



national planning
commission

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The Presidency
REPUBLIC OF SOUTH AFRICA



Handover
Report of
the National
Planning
Commission:
2015-2020

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THIS HANDOVER REPORT IS DEDICATED TO THE MEMORY OF DR VUYOKAZI MAHLATI. A STAUNCH MEMBER OF THE NATIONAL PLANNING COMMISSION SINCE ITS INCEPTION IN 2010, A DEVELOPMENT ACTIVIST, A BUSINESSWOMAN AND A LEADER

NATIONAL PLANNING COMMISSION MOURNS THE PASSING OF COMMISSIONER DR VUYOKAZI MAHLATI



At the time of going to print, the Commission lost one its own, Dr Vuyokazi Mahlati. Dr Mahlati was serving her second term as a member of South Africa's National Planning Commission (NPC) where she offered her expertise, sharp intellect and passionate advocacy for the National Development Plan – Vision 2030 (NDP), in particular for the empowerment of women and black people in general. She was an erudite scholar and contributed to the writing of the National Development Plan which was adopted as the national strategic framework by Cabinet and Parliament in 2012. She has contributed immensely to the transformation and emancipation of women and the promotion of an inclusive economy to enhance social cohesion and nation-building in South Africa. Dr Mahlati was the former Chair of the Presidential Advisory Panel on Land Reform and Agriculture where she was passionate about the transformation of the agriculture and land sector, notably supporting the stance on the expropriation of land without compensation. Furthermore, she has been at the forefront of turning ideas into actions, as witnessed by the many causes for which she rolled up her sleeves, helping to move South Africa forward.

Her decade-long service on the Commission represents vital institutional memory and a critical resource that she availed across many sectors and organisations. Her shocking passing away will leave the Commission and the country poorer. We find solace from the fortune of having worked with her during the height of her career and her rise as a decorated leader within and outside South Africa.

IT IS HOPED THE RECOMMENDATIONS MADE IN THIS REPORT WILL CONTINUE TO ADVANCE HER IDEALS AND THE ISSUES SHE WAS PASSIONATE ABOUT.

MAY HER SOUL REST IN ETERNAL PEACE.

FOREWORD

“Planning without action is futile, action without planning is fatal”

This old saying is as relevant and true today as it was when the process of writing the National Development Plan – Vision 2030 started, inspired by the ideal of a transformed country with a strong and inclusive economy, and better lives and livelihoods for all our people.

This report chronicles the experiences of the second Commission during our five-year tenure, September 2015 to August 2020. It traverses changes in the environment in which the NPC functioned, the challenges encountered, critical reflections and insights from our work, and lessons from experience. The report also looks ahead and provides strategic recommendations to advance the NDP’s priorities of overcoming poverty, and reducing social inequalities and unemployment, which we submit as an input into the work of the next Commission, as well as for discourse on South Africa’s future in broader society.

The overarching objective of the NDP is to build upon the socio-economic developmental gains democratic South Africa has made since 1994, in terms of the provision of education, health, housing, electricity, sanitation, and social protection to black African households previously denied these services under apartheid. Poverty reduction, the process set underway to restore the dignity of the previously dehumanised majority, and the quest for a truly inclusive and just economy, continues.

While the adoption of the NDP as South Africa’s first unifying strategy and vision inspired immense hope in society about the country’s future, the implementation phase of the Plan and progress towards its 2030 vision and goals encountered several challenges.

In the period after the adoption of the NDP implementation of the Plan confronted a confluence of challenges, arising externally and internally, such as the after-effects of the 2008 global financial crisis, climate change, a deteriorating domestic political and governance environment within the state, institutional turbulence and the erosion of confidence in government by broader society. These circumstances proved un conducive for the effective implementation of the NDP, and policy and planning uncertainty arose on what ought to be done to address the challenges confronting the country. The paradigm shift and social compact proposed in the NDP did not materialise. Most concerning has been the risk of erosion of the gains made since 1994, as economic growth stalled and unemployment, poverty and inequalities rose.

This report of the second NPC’s tenure is written while South Africa is in the midst of the devastating global outbreak of Covid-19. The pandemic finds the country battling with pre-existing crises, many of which are interwoven into structural fault-lines inherited from apartheid. Never before have our post-1994 democratic institutions been as tested as now, in terms of their resilience, responsiveness, and especially as regards

capabilities to plan, implement and deliver to the needs of citizens, in particular the most vulnerable. While government's response to the pandemic was prompt, science-based, comprehensive and appropriately focused on urgent health interventions and other required relief, addressing the long-term social and economic fallouts of the crisis also requires urgent focused attention.

Covid-19 confirms the Commission's conviction, based on its work and analysis, that the capacity and capability of the state, and strong institutionalised long-term planning that is linked to policy, are the decisive attributes required to realise our developmental goals and aspirations. They deserve to be accorded utmost priority in the country's endeavours going forward, and are also key to ensuring resilience against recurrent crises that are intrinsic in the global system, such as epidemiological, environmental, economic and social crises to which developing countries, such as South Africa, are particularly vulnerable.

The current Covid-19 crisis has thrust into more acute relief major issues about the country's development that the second NPC has grappled with, in particular the social and economic conditions affecting the majority, especially the most vulnerable in society, and issues of leadership - both political and administrative leadership - as well as leadership in broader society.

Notwithstanding the challenging environment in which the Commission functioned, the NPC persevered in executing its mandate, focused on the long-term as required, and was guided by the priorities the NPC set during its tenure, namely - building an expanded, inclusive and fairer economy, building human capabilities and

enhancing the quality of life, and promoting an active citizenry, building a capable state and leadership.

By the end of its term in August 2020, the second NPC had produced more than 30 outputs in the form of research reports, position papers, and advisory briefing notes on various subjects pertaining to the development of the country and implementation of the NDP. Exercising its convening power, the Commission conducted more than 250 stakeholder engagements in which productive policy discourse and conversations were held with social partners and key private sector, labour, civil society actors, as well as with other think tanks and development agencies.

During its tenure, the NPC undertook an assessment of implementation of the NDP and the extent to which the country was making progress towards achieving the goals of the Plan, in particular the reduction of poverty, unemployment, inequalities, and the building of an inclusive economy. The review found that implementation of the NDP has been weak, and that progress on the Plan's key proposals has been inadequate. Not enough has been done to effect a fundamental shift to the major challenges prioritised in the NDP.

The NDP envisages that government must lead implementation. While the steps taken in 2014 to institutionalise the Plan in government's five-yearly medium-term planning framework were an encouraging start, this needs to be deepened, including the prioritisation and measurement what is to be done, as well as strengthening the alignment of short- to medium-term plans to the NDP.

Persisting divisions inherited from apartheid, racial, gender, and spatial inequities, the reality that too many people are unemployed and poor, and an economy that still does not benefit the majority make the NDP imperative to build a capable, ethical developmental state profoundly urgent, one in which the three spheres work together and in collaboration with social partners and society to decisively tackle these fundamental challenges which stifle South Africa's potential and the promise of the country's democracy and a better life for all.

The NPC shares the view that the Covid-19 crisis presents an opportunity to advance in this direction by ensuring that recovery from the pandemic includes deliberately and purposefully forging a re-energised development trajectory firmly focused on overcoming the country's core challenges, guided by the vision and goals of the NDP. Central in this regard is the need for a fundamental shift in the country's economic strategy, towards more directly confronting structural and other binding constraints to the broadening of economic participation and ownership by black South Africans and by women, including prioritising bottom-up approaches and local economic development, especially in townships and rural areas.

The NPC regards the progress in rolling-out comprehensive social protection as one of democratic South Africa's most notable achievements, the elements of which are comprehensive social security, access to social assistance in the form of cash grants, health, education and shelter, and the provision of basic services to poor households. The social protection system provides vital relief amidst high levels of household vulnerability that also ensues

from the economy's failure to provide viable livelihoods to the majority of citizens. Active attention is, however, required to improve outcomes and quality, as well as to ensure that none of the deserving remain outside the system. It is also critical to address risks to this achievement posed by service delivery failures, rising inequities between public and private provision, for example in health and basic education, inadequate attention to provision for persons with disabilities and the emerging crisis of mental health. The current Covid-19 pandemic, as with the HIV and AIDS pandemic, highlights the importance of universal healthcare coverage and social protection systems that are sustainable, affordable and efficient, and that ought to be available and accessible to everyone in the country, the rich, the poor, the rural and the urban.

The Commission is encouraged that the key challenges and issues that have preoccupied the NPC over the last five years are at the core of the seven priorities of the current sixth administration led by President Cyril Ramaphosa, in particular the elevation to top priority of the "Building of a Capable, Ethical and Developmental State". As part of it the District Delivery Model is designed to improve co-ordination and implementation of government services and initiatives, as well as alignment to the NDP, with delivery grounded at the district level, with all three spheres working together. The NPC has been actively engaged in these processes, offering inputs where it is able to, with a view to ensuring outcomes that advance the NDP.

Based on the NPC's experiences during the past five years, and as affirmed by the Covid-19 crisis, the Commission submits that prioritising the capacity of the

state must include a deliberate focus on institutionalising strong planning systems and a long-term perspective including the institutional location, role and capacity of the National Planning Commission, as well as consideration of legislation for this purpose. This report also highlights how the institutionalisation of planning was undermined by factors that include institutional instability following the necessary re-organisation of the state, and by shifting leadership with three different ministerial appointments during the second Commission's tenure, all of which detracted from continuity in the interface between the NPC, the national Cabinet and other state institutions.

The NPC is of the strong conviction that the NDP remains as relevant as ever, as a set of solutions and programme of action to address South Africa's core development challenges. The Commission strongly advocates revitalising implementation, guided by the paradigm shift and cycle of development identified in the NDP, with strong leadership, an effective government,

and an active citizenry as critical requirements for success in achieving the overall NDP - Vision 2030 and goals, aligned to the UN SDGs and AU Agenda 2063.

The Commission submits this report of the tenure of the second NPC - what was achieved in fulfilling its mandate, the insights gained, the challenges encountered and the various recommendations made - as an input into the work of the next Commission as it sets out to assist the country with its next long-term NDP for the period 2025 to 2050. The report also serves as the NPC's considered contribution to the broader national discourse on the country's development imperatives, priorities and prospects as it embarks upon the next implementation decade towards realising the NDP - Vision 2030 goals.

On behalf of all the Commissioners on the second NPC, we thank the President and the country for the privilege to have served our beloved country in the best way we could during the past five years.



Jackson Mthembu, MP

Minister in the Presidency and Chairperson of the NPC



Professor Malegapuru Makgoba

Deputy Chairperson

APPRECIATION BY THE NPC SECRETARIAT



As the Secretariat of the NPC, we appreciate the leadership of the Chairperson of the Commission, the Honorable Minister Jackson Mthembu, and of the Deputy Chairperson, Professor Malegapuru Makgoba, in the NPC's journey over the last five years. The scope and complexity of the subject matter traversed by this Commission, the wide-ranging NPC research projects and stakeholder engagements was immensely challenging, and, being a relatively small, resource-constrained Secretariat, acutely tested our professional resilience. Having been of service to the Commission at a crucial period for development planning in the country, we trust that we supported the NPC and the Commissioners as best we could, with the guidance and counsel of the Commission's leadership.

We are privileged to have been exposed to the uniquely rich and dynamic intellectual environment offered by the diverse experts that are Commissioners of the NPC. We are therefore better today than at the beginning of this Commission in 2015, as individual members of the Secretariat and as a collective, and as custodians of the NPC's institutional memory.

We look forward to seamlessly advancing what the current Commission has accomplished to the next chapter of development policy and planning in South Africa. With Covid-19 and its aftermath, the next chapter will be about recovery, reconstruction and implementing better if the country is to mount an effective push back against crippling poverty, unemployment and inequalities. It promises to be both a challenging and exciting chapter.

A handwritten signature in black ink, appearing to read 'Matona', enclosed within a large, hand-drawn oval.

Mr Tshediso Matona

Secretary of National Planning

EXECUTIVE SUMMARY

Background and Purpose

The establishment of the National Planning Commission (NPC) in 2010 and the launch of the country's first comprehensive National Development Plan (NDP) in 2012 are major breakthroughs in South Africa's efforts to put the country on a long-term developmental trajectory towards realising the vision outlined in our Constitution (Act 108 of 1996). The first NPC undertook research, consultations and wide-ranging engagements with social partners and state institutions to diagnose the conditions affecting the country's social and economic development and wrote the National Development Plan.

The first NPC concluded its work in April 2015 after the NDP was approved by all political parties in Parliament and by the Executive in government. The adoption of the NDP as the country's first unifying strategy and vision was a significant moment. The NDP prioritises what needs to be done to ensure that the long shadow of colonialism, patriarchy, institutionalised apartheid and its structural determinants that create intergenerational cycles of poverty, unemployment and social inequalities are overcome.

The second NPC began its work in September 2015 for a five-year period. This end-of-term report provides an overview of the work of the second National Planning Commission over the last 5 years. It covers the key activities of the NPC, how it organised the work, the strategic insights and reflections from its research, analysis, policy and planning

processes, and stakeholder engagements during this period. Reflecting critically on our experiences during this journey as well as the changing context, and the challenges, the report provides lessons of experience and strategic recommendations for the next Commission to advance the NDP priorities of overcoming poverty and reducing social inequalities and unemployment.

Importantly, it focuses on the necessity of institutionalising the National Planning Commission and long-term planning in the country as a means of ensuring policy and planning coherence, co-ordination and certainty beyond electoral cycles. The details in the report highlight key recommendations and advice on a range of policy and planning matters to do with the development of the country in accordance with the mandate of the NPC. As an expert advisory body and think-tank, the mandate of the NPC is to take an independent, research-based, cross-cutting and critical approach in its work.

The purpose of this end-of-term report is thus threefold:

- To account to the country and the state for what it did during the past five years (2015 to 2020). This is in keeping with the practice and principles of good governance;
- To share strategic analyses and lessons of experience of planning processes that influence implementation of the NDP in the country and within government; and
- To provide guidance and proposals on implementation issues that must

be addressed in future to achieve the NDP vision. This is relevant both for government and the next NPC.

Research, Policy and Planning outputs and Engagements

Despite the historic and contemporary conditions and issues that emerged in the turbulent external and internal environments, the second NPC produced over 30 research papers including reports, advisory and concept notes, and policy and planning briefs that are in the public domain. The research and related evidence-based analysis of these outputs provides the basis for the expert-led proposals in this document. Additionally, the NPC used its convening power to conduct over 250 stakeholder engagements, consultations, and processes with key sectors such as business, social partners, including NEDLAC, and civil society organisations to promote the implementation of the NDP priorities and its implementation. Uniquely, these engagements included children and the NPC produced the Children's NDP - a first of its kind. As an NPC for the entire country, commissioners were available to engage with state and non-state actors to ensure that there was traction of the NDP within significant spaces. A brief overview of the analysis, lessons of experience and recommendations for further implementation is discussed in this summary and more details are in the full Report.

Analytical highlights, lessons of experience and recommendations

At the time of writing this report we are in the midst of a global crisis of unparalleled proportions due to the Covid-19 pandemic. Globally, regionally and in South Africa, the

pandemic resulted in massive turbulence due to the interlinkages of economic/financial, epidemiological, environmental and governance crises. These multiple crises are interwoven into the pre-1994 structural fault lines in our country and are testing every aspect of our post-1994 democratic institutions' abilities and capacities to be nimble and responsive. The NPC finds that government's response to the pandemic was prompt, science-based and comprehensive and appropriately focuses on the immediate, short-term impacts as it relates to the health of the population, however addressing the long-term social and economic effects of the crisis are equally urgent. The NPC emphasises that the crisis provides the country with another opportunity to strengthen and fill the gaps in our system of social protection to address new risks and vulnerabilities that undermine the human development of the poorest, restructure the economy and re-imagine society, and renew the journey to the promise of a democratic South Africa.

The Report focuses on some of the lessons that emerge as a result of the crises identified (governance and politics; economic/financial, environmental, and epidemiological and social).

Crisis of Governance and Politics

Governance and political crises are spurred by both local and global factors. However, whatever the roots of crises of governance, they deepen divisions within the state and within broader society and cause policy and planning uncertainty and contradictory messages on what ought to be done to address the challenges confronting the country. These issues need to be considered against the endemic

problems experienced in South Africa both as a country and by the government over the past two decades. The current crisis has more acutely sharpened the issues with which the NPC has grappled, especially the social and economic conditions affecting the majority and the issues of leadership – both political and administrative leadership as well as leadership in broader society. The disjuncture and lack of co-ordination among the three spheres of government (national, provincial and local) creates an environment in which the national policy frameworks and legislation, including norms and standards are not implemented appropriately. Lack of coherence and a unified system of planning across all three spheres reflects a serious crisis of governance. Indicators of this crisis are most acutely expressed in the numbers and frequency of service delivery protests and disruptions. Civil society organisations and social movements voice their dissatisfaction at the failures of provincial and local government to function in a coherent and co-ordinated manner. Deliberative and urgent attention is required to ensure effective and efficient governance, and policy and planning implementation across all spheres.

The Report analyses how the institutionalising of planning was undermined by a number of factors over the last five years including institutional turbulence as a result of the necessary re-organisation of the state, by shifting leadership with three different ministerial appointments during the five-year period. These changes in Ministers led to a lack of continuity in the interface between the NPC, the national Cabinet and other state institutions and saw a decline in the implementation of the NDP. This situation was further worsened by incapacities within the state as well as

within the NPC, and by an under-resourced secretariat until 2018. The appointment of the current Minister in the Presidency after the last election considerably improved the interface between the Cabinet and the NPC and the advancement of the NDP.

In terms of governance, the report highlights how the lack of strong political and administrative leadership can undermine planning in the immediate, medium and long term as a key lesson of experience. The report also highlights that for the country to deal with the recurring crises that affects most countries in waves, it is important to have strong planning systems. However, for these systems to be strong there must be strong links between the policy environment as well as the planning systems. The lesson based on this experience highlights the importance of strong institutionalisation of long-term planning within the country and within government through legislative and organisational frameworks.

Economic and Financial Crises

Research papers and engagements with key sectors provide insights and lessons arising from a highly concentrated economy that is in decline and has not benefitted the majority of the excluded. Recent past economic and financial crises of 1998, 2010 and the current period of the pandemic reinforce the need for a fundamental review and shift in our economic approach. An approach that is people-centred, builds from the bottom, is inclusive of those excluded from the economy and that prioritises local economic development, especially in townships and rural areas is needed. Significantly these crises expose the disjuncture between economic and social policies and reinforce the urgency of ensuring interlinkages

among economic and social policies. There are mutually reinforcing relationships among economic and social policies (health, education, social protection). The NPC recommends that economic recovery and renewal is urgent and requires deliberate and focused attention on the backward and forward linkages among micro- and macro-economic processes, and their social impacts on deracialising and de-gendering the economy as well as on issues of sustainability. Economic recovery and resilience ought to be anchored by an enhanced social protection system that covers all citizens (the working poor and those who are not in work) in good and bad times.

Environmental Crises and Just Transitions

In terms of environmental issues and the fragility of our climate and ecosystems, the NPC took into account that environmental systems within the country and globally need a just transition toward a more sustainable system that reduces the carbon footprint, that uses renewable energy sources and that ensures future generations are not subjected to the worst excesses of the current generation. The interconnections between economic renewal, equitable, fair and inclusive social and economic systems and just transitions have been sharpened significantly during this crisis. The exploitation and depletion of natural resources to generate faster and unsustainable economic growth in the short term must be considered against how we manage the recurring environmental crises and their long-term social and economic impacts. We also need to consider the social and health impacts on people of air, water and soil pollution.

Epidemiological and Social Crises

Poverty is again on an upward trend, inequality is remarkably persistent, and has remained unchanged over time and the Covid-19 pandemic pushes the vulnerable and at risk into a humanitarian crisis that is unparalleled. Unemployment is on the rise, amid the economy's weak employment creation, and the highest burden is borne by black women and youth. Health inequities between private and public health provision is glaring and so are health disparities within the population. The record of service delivery is worsening and coupled with the economy's labour market difficulties negatively affecting the delivery of the social wage to the poorest households. Spatial inequality challenges persist. These conditions fuel dissent, crime and high-risk behavior because of the experiences of unequal treatment, exclusions and alienation from the state. The current pandemic as with the HIV and AIDS pandemic and others highlights the importance of universal healthcare and social protection systems that are sustainable, affordable and efficient and that ought to be available and accessible to everyone in the country. Health and social and economic crises emphasise the significance of psycho-social well-being. A new silent emerging global health crisis is mental health, a crisis South Africa has experienced through the Life Esidimeni tragedy and this aspect of our health and social services requires careful consideration and follow-through.

In the area of social protection notable progress is being achieved with regard to comprehensive social security through access to social assistance in the form of cash grants, health, education and shelter,

and the provision of basic services to poor households. However, outcomes and quality require significant improvement. Urgent follow-up is required to ensure the inclusion of those who remain outside the social protection system. The needs of those over the age of 18 years and under 60 years who are not in paid work and who live in extreme poverty require urgent attention. The NPC addressed the priority of achieving consensus on the elements of a social protection floor among social partners and urged government to consolidate the social wage into the Social Protection Floor. A missing element in the social floor is the lack of a basic income for all those between the age of 18 and 60 who are not in waged work and who are without income. The NPC recommends that the next Commission monitor and assess the implementation of proposals in its paper, A Policy and Planning Brief on the Social Protection Floor: Social Protection and Pathways towards a Basic Income Grant to ensure a socially just and sustainable system reaches the most vulnerable and those at risk.

