such as dealing with poorly performing SOEs and unsustainable fiscal conditions; to *pursue new sources of growth* – for instance explore and harness opportunities presented by infrastructure build project of government and the opportunities to be leveraged in the digital economy; as well as to ensure *excellence in execution* by rebuilding capabilities of the state to drive the implementation of the NDP.

As part of government's implementation of the economic growth and recovery plan, in April 2018, the President announced the ambition to raise \$100 billion – equivalent to R1.2 trillion – in new investment over five years. This is aimed at boosting the rate of investment into our economy. As part of this investment drive, South Africa has hosted two successful Investment Conferences in both 2018 and 2019. In 2018 South Africa secured R300 billion in commitments towards the target of R1.2 trillion. These commitments have already been translated into concrete investments in factories, equipment and new jobs. Of the amount raised in 2018 approximately R238 billion worth of projects have either been completed or are being implemented.

By the conclusion of the 2019 Investment Conference, the total amount of investments commitments made by corporates was R363 billion, excluding an additional R8 billion which is still subject to regulatory or board approvals. To date, South Africa has raised R663 billion through its investment drive and is well on its way to reaching its target of R1.2 trillion over the next three years.

In the past year, The Presidency established the Investment and Infrastructure Office that will lead the national investment drive and ensure optimal use of the resources of the Infrastructure Fund. The office will be responsible for developing the country's investment strategy, refining the institutional infrastructure for investment mobilisation, and establishing an investment intelligence capability. The Investment and Infrastructure Office will also enable The Presidency to oversee coordination between all structures dealing with infrastructure development, including the Infrastructure Fund, which is being incubated at the Development Bank of Southern Africa (DBSA). This will allow The Presidency to monitor progress and address blockages in priority infrastructure projects and the private sector projects identified through the Investment Conference.

The Infrastructure Fund implementation team have compiled a list of shovel-ready projects in the past financial year, and begun work with private investment into public infrastructure sectors, including areas such as student accommodation, social housing, independent water production, rail freight branch lines, embedded electricity generation, municipal bulk infrastructure, and broadband roll-out. The team has a project pipeline with potential infrastructure investments of over R700 billion over the next 10 years, including both government and non-government contributions. As part of government's economic growth and recovery strategy is a huge focus on Small, Medium and Micro-sized Enterprises (SMMEs), which will play a pivotal role and driver of inclusive economic growth and development in South Africa.

The work being championed by the Deputy President, as part of his delegated responsibilities, includes the coordination of interventions to stimulate and support the rural and township economy through implementation and empowerment models will also continue in the medium term. A key focus will be the facilitation of empowerment models for increased economic inclusion at local levels, championing of high-impact Tourism Empowerment for Rural and Township communities, and facilitation of linkages to markets and value chain for SMME's in Special Economic Zones (SEZs).

### **Building a capable, ethical and developmental state**

A capable, ethical and developmental state is a critical enabler for the effective implementation of the seven 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

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

This year, the President will sign performance agreements—which are based on the targets contained in the MTSF with all Ministers, so as to strengthen the capacity of the State and increase transparency and accountability. The President will finalise all key appointments into state institutions in order to ensure a strengthened administration, and promotion of good governance.

The MTSF also prioritises engagement between the 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.

As part of building a capable state, government remains committed to eradicate state capture, corruption and malfeasance in the public service. In this regard, the President has signed a number of proclamations to investigate wrongdoing and all alleged corruption with various SOEs, state employees and other state organs.

The joint government and civil society working group will also conclude the development of a national anti-corruption strategy and implementation plan, which will be launched mid-year of 2020.

### **Leading the coordination of government policies and programmes**

The Presidency, as a strategic centre of power within government, provides leadership, policy coordination and oversight in the implementation of the programme of action of government through various organised formations/structures with specific mandates, chaired by the President and Deputy President. These include the PICC, PCC, BEEAC, HRDC, and SANAC, as an example. In the period ahead these organised formations have been tasked with a comprehensive set of responsibilities under their respective Terms of Reference (TOR).

The Presidential Commission on the Fourth Industrial Revolution has made far-reaching recommendations that impact on nearly every aspect of the economy and in many areas of people's lives. The Commission's report outlines the tools to ensure the greatest benefit of these revolutionary technological changes. An important condition for the success of our digital economy is the availability of high demand spectrum to expand broadband access and reliability.