NPC Review of the Implementation of the NDP and the MTSF

The NPC Review highlights several challenges that pose a risk to constitutional democracy for the majority of impoverished people and to a viable functioning state including:

- The weakening of government and key state institutions, poor public service performance and the erosion of confidence and trust across society.
- There has been a blurring of lines between political and administrative functions.
- Corruption is systemic and prevails in both the public and private sectors.

- Government faces severe and limiting fiscal constraints, and SOEs have become a key contributor to this challenge.
- Crime, including gender-based violence, is persistently high and the types of violence are shocking in their brutality.
- Political leadership after the adoption of the NDP was not focused on the NDP and not strong, and consequently the Plan was not effectively championed.

These and other factors resulted in South Africa not achieving the targets towards 2030 during the last eight years of implementation.

Factors that hamper the implementation of the NDP include:

- A lack of clear and fit-for-purpose mechanisms to deliver on the NDP and its priority goals and targets, including performance measurement, consequences and accountability.
- Development planning, and the NDP specifically, has not been effectively institutionalized within the state.
- Inadequate alignment of the NDP with the MTSF and budget allocations.
- Political and ideological contestations displace the NDP from central focus.
- There has been inadequate communication and popularisation of the NDP within society
- The prerequisites for success in achieving NDP goals, namely focused leadership, the NDP as a plan for all, institutional capability, resource mobilisation, a broad social compact and agreement on trade-offs, have not been met.

The decision to utilise government's macro-planning tool, the Medium-Term

Strategic Framework (MTSF) to initiate implementation of the NDP during the 2014-2019 planning cycle was an encouraging step by government and was welcomed by the NPC. During 2017, the Commission undertook an assessment of the extent to which the content of the MTSF was aligned to the NDP and to determine what progress was being made in implementing the NDP's proposed actions. The NPC review indicated that only 27% of the NDP's proposed priorities and actions had been implemented at that juncture, more than five years after its adoption. The Commission concludes that the MTSF is not an adequate tool for measuring implementation of the NDP.

Our analysis shows that the MTSF measures too many performance indicators - more than a thousand in the 2014-2019 period and above five hundred in the latest MTSF for the 2019-2024 period. Many of these are not sharp enough to measure the actual impact of development in society and

progress towards the NDP - Vision 2030. The NPC recommends that implementation of the NDP should be framed by the goals to build an inclusive, fairer economy, improve the human development and quality of life of people through social protection and build a capable state and a capable nation. All programmatic efforts in implementing the NDP through government must be measured and assessed against the actual impacts they make in eradicating poverty and reducing unemployment and inequality.

The Report provides many other detailed recommendations and lessons of experience. In this Executive Summary it was important to reflect on what was achieved, what the lessons of experience were and how these lessons can be used to propel the work of the next NPC to ensure greater implementation, changes that may be required, and for stronger engagement with state organs, the administrative arm of government and broader society.

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1. INTRODUCTION

The Handover Report is an overview of the work of the second National Planning Commission over the last five years after the appointment of the Commission in 2015. It covers the key activities of the NPC, how it organised the work, and the strategic insights and reflections from its research and stakeholder engagements during this period. The report highlights key recommendations and advice on a range of policy and planning matters to do with the development of the country, in accordance with the mandate of the NPC as an advisory think tank.

The purpose of this report is to provide the next Commission with strategic insights on the work that the current Commission prioritised as well as critical aspects that require further attention to achieve the country's long-term national development priorities by 2030. The planning perspectives, analysis and insights in this Handover Report also serve as an important input into ongoing public policy and planning discourses on the state of development of the country, and in particular on the National Development Plan and its implementation towards 2030.

The establishment of the NPC and the launch of the NDP are major breakthroughs in South Africa's efforts to put the country on a long-term developmental trajectory towards realising the vision outlined in our Constitution. Reflecting on our experiences during this journey, the changing context, and the challenges, the Report provides critical and strategic recommendations for the next Commission to advance the NDP priorities of overcoming poverty, reducing social

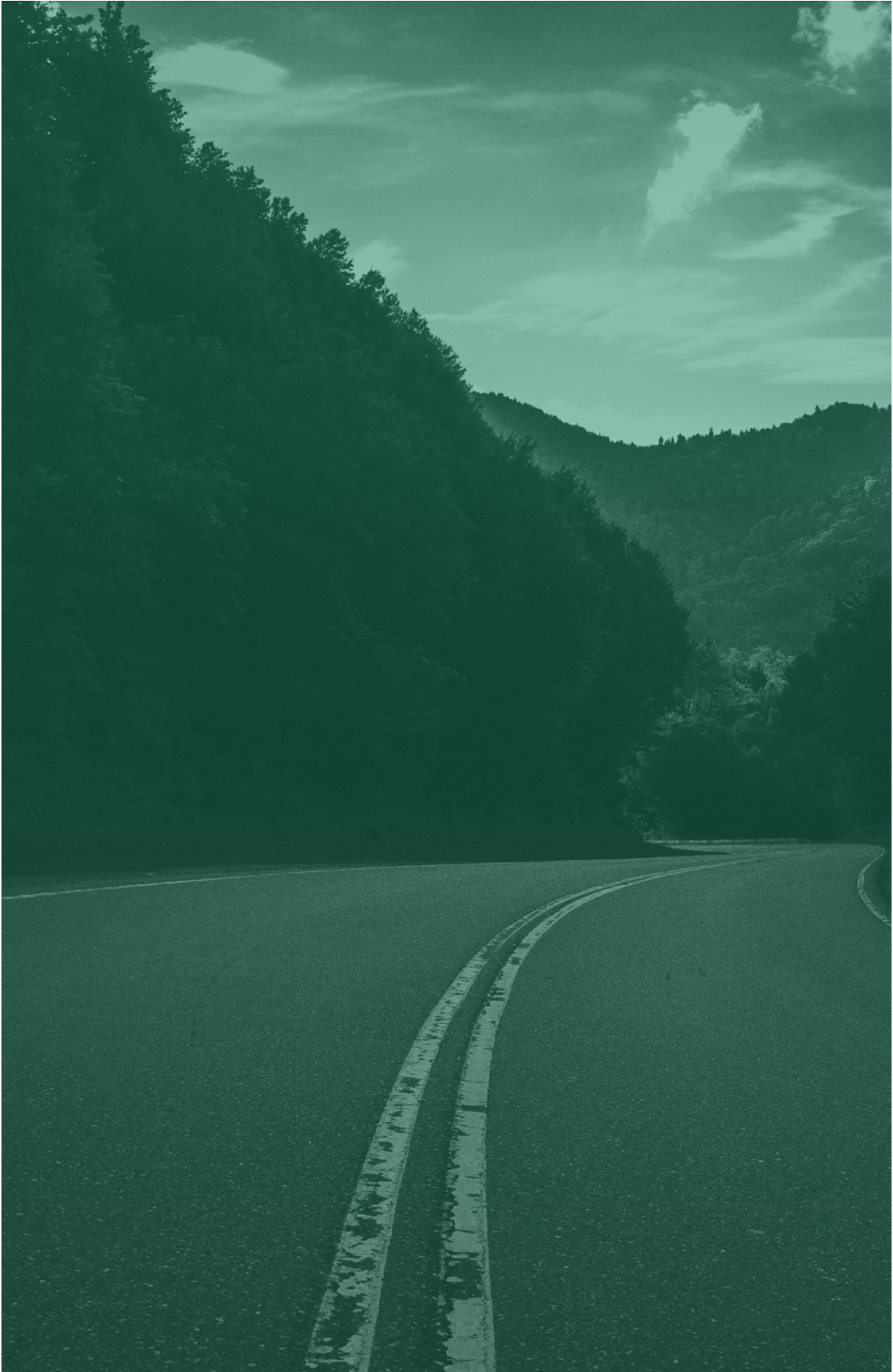
inequalities and unemployment and to institutionalise the National Planning Commission and long-term planning in the country.

Before engaging with the implications of the changing national and global context, especially that of the ongoing Covid-19 pandemic, the NPC provides a brief overview of its mandate. The importance of a planned approach to building long-term resilience and enhancing capabilities in the country as well as strong institutions such as the NPC is more significant than ever before for the country's people and our future prospects..

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The handover report is an overview of the work of the second National Planning Commission (NPC) over the last 5 years after the appointment of the commission in 2015.

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2. WHAT IS THE NATIONAL PLANNING COMMISSION?

Established in 2010, with the framework of the Revised Green Paper: National Planning Commission, General Notice 101 of 2010 as its basis, the National Planning Commission received a clear mandate and understood its functions. The President appoints the NPC in terms of powers outlined in section 85(2) of the Constitution of the Republic of South Africa (Act 108 of 1996), which, among others, empowers the President to appoint commissions.

The specific purpose of the NPC was to integrate a long-term outlook in policy-making and national planning in government and in the country, guided by a shared national vision. The intention was to institutionalise national development planning to enhance implementation and its impact in the economy and society as a whole.

The Commission is an expert advisory body and think tank, with a mandate to take an independent, research-based, cross-cutting and critical approach in its work.

The inaugural NPC produced South Africa's first long-term National Development Plan-Vision 2030 in 2011, and after discussion and policy debates, the government (Cabinet) and Parliament adopted it in 2012. The NDP was an outcome of significant consultation among many interest groups and was endorsed by all political parties when it was tabled in Parliament. It was widely endorsed by stakeholders and actors across society, making it a plan for the country, for the South African nation, and not just a government plan. As such, it is a compelling basis for social compacts around decisively tackling South Africa's core challenges of poverty, unemployment and inequality.

The Commission's interaction with diverse stakeholders and persuasion across all sectors of society, as well as with all social partners is essential to mobilise society around the NDP objectives since these are broadly accepted and are in keeping with South Africa's Constitution.

The NPC is made up of 25 Commissioners appointed for their technical expertise and professional experience across diverse sectors, and its Chairperson is the Minister in the Presidency. Commissioners serve on a part-time basis, for a period of five years. The institutional location of the NPC is the Presidency. A secretariat consisting of a multi-disciplinary team of officials provides administrative and technical support to the Commission.

The content of the NPC's mandate is wide-ranging and includes, among others, providing an analysis of long-term trends in the social and economic sectors; demographics; poverty and vulnerabilities, unemployment, and social inequalities; infrastructure and spatial trends; regional and global trends, the state, government and public service issues, and the factors influencing social cohesion trends.



The Mandate of the Second NPC – From Planning to Implementation

The second NPC (hereinafter the NPC) was appointed in September 2015 for a five- year tenure ending August 2020 with the mandate to:

- Promote and advance the implementation of the National Development Plan across different sectors of society;
- Undertake detailed planning in a selected number of sectors to be determined from time to time;
- Conduct regular engagements with various sectors of society on all matters pertaining to the long-term development of the country;
- Facilitate stakeholder engagements aimed at forging a social compact towards more effective implementation of the National Development Plan;
- Take a cross-cutting view, undertake research into long-term trends, analyse implementation of short- to medium-term plans with a view to recommend improvements to Government and the country, as well as produce reports to inform policy and planning;
- Contribute to the development of international partnerships and networks on national planning; and
- Monitor, review and assess progress in achieving the NDP long-term targets and priorities.

For institutional memory and continuity, the President appointed seven Commissioners from the first NPC to serve in the second NPC. This was useful in the dynamic link between the planning and implementation aspects of the second Commission's mandate, which would shift to implementing the Plan guided by the NPC. During the 2015- 2020 period, the NPC's mandate focused on deepening the development planning priorities within government and various sectors of society, analysing implementation and resource allocations to ensure that these link with the parameters of the NDP and highlighting gaps, advances and blockages.

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The specific purpose of the NPC was to integrate a long-term outlook in policy-making and national planning in government and in the country, guided by a shared national vision.

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The work of the second NPC and its strategic objectives:

- Build on the work of the first NPC.
- Identify entry points for accelerating implementation, including the optimisation of existing resources to enhance service delivery, as well as the harnessing of additional resources in the private and public sectors.
- Catalyse leadership and engagement within society at all levels on the vision, priorities and issues affecting the country, build confidence and trust and undertake strong and continuous communication to ensure that the NDP is a living document.
- Continue to strengthen long-term planning, the use of scientific data, and the monitoring and evaluation processes and systems.



3. THE CHANGING ENVIRONMENT IN WHICH THE NPC FUNCTIONED

Factors that influence the NPC's functioning during the 2015 to 2020 period include shifts at the political level and governance of the country, as well as changes in the organisation of the state itself and the uncertainties and volatilities that shape

regional and global contexts. Some highlights of domestic and global factors that directly or indirectly had an effect on the work of the NPC and the country during this term of the NPC are outlined below.



Domestic factors

September 2015 was just over a year into the fifth administration in government, after the 2014 elections that saw President Jacob Zuma elected for a second term. This transition featured a major reshuffle of the Cabinet, as well as the reconfiguration of a number of government departments. These changes had direct implications for the leadership of the NPC. Since the inception of the second Commission, three different Ministers were appointed as Chairpersons and this created an environment of uncertainty and a lack of political continuity and institutional leadership to champion the vision and goals of the NDP at crucial periods.

After adopting the NDP in 2012, Cabinet resolved that government's five-yearly post-election planning framework, the Medium-Term Strategic Framework (MTSF) for the 2014-2019 period must represent the first translation of the NDP into an implementation programme, with targets and indicators to monitor performance. Aligning the NDP's long-term priorities with the MTSF is an essential prerequisite to allocating national resources for its implementation. However, because of the changes within government and because the MTSF processes predated the NDP, a number of difficulties were experienced.

The strategic benefit of having a long-term plan in the NDP, as the basis for certainty and predictability of direction and for achieving social compacts, was undermined by the frequency of changes in Cabinet and the institutions of government and the resultant loss of trust and confidence in government by wider society and by the private sector and investor community. In addition, a crescendo of allegations of grand-scale corruption in government had built up, in which individuals outside government as well as high-ranking figures in the Executive were cited. These allegations, dubbed 'state capture', are the subject of an ongoing judicial commission of inquiry. For the NPC, in particular, the changes in its Chairpersons with the Cabinet reshuffles created a period of uncertainty.

Against this background, the election of President Cyril Ramaphosa to power in 2019 with the mandate of national renewal, in which the NDP is promoted as the country's national vision and direction, represents inspiring future prospects for the Plan. The current President provides political leadership for the implementation of the NDP as a coherent and integrated development plan that has the potential to unify the nation around a common goal and purpose.

Within government, ongoing changes to the organisation of state institutions and some departmental configurations, in particular in the economic cluster, create an environment for continuing destabilisation and undermines policy coherence, co-ordination and achieving traction in implementing the NDP. The MTSF, as government's vehicle to implement the NDP, did not result in the expected change in how planning is conducted, and was experienced as bureaucratic and too unwieldy a tool to promote co-ordinated initiatives and effective monitoring. Careful assessment by the NPC, after engaging within government, found that the MTSF is not an appropriate tool to measure the implementation of the objectives of the NDP. While the MTSF is used to allocate national resources, many departments and programmes of the state have not fully integrated the NDP targets, processes and plans into their medium-term strategies. This lack of integration and alignment with the NDP makes it difficult to understand what is being implemented, and how and whether state resources are being used to achieve the agreed priorities.

A more fundamental challenge since the adoption of the NDP is that the country's economic and social trends were moving off-track from the trajectory envisaged in the NDP. The economy's growth rate has not fully recovered from the 2008 global financial crisis, and has consistently declined over the last decade, with a recession even prior to the effects that result from the Covid-19 pandemic.

In this context, South Africa's structural unemployment and poverty crises and extreme inequalities, as a result of colonialism and apartheid, are worsening. The pandemic creates additional risks and vulnerabilities that manifest in a daunting range of social ills from violent crime, gender-based violence, hunger and unemployment leading to an erosion of social cohesion. During this term, the NPC also saw rising service delivery failures, particularly by local governments, which reflects the systemic weakening of government capacity, including its fiscal capacity, and reinforces the alienation and distrust of citizens and communities from government and state institutions.

Deeply embedded crises along with several other challenges are exacerbated by the ongoing effects of Covid-19. This current epidemiological crisis interacts with environmental, economic, financial and governance crises to make the lives and livelihoods of the majority very fragile.



Global factors

South Africa is being shaped by both positive and negative trends in the regional and global environment. In 2015, as a follow-up to the Millennium Development Goals (MDGs), the United Nations (UN) adopted a Sustainable Development Agenda: Vision 2030, along with 17 Sustainable Development Goals (SDGs) – thereby affirming development as a priority in global multilateral co-operation. The importance of development planning at the national level was affirmed as a way of achieving the SDGs.

Prior to the UN Agenda 2030, in 2013 the African continent adopted its own development blueprint, the African Union's (AU) Agenda 2063 – The Africa We Want. The AU's Agenda 2063 affirms the rise of Africa as the next leader in global growth. South Africa played an instrumental role in the development of the continental development plan. The recent conclusion of the African Continental Free Trade Area – in which South Africa again played a key

role - is a major step forward toward this vision and presents significant strategic opportunities for the country and the NDP.

Since the NDP's vision includes a similar agenda for national development, South Africa had a head start in ensuring alignment between these development agendas (Agenda 2063 and SDGs) and the NDP.

These developments contrast with the resurgence of nationalism and protectionism in the United States and parts of Europe, with the presidency of Donald Trump, which plays out in US-China trade warfare, exposing the global economy to new risks, volatilities and leaving millions of people vulnerable. The shifting axis of power in a multipolar system has weakened and undermined multilateral co-operation in global trade and other affairs (most recently in health and the UN World Health Organisation in the midst of the Covid-19 global pandemic). The withdrawal of the US from the Paris climate accord and of the UK from the EU has further exposed how hegemonic political and economic power within global institutions of governance erode the post-war consensus on development and the balance of power in the 21st century.

It also exposes the lack of inclusion and representation of democratic countries in Africa, Asia and Latin America from leadership in global institutions of governance and shows how the global architecture of governance promotes and secures dominant interests. At the same time, as China's economic dominance has been rising, so has its influence in the global geo-political balance, amidst the US' retreat from global leadership.

Trade tensions and technological rivalries have been part of a larger risk for the global community, in which US-China decoupling is central - both account for over 40% of global GDP and are the world's leading innovators. Expansion of the global economy, addressing climate change and realising the full benefits of technology depend on the ability of the US and China to be in solidarity and co-ordinate as part of a common global system.

On a more current note, the global outbreak of the Covid-19 virus has underscored the interconnectedness of the world, and highlights that globalisation is intrinsically prone to cycles of crisis with the Covid-19 pandemic being the latest. The implications will be far-reaching and long-term, and

challenging in terms of how to respond in the immediate and short-term and in the face of an uncertain future.

Being a country and economy extensively integrated into the world system, South Africa is not immune to the spill-overs and potential future fallouts of these global developments, which will prove acutely exacting on the country's planning capabilities, and its foreign policy and diplomatic potential.

The NPC has a critical role to identify opportunities in this confused and uncertain world for the future benefit of South Africa. This critical role is often not visible and often not stated enough.



4. HOW THE COMMISSION ORGANISED ITS WORK

The NPC organised its work into three thematic work-streams as follows:

<h1 style="font-size: 48px; margin: 0;">1</h1> <p style="text-align: center; margin: 10px 0;">On the Economy, 'Expanded, Inclusive and Fairer Economy' (EIFE)</p>	<h1 style="font-size: 48px; margin: 0;">2</h1> <p style="text-align: center; margin: 10px 0;">On Social Protection and human development, 'Enhancing Quality of Life' (EQL)</p>	<h1 style="font-size: 48px; margin: 0;">3</h1> <p style="text-align: center; margin: 10px 0;">On Governance, 'Active Citizenry, Capable State and Leadership' (ACCSL)</p>
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These three thematic work-streams align with the priority challenges of unemployment, poverty and inequality identified in the NDP. The broad strategic focus of each work-stream is outlined below.



EXPANDED, INCLUSIVE AND FAIRER ECONOMY (EIFE)

The work-stream focused on ways of addressing challenges of unemployment, poverty and inequality. During this period, it conducted work on revitalising the economy;

infrastructure, in particular energy and water security; the cost of doing business; labour market policies; education and skills; the contribution of SOEs to achieving NDP goals; rejuvenating the township and rural economies and the SMME sector; and on the digital economy. The aim of this work was to inform the national narrative on critical policy and implementation issues identified in the NDP. The work-stream proposed interventions to overcome various bottlenecks by showing how these can be removed to stimulate the economy, as well as pathways to achieving the transformation objectives of the NDP. The scope of the work was informed by the priorities set in in the following chapters of the NDP: Economy and Employment (Ch 3); Economic infrastructure (Ch 4); Environmental sustainability and resilience (Ch 5) and Inclusive rural economy (Ch 6) but also overlapped with other chapters such as on Improving education, training and innovation (Ch 9) and Social Protection (Ch 11).