Other new formations include the Presidential Investment Council (PIC), the Presidential Economic Council (PEC), and the IMC and Land Reform, to name a few. In the period ahead the developmental agenda of these structures will continue and these formations will guide the implementation of their respective developmental targets to be achieved over the medium term as set out in the various work plans of the respective organised formations.

### **Supporting the implementation of the Presidential Youth Employment Strategy.**

Of the 1.2 million young people who enter the labour market each year, approximately two-thirds remain outside of employment, education or training. More than half of all young people are unemployed. The solution to this crisis must be two-pronged in such a way that opportunities are created for youth employment and self-employment. The President during the SONA on 13 February 2020, articulated the implementation of the Presidential Youth Employment Intervention, consisting of six priority actions over the next five years to reduce youth unemployment. These six actions will together ensure that every young person has a place to go, that their energy and capabilities are harnessed, and that they can contribute to the growth of the communities and the country.

The core principle of the plan is to take forward and coordinate existing policies, plans, and agreements, with a focus on addressing gaps in the policy landscape rather than duplicating efforts. The new Project Management Office (PMO) in The Presidency will oversee the implementation of these plans.

### **To accelerate land reform and agricultural support**

In July 2018 President Ramaphosa assigned Deputy President Mabuza to lead government's efforts to fast-track Land Reform and to co-ordinate government programmes to accelerate Land Reform and agricultural support. The expert Presidential Advisory Panel on Land Reform and Agriculture was appointed



by President Cyril Ramaphosa in September 2018, to provide independent advice to the IMC on Land Reform – a committee chaired by Deputy President David Mabuza and consisting of eleven Cabinet ministers.

The panel's mandate provided a unified policy perspective on Land Reform in respect of restitution, redistribution and tenure reform. The recommendations outlined measures to improve coordination of government programmes to accelerate Land Reform, coordination of interventions to provide integrated support to the agricultural sector and support and coordination of integrated farmer support interventions, including small-scale farmers and links to the value chains.

Cabinet is in the process of processing the recommendations of the expert panel. This will be followed by the development of a refined and comprehensive Land Reform Programme for implementation, as well as the implementation of the key recommendations of the Presidential Advisory Panel on Land Reform and Agriculture to accelerate land redistribution, expand agricultural production and transform the industry.

### **Fast tracking the implementation of the National Health Insurance (NHI)**

Health care is a human right that every one of us is entitled to and this right should not depend on one's financial status. The NHI is a health financing system designed to pool funds to provide access to quality, affordable personal health services for all South Africans, based on their health needs, irrespective of their socio-economic status. NHI aims to achieve Universal Health Coverage for all South Africans. The establishment of the Fund will ensure that there are mechanisms created for the equitable, effective and efficient utilisation of the resources to meet the healthcare needs of the population. The NHI will therefore pool public resources into one NHI Fund. The Fund will also purchase services on behalf of the whole nation from both the public and private health sectors. It is envisaged that the NHI Fund will contract directly with service providers, with the help of contracting units of our Primary Healthcare facilities.

It is envisaged that full implementation of the NHI will be by end of 2025/26 financial year.

The Presidency has set up the NHI war room as a multi-stakeholder platform to unblock any delivery challenges, and ensure the fast and effective implementation of the NHI. The NHI Bill was approved by Cabinet in the past year and is

currently serving in the legislation and an implementation plan is being finalised in preparation for the passage of the NHI Bill.

### **Supporting the implementation of the District Development Model (DDM)**

One of the most important innovations of the Sixth Administration is the introduction of the DDM championed by the President, and supported by the Deputy President and the entire Executive, Provincial Premiers and their executives.

The new DDM also called *Project Khawuleza* (hurry up), aims to accelerate, align and integrate service delivery under a single development plan per district or metro that is developed jointly by national, provincial and local government as well as business, labour and community in each district. DDM was approved by Cabinet on 21 August 2019 as an important innovation in the implementation of service delivery programmes. The model focuses on forty-four (44) districts and eight (8) metros and will ensure coherence and integration in planning, budgeting and implementation of service delivery projects in all districts by all three spheres of government. The model presents an opportunity to reconfigure integrated planning responsibilities and institutional arrangements. It is anchored on the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), which provides for a framework for a coordinated and integrated alignment of developmental priorities to communities.

It is a break from the 'silo' approach, where different parts of government operate separately from each other. This aims to produce a single, integrated district plan in line with the vision of: "One District, One Plan, One Budget, and One Approach."

In the past year, the DDM was launched and piloted in the OR Tambo District Municipality, Waterberg District Municipality and Ethekewini Metropolitan Municipality.