ENHANCING THE QUALITY OF LIFE (EQL)

The central focus of this work-stream was on addressing the conditions that undermine human development and the capabilities of people, especially those who are vulnerable, at risk and who live in intergenerational cycles of poverty. It did this by addressing poverty, unemployment and social inequalities (income, wealth, race, gender and spatial) by ensuring implementation of social protection as an overarching policy tool as defined in the NDP. Social protection in the NDP is conceptually understood as a comprehensive package of goods and services including public education, health care, basic services such as sanitation, water, electricity, housing and transport subsidies as well as waged income, social assistance and welfare services. Together these goods, services and social benefits create a social protection floor below which no South

African should live. The work-stream's focus included the following research, policy and planning emphasis: identifying factors that reduce the cost of living for poor households; working towards consensus on the elements of a decent standard of life and its links with a social protection floor, comprehensive social security, social assistance and social welfare; youth labour market transitions; universal health coverage; issues affecting women's emancipation and gender equality; and early childhood development. In addition, the work-stream has focused on the crosscutting issues of youth development, disability, children, and gender. The scope of work was informed by the following chapters of the NDP: Economy and Employment, and Social Protection (Ch 3 and Ch 11); Health care for all (Ch 10), and Improving education, training and innovation (Ch 9)

ACTIVE CITIZENRY, CAPABLE STATE AND LEADERSHIP (ACCSL)

The focus of this work-stream has been on the broad theme of the governance of the country, and related institutional and planning issues that are crucial to the realisation of the NDP. These include the functioning of government; issues in building a developmental state; institutionalising planning; crime and corruption; leadership at all levels; the role of an active citizenry; and social cohesion and nation building. The work-stream's specific focus areas have included work of the National

Spatial Development Framework (NSDF), improving the effectiveness of the justice, crime-prevention and security (JCPS) cluster, and issues related to South Africa's position in the world and the African continent, and international partnerships on development planning. The scope of the work has been informed by the following chapters of the NDP: South Africa in the region and the world (Ch 7); Transforming Human Settlement (Ch 8); Building Safer Communities and Fighting Corruption (Ch 12 and Ch 14); Building a Capable and Developmental State (Ch 13); and Nation building and social cohesion (Ch 15).

NPC CROSS-CUTTING TASK-TEAMS

In addition, on an ad-hoc basis the Commission established several issue-specific task-teams, such as on promoting alignment of the national budget to the NDP; on measurement and implementation of the NDP; on new legislation to institutionalise integrated development planning; on reviewing the NDP's economy chapter (Ch 3); and more recently on planning for the long-term implications of the Covid-19 pandemic. While the first NPC identified three overarching goals linked to poverty eradication, and reducing unemployment and inequalities, there were 54 priorities and a number of indicators set for achieving these by 2030. In approaching its work, this Commission had to think about how to ensure that the key priorities would gain traction within government and among other social partners to ensure implementation of the NDP.

At the outset of its tenure, the second Commission identified the following as apex priorities to guide its work

1. Growing and transforming the economy so that participation and incomes rise.
2. Developing human capabilities through education, skills, innovation and social protection.
3. Building a capable state to play a developmental and transformative role.





5. WHAT THE NPC ACHIEVED – AN OVERVIEW

Through stakeholder engagements, the Commission undertook a strategically important national conversation and social dialogue process on the country's development challenges, and canvassed views and ideas on what can be done to improve implementation of the NDP. This work is vital to ensuring that long-term planning is embraced in the country and in government, as part of an integrated national planning system. In exercising its convening role, through roundtables, colloquia, workshops and community dialogues, the Commission consistently received positive responses all round, from politicians and policymakers, experts and academics, business, labour, and civil society leaders, as well as communities. A comprehensive list of the NPC research, policy and planning outputs is attached to this report.

Using its position and convening power, the NPC convened various stakeholders with the objective of promoting and assessing implementation of the NDP. The themes of these engagements were, to cite a few: Achieving a Social Protection Floor; Comprehensive Social Security; Universal Health Care; Children and the NDP; Pathways for a Just Transition to a Low-Carbon, Climate-Resilient Economy and Society; Energy; Water Security; Youth Labour Market Transitions; Township and Rural Economies and SMMEs; National Spatial Development Framework (NSDF); Infrastructure Procurement; The contribution of SOEs to NDP goals; Education: both basic and post-school; Transformation of the Economy; Concentration of the Economy; Small Businesses and the Impact of Covid-19; Building a Capable Developmental State;

Gender-based Violence; and on Disability. The NPC provided evidence-based policy and planning perspectives in many of these engagements and some of these papers and documents are included in the annexure to this report.

The engagements included several government departments, such as Stats SA, Planning Monitoring and Evaluation, National Treasury, Co-operative Governance, Small Business Development, Public Service and Administration, Public Service Commission, Social Development, Transport, Basic Education, Health, Human Settlements and Women, Youth, and Persons with Disabilities

The NPC also engaged the private sector, professional groups and different parts of civil society, including youth and student organisations, women's groups, people with disabilities and a range of other non-governmental organisations (NGOs). These include but are not limited to the UNDP, UNICEF, WHO, ILO, World Bank, AU, AfDB, KAS, J-PAL, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the SADC Secretariat and locally the HSRC, SALDRU, GTAC, Harambee, the Coalition for Children affected by AIDS, the National Development Agency, Early Childhood Development Schools Forum, NEDLAC, BLSA, COSATU and academia (WITS University, UNISA, UJ, Fort Hare, UP and UCT amongst others.

Due to the outbreak of Covid-19 early in 2020 and stringent lockdown regulations to contain the spread since March 2020, some of the Commission's engagements took the form of virtual events (webinars) through video-conferencing platforms.

The voice of the NPC was solicited in numerous forums to which various Commissioners were invited to represent the Commission. Some of these include participation by Commissioners on the Presidential Land Advisory Committee and Gender Advisory Committee. In addition, the NPC made a submission to the Heher Commission on Higher Education Funding, and one of its Commissioners serves on the Zondo Judicial Commission of Inquiry in State Capture.

In some ways, the Commission's stakeholder engagements, dialogues, and partnerships represent the cultivation of an eco-system and community of development planning and practice in which the apex position of the NPC is recognised. This process needs to be more deliberately and systematically built on going forward, as part of institutionalising development planning in South Africa.



6. SELECT MAJOR NPC REFLECTIONS, INSIGHTS, AND ADVISORIES

6.1 Measurement and Implementation of the NDP

The decision to utilise government's macro-planning tool, the Medium-Term Strategic Framework (MTSF) to initiate implementation of the NDP during the 2014-2019 planning cycle was an encouraging step to advance the Plan by government and was welcomed by the NPC. During 2017, the Commission undertook an assessment of the extent to which the content of the MTSF was aligned to the NDP and what progress was being made in implementing the NDP's proposed actions.

The report of the exercise indicated that only 27% of NDP's proposed actions had been implemented at that juncture, five years after Plan had been adopted. Furthermore, the Commission concluded that the MTSF was not an adequate tool for measuring implementation of the NDP. The MTSF measures too many performance indicators - more than a thousand in the 2014-2019 period and over five hundred in the latest MTSF for the 2019-2024 period. Many of these were not sharp enough to measure the actual impact of development in society. This highlighted the inadequacy of the MTSF as a measurement tool for the NDP.



The NPC recommends that implementation of the NDP should be focused on a few and clear overarching priorities, framed by the goals to build an inclusive economy, improve the human development of people and improve their quality of life, and build a capable state and a capable nation. All programmatic efforts in implementing the NDP through government must be assessed and measured against the actual impacts they make in eradicating poverty and reducing unemployment and inequality.

The NPC considers the seven priorities of the sixth administration, as announced by the President at his first State of the Nation Address after the 2019 elections, a step in the right direction. Such prioritisation makes measurement and management of outcomes much easier, and needs to be inculcated in government planning, particularly in a context of significantly constrained resources.

6.2 Review of the NDP

As a way of ensuring a systematic approach to how the NDP priorities are integrated into government, the NPC undertook an instructive review of implementation of the NDP. This review was undertaken by the Commission at the directive of President Cyril Ramaphosa in 2018. The process unfolded in earnest during 2019 and was completed in March 2020. Eight years since the adoption of the NDP, there was a need to assess what impact it has had on the development trajectory of the country. The review considered how South Africa has performed over the past eight years in relation to the NDP's principle targets of poverty, inequality and unemployment.

In undertaking the exercise, the NPC recalled the overarching goals of the Plan, namely:

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

In light of the various proposals in the NDP, the Commission considered the following key questions: What was achieved? What was not achieved, and why? What should be done to improve implementation and progress towards achievement of the NDP's goals?

The Review established that overall, the country has underperformed on key interim targets in the NDP. Among contributing factors in this regard, is the deterioration

of the policy environment, challenges of leadership across society, lack of coherence in executing the NDP, and poor implementation, alongside a turbulent regional and global environment. The Review found that implementation of the NDP as set out in the vision and priorities were not achieved during the interim phase. Some of the specific findings of the Review are the following:

- Economic growth has been stagnant following a decline over the past decade and is currently in recession terrain. The ongoing Covid-19 pandemic is deepening the country's long-term economic crisis.
- Poverty is on an upward trend again, inequality is remarkably persistent, and has remained unchanged over time and the Covid-19 pandemic has pushed the vulnerable and at risk into a humanitarian crisis that is unparalleled.
- Unemployment has been on the rise amid the economy's weak employment creation and the highest burden is borne by women and youth.
- The record of service delivery has worsened and, coupled with the economy's labour market difficulties, is negatively affecting the delivery of the social wage to the poorest households.
- Spatial inequality challenges persist.
 - In the area of social protection, notable progress is being achieved in the social sector, especially in access to social assistance in the form of cash grants, health, education and shelter, and the provision of basic services to poor households.
 - However, outcomes and quality require significant improvement.

The review highlights several challenges that pose a risk to constitutional democracy, for the majority of impoverished people and for a viable functioning state including:

- The weakening of government and key state institutions, poor public service performance and the erosion of confidence and trust across society.
- There has been a blurring of lines between political and administrative functions.
- Corruption is systemic and prevails in both the public and private sectors.
- Government faces severe and limiting fiscal constraints and SOEs have become a key contributor to this challenge.
- Crime, including gender-based violence, is persistently high and the types of violence are shocking in their brutality.
- Political leadership after the adoption of the NDP was not focused on the NDP and not strong, and consequently the Plan was not effectively championed.

These and other factors, resulted in South Africa not achieving the targets towards 2030, during the last eight years of implementation.

These and other factors, resulted in South Africa not achieving the targets towards 2030, during the last eight years of implementation.

Factors that hamper the implementation of the NDP are:

- A lack of clear and fit-for-purpose mechanisms to deliver on the NDP

and its priority goals and targets, including performance measurement, consequences and accountability.

- Development planning, and the NDP specifically, has not been effectively institutionalized within the state.
- Inadequate alignment of the NDP with the MTSF and budget allocations.
- Political and ideological contestations displace the NDP from central focus.
- There has been inadequate communication and popularisation of the NDP within society.
- The prerequisites for success in achieving NDP goals, namely focused leadership, the NDP as a plan for all, institutional capability, resource mobilisation, and a broad social compact and agreement on trade-offs, have not been met



The view of the NPC is that there is no need for a rewrite of the Plan or an alternative NDP. As a living plan, the NDP is adaptable to taking account of the country's performance record thus far and the challenges experienced, including the impact of the lockdown in response to the Covid-19 pandemic on South Africa's long-term development prospects..

To course correct, the Review emphasizes the need for focused and committed leadership across society. The country must re-commit to the NDP and its implementation, and re-establish social consensus based on trust and co-operation between social partners, anchored on the NDP.

As part of this, the NPC submits that we must now, more urgently than ever, decisively confront our challenges and arrive at a renewed consensus around the economy and the need to accelerate social transformation. The focus must

be on achieving inclusive growth and development. It is abundantly evident that the current economic strategy requires a step-change if we are to deliver on the primary objectives of the NDP. To this end, a renewed bottom-up economic strategy, considering the deepening challenges our country faces, is vital and central to the success of the NDP's goals. There is an urgent need to re-examine this and it entails revisiting the economy chapter of the NDP. It also entails prioritising vulnerable groups and a more focused anti-poverty strategy that addresses complex structural factors.

The view of the Commission is that to achieve the goals of the NDP, the building of a capable, ethical and developmental state must be the top priority, as this provides an enabling condition for the achievement of all other priorities and goals. The NPC therefore supports the approach by the sixth administration in this regard.

6.3 Institutionalising Planning

The establishment of the NPC in 2010 and the adoption of the country's first national development plan was a recognition that coherent long-term and disciplined planning is required in government. The development of the National Development Plan requires formalising a national planning system in the country to guide the realisation of the vision outlined in South Africa's Constitution and ensure that such a vision is integrated into the MTSF. As stated in the Green Paper on the role and purpose of the NPC, the "lack of a coherent long-term plan has weakened our ability to provide

clear and consistent policies. It has limited our capacity to mobilise all of society in pursuit of our developmental objectives. It has hampered our efforts to prioritise resource allocations and to drive the implementation of government's objectives and priorities. In addition, weaknesses in co-ordination of government have led to policy inconsistencies and, in several cases, poor service delivery outcomes." Therefore, "we need a long-term perspective, focus and determination to realise our vision", because "growth and development, strengthening institutions, nation-building and the making of a developmental state are long-term projects."

The NPC has paid considerable attention to how South Africa’s planning system can further develop to advance the NDP and long-term development planning. An NPC 2015 planning discussion paper acknowledges the substantial progress made under the post-1994 democratic government to establish a planning system in the country. This includes medium-term strategic and expenditure plans, annual plans, provincial development plans, and local governments’ integrated development plans.

A fundamental challenge identified, nevertheless, is that the planning system is not fully serving the country’s developmental objectives. The key concern being that planning has become a compliance exercise that occupies large quantities of time but delivers a limited developmental impact. Specific weaknesses identified include weak alignment of various planning initiatives to the NDP, silo-based planning and a lack of integration of different plans across the three spheres of governance, and the lack of a legislative basis for the necessary integration and alignment. This incoherence in spatial planning, misalignment of planning cycles and planning horizons across the spheres, and weak capacity for undertaking planning, analysis and the required participatory processes/societal reach, requires urgent attention.

The intent in the Green Paper on the NPC was that the Commission would assist in addressing the identified challenges of how planning is undertaken in South Africa. In this regard, the location of the NPC at the centre of government in the Presidency is an advantage and is in line with general international practice on national planning commissions. However, the follow-through to this promising start in institutionalising the

NPC has not fully materialised. Challenges have been with respect to ongoing changes in the institutional configuration of functions in the Presidency, for example between planning, and monitoring and evaluation, as well as changes in the numbers of Ministers assigned to Chair the Commission. A related issue has been determining the appropriate institutional form of the NPC’s interface with the political Executive, as well as with the multiple planning processes in government, including by departments and state entities.



Given the breadth and depth of issues covered by the concept of planning, almost all countries have multiple institutions that are responsible for different aspects of the planning processes, which includes departments for national planning, for the national budget, for monitoring, for trade and industry, and strategy units and planning

commissions at the centre of government. While the mandate and influence of these planning bodies fluctuates over time, what matters is that the authority, resources and capacity they wield is a reflection of the level of political importance given to planning. Addressing, these matters decisively requires strong political will. For its part, the NPC has sponsored a few important initiatives during the last five years to address some of the gaps in South Africa's planning system.

These include the initiation of legislation to provide for long-term development planning, and to clarify roles and responsibilities of the multiple role-players in an integrated system, including the functions and powers of the NPC; a process to align the national budget to the NDP; and the development of a National Spatial Development Framework. The initiation of legislation followed a rigorous consultative process covering the three spheres of government and sector departments. Not being an implementing structure of government, the NPC handed these initiatives over to be taken to completion in government. However, some,

such as the planning legislation and the alignment of the budget to the NDP, have stalled in part as a result of changes due to the transition from the previous to the current sixth administration of government.

The NPC remains convinced that planning legislation is required to systemically and holistically address these challenges and to institutionalise the NPC and long-term planning. The NPC strongly advocates that strong focus be given to the work undertaken during this period to ensure the strengthening of planning and implementation and building a capable developmental state. The Covid-19 crisis has also illustrated the critical importance of developing key technical skills in the country's planning systems and processes, in particular, in tools such as data analytics, modelling, forecasting and new technologies that can strengthen the existing and future planning processes and institutions. The District-Based Development Model (DDM) presents an encouraging opportunity to address some of the key shortcomings in planning, co-ordination and implementation across the three spheres.

6.4 Covid-19: Implications for Long-term Planning

The crisis of the Covid-19 pandemic is a pointed lesson on the strategic importance of a strong and dynamic national planning system, with a long-term outlook and yet capable of supporting responses to emerging challenges with the required decisions.

Covid-19 has thrust South Africa and the world into an unprecedented and

large-scale crisis, profoundly changing our world, and creating enormous uncertainty about the future. In the face of this crisis, the NPC advocates seamlessly extending the ongoing response to the immediate health, economic and social impacts of the pandemic to thinking also about long-term implications, which should be engaged with now. To this end, the Commission developed an advisory policy and planning note which has been submitted to political decision-makers who lead government's response to

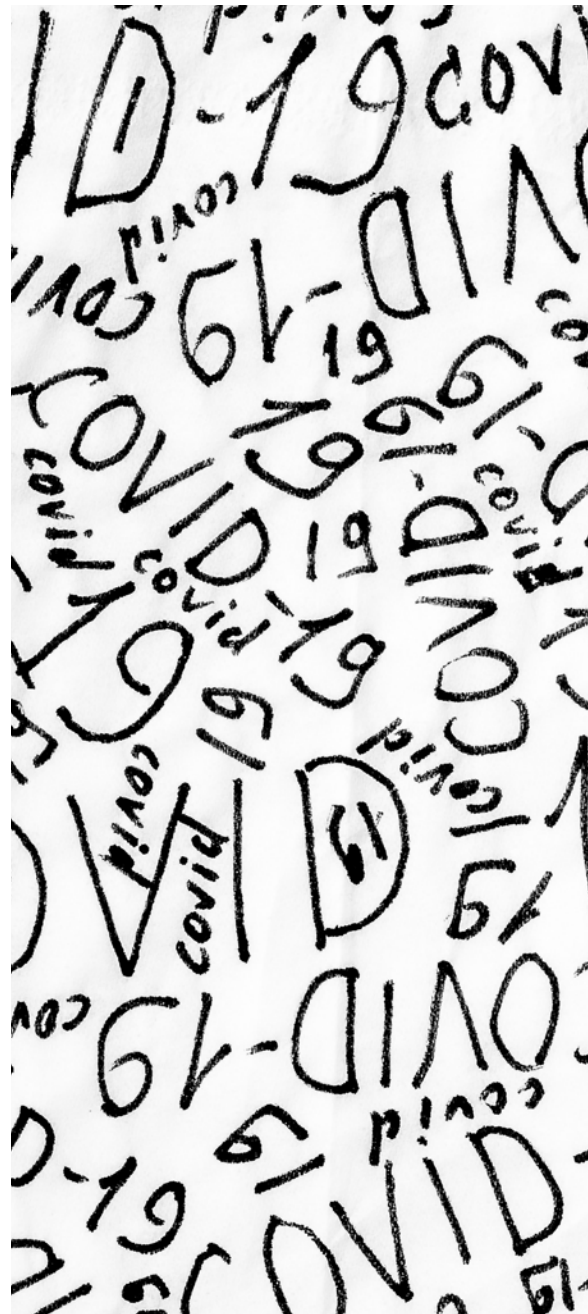
the crisis.

Government's response was prompt, science-based and comprehensive. While its response to the pandemic was correctly focused on the immediate, short-term impacts as it related to the health of the population, addressing the long-term effects of the crisis, including the recovery of the economy will prove extremely challenging.

The NPC is emphatic that the crisis provides the country with another opportunity to restructure the economy and society and to renew the journey to the promise of a democratic South Africa. As a think tank required to take an independent, cross-cutting and critical view, the Commission is aptly positioned to lead the country's thinking and planning around the long-term implications of Covid-19, and on pathways beyond the pandemic. The NPC submits that, of necessity, such an exercise must consider the country's status prior to Covid-19, where it came from, and how it should proceed beyond recovering from the crisis.

The Commission's review of the NDP established that insufficient progress was made in implementing the Plan, and therefore structural fault-lines inherited from apartheid and South Africa's development challenges remain largely unresolved, notwithstanding the many achievements since 1994 and since the Plan was adopted. Consequently, amidst the Covid-19 crisis, poverty, unemployment and inequality are worsening, and the already high levels of vulnerability for the majority of South Africans are increasing. Recurring crises, as a result of globalisation, and the impacts of environmental, epidemiological, financial and economic shocks reinforce the need to

ensure close and stronger links among social and economic policies. They also reinforce the need to develop long-term plans and policy processes that are responsive to such recurring crises that devastate whole economies and affect millions of the poorest and most vulnerable people.



Conversely, the Covid-19 crisis affirms the NDP's apex priorities, namely an inclusive economy, building human capabilities, and building the capability of the state. This

wave of the Covid-19 crisis also reinforces the need to accelerate implementation of the NDP priorities with a focus on the following: improving the quality of education and health; the need to strengthen comprehensive social protection; employment creation; good governance; lowering the cost of living for the poorest and lowering the cost of doing business; spatial injustice and rural development; and safer communities and social compacts. During the current crisis the value of a strong, equitable social protection system that delivers services and benefits directly to the poorest citizens was reinforced. Such a system acts as a stabiliser in bad times for the most vulnerable and those at risk, and as a platform for development and inclusion in good times.

The NPC suggests phasing the response to the pandemic from relief in the short term, to recovery in the medium term and reconfiguration of the economy and society in the long term. This entails a strong government-led response, with

risk-adjusted lockdowns as a mitigation strategy, increased health preparedness, additional social relief efforts to stave off hunger, increased provision of basic services, and an economic stimulus to save businesses and jobs. It will include building social compacts, ensuring a greater role for the private sector, including as sources of funding to deliver on the phased interventions, and for civil society.

The Commission convened a workshop with stakeholders undertaking modelling efforts to discuss the post-Covid-19 impacts and related forecasts and scenarios for South Africa. The purpose of the workshop was to enable the NPC to inform a post-Covid-19 economic recovery and resiliency towards 2030. The emerging evidence shows that Covid-19 has negatively impacted all sectors of the economy, particularly tourism, transport, manufacturing, construction, hospitality and recreation, and that unemployment, poverty rates and inequality will worsen.



The key aspects that emerged from scientists, forecasters and policy experts at the modelling workshop include the following recommendations for long-term forecasting and national planning:

- Strengthen the strategic capacity for policy modelling, planning and monitoring.
- Strengthen the capacity for evidence-based provincial and local planning systems, build capacity for zero-based budgeting.
- Move from a compliance culture to monitoring progress.

Benchmarking South Africa against international comparators

At its onset, South Africa's response to the outbreak of Covid-19 was commended by the World Health Organization for being in line with international best practice. This enabled the country as the current Chair of the African Union to lead the co-ordination of the continent's response to the pandemic. In addition to the country's response being science-based, i.e. a risk-adjusted strategy, the inter-ministerial national coronavirus command centre enabled a comprehensive response. Regular public briefings and

stakeholder consultations introduced a measure of transparency and accountability. However, the response was not without weaknesses and challenges, as illustrated by the several instances of the army's use of excessive force to enforce the lockdown, the inability of many deserving individuals and small and informal enterprises to access the announced relief measures, as well as the legal action instituted against aspects of the restrictions considered irrational by litigants. The more enduring challenges are the long-term economic and social fallouts of the episode.

6.5 Economy

Over the period since 2015, the NPC's economy work-stream undertook comprehensive research and extensive stakeholder engagements on the main challenges facing South Africa's economy. These papers are listed in the annexure attached to this report. Through this work, the Commission has been contributing to an ongoing national dialogue on the economy.

Placing the economy firmly on the path to achieving the NDP's goal of inclusive economic growth remains South Africa's most urgent overarching task. Covid-19 underscores that this cannot be delayed any further. Without growth that is broad-based and sustained, there can be no jobs and livelihoods, and therefore no meaningful improvement in the lives of people, and the vision of NDP will forever be deferred. The NPC frames its approach to the economy as one that is bottom-up and prioritises growth through local township and rural economies.

The country's economic growth and employment creation has been far too low for far too long, relative to its potential and the needs and levels of vulnerability in society. Growth over the past five years has been below the NDP's interim target, and with declining per capita incomes, more people are becoming poorer. This social progress and human development require rolling back the triple challenges of poverty, unemployment and inequality. This poor economic performance stands out from the context where prior to the Covid-19 pandemic, the world economy had recovered from the 2008 financial crisis, with improved terms of trade globally. Under normal circumstances, South Africa should have grown at a rate of around 3%, which is substantially more than its population growth of 1.6%.

The economy was on a low-growth path prior to the Covid-19 pandemic and this situation is likely to be substantially worsened and prolonged by the impact of

the crisis. Investment over the past five years has hovered at just 18% of GDP, which is generally considered too low to sustain rapid growth (This requires over 25%). In constant Rand terms, public investment has declined since 2016. Private investment, which is far larger, was flat for most of the past three years but declined over the past two years. In constant Rand terms, South African exports have barely grown since 2013.

Due to the low and slow growth, the NDP targets for employment are unlikely to be met. In the 2015–2017 period, only 364 000 jobs (or an average of 182 000 per annum) were created, which is only 41% of the annual target. Employment stagnated in 2018/19, and formal employment shrank by about 150,000. Total employment should have risen to 16.8 million to meet the NDP’s interim milestones, but instead only reached 16.2 million.

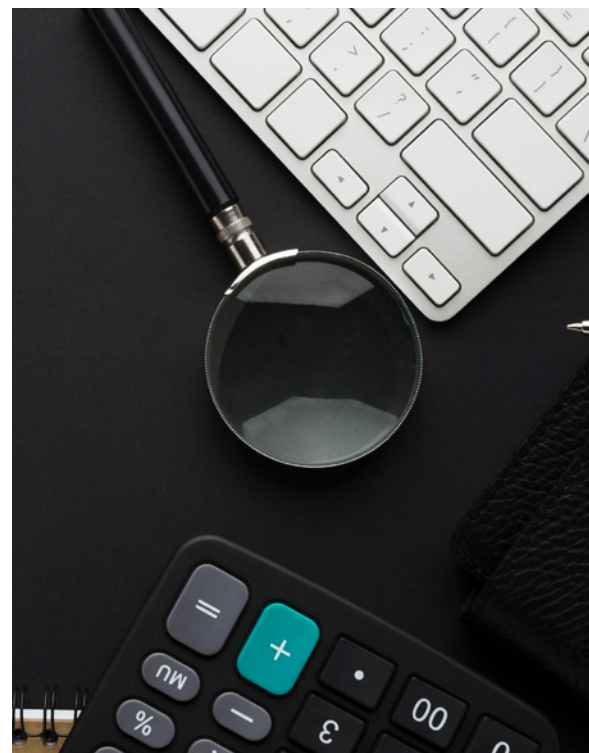
Furthermore, public finances are constrained, thereby limiting government’s ability to expand its investment in economic and social development. This was the case even prior to the Covid-19 pandemic. The economy’s debt as a percentage of GDP is high, making it difficult to borrow additional funds to finance government’s expenditure. In addition, the economy has been downgraded by sovereign rating agencies, making it costlier for the country to borrow. This poses a risk to government’s ability to prioritise social expenditure and deliver services.

The NPC’s review of the NDP highlighted key structural factors that underlie the poor economic and employment performance

and include the deterioration of the macro-economic stance, falling global market shares, industrial concentration that acts as a barrier to entry for new enterprises and small businesses, weak investment, insufficient progress in building human capabilities, as well as the weakening of state capacity.

The Commission investigated these issues through targeted research, position papers and stakeholder consultations on key topics, including the following: export performance, labour market policies, infrastructure delivery and the contribution of SOEs, basic and post-school education, digitalisation in the economy, economic concentration, SMMEs, transformation in the economy, and an overview of progress and course correction towards the NDP’s vision 2030.

The research output on SMMEs and township economies has indicated that there is a



need for more focus on the revitalisation of township and rural economies.

The NPC has been working with the Office of the Deputy President to develop an effective strategy to be taken forward. Increased money circulation in townships will revitalise and generate further

economic activity as more entities emerge. Furthermore, more financial support and empowerment of SMMEs will contribute to the creation of the 11 million jobs outlined in the NDP. The District Delivery Model can assist in addressing the spatial challenges that are a result of the apartheid policies that create the current township economies.

The Commission submits that now, more urgently than ever, the country requires a renewed consensus around the economy, with the focus being the achievement of inclusive growth. There were a number of issues that were raised about Chapter 3 of the NDP from different partners and the Commission is attending to them. The NPC further recommends that to achieve such a new consensus around the economy, Chapter 3 should be revised and updated. The task should include convening all stakeholders and social partners to engage on an inclusive economic growth strategy for South Africa. While the Commission has been canvassing how this task may be undertaken, its execution will be carried out by the successor NPC.

Vision and Pathways for a Just Transition

An integral part of the renewed consensus on the economy must of necessity also include building and deepening consensus around a common vision for a “just transition” to a low-carbon, climate-resilient economy and society. The NPC submits that developing proposals for pathways to achieve this transition is crucial while ensuring that transitions already underway in various sectors are in fact “just”.

The NPC convened a two-year process of social partner dialogues on a vision and pathways for a just transition. These dialogues took place in all nine provinces and at bilateral level with the labour and youth sectors, the Energy-Intensive Users

Group and key government departments. The objective was to build consensus among social partners on a 2050 vision and pathways for a just transition and to use the consensus as a possible basis for a social compact on the just transition. These engagements culminated in a concluding conference attended by all social partners. The outcomes of this conference are in a draft Vision and Pathways document. The aim was to convene a summit in July 2020, however due to the Covid-19 pandemic and lockdown, this could not take place. The intention now is to hand this work over to the Presidential Co-ordinating Commission on Climate Change which the NPC recommends as the institutional home for the continued work on the just transition process.

South Africa will need an economy with zero emissions from fossil fuel burning by 2050, especially for those living in poverty and the vulnerable at the forefront. The resilience of our economy and our people will be built through affordable, decentralised, diversely-owned renewable energy systems, conservation of our natural

resources, equitable access of our water resources, and sustainable, equitable and inclusive land-use for all, especially for the most vulnerable. The high value we place on healthy ecosystems - land, water and air - underpins our future, and ensures a better life for all who live in South Africa.

Land Reform

The Commission has engaged on rural development, agriculture and land reform. It produced an unpublished short paper on agricultural development titled Agricultural Development and Economic Prosperity in South Africa that discusses the importance of agriculture to the country's economic

development. The Commission also collaborated with the Presidential Advisory Panel on Agriculture and Land Reform in 2018/19 to ensure alignment with, and strengthening of, particularly Chapters 5, 6, and 8 of the NDP. To this end, joint roundtables were hosted. Two commissioners were members of the Presidential Advisory Panel on Agriculture and Land Reform.

Going forward, it is important for the work of the NPC to focus on the nexus between the environment and climate change as well as land, energy, water and infrastructure, and interface this with the ongoing work on a National Spatial Development Framework (NSDF). Such a focus will ensure improvements in the quality of life of all citizens.

6.6 Social Protection

The NPC's work on social issues is framed by the concept of social protection as a theme, with a focus on its contribution to the elimination of absolute poverty. The NDP drew extensively on the notion of capabilities, of which social opportunities arising from education, health care, social assistance and social security are key elements. This area of work has entailed defining a social protection floor below which no South African should live (refer to the concept note in the annexure) and

supporting its establishment as well as focusing on youth unemployment.

Significant research, policy and planning work took place in the area of social protection. Research on the impacts of state services on the cost of living of poor households and a short policy and planning paper on issues related to a decent standard of life as well as achieving a social protection floor were produced. These papers were a basis for facilitating implementation of the NDP's goals on social protection within government and with all social partners.

Social protection, comprehensive social security and social assistance are now understood as a policy and planning priority within the NDP and is being implemented by all social partners - government, the National Economic Development and Labour Council (NEDLAC) and others.

The scope of the work derives from the following chapters of the NDP: Social Protection (Ch 11); Health (Ch 10); Education (Ch 9) as well as taking into account youth development, disability, children, and gender as crosscutting issues.

Social Protection

Reducing the Cost of Living for the Poor to Achieve a Decent Standard of Life

Achieving a social protection floor requires accurately and scientifically assessing the cost of living and other goods and services that together provide a comprehensive social protection system including related social policies that provide forms of social protection in good and bad times for everyone, especially those who are most vulnerable and at risk. For this reason, the first area the EQL commissioned research on was the cost of living for the poor, focusing on electricity, water, transport, education, health, food, etc., with the view to understanding the drivers of poverty and to explore mitigation strategies at the government's disposal. The research paper is titled *Analysing the Impact of State Services on the Cost of Living for the Poor* (2018).

The findings of this research on the impact of state services through the social wage on the cost of living for poor households was shared with all social partners and issues of distribution of services were raised for follow-up implementation with relevant government departments. This research offers important insights for policy. It underscores the need to

differentiate programmes designed to improve living standards and productivity for poor households to moderate the cost of living for the core labour force. Relative to those in the formal labour force, poor households typically fall into the poorest 40% of households, which are disproportionately found in the former so-called "homelands". The latter groups have significantly different consumption patterns and consequently different requirements that the design of policies and programmes should take into account.

The findings show that spatial or geographical location remains a feature of structural poverty and inequality. People living in rural, mainly the former homelands, and those living in urban townships far from the city centre are largely excluded from the formal economy. While access to electricity reaches those who are connected, access to piped water lags behind, especially in former homeland and rural areas. For those employed, a significant proportion of income is spent on transport and private health care.

The research illustrates the importance of an evidence-based approach to policy, and the need to harness it in a meaningful way in the social protection policy arena. Furthermore, it reinforces the argument in the NDP that the state should do more to ensure that service provision promotes both improved

living conditions and inclusive growth. This work shows how the social wage and social

protection link to provide services for the poorest households.

The NPC recommends that the next Commission undertake research on the impacts of the cost of living on poor households and an assessment of the effective reach of the elements of the social wage every two years. The findings of this research on the impact of state services provided through the social wage ought to be shared with all social partners and issues of effective distribution of services should be raised for follow up implementation with relevant government departments.

Social Protection Floor (SPF)

South Africa's social protection system represents one of the post-1994 democratic government's most significant interventions to reduce poverty and high levels of vulnerability of households in the country. The first NPC proposed a social protection floor whose elements include a combination of social assistance grants, minimum wages (in the private sector), statutory social insurance, and the social wage (education, health care and nutrition, free basic services, RDP houses, transport subsidies, school feeding schemes, among others).

All these elements make a significant impact on poverty and inequality and reduce the cost of living for the poorest households, especially the 17 million people (children, the elderly and persons with disabilities) who receive social grants. NPC research has established that many of the poorest households are not benefitting from the full range of available funded provisions. Also, the costs of food, commuter transport and housing must be reduced, while raising the quality of free or low-cost education and health care.

There is an urgent need to reinforce focused attention on the role social protection plays in reducing poverty and social inequalities, as well as promoting economic development through equitable and inclusive strategies. A

social floor provides the means to integrate people currently excluded from the benefits of growth with measures that empower them to participate and enhance their quality of life.

Recognising South Africa's social wage as a de facto social protection floor is important to ensure that the minimum social and economic rights guaranteed in the Constitution are realised. The NPC set processes in place to engage service providers in government, the non-governmental sector and other social partners to make the policy and planning case that existing social wage benefits (including free basic services, education, health care, social grants, minimum wages, housing, transport subsidies and social welfare services) ought to reach those who need them the most. Moreover, existing and future social provision has to be based on a range of criteria, such as compliance with the requirements of progressive realisation as incorporated into the South African Constitution, as well as a range of minimum standards and norms for guaranteed entitlements and institutional and infrastructure requirements for the effective delivery and distribution of services and benefits.

The Commission has engaged with key sectors and stakeholders in this work, including NEDLAC, civil society organisations - the Black Sash and SPII, amongst others

- the Human Rights Commission, and key government departments such as the Department of Social Development. Through these engagements, the Commission's focus on the role of social protection in addressing issues of poverty, inequality and social exclusions became a priority policy and planning area. The next Commission will need to consolidate the existing work on this and ensure that the national policy and planning agenda remains focused on implementing this priority to ensure human development of the most deprived sectors of society.

The NPC addressed the priority of achieving consensus on the elements of a social protection floor among social partners and urged government to consolidate the social wage into the social protection floor.

The NPC recommends that close attention is given to the consolidation of all elements

of the social wage as part of the social protection floor within the government sectors and the effective delivery of the social wage to the poorest households.

The advent of the Covid-19 pandemic has reinforced the case for a social protection floor and provided context for the recent decision to address the need for pathways towards a universal Basic Income Grant starting with unemployed adults between the ages of 18 and 59 years old. The NPC has undertaken substantive policy and planning work in this regard and engaged with policymakers, NEDLAC and related partners on a set of proposals to address the gaps in social assistance in a paper titled A Policy and Planning Brief on the Social Protection Floor: Social Protection and Pathways towards a Basic Income Grant (refer to attached annexure).

Issues to be handed over to the next Commission

Urgent follow up is required to assess progress on the inclusion of those who remain outside the social protection system.

The needs of those over the age of 18 years and under 60 years who are not in paid work and who live in extreme poverty require urgent attention. A missing element in the social floor is the lack of a basic income for all those between the age of 18 and 60 who are not in waged work and who are without income.

The NPC recommends that the next Commission monitor and assess the implementation of proposals in its paper on social protection and pathways towards a basic income for all to ensure a socially just and sustainable system reaches the most vulnerable and at risk.

Review of the Social Welfare White Paper

The NDP provides substantive recommendations on the social conditions affecting South Africa's population. It recommends a review of the reach and quality of social welfare services, especially in the care

and treatment of children, youth including those in trouble with the law, addictions, the elderly, survivors of domestic and intimate partner abuse, and the prevention and interventions related to gender-based violence. Recommendations on the standards and norms for social welfare services, both

statutory and non-statutory were proposed. Important recommendations also included the strengthening of government and non-governmental partnerships in the delivery of social welfare services. The NDP further proposed increases to the budget for social welfare service provision and this was approved in the MTSF. The NPC worked closely with the Department of Social Development to guide the implementation of the proposals.

A Ministerial Committee was set up in 2014 to review the Social Welfare White Paper of 1997 and an NPC Commissioner led the review process. This review made significant recommendations to improve social welfare

services and to implement the NDP policy and planning priorities in Chapter 11. The Report made extensive recommendations that Cabinet, approved in 2016. Among the recommendations was the drafting of a Social Development White Paper and legislation. The Department of Social Development (DSD) presented the draft White Paper on Social Development, which will provide a framework for the development of overarching Social Development legislation. The next Commission will have to monitor the implementation of critical aspects of the Review Report (2016) and assess how it aligns with Chapter 11 of the NDP going forward.

It is recommended that the next Commission monitor the implementation of critical aspects of the Review Report (2016) and assess how it aligns with Chapter 11 of the NDP and further monitors the progress on the revised White Paper on Social Development as well as the legislation.

Youth Development

During its tenure, the Commission has endeavoured to mainstream youth issues into its work-programme and to support youth-focused initiatives in government as well as in the private sector and civil society.

The NPC has particularly focused on youth unemployment as a critical issue and a central priority in the South African policy debate as government and social partners are grappling with ways to foster economic growth in a manner that mitigates the impact of poverty, unemployment and exclusion.

Informed by this, the NPC commissioned a research paper on Youth Labour Market Transitions which examines the multifaceted nature of the phenomenon of youth unemployment. This research has contributed

to a conceptual approach that broadens the understanding of youth employment and the unemployment landscape, in contrast to approaches, typical in government, that conceive of jobs as limited to the formal economy, public employment and entrepreneurship.

Through a broader framing, the study introduces the notion of transitions, as well as conceiving of youth as both a period of transition into adulthood, and into the labour market. This enables the recognition that there are numerous paths into the labour market, including through the social economy, and not simply the transition from schooling into higher education and then into the labour market. In South Africa there are large numbers of young people with low levels of education in very unskilled or low-skilled jobs in the formal economy.

The study also explored the institutional landscape of youth employment enablers, examining services already available to young people through programmes in the public, private and NGO sectors, and identified challenges of misalignments between jobs and the pool of young people, as well as challenges of co-ordination, silos and duplication of services.

Based on what currently exists to support youth labour market transitions, three models of interventions were proposed: 1) accessing the formal sector, 2) developing entrepreneurship, and 3) developing the social economy, the order being from the

most conventional and easiest to build on, to the least conventional but with most potential for innovative thinking.

The Commission undertook consultations with a range of government, private sector, academia, and civil society stakeholders in June 2019 to validate the findings and solicit practical inputs to the proposals from the research. The NPC also forged relationships with government, through the Youth Desk in the Presidency and the National Youth Development Agency, and participated in the Jobs Summit in 2019, where its proposals on youth transitions were adopted.

Going forward, attention should focus on the need for a comprehensive youth development framework that clearly stipulates government's overarching objective for youth development.

Children's Participation in the NDP

The NPC undertook an innovative exercise called the Children's NDP Project that aimed to provide children in South Africa with an opportunity to express their views about the Plan. South Africa's Constitution guarantees children's rights. However, when compared to their rights to provision (of services) and protection (from harm), there is not enough focus in the NDP on children's right to participate in processes that affect their future. A children's rights approach to development planning recognises that children need services to grow and develop optimally, they need to be protected from harm, and they need to participate in decisions that affect their lives.

The Children's NDP Project involved workshops during 2017, 2018 and 2019 across all nine provinces, in which the Commission worked with partners and utilised participatory and qualitative research methods, through engaging

with groups of children, mostly in middle and teenage childhood in marginalized communities. The NPC produced two reports, a process report and an analytical report on its engagements with children. The project engaged children as citizens and gave them the opportunity to voice their lived experiences and articulate their hopes for the future. Children in these settings, across all provinces, were keenly aware of poverty, inequality and unemployment as part of their lived realities, even though they barely used the word 'poverty' to refer to themselves. They understood the value of the provision of social and basic services for enhancing their quality of life. The most common issue highlighted in six workshops, was schooling and the type education they received. They further indicated that they continued to feel unsafe and experience violence in their homes, schools and communities, and reported experiences of physical, emotional, and sexual violence, at the hands of adults.

In many workshops, children spoke passionately about wanting to contribute to the development and social cohesion of their communities and their country. They view themselves not only as having potential to achieve in the future but also as active citizens in the present. They would like to participate in the structures of governance to bring children's perspectives to the fore.

The NPC concluded that children's provision rights would be realised by optimising the social and basic service delivery systems

intended in the NDP. This synergises with the child protection and developmental social welfare systems (which includes violence prevention programming) as envisaged in Chapter 11 of the NDP. Thus, the realization of children's protection rights as enshrined in the Constitution will ensure children's personal feelings of safety and respect for their bodily integrity rights. A child rights approach to development planning and consultation with children should, therefore, be considered when designing most development interventions.