In 2020/21, The Presidency will roll out the plan and expand the DDM to 23 districts, drawing on lessons from the three pilot districts done in 2019.

### **Promoting nation building and social cohesion**

South Africa strives towards a national objective of creating a non-racial, non-sexist, democratic, prosperous and tolerant society. In the past couple years and more recently in the latter part of last year, there has been many incidents of racism, sexism, tribalism, xenophobia, homophobia and other forms



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of intolerance that have taken place that has moved us from our national objective. The Presidency has thus developed its annual PoA of the statutory and non-statutory structures to mobilise society, promote social cohesion and accelerate social transformation.

Through this PoA, as done during the Rugby World Cup victory in 2019, building on this national pride and harnessing the spirit of togetherness and Ubuntu, The Presidency will continue to support the President and the Deputy President in their respective constitutional and delegated responsibilities in championing nation building and social cohesion.

The nation also stood together in the past year at the wake of the brutal killings of various young women and children. The country rose in protest and called upon government to implement meaningful and concrete measures to put an end to the scourge. The violence perpetrated by men against women and children remains a scourge and national crisis that all South Africans must act urgently to end.

The Emergency Action Plan to deal with the scourge of GBV that was announced in a special joint sitting of Parliament in October 2019 is in the process of being implemented. Responsible government departments pooled together and reprioritised R1.6 billion for the plan to be resourced and implemented.

Over and above the commemoration of National and Special Days, The Presidency will therefore assist the Principals to lead cohesion where there are fractures in society. In the coming year, The Presidency will continue to engage and work with faith-based organisations to respond to challenges, social ills, and disunity faced by our country. The Deputy President places renewed emphasis on popularising the work of the Moral Regeneration Movement (MRM) and will continue to engage with various partners to support the MRM so that their work is far-reaching in the promotion of the charter of positive values.

### **Advancing South Africa's interests in the International arena.**

The Presidency will continue to focus on supporting the President and the Deputy President's activities to advance South Africa's political and economic interests in the international arena.

In the year ahead, emphasis will be placed on South Africa taking over the chairship role of the AU. In that role, South Africa will

have a great responsibility to guide the implementation of the AfCFTA, which will encourage investment in other parts of the continent and intra-Africa trade, in pursuit of the shared African vision of the AU Agenda 2063.

South Africa will utilise its Chairing of the AU to focus on the following five key priorities:

- Promote and Support Integration, Economic Development, Trade and Investment in the Continent by working closely with President Issoufou of Niger; in his capacity as the AU Champion on the AfCFTA, South Africa will push for the finalisation of outstanding issues such as tariff ties, rules of origins, customs control, trade services and new generation issues.
- Drive the implementation of the Presidential Infrastructure Champion Initiative to promote priority projects for high impact result so that they serve as catalysts for the AfCFTA.
- Advance women empowerment and entrepreneurship by working closely with President Akufo-Addo of Ghana (AU Champion on Gender and Development) to intensify AU's resolve to the advancement of gender equality and women empowerment.
- Support the Good Governance and Democracy Agenda through accelerating the implementation of outstanding issues in the context of the AU's institutional reforms. In pursuit of the Assembly's decision to expand the mandate of the APRM, South Africa will engage those Member States that have not ratified to do so to achieve universal accession to good governance and democracy.
- Promote Peace and Security whilst Advancing the Effort to Silence Guns by working with AU Peace and Security Council, the AU Commission and the collective membership to take stock, review and consider a way forward with regard to the Silencing of Guns.

With regards to the international work of the Deputy President, will continue to consolidate the work done in his capacity as appointed Special Envoy to South Sudan where his facilitation of numerous Consultative Meeting of the Parties to the Revitalised Agreement on the Resolution of Conflict in South Sudan has led to significant outcomes, and support will need to be given to the Deputy President in relation to his responsibility arising from the new economic and trade cooperation agreements to be signed.



## 2.2 INTERNAL ENVIRONMENT

### Macro-reorganisation of the State

The President announced the New Cabinet on 29 May 2019 and the configuration of departments on 14 June 2019. The configuration of the new Cabinet introduced several changes to the previous configuration of The Presidency.

The SEIAS function was transferred from the DPME to The Presidency as of 1 October 2019. Before the announcement of the transfer of functions, The Presidency was already in the process of creating the PRS Branch in The Presidency. The work of the SEIAS complements the mandate of the new PRS branch as they are tasked in the main with the responsibility of reviewing the socio-economic impact of proposed policies, and conducting and coordinating socio-economic impact assessments of legislation and regulations.

A determination by the Minister for the Public Service and Administration (MPSA) was obtained, in terms of section 3(4) (b) of the Public Service Act, 1994, for the transfer of the SEIAS function and concomitant resources from the DPME to The Presidency with effect from 1 October 2019.

The second part of the macro-reorganisation of the state that has an impact on The Presidency is the President's announcement of the Minister and Deputy Minister in The Presidency, who will as a consequence form part of Vote 1.

The Presidency is thus in the process of transferring the Ministry from the DPME to The Presidency as part of the re-organisation process. The Minister in The Presidency is also in charge of the following key areas:

- Oversight over STATSSA.
- Government Communication and Information Systems (GCIS), which was transferred from the Minister of Communications to the Minister in The Presidency, and has a separate vote. Concomitantly, the Media Development and Diversity Agency (MDDA) and BrandSA were also transferred with GCIS.
- Oversight over the National Planning Commission (NPC).

### Reorganisation of The Presidency: Towards a fit-for-purpose Presidency

In September 2018 the President and Deputy President held a Strategic Planning Session with the senior management team and advisors in The Presidency. The planning session was to discuss the Principal's new vision and direction for the organisation.

At this meeting, The President indicated that what we do as The Presidency needs to be able to adequately respond to the needs of the nation. That approximately 58 million people in the country look up to government, especially The Presidency as the office that should provide answers, guidance and leadership to the nation. It was also indicated that the people's expectations are for the people to grow the economy and come up with innovative ideas to create employment and make South Africa a better place for all. The Presidency must therefore, be an entity that is capable of providing answers to the difficult and vexing strategic service delivery questions of the day, to provide guidance and leadership to the South African populace.

Appreciating the fiscal constraints faced by government, supporting efficiency in government spending, and ensuring that government debt is capped at a sustainable level, The Presidency needs to provide leadership and supervise government to implement the electoral mandate.

The strengthening of The Presidency therefore commenced in 2019 with the re-establishment of the PRS Unit. In the past year The Presidency also established the PMO, and the Infrastructure and Investment Unit, which will together with the Policy and Research Services branch oversee and address obstacles to reform and improve government's delivery and ensure the implementation of the economic growth plan of government.

In the coming year, more work will need to be done to give effect to The Presidency's new role and areas of responsibility. It is envisaged that the operating model of the organisation will need to be reviewed to reconfigure the organisation to align resources and the effective delivery on the new mandate and key government priorities. This will need to be done with a full appreciation of the current constrained fiscal environment.

**PART C:  
MEASURING OUR PERFORMANCE**

1. INSTITUTIONAL PERFORMANCE INFORMATION
2. IMPACT STATEMENTS

<b>IMPACT STATEMENT</b>	To serve as the centre for strategic coordination, leadership and supervision of government in implementing the government programme, as guided by constitution and electoral mandate.
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3. MEASURING OUR OUTCOMES

MTSF PRIORITY	PRESIDENCY OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET - RESULT IN 2025
<b>Social Cohesion and safe communities</b>	Social cohesion, national unity and social transformation promoted through effective leadership and coordination of efforts.	End term report on the implementation of the Programme of Action on the achievement of targeted nation building interventions towards social cohesion and accelerated social transformation.	New indicator.	Five-year term report on the achievement of targeted nation building interventions towards social cohesion and accelerate social transformation
<b>A capable, ethical and developmental state</b>	Enhanced governance, state capacity and service delivery through effective leadership and coordination of efforts.	End term report on the Implementation of the Programme of Action on the achievement of targeted interventions towards enhanced governance, state capacity and service delivery.	New indicator	Five-year term report on the delivery and achievement of targeted interventions towards enhanced governance, state capacity and service delivery.
<b>Economic transformation and job creation</b>	Facilitated Investment, trade promotion, economic growth and job creation through effective leadership and coordination of efforts.	End term report on the Implementation of the Programme of Action on the achievement of targeted investment facilitation and trade promotion, economic growth and job creation.	New indicator	Five-year term report on the achievement of targeted investment facilitation and trade promotion, economic growth and job creation.
<b>A better Africa and world</b>	Advanced South Africa's international relations through effective leadership and coordination of efforts	End term report on the Implementation of achievement of delivery and achievement of targeted International Relations commitments.	New indicator	Five-year term report on the achievement of targeted delivery and achievement of targeted International Relations commitments.
<b>A capable, ethical and developmental state</b>	Functional, effective and integrated Presidency's administrative systems towards an organisation enabled to achieve its outcomes.	Improved Audit outcome opinion by Auditor-General.	Unqualified with matters for emphasis.	Clean audit

3.1 PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The Presidency will support the President and Deputy President to transform South Africa into a developmental state which requires building critical and necessary capabilities to foster an environment which mobilises government and non-government contribution to realise changes in the socio-economic structure and the culture of society. Over the next five years, The President will prioritise the engagement between leadership of the executive, legislature and judiciary on strengthening governance and accountability. During this period, government 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.