Issues to be handed over to the next Commission

- To improve human capabilities over the long-term, invest in children in the early years, from conception.
- Many children's lives are marked by experiencing violence – focus on prevention in the early years for improved outcomes in the future.

Health

The focus of the NPC during the 2015-2020 term has been on plans to achieve the National Health Insurance (NHI). In this regard, it convened several stakeholder engagements (e.g. experts' roundtables and dialogues) on healthcare challenges and issues surfacing from various monitoring reports, including the rollout of NHI. Specifically, having identified the role of pharmaceuticals in health outcomes, the NPC commissioned a research paper on pharmaceutical pricing policies, completed in 2019. Based on this and after stakeholder engagements, the Commission developed a medicine pricing position paper (2020).

The rapidly rising cost of health services is a significant concern as it accounts for a considerable proportion of expenditure among low-income and poor households in South Africa. In 2018, South Africa spent R413.7 billion on healthcare services across the public and private sectors. Of this, close to R47.1 billion was spent on pharmaceutical products, which accounted for about 11.3% of total health expenditure. While pharmaceutical expenditure per capita stands at about R778, the private sector typically spends ten times more than the public health system on medicines for each patient. Even with medical aid and free public health services, South Africans still spent about R7.2 billion on out-of-pocket payments on pharmaceutical products.

Access to affordable medicines is critical to delivering on the NDP's goals of extending the life expectancy of all South Africans to 70 years and achieving better health for all. The NPC considers the findings and recommendations from this research as relevant to medicine pricing policy under the NHI, and in particular, in the current context which includes a rise in non-communicable diseases.

While South Africa has a regulatory framework in place, the study found varying levels of implementation of the pharmaceutical pricing legislation and regulation. This non-uniform implementation might have resulted in certain high drug prices compared to countries such as India. When comparing prices, South Africa has managed to decrease the price of ARVs, but prices for drugs treating non-communicable diseases (diabetes, cardiac) are still relatively high. Of concern is the finding that out-of-pocket spending on medicines for both the insured and uninsured population is increasing and under-reported.

The NPC advises that the Competition Commission should consider undertaking a pharmaceutical market research study to assess different segments of the value chain, based on actual information about market participants and their relative market share. The National Department of Health should accelerate the process of issuing External Reference Pricing (ERP) and build capacity within government for its implementation.

A key finding is that South Africa lacks a co-ordinated approach to industrial policy and research and development for the pharmaceutical sector. Several departments and agencies have overlapping mandates, but a lack of role clarity impedes the

development of the industry. This should be addressed to foster re-industrialisation in the sector, with a focus on developing local manufacturing capacity for high priority drugs linked to South Africa's burden of disease, and for producing Active Pharmaceutical Ingredients (API), to ensure globally competitive production. A further matter of concern is the delay in regulatory approval of medicines by the South African Health Products Regulatory Authority (SAHPRA). It is recommended that SAHPRA considers publishing more granular information on the applications backlog, including a detailed analysis of the backlog by therapeutic category and medicine type (generic versus originator), as well as its action plan to address the backlog, and relevant timelines.

The NPC also made a submission to Parliament on the NHI Bill in 2019, addressing four key issues: firstly, the NHI's institutional arrangements; secondly, the powers ascribed to the Minister; thirdly, the NHI's governance, and fourthly, the role of medical schemes. In summary, the Commission's submission is that South Africa needs comprehensive health system reform, not just a financing reform. This is important given the prevailing experiences of poor-quality health services. It is with this in mind that the NPC is as interested in reforms that address quality health care as it is in those that address financing. This is particularly important if access to quality affordable health services is to be achieved. The three goals of access, quality and affordability should be pursued in a balanced way. For this reason, it is important to factor this into planning from the start.

On the more contested issue of medical schemes, the NPC has reservations of the

potentially significant implications of this clause (33 of the NHI Bill) for the South African economy, in general, and the private health sector, in particular. The clause is vague, and the recommendation is that “complementary cover” be defined fully in the Bill. Nonetheless, the NPC assumes that this clause would significantly change how the industry works, and the change would not benefit the public.

Taking these and other factors contained in the Bill into account, the NPC recommends

that the medical scheme (and medical scheme administration) industry be allowed to continue operating indefinitely.

Key lessons for the Commission during this term pertain to the importance of partnerships, such as that established with the World Health Organisation (WHO), enabling the NPC to draw from the resource value of the agency, as well as relationships with relevant departments and key officials.



Issues to be handed over to the next Commission

- Mental health – the Life Esidimeni lessons and poor coverage of mental health by the medical scheme industry. We can expect the Covid-19 virus to add to the national mental health problem from various angles, i.e. worsening unemployment, delayed education milestones, increased poverty, etc.
- Sexual and reproductive health with a particular focus on youth and persons with disabilities
- Covid-19 lessons - planning for pandemics and other health-related “black swans” in future.
- NHI – the design of the NHI and its phased implementation should be assessed keeping a long-term planning perspective in mind.

Disability

The NDP acknowledges that persons with disabilities face multiple discriminatory barriers. Against this backdrop the NDP notes that disability and poverty operate in a vicious circle, wherein disability often leads to poverty and in turn poverty leads to

disability. The NDP advocated that “persons with disabilities must have enhanced access to quality education and employment, and efforts to ensure relevant and accessible skills development programmes for persons with disabilities, coupled with equal opportunities for their productive and gainful employment, must be prioritised”.

While the NDP did not deal with disability in an in-depth manner, there has since been some progress on the policy front as the White Paper on the Rights of Persons with Disabilities (WPRPD) was adopted by Cabinet in 2015. The WPRPD intends to reduce inequality between persons with and those without disabilities and allows persons with disabilities to enjoy equitable access to socio-economic opportunities. The challenge remains to translate this policy into a systems-based approach to mainstreaming as well as to strengthen

monitoring through disability-centric indicators and targets.

In a research report on disability (2020) by the NPC, it found that the changing institutional location of the disability policy and monitoring function resulted in the unintended consequences related to planning, policy development, implementation, monitoring and evaluation of disability issues, including oversight by Parliament. Furthermore, there are shortcomings in regard to disability-focused social assistance, education, health and ECD services.

In order to address some of the disability-related challenges, the focus should be on improving planning and implementation. In particular, the NPC could strengthen related research through either commissioning a disability study assessing status and prevalence or conduct the proposed study through collaboration with relevant academic, and Chapter 9 institutions, to determine progress in mainstreaming disability in South Africa.

The NPC held engagements with some representative bodies and academics in the disability sector. However, much more could have been done to address disability issues.

Gender

The NPC has recognised that there is a need to strengthen the NDP with regard to gender and to support a wider discourse in broader society on gender, as well as in government policy. The Commission commissioned a background gender technical paper and has produced an NDP gender review paper and these are included in the attached annexure. The Commission has also produced a concept paper on gender-based violence (GBV) in which it takes a deeper look at the structural causes of violence to better integrate medium- and long-term measures into the NDP to achieve women's emancipation and gender equality.

The NPC recognises that there are many valuable initiatives underway from within the state and broader society that collectively work towards mitigating the effects of GBV and prevent its recurrence. The Commission's goal is to contribute to these wide-ranging initiatives by taking a long-term developmental planning perspective. The NPC produced a policy and planning brief on gender-based violence to inform its engagements with stakeholders as referenced in the attached annexure.

Included among the many types of GBV is intimate partner violence (physical, sexual, emotional and financial) – most commonly directed by men and boys against women and girl partners.

Deeply embedded patriarchal features of society are reproduced in contemporary forms and serve to subordinate women and girls. Research findings also highlight that men's propensity to use violence differs and some are much more violent than others because of certain factors such as the lack of early childhood care and exposure to abuse and neglect by parents which has a long-term impact on children's development. Experiences of childhood trauma, drug and alcohol abuse, poverty and social marginalisation significantly increases children's exposure to abuse and neglect and reinforces a propensity to violent reactions. Children exposed to violence, normalise such violence and unless this chain of violence is disrupted through early childhood development programmes, they will reproduce such violence in their own engagements. Other findings highlight the effects of alcohol and drugs and indicate that men and women are much less able to control their behaviour when under the influence of substances and this is when conflict is much more likely to escalate into violence, especially very severe violence.

The Twenty-Five Year Review Report of the Department of Women indicates that the exact prevalence of sexual violence in South Africa is unknown because many acts of sexual violence go unreported, not only within state or private institutions, but often within households when committed by family or friends.

A quick snapshot of research undertaken in 2009, by the Medical Research Council

(MRC), reveals that in three provinces, 25% of women had experienced physical violence at some point in their lives. Some estimates indicate that between 43% and 56% of women in South Africa experience intimate partner violence and 42% of men report perpetrating such violence. The police recorded 179,683 contact crimes against women in the 2018/19 financial year, in the country's most recent crime statistics. Of these, 82,728 were cases of common assault and 54,142 were assault with the intent to cause grievous bodily harm (SAPS, 2019:118). In 2018/2019, 2,771 women were murdered, with a further 3,445 attempted murders. There were 36,597 recorded cases of sexual offences against women. This is a broad crime category that includes rape, attempted rape, sexual assault and contact sexual offences. The 2016/17 Victims of Crime statistical release reported that 250 out of every 100 000 women were victims of sexual offences compared to 120 out of every 100 000 men. The 2016/17 South African Police Service statistics indicate that 80% of the reported sexual offences were rape must be viewed together with Statistics South Africa's estimate that 68,5% of the sexual offences victims were women (Stats SA, 2018:8).

The NPC produced a technical gender review paper (refer to the attached annexure) to identify progress and gaps in achieving gender equality and women's emancipation. Planning proposals are included in this paper.



Issues to be handed over to the next Commission

- Over and above the focus on the GBV and violence against children, there are many more aspects that the Commission should consider such as addressing the gender pay gap, issues of sexual harassment in the workplace, and the implementation of social protection measures for informal, seasonal and casual workers.

Early Childhood Development

The NDP addressed early childhood development in a comprehensive manner and stated that 'ECD should be broadly defined, taking into account all the development needs of a child, and provided to all children'. This falls squarely within the building human capabilities approach of the NDP. The NDP acknowledges that intervening early in the lives of children benefits society over the longer term. In particular, early intervention results in improved educational achievement, higher earnings, better adult health and longevity.

In its comprehensive approach the NPC was mindful of the role of nutrition in child development and the high stunting rates in South Africa. As such, the NDP acknowledged the first 1000 days (pregnancy to 24 months) of a child's life as a window of opportunity, a critical period in the development of a child. Essential early measures to give each child a better start in life can be delivered through a two-year programme for mothers

and infants including vulnerable caregivers by providing adequate nutrition including micronutrients, immunisation, protection from destitution, care and stimulation.

The NDP envisioned that by 2030 there will be universal access to early childhood development. To achieve universal access, the interventions undertaken should be different for children of different age groups. Furthermore, ECD services should be flexible, and responsive to the needs of children, families and communities. Some services need to be targeted directly at children while others provide support to their primary caregivers. While universal access to ECD services by 2030 is a goal of the NDP, the quality of the services should be of a consistently high standard. A stronger role for the government is essential together with a partnership with the private sector to achieve universal access.

There has been some progress with regard to the proposals made in the NDP as the new National Integrated ECD (NIECD)

policy was adopted in 2015. The NIECD policy incorporated the broad definition of ECD and also has a focus on the first '1000 days' as part of a basic package of services. Moreover, the proposal to shift the function of ECD from the Department of Social Development to the Department of Basic Education is underway, albeit at a slow pace. However, the NDP proposal of making two

years of quality preschool enrolment for 4- and 5-year olds compulsory before Grade 1 should be reconsidered. The research shows that intervening in the first two years is critical and as the human and funding resources in government and the ECD sector is limited, a more strategic approach should be taken given the limited resources being deployed.



Issues to be handed over to the next Commission

- The function shift to the Department of Basic Education must be expedited;
- Long-term planning for ECD should restate the case for early intervention;
- Collate the research that has been undertaken on ECD with a focus on the first 1000 days;
- Explore the planning and implementation challenges.

Education

Education is a top priority in the NDP and is seen as the most important asset required to address poverty, unemployment and inequality. The NPC commissioned two research papers on education, namely, Education and Skills for the Economy and Links to Labour Markets in South Africa and Analysis of PSET Trends Towards NDP 2030. The papers enabled the NPC to review progress in enabling pathways through education from foundation to post-school and into work opportunities. There was significant engagement with critical stakeholders in the education system and with broader civil society.

These reports show that there has been progress in some areas that should be celebrated: more importantly, they need to be better understood so they can be replicated and built upon. However overall, progress has been slow and performance weak. The Commission centres its focus on the need to strengthen systems of accountability across the education system.

The paper on basic education, titled Education and Skills for the Economy and Links to Labour Markets in South Africa (March 2020) shows that there has been progress in education quality over the past decade and more. South Africa still

ranks very low globally, but is improving at a pace that the paper's author calls the 'global speed limit'. These improvements are shown in regionally and globally administered comparative tests. They say that if South Africa could maintain this rate of improvement, it would be possible to achieve Malaysia's current education quality level by 2030. However, not enough is known about why this progress was made. Some believe that settling the CAPS curriculum and limiting change so that educators could get into a teaching rhythm may have helped. It will not be possible to replicate or course correct unless the reasons are better understood.

Much has been done on systems of accountability, however, they are not well-utilised and in some cases there is significant resistance. Principals must be held to account and parents must be empowered to participate in this process.

Strengthening foundation level reading will be a critical contributor to improving education quality and productivity through the system.

There have been some indicators of very positive progress in education's potential contribution to reducing inequality, poverty and unemployment. For example, since 2008, there has been a significant increase in the number of matric graduates from low income communities that qualify for university entrance to the extent that they now account for the majority. This progress needs to be maintained and enhanced.

There has been significant progress in expanding enrolments in TVET and in universities, and by this measure, South Africa is on track to meet NDP goals. Most

notable is the significant improvement in the participation of black students in contact universities. Throughput rates at universities increased from 53% in 2010 to 61% in 2015. TVET enrolments more than doubled over the same period: however completion rates are still around 40% with significant quality challenges.

On post-school education and training, the NDP calls for improved navigation from school through PSET to work opportunities. However, despite the consolidation of higher education, TVET, community colleges and skills development within the Department of Higher Education and Training, planning appears to be done separately for each of these and with almost no plan for community education. There is still limited coherence in the pathways between secondary schools, community education and training centres, public TVET colleges, skills development in the workplace and universities.

The Commission's recommendations in respect of basic education centre on four critical priorities: strengthening school accountability, insisting on better education sector performance monitoring, stimulating early reading, and especially in the Covid-19 pandemic, offering stronger leadership in driving e-education. On e-education, there is particularly a great need to strengthen technology but more importantly teaching and learning practices.

Accountability is key. The Commission recommends that, in future, the Department of Education needs to apply the 'results-oriented mutual accountability' system referred to in the NDP. It must use this to carefully design a clear framework of who is accountable to whom, and why, and through which accountability systems. Schools, and

by implication principals, must be held accountable for the academic performance of their students. Data from assessments must be processed to provide parents and communities with the information they need to hold schools accountable.

The NPC's recommendations for PSET centre on improving the pathways for youth from education to PSET to work. Attention must be devoted to driving equitable access for poor and working class students especially. Aligning skills development to industry growth trajectories is a critical priority. More could be done to provide incentives to attract students into high priority vocational skills. As with basic education, improving PSET institutional incentives and performance

accountabilities is key to success.

The Commission has provided a review of progress and has assessed whether the foundations for further progress are in place. Ultimately, education is the most important investment and asset to enable social and economic transformation towards NDP objectives. The work done provides a foundation of clear metrics that can be monitored on an on-going basis. It is critical that the next Commission treat education progress and its link to labour market success as a top priority and continue work that informs civil society and holds government to account to ensure more significant progress going forward.

6.7 Governance

The NPC's work on governance focuses on the conditions, structures, processes and behaviour necessary for organs of the state, especially government and other actors in society, to effectively execute the actions proposed in the NDP. The work draws on the following chapters of the NDP:

- Building a Capable and Developmental

State (Ch 13)

- Transforming Human Settlement and the National Space Economy (Ch 8)
- Building Safer Communities and Fighting Corruption. (Ch 12 and 14)
- Transforming Society and Uniting the Country (Ch 15)
- Positioning South Africa in the world. (Ch 7)

The NDP is a plan for the entire country, that requires all sectors of society to take responsibility for making it a reality. It highlights the following critical success factors:

- Focused leadership
- Institutional capability
- Resource mobilisation and agreement on trade-offs
- Sequencing and willingness to prioritise

- Clarity on responsibility

Informed by this perspective, the Commission has undertaken consultations and dialogues with diverse stakeholders and communities as a conscious approach in its work, as evidenced in this report, with the goal to promote the broadest ownership of the NDP

Building a Capable and Developmental State

The NDP identifies fundamental actions that need to be taken to set South Africa on a course to becoming a capable and developmental state to enable achievement of the objectives set out in the Plan. A developmental state is a multi-dimensional concept that will continue to be a subject of great interest and debate in development planning discourse.

The NDP focuses on the following overarching actions towards building a capable and developmental state in the South African context:

- Stabilize the political-administrative interface.
- Make the Public Service and local government administration careers of choice.
- Develop technical and specialist professional skills.
- Strengthen delegation, accountability, and oversight in government.
- Improve interdepartmental co-ordination.
- Strengthen local government.
- Achieve the developmental potential of

state-owned enterprises (SOEs).

The NPC has assessed the implementation of these actions as part of its review of the NDP. In July 2019, the Commission convened a multi-stakeholder colloquium on the developmental state, in partnership with the Public Service Commission, the Human Resource Development Council, and the University of Johannesburg. A background paper commissioned for the NPC and the colloquium provides an overview of the issues influencing the South Africa as a democratic developmental state and is included in the attached annexure to this report.

Apart from some administrative and legislative initiatives over the years, no significant progress had been achieved on the NDP's actions towards building the developmental state. While a raft of regulations has been developed in respect of ethical conduct and delegations of authority for decision-making, there has been inertia in respect of key actions proposed in the NDP to professionalise the Public Service, such as the appointment of the head of the Public Service to mediate the interface between politicians and public

servants, the promotion of meritocracy and of a developmental, people-centred ethos and culture among public servants.

Concerns highlighted in the NPC's work and engagements include political interference in administrative and managerial functions, including in SOEs and high turnover of departmental heads, causing instability in the system which negatively impacts service delivery. In turn, this damages the state's reputation as an employer. Co-ordination remains a challenge at different levels in government, and the culture of silos is entrenched. There is a systemic crisis at the local sphere of government, and in the SOE sector, reflected in part by the trend of adverse findings by the Auditor-General. Corruption and low levels of accountability have eroded public trust in the state.

These considerations, as well as others such as the deterioration of government finances are suggestive of a state that has been weakening, judged against the standards set out for it in the NDP. The ramifications are reflected in the poor implementation of policies and plans, poor outcomes, and sluggish progress in addressing the country's core challenges of poverty, unemployment and inequality.

This is the context in which building a capable, ethical and developmental state is a priority in the mandate and plans of the current sixth administration, as outlined by President Ramaphosa. It is the priority pre-condition for the rest of the priorities, and for advancing the NDP.

Further concerns highlighted in the NPC's work and engagements in this area are:

- Misalignments between national, provincial, and local level planning (e.g. between the NDP, provincial development plans, and municipal integrated development plans) including between budgets and identified priorities;
- The delinking of issues and programmes related to infrastructure development and economic growth from the requirements of meeting social or human development needs. Such a delinking of the social from the economic further entrenches patterns of inequality and poverty of the poorest people;
- In turn, this creates conditions for a variety of social ills, including ongoing conflict, crime, and violence, in particular violence against women and children;
- The state's inability to mobilise the private sector in pursuit of the NDP's inclusive growth agenda and transformation of the economy, and its inability to foster actionable social compacts;

Not only should the state transform the lives of the citizens it serves, but it should also transform itself to move closer to the people and to promote an active citizenry in matters of governance.

In the light of the above issues and concerns, government's new initiative - the District Delivery Model - announced by President Ramaphosa in his 2019 State of the Nation Address - holds promise in improving co-ordination and synchronization of government services and initiatives in the "One Plan", with delivery grounded at the district level.

Issues to be handed over to the next Commission

1. Continue advocacy on the NDP actions towards a capable and developmental state and monitor progress on the establishment of the administrative head of the Public Service.
2. Continue promoting the institutionalisation of planning and the integrated planning framework informed by the NDP by incorporating all parts of government and society.
3. Explore further aspects of the complex and multidisciplinary concept of the developmental state to get the country closer to achieving its vision.

Spatial Transformation and Spatial Governance

As part of the NPC's mandate during the last five years, the Commission has contributed to key development planning initiatives as part of promoting the institutionalisation of planning and the building of a developmental state. The NDP calls for a long-term perspective on South Africa's spatial transformation at a national, provincial, district and local level, which must address remaining inequities of apartheid spatial legacy across all geographic scales that exacerbate social inequality and economic inefficiency. To this end, the National Spatial Development Framework (NSDF) is a vital tool to focus attention, to guide interventions, including targeted spending, and to bring South Africans together into a common vision for the country's future.

The NPC has played an instrumental role in the NSDF initiative, working with the Departments of Agriculture, Land Reform and Rural Development (DALRRD) and Planning, Monitoring and Evaluation (DPME), including in stakeholder consultations across provinces after the

NSDF was gazetted for public comment. The Commission has documented findings from these engagements and formally submitted its positions on the NSDF at Cabinet level through the Minister in the Presidency.