The President will continue to support youth by focusing on the implementation of the Presidential Youth Employment Intervention consisting of six priority actions over the next five years to reduce youth unemployment. These six actions will together ensure that every young person in this country has a place to go, that their energy and capabilities are harnessed, and that they can contribute to the growth of the communities and the country.



#### 4. KEY RISKS AND MITIGATIONS

OUTCOME	KEY RISK	RISK MITIGATION
Facilitated Investment, trade promotion, economic growth and job creation through effective leadership and coordination of efforts	Lack of state capacity and mechanisms to retain investments.	<ul style="list-style-type: none"> <li>The recently established Presidential Economic Advisory Council to ensure greater coherence and consistency in the implementation of economic policy and to ensure that government and society in general is better equipped to respond to changing economic circumstances</li> </ul>
Social cohesion, national unity and social transformation promoted through effective leadership and coordination of efforts.	Lack of coherent approach in addressing Social cohesion and National unity across all sectors of society.	<ul style="list-style-type: none"> <li>Develop a programme where National Building activities focus on more than celebrating diversity on national days.</li> <li>Implement an integrated plan with social partners on Nation Building efforts.</li> <li>Oversee the development and implementation of an economic plan to promote economic inclusion</li> </ul>
Enhanced governance, state capacity and service delivery through effective leadership and coordination of efforts.	Inadequate coordination of policy coherence and intergovernmental relations across the three (3) spheres of government.	<ul style="list-style-type: none"> <li>Provide oversight over the District Development Model for service delivery</li> </ul>
	Lack of coherent approach in addressing Socio-economic challenges.	<ul style="list-style-type: none"> <li>Ensure uniformity across all three levels of government on socio-economic developmental programmes</li> </ul>
Advanced South Africa's international relations through effective leadership and coordination of efforts.	Inadequate coordination around South Africa's position on international matters.	<ul style="list-style-type: none"> <li>Strengthen coordination and planning instruments on the implementation of the international relations programme to eliminate fragmentation to enable the Presidency to drive Foreign Policy</li> </ul>
Functional, effective and integrated Presidency's administrative systems towards an organisation enabled to achieve its outcomes.	Non-achievement of a clean audit	<ul style="list-style-type: none"> <li>Finalise the establishment of a demand management function</li> <li>Introduce modernisation mechanisms (electronic system/software) to manage invoices</li> <li>Develop an integrated strategy and advocacy plan on non-compliance.</li> </ul>
	Inadequate stakeholder management	<ul style="list-style-type: none"> <li>Enter into SLA's with transversal departments to establish clear terms of reference, deliverables and timelines</li> </ul>
	Inability to respond appropriately to unexpected, major disruption of critical operations	<ul style="list-style-type: none"> <li>Ensure that the established emergency management mechanisms are rehearsed as per emergency management plans</li> <li>Facilitate the approval and implementation of the BCM Strategy</li> </ul>
	Inadequate Office Accommodation	<ul style="list-style-type: none"> <li>Secure additional office space through lease outside to mitigate against OHS Risks</li> </ul>
	Physical Security breaches	<ul style="list-style-type: none"> <li>Finalise the configuration of the Biometric instrument at the Union Buildings</li> <li>Implement the provisions of the Security Policy and restrict unauthorised access</li> </ul>
	Exposure to information security breaches	<ul style="list-style-type: none"> <li>Enter into SLA's with the relevant transversal department to establish clear terms of reference, deliverables and timelines</li> <li>Provide on-going training on security measures to be undertaken in all National Key Points</li> </ul>

#### 5. PUBLIC ENTITIES

Not applicable to The Presidency.

## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

INDICATOR TITLE 1	End term report on the implementation of the Programme of Action on the achievement of targeted nation building interventions towards social cohesion and accelerated social transformation
<b>Definition</b>	<p>The outcome will measure the implementation and successful achievement of the Annual Programmes of Action developed per annum, to inform the priorities and interventions of the organised formations/structures to mobilise society, promote social cohesion and accelerate social transformation.</p> <p>Five-year term report on the achievement of targeted nation building interventions towards social cohesion and accelerate social transformation, developed by Q4 of 2024/25 financial year.</p> <p><b>This includes amongst others:</b></p> <ul style="list-style-type: none"> <li>• <b>Statutory:</b> SPCHD, Departments, SANAC IMC, SANAC Plenary, HRDC, MRM.</li> <li>• <b>Non-statutory:</b> GBV interim committee; PWG on Disability; NYDA, Structures that arise out of relevant summits; SONA in Parliament, NHTL.</li> </ul>
<b>Source of data</b>	<p>Annual Programme of Action implemented, to inform the priorities of the organised formations/structures to mobilise society, promote social cohesion and accelerate social transformation.</p> <p>Quarterly reports on the implementation of the Annual Programme of Action on the statutory and non-statutory structures to mobilise society, promote social cohesion and accelerate social transformation.</p>
<b>Method of Calculation/Assessment</b>	Five-year term report in place, on the achievement of targeted nation building interventions towards social cohesion and accelerate social transformation, developed by Q4 of 2024/25 financial year.
<b>Assumptions</b>	The Presidency leads a responsive government, therefore changes to the annual programme can occur at short notice to allow the President and Deputy President to attend to more urgent competing priorities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The Presidency in its interventions and priorities of the organised formations/structures to mobilise society, promote social cohesion and accelerate social transformation will ensure that it targets:</p> <ul style="list-style-type: none"> <li>• Women,</li> <li>• Youth,</li> <li>• People with Disabilities.</li> </ul> <p>In the current year the baseline is being determined/set for the target groups.</p>
<b>Spatial Transformation (where applicable)</b>	In the current year the baseline is being determined/set for the contribution to spatial transformation priorities.
<b>Reporting Cycle</b>	Annual progress against the five year target.
<b>Desired performance</b>	Five-year term report on the achievement of targeted nation building interventions towards social cohesion and accelerate social transformation developed by Q4 of 2024/25 financial year.
<b>Indicator Responsibility</b>	<p>Branch Head: Private Office of the President and</p> <p>Branch Head: Deputy President's Office.</p>

INDICATOR TITLE 2	End term report on the implementation of the Programme of Action on the achievement of targeted interventions towards enhanced governance, state capacity and service delivery.
<b>Definition</b>	<p>The outcome will measure the implementation and successful achievement of the annual Programme of Action developed per annum on the statutory and non-statutory structures to strengthen governance and service delivery.</p> <p>A five-year term report on the implementation of the annual Programme of Action on the statutory and non-statutory structures to strengthen governance and service delivery, developed by Q4 of 2024/25 financial year.</p> <p><b>This includes amongst others:</b></p> <ul style="list-style-type: none"> <li>• <b>Statutory:</b> PCC, GSCI cluster departments; District and local municipalities, All Departments, SIU, Commissions on governance matters, Eskom War Room, IMC on Service Delivery at the District Level.</li> <li>• <b>Non-statutory:</b> SOE Council.</li> </ul>
<b>Source of data</b>	<p>Annual Programme of Action implemented, to inform the priorities of the organised formations/structures to enhance governance, state capacity and service delivery.</p> <p>Quarterly progress reports on the implementation of the Programme of Action on the achievement of targeted interventions towards enhanced governance, state capacity and service delivery.</p>
<b>Method of Calculation/Assessment</b>	Five-year term report in place, on the implementation of the Programme of Action on the achievement of targeted interventions towards enhanced governance, state capacity and service delivery, developed by Q4 of 2024/25 financial year.
<b>Assumptions</b>	The Presidency leads a responsive government, therefore changes to the annual programme can occur at short notice to allow the President and Deputy President to attend to more urgent competing priorities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The Presidency in its interventions and priorities of the organised formations/structures to enhance governance, state capacity and service delivery will ensure that it targets:</p> <ul style="list-style-type: none"> <li>• Women,</li> <li>• Youth,</li> <li>• People with Disabilities.</li> </ul> <p>In the current year the baseline is being determined/set for the target groups.</p>





<b>INDICATOR TITLE 2</b>	End term report on the implementation of the Programme of Action on the achievement of targeted interventions towards enhanced governance, state capacity and service delivery.
<b>Spatial Transformation (where applicable)</b>	In the current year the baseline is being determined/set for the contribution to spatial transformation priorities.
<b>Reporting Cycle</b>	Annual progress against the five year target.
<b>Desired performance</b>	Five-year term report on the delivery and achievement of targeted interventions towards enhanced governance, state capacity and service delivery, developed by Q4 of 2024/25 financial year.
<b>Indicator Responsibility</b>	Branch Head: Private Office of the President, Branch Head: Deputy President's Office, Branch Head: Policy.

<b>INDICATOR TITLE 3</b>	End term report on the Implementation of the Programme of Action on the achievement of targeted investment facilitation and trade promotion, economic growth and job creation.
<b>Definition</b>	<p>The outcome will measure the implementation and successful achievement of the Annual Programmes of Action developed per annum, to inform the priorities and interventions for targeted investment facilitation and trade promotion, economic growth and job creation.</p> <p>A five-year term report on the implementation of the annual Programme on the statutory and non-statutory structures to drive greater coherence and consistency in the implementation of economic policy and to support economic growth and job creation, developed by Q4 of 2024/25 financial year.</p> <p><b>This includes amongst others:</b></p> <ul style="list-style-type: none"> <li>• <b>Statutory:</b> ESEID cluster departments, BEEAC, PICC, NYDA, Land Reform IMC, Rural and Township Economies Technical Task Team, Bi-National Commissions.</li> <li>• <b>Non-Statutory:</b> PEAC, PIAC, PWC on Jobs; Panels as required; SOE Council, 4IR Council; PMO on youth employment; Annual Investment conference; Investment Seminar; Meetings with Social partners as required</li> </ul>
<b>Source of data</b>	<p>Annual Programme of Action implemented, to inform the priorities of the organised formations/structures for targeted investment facilitation and trade promotion, economic growth and job creation.</p> <p>Quarterly progress reports on the implementation of the annual Programme of Action on the statutory and non-statutory structures to drive greater coherence and consistency in the implementation of economic policy and to support economic growth and job creation.</p>
<b>Method of Calculation/Assessment</b>	Five-year term report in place on the achievement of targeted investment facilitation and trade promotion, economic growth and job creation, developed by Q4 of 2024/25 financial year.
<b>Assumptions</b>	The Presidency leads a responsive government, therefore changes to the annual programme can occur at short notice to allow the President and Deputy President to attend to more urgent competing priorities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<p>The Presidency in its interventions and priorities of the organised formations/structures for targeted investment facilitation and trade promotion, economic growth and job creation will ensure that it targets:</p> <ul style="list-style-type: none"> <li>• Women,</li> <li>• Youth,</li> <li>• People with Disabilities.</li> </ul> <p>In the current year the baseline is being determined/set for the target groups.</p>
<b>Spatial Transformation (where applicable)</b>	In the current year the baseline is being determined/set for the contribution to spatial transformation priorities.
<b>Reporting Cycle</b>	Annual progress against the five year target.
<b>Desired performance</b>	Five-year term report on the achievement of targeted investment facilitation and trade promotion, economic growth and job creation, developed by Q4 of 2024/25 financial year
<b>Indicator Responsibility</b>	Branch Head: Private Office of the President, Branch Head: Deputy President's Office, Branch Head: Policy and Research Services.

<b>INDICATOR TITLE 4</b>	End term report on the Implementation of achievement of delivery and achievement of targeted International Relations commitments.
<b>Definition</b>	<p>The outcome will measure the implementation and successful achievement of the Annual Programmes of Action developed per annum, to inform the priorities and interventions of targeted International Relations commitments.</p> <p>A five-year term report on the implementation of the priorities/interventions of targeted International Relations commitments, developed by Q4 of 2024/25 financial year.</p>
<b>Source of data</b>	<p>Annual Programme of Action implemented, of targeted International Relations commitments.</p> <p>Quarterly progress reports on the implementation of the annual Programme of Action on the international relations policy and agenda of South Africa.</p>
<b>Method of Calculation/Assessment</b>	Five-year term report in place on the implementation of the priorities of targeted International Relations commitments, developed by Q4 of 2024/25 financial year.

**PART D:  
TECHNICAL INDICATOR DESCRIPTIONS (TIDs)**

<b>INDICATOR TITLE 4</b>	
	End term report on the Implementation of achievement of delivery and achievement of targeted International Relations commitments.
<b>Assumptions</b>	The Presidency leads a responsive government, therefore changes to the annual programme can occur at short notice to allow the President and Deputy President to attend to more urgent competing priorities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	The Presidency in its interventions and priorities of targeted International Relations commitments will ensure that it targets: <ul style="list-style-type: none"> <li>• Women,</li> <li>• Youth,</li> <li>• People with Disabilities.</li> </ul> In the current year the baseline is being determined/set for the target groups.
<b>Spatial Transformation (where applicable)</b>	In the current year the baseline is being determined/set for the contribution to spatial transformation priorities.
<b>Reporting Cycle</b>	Annual progress against the five year target.
<b>Desired performance</b>	Five-year term report on the implementation of the priorities of targeted International Relations commitments, developed by Q4 of 2024/25 financial year.
<b>Indicator Responsibility</b>	Branch Head: Private Office of the President, Branch Head: Deputy President's Office.