A significant amount of work was undertaken in developing the NSDF. However, the NPC has identified inadequacies that require addressing in the finalisation of the exercise: The NSDF does not provide a clear vision nor sufficient guidance on how South Africa can address its overwhelming spatial inequality and apartheid legacy. A key concern is that the NSDF places insufficient emphasis on the human dimensions of spatial development and needs to have a greater focus on addressing poverty, inequality, and unemployment. The NSDF needs to explicitly indicate the spatial reconfiguration required to ensure a just transition towards building a resilient country.

The current draft NSDF fell short of meeting the NDP's requirements for a national spatial framework. During SONA 2019, the President announced the establishment of a national spatial fund to promote the vision and rationalise existing funding streams for

spatial development. However, no progress was recorded in this regard.

In the NPC's view, consultation on the NSDF has not been sufficient. The consultations held by the NPC have broadened this process, but this is still inadequate for a plan of such great significance. The work of some government sectors and spheres of government have not been adequately considered.

At a provincial level, Provincial Spatial Development Plans ought to be developed along the lines of the NSDF, providing more provincial detail than the NSDF does. Currently most local and district municipalities produce spatial development frameworks, as required by the NDP. Much work still needs to be undertaken to ensure that spatial development plans are aligned to IDPs and are sufficiently budgeted for. The IUDF, developed by COGTA in 2016, provides excellent guidance on ensuring the transformation of urban spaces.

The NDP notes that in the context of economic uncertainty and climate change, towns and cities should be designed for long-term resilience and flexibility, with more attention given to citizen vulnerability and safety. Spatial development plans built on this principle relies on guidance that ought to be found in the IUDF and in research conducted by the Council for Scientific and Industrial Research and other organisations. Much more needs to be done to protect vulnerable citizens and ensure that settlements are developed in accordance with sustainability principles.

The background research generated and data used to develop the NSDF will provide an especially useful base for further research and policy development. In this regard, the NPC would encourage this to be made publicly available and should form the basis of an information package for the next NPC.

Improving Planning Systems, Intergovernmental Relations and Localising the NDP

The District Development Model (DDM) initiative aims to address the NDP's requirements for an improved planning framework and system of planning between spheres of government. The initiative must be seen as an opportunity for local government to play a central role in the co-ordination of the delivery of services. Municipalities must be encouraged to plan and co-ordinate the implementation of the delivery of all services, for example regarding human settlements, even if they are not solely responsible for them. There is a need for greater clarity on how the DDM will align with the outcomes of the NDP. There is insufficient information on the mechanisms through which the DDM will achieve its goals and how its theory of change is structured. It is important to ensure that the DDM learns from the successes and failures of previous initiatives and becomes an effective implementation mechanism for government.

The NPC has had a series of engagements with local and provincial governments, SALGA, COGTA, National Treasury and the Municipal Demarcation Board to discuss the localising the NDP and to ensure that the role of local government in implementing the NDP is recognised and supported. The Plan emphasises the importance of creating a decent standard of living for all South Africans and proposes that this can be reached through a multi-pronged strategy which includes housing, water, sanitation, electricity, transport, safety and security, recreation and leisure and a clean environment. While not all of these are direct local government responsibilities,

they all happen in a municipal space and municipalities can play a vital role by working with other spheres of government and the private sector to ensure their delivery.

There is very little evidence of how citizens' capabilities are improved to participate in development planning processes in the areas in which they live. More informed and empowered citizens have exerted pressure through ratepayer associations and other measures but the less empowered often resort to protests to make their voices heard. Despite some discussion on the matter, compacts among social partners to guide spatial development remain intentional rather than actual.





Issues to be handed over to the next Commission

- Ensure that the NPC continues to provide input on the NSDF including support for government in implementing the NSDF and ensuring that it actively furthers the aims and objectives of the NDP.
- Ensure the DDM is a mechanism which allows for further and more local implementation of the NDP by putting local government at the centre stage for co-ordinating the delivery of services.
- Institutionalisation of planning - New planning legislation must align with NDP requirements. This also requires a discussion on where the responsibility for spatial planning lies at a national level.
- Ensure the process of the establishment of a national spatial fund to promote the vision and rationalise existing funding streams for spatial development is completed.

Building Safer Communities and Fighting Corruption

The NPC's review of the NDP established that levels of both violent crime and corruption remain unacceptably high in South Africa. Drawing from different sources, the review highlighted the extent to which both absolute and relative incidents of crime and violence have been on the rise since the adoption of the Plan and how corruption thrives in the country's institutional and governance fabric. Moreover, the brunt of this crime is disproportionately borne by vulnerable groups, in particular, women and children. This is a national crisis and the response to it has to view it as such. The NDP's proposals for building safer communities and fighting corruption included continuous evaluation of efforts in the state and society to respond to these challenges.

Extensive engagements and dialogues were facilitated by the NPC with stakeholders in the justice, crime prevention and security sector, both inside government (the JCPS cluster) and outside. The content of these dialogues and engagements are in NPC reports.

During the NPC's interactions with SAPS in 2019, the leadership of the organisation stated that the greatest contributors to high crime levels in the country are the socio-economic conditions, in particular poverty, inequality, unemployment.

While plans were developed to transform and strengthen the criminal justice system, such as the Seven-Point Plan adopted in 2007, overarching limitations remain including the fragmentation of policies and a lack of

clear roles and authority across different government departments and bodies in the JCPS cluster. The Plan included setting up a new co-ordinating and management structure at every level, from national to local; greater co-operation between the judiciary and the magistracy, the police, prosecutors, correctional services and the Legal Aid Board; and other initiatives such as empowering community policing forums. Effective and efficient implementation of plans in the sector requires coherence, co-ordination and dedicated budgets for various interventions.

Delays in implementing key proposals of the NDP affected the establishment of an electronic case management system to ensure better management of crime information across various criminal justice departments, as well as community policing forums as a means of increasing community participation in public safety.

In the NPC’s engagements with the JCPS cluster on efforts to fight crime, violence and corruption, four areas of convergence emerged:

- Integrated planning within the cluster;
- Replicating and cascading the JCPS structure to the local level in line with the Intergovernmental Relations Framework Act;
- Performance monitoring and measurement of the cluster and inter-cluster deliverables; and
- Budgeting

International best practice consistently indicate that local governments are best equipped to understand risk factors and to target them effectively, ultimately ensuring the

sustainability of violence reduction. However, many local governments have struggled to carry out their mandates for community safety due to inadequate resourcing.

To maintain the sustainability of violence and crime prevention strategies, it is critical to bring together actors from all spheres of government, academia, the private sector, civil society and community organisations to ensure co-ordinated efforts.

Some of the initiatives that came to light in the NPC’s engagements are the following:

- More than 590,000 cases have been processed in the past financial year using the Integrated Justice System (IJS) system between the South African Police Services (SAPS), the National Prosecuting Authority (NPA), and the Department of Justice and Constitutional Development (DoJCD), and an information exchange system is now functional.



- The use of digital Court Recording Technology is being successfully implemented and is operational in over 1,900 courtrooms across the country.
- The Department of Correctional Services (DCS) has successfully completed the pilot of the new Integrated Inmate Management System at the first site, Kgosi Mampuru prison. The solution combines biometric identification with the fully digital information record of detainees.
- An IJS Key Performance Indicator (KPI) dashboard gets updated monthly using electronic data of 18 KPI's across SAPS, NPA, and DoJCD.
- The Council for Scientific and Industrial Research and the Institute for Security Studies formulated a very practical manual for community-based crime prevention, targeting local government, Community Police Forums (CPFs), Community Safety Forums (CSFs), and other community organisations.
- The Department of Co-operative Governance and Traditional Affairs (CoGTA) has established a multi-departmental co-ordinating steering committee for violence and crime prevention amongst safety and security duty-bearing institutions.
- In 2017 the Nelson Mandela Bay Municipality established a Youth Crime Prevention Desk

On the prevention of gender-based violence, police stations are institutionally constrained to deal with this crime category. Ordinary SAPS officials deal with GBV related cases in the same manner as any other crime, according to a report by the Commission for Gender Equality. This emerges strongly in the NPC's policy and planning paper on gender-based violence and in the NPC's report on its GBV roundtable with experts and social partners.

Further challenges are:

- Corruption in the police force remains a major problem.
- Access to justice for people with disabilities.
- Police brutality and ignorance of the public rules and procedures, and a lack of adequate training of police officers.



Issues to be handed over to the next Commission

- Further exploration of the issue of professionalising the police force and the demilitarisation debate.
- Evaluation of the application of Information and Technology platforms.
- Integrating systemic violence prevention planning in local government Integrated Development Plans.
- The promotion of collaboration on fighting GBV among various stakeholders, including enhancing of institutional capacity and appropriate training of officials.

Fighting Corruption

The NDP vision for 2030 is a South Africa which has zero tolerance for corruption in which an empowered citizenry has the confidence to hold public and private officials to account and in which leaders hold themselves to high ethical standards and act with integrity.

The Commission's NDP Review highlighted systemic and pervasive corruption in South Africa, the sense of whose proportions was revealed during the 2015-2020 tenure of the NPC which posed an indictment to the country's anti-corruption multi-agency institutional architecture. A new concept, "state capture" was coined to describe certain forms of this corruption, in which the private sector is complicit, and which has been the subject of a few judicial commissions of inquiry.

The Transparency International Corruption Perceptions Index (2019), ranked South Africa the 70th most corrupt country out of 180 countries globally, while the Global Corruption Barometer Africa (2019)

reported that 70% of South Africans believed government was not doing well enough to tackle corruption.

During 2019/2020 the NPC undertook engagements, including a roundtable followed by bilateral meetings, with heads of key anti-corruption agencies on the challenge of corruption as well as to assess the resilience of the country's anti-corruption system. These organisations included the NPA, the Hawks, the Special Investigating Unit (SIU), Financial Intelligence Centre (FIC), South African Reserve Bank (SARB), South African Revenue Service (SARS), Public Protector, as well as civil society entities (Corruption Watch).

A key finding from these engagements confirmed the Commission's observation in the NDP Review that the country's multi-agency anti-corruption system remained poorly co-ordinated and underfunded, and lacked a national plan with clarity of roles and responsibilities, all of which poses the greatest impediment to achieving meaningful progress in fighting corruption.

The dialogues focused on the following key areas, among others:

- Recoveries of stolen money/assets/ money laundering, in which the NPA, SARB and SARS are key;
- The illicit economy and illicit financial flows (SARS);
- Tax fraud, which in 2018/2019 dealt with the following: tobacco (79 cases), fuel (84 cases), cash and carry (13 cases), illicit financial flows (339 cases), syndicated fraud-VAT carousels (317 cases) and other abusive schemes (74 cases). In total, this amounted to 906 cases to the value of R13.5 billion, the highest being illicit financial flows;
- In terms of its compliance work, SARS stopped identity fraud (R12bn), suspected

VAT fraud (R2,5bn), and fraudulent returns to the tune of approximately R8.2bn.

- For the 2017/ 2018 financial year, 411 tax-related criminal cases were handed over to the NPA for prosecution and the NPA prosecuted 88 cases.
- Transfer pricing

Furthermore, it emerged that the initiative underway since 2013 to develop a comprehensive National Anti-Corruption Strategy now in the process of being finalised.

Challenges that require attention are the duration of prosecution, a lack of consequences management, and a lack of integration and co-ordination amongst the investigating agencies.

The next Commission should continue placing emphasis on these issues to ensure implementation and further development. Other priorities include the following: cybercrime; the need for an overarching single anti-corruption agency; implementation of the National Anti-Corruption Strategy; legislative gaps; illicit trade in the effectiveness of the convention on international trade in endangered species of wild fauna and flora (the CITES convention), life-style audits; ethics training; and NPC's continued partnerships with stakeholders.

The above issues of crime, violence and corruption are interlinked with the challenges of achieving an ethical developmental state, social cohesion and national unity in the country.

Transforming Society and Uniting the Country

The NDP envisages that by 2030 South Africa will have made significant progress towards achieving social cohesion through the lens of reduced inequalities, greater integration of living spaces between citizen groups, enhanced inter-group interactions and greater employment.

During 2019 and at the beginning of 2020 before the outbreak of the Covid-19 pandemic, the NPC convened national and provincial roundtables on social cohesion with diverse stakeholders, including communities represented by civil society formations representing youth, women, persons with disabilities, cultural groups, and others. The engagements provided the NPC with deeper understandings of

the underlying causes and factors that continue to impede the achievement of social cohesion and nation building. As a country dealing with legacies of oppression and subjugation, South Africa must focus on advancing social cohesion and nation building for justice and inclusion, and to improve state-society relations to promote the development of the country.

The feedback the NPC obtained from the engagements reinforce the Commission's conviction that facilitated social dialogue at local, provincial and national level that includes communities and all non-state actors is a valuable strategy and method for promoting social justice and the achievement of social and economic progress. It embodies the basic democratic principle that people affected by decisions should have a voice in the decision-making process. The open and frank discussions provided insights into both risks and opportunities to advance social cohesion and nation building.

The emphatic message sent is that the country has not sufficiently dealt with the past and that despite the passage of time the challenges of inequality, poverty and unemployment persist. It also emphasised the imperative to address the distrust and challenges of diversity and the management of difference within society.

Critical focus on developing local government capacities for consultation and building bridges across communities to foster common values is essential. Social cohesion can erode quickly if people perceive the delivery of services to be unfair, unjust, biased and discriminatory especially in a country with deep-seated patterns of

socioeconomic inequality like ours.

Furthermore, fighting corruption, bribery and state capture, and building capacity to prevent crime all contribute significantly to strengthening social cohesion. A cohesive society strives for a responsive and accountable government, inclusive and resilient institutions, access to the rule of law and justice, anti-corruption, a working active citizenry, including youth and people with disabilities, as well as preventing GBV.

The review of the NDP highlights that government's initiatives towards achieving social cohesion are piecemeal, under-resourced and without demonstrable impact and as such, the country is unlikely to achieve the NDP targets on social cohesion and nation building. Despite engagements with social partners on this during the current period, the evidence shows race, class, gender and spatial divisions are deeply embedded and persistent. The UN Sustainable Development Goal 16 (SDG16) on working towards creating more peaceful, just and inclusive societies is a long-term process that should be a key focus of the next Commission. In this regard, the NPC proposes the establishment of an Inter-Ministerial Committee under the auspices of the Department of Arts, Sport and Culture to promote a policy-oriented, multi-dimensional and co-ordinated focus on social cohesion and nation building. It is proposed that the committee among others, consider the establishment of a National Cohesion and Integration Commission focused on social cohesion, safer communities, and the forging of national unity as per the NDP Vision 2030 and SONA 2019.

There is a need to promote the implementation of the National Action Plan (NAP) to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance developed by the Department of Justice and Constitutional Development. In addition, dialogues focused on, and led by, women, youth, persons with disabilities, alongside the multi-stakeholder and inter-faith dialogues should be established for increased engagement to foster tolerance. The next NPC should also carry forward the work to develop two papers initiated by the Commission, one on racism in contemporary South Africa, and another on the social compact models. Further work and research are required to support the President with the establishment meaningful social compacts that will help address the country's persistent triple challenges of poverty, inequality and unemployment.

Positioning South Africa in the World

The NDP's chapter on positioning South Africa in the world premises its focus on improved international relations and co-operation at global, continental, and regional levels. The work of the NPC in this area focuses on the impacts on South Africa in relation to international relations and its integration in global and regional economic and trade systems. South Africa's influence in global, continental and regional contexts and the relations it shares through multilateral processes are also significant for the country's development path. Consequently, the work has involved assessments of the country's international relations (foreign policy) and trade strategies.

A key observation is that as an open economy and nation, South Africa has both strategic international opportunities and risks and these interlink with the ebbs and flows of domestic social, economic and political developments and challenges. South Africa benefits from global economic growth and suffers from global downturns. For example, the fall-out from violence against Nigerian immigrants in the country or the

expropriation of land issue, are illustrative of domestic vulnerability to external repercussions. The Covid-19 pandemic is the latest major case in point.

On balance, South Africa continues to enjoy strategic recognition on the global stage, notwithstanding the gradual erosion of the sheen of the post-apartheid legend of the 'miracle' nation and the multiple challenges weighing down the country domestically. The country continues to play a role at leadership level in the UN, the AU, as well as in groupings such as the G20 and BRICS.

A key issue is the changing pattern of South Africa's trade footprint, in particular, exports which, contrary to policy, have not diversified from commodity dependence, and have been declining in absolute terms, with gains in growth largely in the African market. While the country's traditional markets in Europe and the US remain important, interest has been in South Africa's relations with emerging powers in BRICS, as well as on the continent and, in particular, within the African Union. The strategic importance of the recently concluded African Continental Free Trade

Agreement is significant in this context.

These issues provide the backdrop for the discourse about how South Africa defines its 'national interest' in the international context, as the pivot of the country's foreign policy. The NPC has great interest in this discourse.

The NPC's activities during the 2015-2020 period include:

- Participation in the SADC platform of National Planning Entities.
- Participation in processes relating to

the UN Sustainable Development Goals (SDG) and AU Agenda 2063, from the perspective of the NDP, including reports such as the 2019 Voluntary National Review on the domestication of SDGs.

- Assessment of the cost-benefit of South Africa's international agreements, including trade agreements, as well as the country's diplomatic footprint.
- Monitoring of the management of border issues and policies, including the draft legislation on border management (Border Management Authority (BMA) Bill).

Issues to be handed over to the next Commission

- Assess the impact of the current policies, programmes, and plans in industrial development, trade and investment.
- Review the efficacy and efficiency of the country's foreign representation within the next financial year 2021/2022.
- Engage with the Cabinet-approved document on South Africa's national interest, with a view to have it in the public domain for a conversation to reach a common understanding among all social partners working on international relations.
- Engage in the process of harmonising border policies including ensuring that the BMA Bill and SADC protocol on the free movement of persons (migration) is implemented.
- Develop an overarching strategy that will guide DIRCO and other stakeholders in implementing the NDP as well as assist in promoting a structured dialogue among stakeholders on the country's international relations and co-operation.
- Continuous research should be conducted in following areas:
 - A cost-benefit analysis on the impact of South Africa's international agreements and treaties as well as facilities like diplomatic missions.
 - Drawing lessons from best practises in development planning throughout the world.
 - An analysis of South Africa's strategic approach to and benefits from hosting and chairing international events/platforms in line with NDP goals.
- Revive the SADC platform of National Planning Entities, which has become dormant



7. INSTITUTIONAL ARRANGEMENTS



Political Environment

The establishment of the NPC in 2010 represented a promising step in institutionalising long-term planning in the country and in government. The speedy adoption by Cabinet and Parliament in 2012 of South Africa's official long-term plan, the NDP, delivered by the Commission in 2011, signalled political decisiveness by the governing leadership to, more than ever before, tackle South Africa's development challenges with new determination, focus and urgency.

The NDP was positively received in the country broadly, and encouraging steps were taken within the national government to align short- to medium-term plans with the NDP's long-term goals. For its tenure in 2015-2020, the NPC was assigned the mandate to promote implementation of the NDP and undertake further planning for key sectors while working with government, social partners, and stakeholders in society.

During most of this time, however, the environment in which the NPC functioned deteriorated as politics within and outside government fractured and the state lost continuity of strategic direction, cohesion, and the ability to lead the implementation of the NDP. Strong broad-based ownership of the Plan did not materialise.

This has not been a conducive environment for the institutionalisation of the NDP and of the Commission itself and the NPC's transition to promoting implementation has been hugely challenging.

A related, additional challenge in the period has been three successive changes of Ministers in the Presidency responsible for planning who is also the Chairperson of the NPC. This loss of continuity of political leadership of the Commission has had institutional impacts, as it would elsewhere, as each time the organisation had to adapt to the new Minister's style and priorities in their portfolio. Ideally, there should be continuity with staffing by delinking the political and Executive mandates.

Interface with the state and broader organs of society

A challenging institutional aspect that has required political guidance has been the NPC's interface with government (the President and Cabinet), including with administrative functions and inter-departmental and inter-sphere co-ordination systems. For example, the mechanism and channel for the NPC's advice and dissemination of its research and position papers to government has been ambiguous.

There has also not been an institutionalised interface of the Commission with Parliament as the body required to exercise oversight of the Executive including on matters related to development planning.

The Revised Green Paper on the establishment of the NPC proposed a Ministerial Committee on Planning chaired by the Minister in the Presidency responsible for the NPC be the channel for the Commission's interface with government. This proposal did not gain traction and an assessment by the next NPC of this can provide a means of ensuring a better interface between the Commission and Cabinet as well as the institutionalisation of the NPC. Access to politicians and key decision-makers has sometimes depended on Commissioners' informal relationships. The NPC should have direct access to the President, and interact with Cabinet, relevant Ministers and departmental heads unencumbered by the structures and systems of government and bureaucracy.

The NPC advocates for the retention of the independent and autonomous character

of the Commission, as a matter of national interest.

The original case for such an NPC is that the Commission would:

- “Adopt an independent perspective on our long-term plan [and] get the best experts on any issue to make recommendations that are in the best interests of the country's long-term success.
- Garner input and perspectives from a range of parties, organisations, individuals and groups to broadly reflect what all South Africans want.
- Interact with government to understand the capabilities, resource constraints, potential and limitations to what is possible and achievable in a specific timeframe.”

The NDP retains broad appeal across society in large measure because it was compiled by a body perceived to have been guided by the national interest, and one that stands above sectional interests and biases of either government or any one stakeholder in society.

The Commission has not fully exercised its 'convening power', though its various stakeholder forums and consultations over the last five years affirms the appeal of an independent NPC. The convening power should be strengthened to ensure continuous cultivation of a long-term developmental perspective in planning and to promote the required capacities at all levels including in an active citizenry. This is the NPC's niche in the planning landscape.

By design, the Commission is not a government implementing structure. Its limitation is a mandate without legal powers to promote implementation, to ensure force and effect of its recommendations and to enforce accountability by those responsible for implementing them. In the circumstances, the NPC can only work through moral suasion and rely on the positional authority of its location in the Presidency,

During its tenure, the NPC initiated a process to legislate national development planning and the Commission's powers and functions, among other issues. The process was handed over to the DPME take to completion but has since stalled. The Commission's experience during the last five years affirms the need for this process to be revived. Furthermore, the interlinkages and interface with the different advisory committees and commissions that were set up by the President should be institutionalised into the mandate of the NPC as the apex national planning and advisory body in the Presidency to avoid the ambiguity of roles and responsibilities between these critical bodies and the NPC.

Stakeholder Consultations

While the exercise of its convening power has proven to be a unique strength of the NPC, this has also tended to be on the basis of ad-hoc issues, and sporadic. The Commission concedes that there have been gaps in this regard, for example in respect of organised formations in business, labour formations, civil society, as well as other of key role-players in the planning landscape,

such as state and non-state research agencies, and planning commissions at provincial and local levels (as part of planning systems across the three spheres). There is a need to discipline and formalise aspects of this dimension of the Commission's responsibilities.

Institutional Location of the NPC

While the political location of the NPC has remained in the Presidency, in line with international practice, the administrative changes that followed President Zuma's post-election changes to the Cabinet in 2014 created unintended operational challenges for the Commission. With the previously separate responsibilities of the NPC and of monitoring and evaluation brought under one Minister in the Presidency, the administrative location of the Commission was placed under a new Department of Planning, Monitoring and Evaluation.

This change is a departure from the original conception of the NPC's autonomy and independence. While it had initially been hoped that synergies and constructive collaboration would ensue from this arrangement, in practice it became the subordination of the independence of the Commission to the bureaucratic morass of a government department with an unhealthy dependency of the Commission's financial, human resources, and other administrative support requirements, for which it competed with the DPME's own requirements. This, along with bureaucratic delays in the procurement of the research services required by the NPC, reduced the Commission's overall effectiveness.

There have also been confusion and ambiguities of mandates and roles between the NPC and DPME on a number of planning responsibilities, for example medium-term planning and its alignment to the NDP.

The current Minister in the Presidency and Chairperson of the NPC has provided guidance to these challenges and issues and has re-affirmed the autonomy and independence of the NPC. This needs to be followed up going forward, in particular as part of the pending macro-organisational configuration of the Presidency, to ensure that the Commission is able to build the systems and capacity it requires as an independent and autonomous planning body. Like elsewhere, the resources allocated to it is an indicator of the political priority given to building the capacity for effective development planning. In this regard, the planning implications of the ongoing Covid-19 crisis hold are an instructive lesson.

Operating Model

The current operating model of the Commission has posed its own challenges. All Commissioners of the NPC are part-time non-public servants. As they have other professional commitments elsewhere, it means their expertise and services are practically available to the NPC on a largely scheduled meeting basis only. For a commission with the breadth and intensity of issues as the NPC, this has tended to slow down projects, and prolong delivery of the Commission's outputs.

The NPC requires enhanced capacity with a structured professional development programme that covers public policy, programme and project management, policy and report writing, and similar.

We recommend that consideration be given to having a proportion of the NPC commissioners on a full-time basis. In time, it would also necessary to evaluate the need for a full-time Commission.

As has become precedence for continuity and the retention of institutional memory, consideration should also be given to retaining some among the outgoing commissioners in the successor NPC.

Overall rigorous criteria should apply to how and who is appointed as a Commissioner on the NPC, taking account of the knowledge, expertise, skills and experience as well as gender, race and cross-generational representation, among others.

The Capacity of the NPC

In the last five years, the Commission's experience is that capacity is a combination of available resources, the size and expertise of the secretariat, Commissioners' expertise, the nature of the relationship between the two sides of the NPC, and the Commission's external relationships. There have been challenges on several of these aspects which will need to be addressed going forward.

The secretariat has pockets of skilled technocrats with decades of experience in policy and planning in government. Its overall expertise is, however, thin with gaps in several critical areas and its size has been too small relative to the demands placed on it by the Commission's work.

The Revised Green Paper on the NPC envisioned a secretariat with skills "to manage complex research processes, consultative processes and to help draft reports". One that "will work with key centres of excellence

in planning” and whose typical employee “may not be a career bureaucrat”, may be from outside the public sector, including through secondment for limited periods to work on outputs of the Commission”. This vision implies autonomy and flexibility in the secretariat’s institutional setting, which currently does not exist and will need a

different model to be negotiated for with the relevant authorities in government.

A key capacity gap (in terms of both funding and skills) has been in respect of the NPC’s communication requirements. Consequently, communication has been the Commission’s major shortcoming.

Going forward, strong consideration should be given to developing a professional development programme for enhancing the competences and capacity of the secretariat. This should include a system of coaching and mentoring.

There have also been gaps of expertise at the level of commissioners. The resignations of a few commissioners created expertise gaps with respect to education and the JCPS issues. In the event of a resignation, there needs to be a system for the expeditious replacing of the Commissioner.

Greater attention needs to be given to forging external relationships to complement areas where the NPC has capacity shortfalls.



8. CONCLUSION



This Handover Report has outlined the work of the second NPC during its 2015-2020 tenure in as substantial, frank, reflective and critical terms as the Commission has deemed appropriate, as an advisory think tank on South Africa's national development aspirations, as articulated in the NDP.

Appointed after the country adopted the NDP in 2012, the mandate of the second Commission was to assess implementation of the Plan and the extent to which the country was making progress towards achieving the goals of the NDP, in particular the reduction of poverty, inequalities, and unemployment, and the building of an inclusive economy.

The Report shows that implementation of the NDP has been weak, and progress

on the Plan's key proposals has been inadequate, and no action has, as yet, been taken on many issues addressed in the NDP. As a result, the priority challenges identified in the Plan - poverty, unemployment and inequalities - remain entrenched, and will be worse in the aftermath of the devastating Covid-19 pandemic. In these circumstances, the NPC is of the strong conviction that the NDP remains as relevant as ever as a set of solutions and programme of action to address South Africa's core development challenges. The Commission strongly advocates for revitalising implementation, guided by the paradigm shift and cycle of development identified in the NDP, in which strong leadership, an effective government, and active citizenry are critical requirements for success in achieving the overall NDP Vision 2030 goals.

The Report describes the rapidly changing environment in which the second Commission had to operate, in terms of developments in the world, the deterioration in domestic political and socio-economic conditions, and in governance in key parts of the delivery machinery of the state. This includes SOEs, as well as in the institutional arrangements that were supposed to enable the NPC to function effectively. This environment proved un conducive for the effective functioning of the Commission as well as for advancing the NDP. These challenges impeded the institutionalisation of the NPC and manifested in a lack of formal interface of the Commission with the political leadership and decision-makers within government, as well as created ambiguity about the role of the NPC in the country. It is critical that these institutional

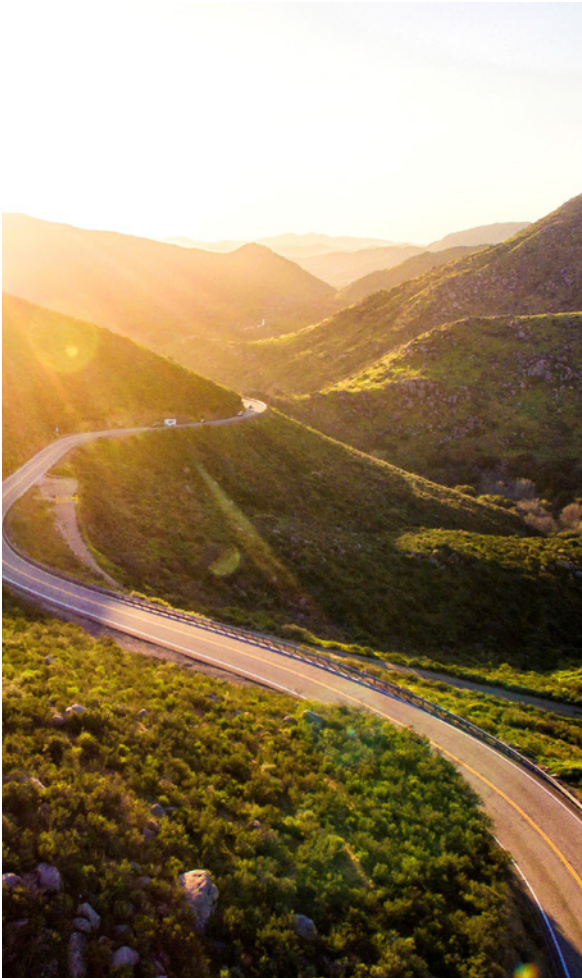
challenges are addressed as a matter of priority going forward.

Notwithstanding this environment, the NPC persevered in its mandate to undertake research and provide advice on critical national development issues as well as engage with diverse stakeholders across society. Guided by the priorities it set for its tenure, namely - building an expanded, inclusive and fairer economy; building human capabilities and enhancing quality of life; and promoting active citizenry, building a capable the state and leadership - the second Commission produced more than 30 research outputs during 2015-2020, in the form of papers, advisory and briefing notes on various subjects pertaining to the development of the country and implementation of the NDP. It conducted more than 250 stakeholder engagements in the platforms the Commission created for policy discourse and conversations on the NDP and its implementation, which involved productive interactions with social partners and key actors in the private sector, labour, civil society, as well as with other think tanks and development agencies.

The body of knowledge derived from these achievements, and the relationships the Commission established, can be further strengthened as part of institutionalising the NPC and the professional discipline of long-term planning in the country, in accordance with the strategic intent behind the original creation of the Commission in 2010. In this regard, immediate attention should be given to appropriate institutional arrangements for the planning function and the NPC, as well as to adequate funding for the required capacity in terms of research and expertise. Particular priority should be given to the capacity of the Commission

to disseminate and communicate its work to specific constituencies and audiences as well as to the public.

The second NPC submits the achievements highlighted in this Handover Report including the insights gained, the challenges encountered, the various recommendations made, and the ongoing work underway, as input into the work of the next Commission. The Report provides the second NPC's considered contribution to the broader national discourse on the country's development imperatives, and on our priorities and prospects as we approach the next decade towards meeting the NDP Vision 2030 goals. It is hoped that the Report will assist the next Commission as it leads the country to its next long-term NDP for the period 2025 to 2050.



CONSOLIDATED WORK OF THE NATIONAL PLANNING COMMISSION¹

Project	Brief explanation
Measurement of progress with the implementation of the National Development Plan: a six-year impact analysis	The MTSF was assessed and findings were that it cannot adequately measure the NDP. The country needs to develop an integrated approach to measure the NDP through quality indicators more frequently to inform implementation.
National Development Plan (NDP) review	The NDP Review examines progress made on the NDP's critical targets since it was adopted in 2012, considers the efforts to achieve those goals, assesses gaps, and recommends course correction to the trajectory envisioned by the NDP.
Post-Covid-19 Long-Term Planning	This advisory note encourages the institutionalisation of long-term planning and implementation of the NDP beyond the Covid-19 pandemic.
Active Labour Market Policies (J-Pal Studies)	The paper reviews the NDP proposals against what has been implemented in the labour market since the publication of the NDP in 2012. It outlines some of the implementation issues to address the main objective of the NDP to create jobs in a conducive environment.
National Water Security Framework (NWSF)	The framework presents extended long-term principles and recommendations from the National Water Security Framework (NWSF) for national water security in South Africa. It recommends the roll-out of the national framework to guide national processes and provide a long-term view of ensuring water security, amongst others.
A Review of the NDP in Meeting its Labour Market Objectives	The paper reviews progress towards the achievement of the labour market proposals outlined in the NDP. The review considers how institutional factors (capacity, co-ordination and the distribution of decision-making power) has accounted for (under) performance in the implementation of the labour market proposals in the NDP. The paper makes recommendations on improving lifelong learning and career advancement, improving labour market matching and transitions, and experimenting with various labour market interventions.
NPC Position Paper on the Energy Sector and Contribution to Achieving NDP Objectives	The paper addresses existing challenges and pertinent issues within the South African energy sector whilst maintaining a long-term outlook on opportunities that may exist to achieve the NDP vision for clean energy.
Public Infrastructure Delivery and Construction Sector Dynamism in the South African Economy	The paper provides a succinct analysis of the NDP Vision 2030, what it proposed, its achievements, what it tried, possible gaps and recommendations for enhancing its impact. Recommendations are made with regard to skills, capacity building, institutional arrangements, standardisation, and governance and accountability
The Contribution of SOEs to Vision 2030: Case Studies of Eskom, Transnet and Prasa	The paper focuses on the contribution of SOEs (Eskom, Transnet and Prasa) to NDP Vision 2030. It is supported by four background research papers that contribute to a wider assessment by the NPC of economic performance and was released with the objective of enabling public engagement on SOEs. The background papers are titled: (a) An Outcomes Framework to Link SOEs to the National Development Plan (b) Framework for the Suitability of State-Owned Enterprises, (c) SOE Institutional Governance Review, and (d) Linking State-Owned Enterprises to Economic Transformation and Inclusive Growth. Recommendations are made in respect of governance, finance, market structure and government policy and processes.

Project	Brief explanation
Research on the Limited Success of Entrepreneurial Activity by Locals in Townships and Rural Areas	The paper intends to enable the NPC and its stakeholders amongst others to gain deeper insights into the context of and challenges faced by township and rural economies. It recommends institutional support for small business development, local economic development should be decentralised, and infrastructure and technology development should be enabled.
The Economy Revitalisation Paper	The paper intends to enable the NPC and its stakeholders amongst others to gain deeper insights into the context of and challenges faced by township and rural economies. It recommends institutional support for small business development; that local economic development be decentralised, and that infrastructure and technology development be enabled.
A Review of Economic Progress Towards the NDP: Proposals for Course Correction to Accelerate Towards the NDP's Vision 2030	The paper provides a synopsis of the work done on the economy and provides an overall view on how to achieve the NDP goal.
Public Service Employment in SA - A Paper on the Public Sector Wage	The paper seeks to inform the future of government capacity and organisation. Recommendations are made on how to deal with public sector wages in a constrained environment.
Digital Futures: South Africa's Digital Readiness for the Fourth Industrial Revolution	The paper analyses South Africa's readiness for the Fourth Industrial Revolution (4IR). In order to prepare for and embrace the digital economy it is essential to develop a diverse, adaptive digitally-skilled workforce and overcome the basic educational deficit that hinders broad-based acquisition of advanced digital skills.
Pathways to a Just Transition for a Low-Carbon Future	This is a guiding framework with some concrete proposals on what needs to be implemented immediately to achieve the end state captured in the NDP as the first phase. The NPC intends to entrust the vision and pathways work to the proposed Presidential Co-ordinating Commission on Climate Change to serve as a basis for negotiating a just transition plan for the country.
Discussion papers on export	The NPC produced two papers titled "discussion paper on exports" and "South Africa's exports and inclusive industrialisation". These papers amongst others analyse progress against targets for exports, with an assessment of the targets themselves and the scope for interim targets. Recommendations are made for support for export sectors and to evaluate and support export of services.
Education and Skills for the Economy and Links to Labour Markets in South Africa	The education paper offer insight into progress, where the system has fallen short, and makes recommendations for strengthening delivery. Basic and post-school education are analysed separately.
Analysis of PSET Trends towards NDP 2030	The NPC aimed to support an analytical thread through the full journey to understand the extent to which the education system is enabling pathways to the labour market, employment and shared prosperity. There should be a focus on priority sectors for growth, expressed through a strategy with specific frameworks to drive post schooling education and training strategies for key formal industry sectors amongst others.

Project	Brief explanation
Social Protection Floor A Policy and Planning Brief on the Social Protection Floor Social Protection and Pathways towards a Basic Income Grant	Comprehensive Social Security Developmental Social Welfare - White Paper; Social Protection Floor and Decent Standard of Living have been guided by the work on measuring the quality of life. Recommendations are made in this area for a social protection floor inclusive of basic service delivery and social wage as well as one for a Basic Income Grant (BIG). These remain critical going forward.
Cost of Medicine Research Project	The paper looks the cost of medicine and recommends, amongst others, that the NDoH National Department of Health should develop and implement a monitoring system that collects consistent and longitudinal data on the prices, volumes and costs of medicines across therapeutic categories, and by generic and originator across public and private sectors.
Universal Health Care - Review of NHI	The NPC made a submission on the NHI bill and recommends a phased-in approach, in line with the proposals in the NDP.
Youth Labour Market Transitions research report	The paper explores the nature of youth unemployment, examining the multifaceted drivers of this phenomenon. Further, it explores the institutional landscape of youth employment enablers. The study was a comprehensive look at the services already available to young people through programmes in the public, private and NGO sectors. Three models are recommended for youth development.
Disability	Understanding the status of disability in South Africa is a requirement to prioritise and develop medium- and long -term planning proposals to address problems facing persons with disabilities. Future planning must focus on disability and access to early childhood development, basic and higher education, social and health services, transport as well as economic activities.
Children's Participation in Governance: Lessons from The Children's NDP Initiative	Children's rights are guaranteed in the Constitution. Participation rights, in particular, were promoted in the Children's NDP initiative, which engaged with groups of children, mostly living in marginalized communities in the nine provinces of South Africa during 2017, 2018 and 2019 to listen to their views on NDP Vision 2030. It is important amongst others to invest in life-course development support for children and affirm children's citizenship and agency

Project	Brief explanation
Analysing the Impact of State Services on the Cost of Living for the Poor	The paper analyses the impact of state services on the cost of living and on living standards in poor and working communities. Further work should be undertaken to analyse the systems for delivering and funding basic services.
<p>Gender Inequalities Gender-Based Violence in South Africa: A Working Document from a National Development Planning Perspective.</p> <p>A Review of Progress on Women's Emancipation and Gender Equality in South Africa</p>	Deeply embedded patriarchal features of society that are reproduced in contemporary forms serve to subordinate women and girls. Experiences of childhood trauma, drug and alcohol abuse, poverty and social marginalisation significantly increases children's exposure to abuse and neglect and reinforces a propensity to violent reactions. To gain a better understanding there is need for improved data collection, amongst others.

¹ Detailed papers can be accessed on this link; https://www.nationalplanningcommission.org.za/Publications_Reports

BIOGRAPHIES OF MEMBERS OF THE NATIONAL PLANNING COMMISSION

Mr Jackson Mphikwa Mthembu (Chairperson of the Commission)



Minister Jackson Mphikwa Mthembu is an anti-apartheid activist who was part of the liberation struggle, cutting his political teeth in student politics in the 1970s. He was a student leader at Elukhanyisweni Secondary School in Witbank during the 1976 students' Uprisings. His activism continued when he was a student at the historic University of Fort Hare, resulting in his expulsion in 1980.

He contributed immensely to the birth of the Metal and Allied Workers Union (MAWU), the predecessor of the National Union of Metal Workers (NUMSA) in which he became a senior shopsteward at Highveld Steel Corporation. Minister Mthembu was a leading member of the eMalahleni Civic Association. He led both the local branches of the National Education Crisis and the Detainees Parents' Support Committee (DPSC), all affiliates of the United Democratic Front (UDF) then.

He was elected as the Deputy Regional Secretary of the United Democratic Front (UDF) in the then PWV region (now Gauteng Province) under the leadership of the late Mama Albertina Sisulu.

After the unbanning of political parties in 1990, he was entrusted with the responsibility of leading the Witbank branch of the ANC. Between 1990 - 1994 he worked fulltime as ANC spokesman in Mpumalanga and participated as ANC staff component at the CODESA negotiations.

Minister Mthembu has served in several strategic political roles including as a member of the ANC Mpumalanga Provincial Executive Committee and has been part of the ANC National Executive Committee (NEC) since 2007 to date.

He was also part of the first ANC Members of Parliament contingent deployed in the then Senate (now NCOP), where he contributed to the crafting of our democratic Constitution in the Constituent Assembly. He was later appointed as MEC in Mpumalanga Province for Public Works, Roads and Transport.

He was the national spokesperson of the ANC from 1995 - 1997, appointed to the same role again from 2009 - 2014. He served as the Chief Whip of the ANC in the National Assembly from 2016 up to the end of the 5th term of parliament in 2019. After the 2019 national and provincial elections, he was appointed as the Minister in the Presidency, a position he currently holds.

Professor Malegapuru William MAKGOBA (Deputy Chairperson)



Professor Malegapuru William Makgoba is a leading South African molecular immunologist, physician, public health advocate, academic and former vice-chancellor of the University of KwaZulu-Natal and former President of the MRC (SA). He is former Vice-President for Planning and Review at ISC (formerly ICSU). He is a Fellow of the Royal College of Physicians of London; a Foreign Associate Member of the National Academy of Medicine (USA) and Fellow of Imperial College (London) Faculty of Medicine. The Academy of Science of South Africa awarded him the Science-for-Society Gold Medal (2002). He received The NRF President's Life Time Achiever's Award (2011) and The MRC President's Award (2011), both highest honours.