<b>INDICATOR TITLE 5</b>	
	Improved audit outcome opinion by Auditor-General.
<b>Definition</b>	The outcome will measure sound governance and improved compliance evidenced through year-on year improvements towards and maintaining an external audit outcome on every year's financial and non-financial performance information in the 5 year period.
<b>Source of data</b>	External Audit (Auditor-General) Report outcome for previous financial year; received in Q3 annually.
<b>Method of Calculation/Assessment</b>	Document verification: Existence of <ol style="list-style-type: none"> <li>1) Verification of External Audit Report outcome,</li> <li>2) Verify overall Presidency external Audit Outcome result for previous financial year; for both financial and non-financial performance information, as reflected in the External Audit (Auditor-General) Audit Outcome received in Q3 annually.</li> </ol>
<b>Assumptions</b>	None.
<b>Disaggregation of Beneficiaries (where applicable)</b>	The target cannot be disaggregated across targeted beneficiaries.
<b>Spatial Transformation (where applicable)</b>	The target cannot be disaggregated to outline the contribution to spatial transformation priorities.
<b>Reporting Cycle</b>	Annual progress against the five year target.
<b>Desired performance</b>	Clean audit by 2024/25.
<b>Indicator Responsibility</b>	Branch Head: Corporate Management.



## ABBREVIATIONS

AfCFTA	Africa Continental Free Trade Agreement
AG	Auditor-General
APP	Annual Performance Plan
APRM	African Peer Review Mechanism
ASD	Assistant Director
AU	African Union
BBBEE	Broad-based Black Economic Empowerment
BBEEAC	Based Black Economic Empowerment Advisory Council
BCM	Business Continuity Management
BCP	Business Continuity Plan
COO	Chief Operations Officer
Cogta	Department of Cooperative Governance and Traditional Affairs
DBE	Department of Basic Education
DDG	Deputy Director- General
DDM	District Development Model
DG	Director-General
DIRCO	Department of International Relations and Cooperation
DoJ & CD	Department of Justice and Correctional Services
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DSAC	Department of Sports, Arts and Culture
DWYPD	Department of Women, Youth and People with Disabilities
EA	Executive Authority
ESEID	Economic Sectors, Employment and Infrastructure Development
EU	European Union
4IR	Fourth Industrial Revolution
FOSAD	Forum of South African Directors-General
GBV	Gender-Based Violence
GBVF	Gender-Based Violence and Femicide
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
HRDC	Human Resource Development Council
IGR	Intergovernmental Relations framework
IMC	Inter-Ministerial Committee
MDDA	Media Development and Diversity Agency
MRM	Moral Regeneration Movement
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NA	National Assembly
NCOP	National Council of Provinces
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NHI	National Health Insurance
NHTL	National House of Traditional Leadership
NPC	National Planning Commission
NT	National Treasury
NYDA	National Youth Development Agency

## ABBREVIATIONS

OHS	Occupational Health and Safety
PCC	Presidential Coordinating Council
PEAC	Presidential Economic Advisory Council
PIAC	Presidential Investment Advisory Council
PEC	Presidential Economic Council
PICC	Presidential Infrastructure Coordinating Council
PICI	Presidential Infrastructure Champion Initiative
PMO	Project Management Office
POA	Programme of Action
PRS	Policy and Research Services
PSEC	Presidential State-Owned Enterprises Council
PWC	Presidential Working Council
PWG	Presidential Working Group
SADC	South African Development Community
SANAC	South African National AIDS Council
SEIAS	Socio-Economic Impact Assessment Systems
SEZ	Special Economic Zones
SLA	Service Level Agreement
SMME	Small, Medium and Micro-sized Enterprise
SMS	Senior Management Service
SOE	State Owned Enterprise
SONA	State of the Nation Address
SPCHD	Social Protection, Community and Human Development
SSA	State Security Agency
STATSSA	Statistics South Africa
TOR	Terms of Reference
UB	Union Building
UN	United Nations
YES	Youth Empowerment Strategy







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