He was recognised by eThekweni Municipality as a Living Legend; by the Academy of Science of South Africa as a Legend in Science and in 2013 'for his dedication and excellent contribution to the field of science and medicine, locally and internationally, and for his contribution to the building of democracy in South Africa. He is an outstanding academic and a pioneer in higher education transformation', for which he was recognised by the President of the Republic of South Africa with the National Order of Mapungubwe in Silver.

His research contribution was recently (November 2019) Commended by the judges of the Maddox Prize as follows:

'[The judges of the John Maddox Prize] wanted to draw attention to the extraordinary contribution made over the past year by Malegapuru William Makgoba, acclaimed for his challenge to AIDS denial in South Africa, went on to expose and improve the treatment of mentally ill patients in South Africa.'

The Commendation was accompanied by a Certificate from Sense about Science and Nature Magazine, for 'Standing up for Science; for promoting sound science and evidence on a matter of public interest, with perseverance and courage'.

Professor Makgoba is a Principal Contributor to the recently published Oxford Textbook of Medicine (OMT) 6e, 10th March 2020. He is one of approximately 900 expert contributors to the textbook. 'The Oxford Textbook of Medicine is regarded as the foremost international textbook of medicine. Unrivalled in its coverage of the scientific aspects and clinical practice of internal medicine and its subspecialties, it is a fixture in the offices and wards of physicians around the world, as well as being a key resource for medico-legal practitioners'. The OMT is 'recognised around the world as the trusted and ultimate reference to the whole of medicine' (Editors' Note).

He is the Deputy Chair of the National Planning Commission and non-Executive Interim Chair of the Eskom SOC Board. He is the current South African Health Ombud.

Dr Miriam Altman



Dr Miriam Altman's expertise is in economic and employment policy, telecommunications and digital services, infrastructure and state owned enterprises, labour and education, China economic strategy. She is a Director at Altman Advisory focused on strategy and market advisory work.

Most recently, Miriam brought together the Covid-19 Economists Group to identify solutions aimed at mitigating social and economic effects of Covid-19. Their work can be found at www.covid19economicideas.org

She was previously Head of Strategy and Regulatory Affairs for the Telkom Group responsible for crafting and orchestrating its turnaround from 2013 to 2016.

Miriam was an Executive Director at the Human Sciences Research Council in South Africa from 2002 to 2013. The "Employment Scenarios" was her flagship. This drew leaders

from government, the private sector, labour and academia together over a period of years to define a vision and practical strategies to address extremely high unemployment in South Africa.

Passionate about the next generation, she recently launched YANDiSA in partnership with enke-Make Your Mark. YANDiSA aims to build the capacity of elected high school leaders to drive constructive institutional change starting with improving education outcomes in their own schools.

Miriam has a BA in economics from McGill University, an MPhil from the University of Cambridge and a PhD in economics from the University of Manchester. She is a 4IR Professor of Practice in the School of Economics, University of Johannesburg and an Adjunct Professor at Mandela School of Public Governance, UCT. Miriam has produced more than 100 publications and her work can be found at www.miriamaltman.com

Ms Susan Muriel Brouckaert (Bannister)



Ms Bannister is a professional planner focussing on a range of issues including urban and economic development, spatial planning, data analysis and visualisation. She is a founding partner of City Insight Pty Ltd, a company involved in research, information, advice and capacity building on development issues, in particular those relating to local government and planning. Ms Bannister has worked in diverse international contexts such as India and Palestine, national and local governments across Africa, and many major municipalities focussing on building democratic, developmental and diverse local governments.

Ms Bannister was previously a senior manager in eThekweni Municipality, where she managed a number of large scale planning and development projects and was involved in delivering over R5bn of major infrastructural projects, including the delivery of the Moses Mabhida Stadium and the regeneration of the Durban beachfront.

Prior to this, Ms Bannister worked as a planning consultant focussing on low income housing, housing finance, environmental aspects of housing and rural development issues. Sue has also worked as a fieldworker in a rural development NGO, lectured at the University of the Witwatersrand in the social aspects of planning, and also undertook planning work in the UK.

She holds a BSc Town and Regional Planning (Wits) MPhil in Land Economy (Cambridge) and an MBA (IE, Madrid).

Dr Ntuthuko Melusi Bhengu



Dr Bhengu has been a Medical practitioner and anaesthetist since 1991. He worked for just over five years as a full-time clinician in South Africa and England. Thereafter he worked as a senior health care industry executive, director of companies and advisor to various South African Government Departments. He is a Chartered Director (SA): Institute of Directors in Southern Africa; Panel Member of the Competition Commission's Healthcare Market Inquiry, Chairman of the Board of Directors of the Road Accident Fund, Non-Executive Director of Nestle (SA) (Pty) Ltd, and Fellow of the Africa Leadership Initiative. He holds a Master of Public Health degree, Master of Business Administration, Diploma in Anaesthetics, and Bachelor of Medicine and Bachelor of Surgery (MB ChB).

Themba Thomas Cyril Dlamini



Mr Dlamini is the former Chief Executive Officer for the Public Protector of South Africa (PPSA). Prior to joining PPSA, He was the Chief Executive Officer of the Media Development and Diversity Agency (MMDA). Furthermore, the former Managing Director of the Black Management Forum, Chief Executive Officer of the National Gambling Board (NGB), the Independent Communications Authority of South Africa (ICASA) and Construction Education and Training Authority (CETA). In addition, he was the Deputy Director- General responsible for Corporate Services and Governance at the Department of Science and Technology. Other positions he held includes: Special Advisor to Minister of Labour; Chief Director responsible for Corporate Services at the Provincial Department of Health in the North West; Manager responsible for Regulatory Affairs at Telkom; Project leader at the Development Bank of South Africa (DBSA), Research Assistant at The Urban Foundation and tutor/teacher. He holds Bachelor of Arts degree in Economics (Cum Laude), and a Master of Arts

in Development Economics degree with more than 15 years of experience of the public sector. He also served on the Board of the Metropolitan Trading Company (MTC) Broadband City of Joburg municipal entity, a Council Member of the National Home Builders Registration Council (NHBRC), and a Non-Executive Director of the Board of the North West Development Corporation (NWDC) and its subsidiaries.

He is Chairperson of the National Library of South Africa (NLSA). He is a council member of the National Heritage Council. A former Chairperson of Mmabana, Arts, Culture and Sports Foundation based in the North West province. He serves on the Audit Committees of STATS SA, Appointed Commissioner in September 2015 on the National Planning Commission (NPC)

Ms Tessa Dooms



Tessa Dooms is the Director of Jasoro Consulting, a newly established Development Consultancy that provides organisations with services on policy, programming and organisational strategies toward the development of Africa. Jasoro provides policy analysis, programme development, facilitation and training, and development communications services across sectors nationally and internationally. Tessa has 15 years experience as a development worker, trainer and researcher with expertise in governance, youth development and innovation. She has worked as a consultant for the African Union in over 10 African countries, the United Nations Fund for Population and the National Democratic Institute. In 2015 Tessa was appointed to the National Planning Commission to advise the President on the implementation of the National Development Plan of South Africa. She has successfully led a policy think tank called Youth Lab and has lectured at four South African Universities. She is also on the board of the Kagiso Trust. Tessa holds a Masters in

Sociology from the University of the Witwatersrand

Ms Tasneem Essop



Ms Essop is currently the Executive Director of Climate Action Network- International. Prior to this she was Head of Climate Strategy and Advocacy for the WWF's Global Climate and Energy Initiative and was the head of delegation for the WWF team at the sessions of the United Nations Framework Convention on Climate Change. She is former Provincial Minister of Environment, Planning and Economic Development and former Provincial Minister of Transport, Public Works and Property Management in the Western Cape. After the first democratic elections in 1994 she became an ANC Member of the Western Cape Provincial Legislature where she served as the ANC's Spokesperson on Finance and Public Accounts before her appointment as a Member of the Executive Committee in 2001. Before 1994 Tasneem was an anti-apartheid activist involved in youth, union and gender organisations. An educator by profession, she started her career in 1985, teaching English, History and Guidance at Glendale Senior Secondary in Mitchell's

Plain, Western Cape. She holds a Bachelor of Arts degree and Higher Diploma of Education from the University of Cape Town.

Mr Frank Kennan Dutton



Mr Dutton is an International policing and investigation expert and provides expertise on a consultancy basis internationally as well as locally. He played leading roles in complex investigations in South Africa and many other countries - including Bosnia, Croatia, Kosovo, Sudan (Darfur), Afghanistan, DRC, Cameroon, Uganda, Nigeria, Rwanda, Kyrgyzstan, Liberia, Mozambique, Zimbabwe, Brazil and East Timor. He has 30 years of policing experience in South Africa and 20 years international policing experience and was the first head of the Directorate of Special Operations. In 2012 he was awarded the Order of Baobab in Gold by the President of South Africa for his South African and International police work. He holds a National Police Diploma.

Ms Khanyisile Thandiwe Kweyama



Ms Kweyama is former: CEO of BUSA, in this role she represented business on the BRICS Business Council, Nedlac, Presidential Working Group, She was appointed to the NPC in 2015, she is former Chairperson of Brand SA She served as the Executive Director for Anglo American, as well as on the boards of Kumba Iron Ore, Anglo American Platinum. While serving as ED of Anglo SA She was chairperson of the Zimele Enterprise Development Fund. She was elected Vice President of the Chamber of Mines of SA in 2013 - 2014. Khanyisile was recognized as one of the most influential women in business and the mining sector and as one of the 100 women to watch globally by the FTSE 100. Kweyama served as an executive at Altech, Barloworld and Anglo American Platinum. She serves on the Telkom Board and is the chairperson of the Social & Ethics Committee. She studied at the University of Fort Hare before going to exile. She studied Management in Virginia in the, USA and furthered her studies at Wits School of Management, obtaining a PDM (management) in

1996. Ms Kweyama also serves on the boards of United Manganese of Kalahari and Steinhoff International Holdings.

Professor Mohammad Karaan



Prof Mohammad Karaan is Professor in Agricultural Economics at Stellenbosch University, where he graduated with a PhD (Agric) in 2006. He joined the Development Bank of Southern Africa as an economist and thereafter joined the Rural Foundation as Head of Research. In 1996, he joined Stellenbosch University as a lecturer in the Faculty of Agriculture and became Dean of the Faculty of AgriSciences in October 2008, and was reappointed in November 2013 for a second term. From May 2014 until May 2015, Prof Karaan served as Acting Vice-Rector at the University. He is former chair of the NAMC and a Commissioner of the NPC. He serves on various boards.

Mr Johannes Petrus Landman



Mr Landman is a self-employed analyst on political-economic trends. He focuses on trends in politics, economics and demography. He has been a consultant to Nedbank Private Wealth since 2000.

In 2006 he was appointed as a member of then Pres Mbeki's Economic Advisory Panel; in 2015 he was appointed by President Zuma as a member of the National Planning Commission for a period of 5 years; and he is a non-executive director of the JSE listed food company Libstar.

In 2013 he was elected a Public Policy Fellow at the Woodrow Wilson Centre for International Scholars in Washington DC and he spent four months there.

He has a BA LLB from Stellenbosch University (1978), studied Economics at Harvard (1998 and again in 2005), and obtained a MPhil in Future Studies (cum laude) from Stellenbosch (2003).

In 2009 he completed a course at Oxford University Continuing Education on the economies of the BRIC countries (Brazil, Russia, India & China).

Dr Vuyokazi Felicity Mahlati



Dr Mahlati was a public policy and development planning specialist. She is a former International Woman Forum (IWF) South Africa President and was a Director on IWF global board. She has served on the Impact Hub Global Advisory Board for social entrepreneurs. She held an MSc in Social Policy and Planning (London School of Economics) and a PhD in Public and Development Management (University of Stellenbosch).

Mr Elias Masilela



Mr Masilela is Chairman of DNA Economics and a Commissioner of the 1st & 2nd National Planning Commission. Holds a BA Degree Social Science with the University of Swaziland, MSc in Economic Policy and Analysis with Addis Ababa University as well as several professional certificates with Harvard University. Also Chairman of influential entities in South Africa, such as Sanlam and Capital Harvest. In 2018, he took up the chairpersonship of the National Task Force on Impact Investing in South Africa. Member of the boards of Multichoice Group, Multichoice SA, Alternative Prosperity Holdings, Future Planet Capital in London, Strate, CA Sales.

Previously, CEO of the PIC, Head of Policy Analysis at Sanlam, Act. Dep. Director General Economic Policy in the National Treasury, Director of Research, Central Bank of Swaziland. He was also a member of the Boards of the South African Reserve Bank, the Government Employee Pension Fund, the Airports

Company SA, as well as the UN Global Compact Board & Chairman of the (UNGC) SA Local Network. Until recently, he was Chairman of Economic Research Southern Africa, Chairman of Absa Asset Management and member of the Avior Capital Markets, Absa Financial Services, the Eskom Pension and Provident Fund boards as well as the V&A Waterfront.

He was instrumental in the listing of Multichoice Group and Avior Capital Markets on the JSE (2019 & 2017), as well as, CA Sales on the BSE (2018).

Founder of many initiatives such as the Financial Sector Charter Council, Social Security and Retirement reform, UNGC Africa Implementation Agenda for the SDGs and the Ratepayers Association network in Swaziland, amongst others. Recently, the Impact Investing SA Movement. He has published and lectured widely. He is an author, economist, editor, strategist, policy formulator, negotiator, business leader, international events coordinator, public speaker, commentator and book publisher. Top 40 of Alan Paton Award in 2007 (Number 43 Trelawney Park; kwaMagogo) and ranked the 14th influential player, Sovereign Wealth Funds Institute, 2013. His most recent book is entitled LARRY – Simply Larry, September 2018, is changing lives.

Dr Edmund Thamsanqa Mazwai



Dr Mazwai is on the National Planning Commission and is a former adviser to the Minister of Small Business Development. He set up the Centre for Small Business Development (CSBD) at the University of Johannesburg and was later attached to the small business centre at the Wits Business School.

In January 2013 he was in Russia as part of a panel of experts that is looking at methodologies to integrate small business into the value chains of the Brazil, Russia, India, China and South Africa (BRICS) countries. He was a member of the Skills System Review Technical Task Team (SSRTTT) of the Human Resource Development Council of South Africa. He has an enterprise development strategy for rural areas and also designed a strategy to identify robust small businesses that can grow into formidable entities.

Educational qualification and activities:

- D. Comm (UP)
- Currently busy with D.Phil. on entrepreneurship in marginalised communities
- MBA (Henley Management College) and specialised on project management
- Management Development Programme (Harvard University)
- Senior Management Development Programme, (Templeton College, Oxford)
- Former Adjunct Professor of Fort Hare
- Former Adjunct Professor University of Western Cape
- Former Resident Executive Wits Business School
- Taught Intrapreneurship at University of Johannesburg
- Former External Examiner University of Pretoria

Public Service:

- Former Member of the Gauteng Advisory Council in the Premier's office;
- Former Member of skills development task team of the Human Resources Council of South Africa.
- Set up Business Unity South Africa (BUSA) task team on small business;
- Former Vice president of the International Federation of Journalists with special responsibilities for Africa from 1986 to 1988.
- Founder chairperson of the Black Editors Forum and on task force developing training in business and economics for black journalists.
- Former and founder Chairperson of South African National Editors Forum.
- Past director of the Small Enterprise Development Agency (Seda); Former Convener of the National Small Business Advisory Council (2006 to 2009)
- Former member of the Technical Working Group of the JIPSA

Ms Poppy Audrey Mocumi



Ms Mocumi is the National Chairperson of the Disabled People of South Africa (DPSA) organisation. She was previously a member of the National Assembly as well as the provincial legislature of the North West province. She is an activist at heart and a teacher by profession. Ms Mocumi has held a number of leadership positions in the ANC, SACP, SADTU, school governing bodies and now the DPSA. She holds among others a Bachelor of Arts and Master of Philosophy degrees.

Dr Pulane Elsie Molokwane



Dr Molokwane is a Nuclear Physicist, Water and Environmental Engineering Specialist Professional with expertise and experience in Ground water remediation, research into nuclear process and solid waste strategies, solutions and technologies, petroleum and energy industry. She has an extensive corporate governance experience. Dr Molokwane has published 38 peer reviewed papers and 4 book chapters and monologues. She is one of the 25 South African emerging Women in STEMI- 2017. Dr Molokwane is also rated at no 27 of the 100 globally recognized Nuclear Energy Professionals- 2020. She is the founder of OLOENVIRON Pty Ltd. She previously worked as Executive Technical Director of South African Intellectual Property Fund and Quintessential Investment Holdings; Principal Environmental Specialist at Sasol Technology Pty Ltd and Senior Nuclear Fuel Design Physicist at Pebble Bed Modular Reactor SOC (PBMR). Dr Molokwane served/s on the boards of South African Forestry Company SOC Limited (SAFCOL), Inkomati Usuthu Catchment

Management Agency (IUCMA), Sedibeng Water Board, Nuclear Energy Corporation of SA (NECSA) and ESKOM SOC Limited and a few Steering Committees/Panels within the Science and Innovation and Water Departments . She holds PhD in Chemical Technology (Chemical Engineering) (University of Pretoria), M.Sc. in Applied Radiation Science and Technology, Post-Graduate Diploma in Applied Radiation Sciences and Technology, and B.Sc. in Physics and Chemistry (North-West University).

Ms Christina Nomdo



Ms Nomdo was the Executive Director of Resources Aimed at the Prevention of Child Abuse and Neglect (RAPCAN) for more than 7 years and has worked in the children's sector for more than 20 years. She is a steering committee member and innovation team leader in the Leadership and Innovation Network for Collaboration in the Children's Sector (LINC) as well as a steering committee member of the Shukumisa Campaign focused on combating violence against women and children. She is an activist with a passion for children's protection and participation rights realisation in South Africa. Internationally, she is recognised as an expert in children's participation in governance - training children to monitor government budgets from a rights approach - having presented her work to global forums. Ms Nomdo is a PhD candidate at the Faculty of Law, Department of Public Law of the University of Cape Town. Her Master of Arts degree was conferred by the University of Cape Town - for a full dissertation on gendered social networks. She

also holds a Bachelor of Arts and Bachelor of Information Sciences from UNISA.

Mr Thanyani Ramatsea



Mr Ramatsea is the Technical Director at MJT Consulting Engineers. He started his career with Spoornet in 2000. His experience lies in Infrastructure Maintenance Management, focusing on Geotechnical Engineering investigation and design, design and rehabilitation of heavy-load pavements as well as rehabilitation and maintenance of re-inforced concrete and steel bridges. He has worked for HHO AFRICA (Gautrain design team) as Senior Design Engineer; for Arup as a Principal Design Engineer on the New Multi-purpose Pipeline (NMPPP) project for Transnet Pipeline; TCTA as a Contract Manager for bulk raw water dams. He is a Registered Professional Engineer and holds a BSc. Civil Engineering degree from the University of Cape Town. He also holds MSc (Engineering Management) from the University of Pretoria.

Mr Dinizulu Kumalo Percival Sechemane



Mr Sechemane is the Chief Executive Officer of Rand Water, the largest bulk portable water utility in Africa and one of the largest in the world, providing bulk potable water to approximately twelve (12) million people in Gauteng and surroundings. He has been at the helm at Rand Water since September 2008. He was previously CEO of Landis + Gyr (Pty) Ltd, Chief Operations Officer of Regional Electricity Distributor (RED) ONE and he also held various management positions within Eskom. He holds a Master of Business Administration degree as well as a B.Com degree.

Mr Dennis Jabulani Sithole



Mr Sithole is a former lecturer in history at the University of KwaZulu-Natal, Pietermaritzburg campus and the former KwaZulu-Natal Provincial Coordinator of the Liberation Heritage Route for the National Heritage Council (NHC). He has published a total of thirteen chapters on Natal's contribution to the South African liberation struggle for the South African Democracy Education Trust (SADET). He authored *An Epic Tale of Selfless Sacrifices: Cuba's Internationalism in Africa, 1962-1991*; co-edited *Zulu Identities: Being Zulu, Past and Present* among others. A former school teacher; former Natal Midlands Coordinator of the National Education Crisis Committee; chairperson of the Luthuli Museum Council and the Amafa aKwaZulu-Natal Council. He is former member of the Council of the National Heritage Council; Natal Midlands Regional Secretary of the National Education Union of South Africa (NEUSA); Secretary of the Natal Midlands Region of the South African Youth Congress (SAYCO); a member of the Pietermaritzburg Interim Leadership Core of the South

African Communist Party (SACP); Secretary of the Central Areas Branch of the ANC and the Secretary of the Ward 37 branch of the ANC. He holds a Bachelors and Master of Arts degrees in History and a PhD Candidate at Wits University.

Dr Welcome Siphamandla Zondi



Dr Zondi is a professor in the Department of Political Sciences at the University of Pretoria and the chairperson of the South African BRICS Think Tank. He is Commissioner on the National Planning Commission of South Africa. Between 2000 and 2004, he worked as a researcher at the Africa Institute of South Africa. Between 2005 and 2016, he worked for the Institute for Global Dialogue at University of South Africa, which he also headed between 2010 and 2016. He has taken consultancy in areas such as strategy and policy development, book writing and editing, continental and regional integration, and international cooperation. He has published in areas like political parties and movements, regional integration, South Africa's and Africa's international relations and ocean governance.

Zondi holds a Doctorate and Master's degrees from Cambridge University and BA Hons and Higher Diploma in Education from University of Durban-Westville.

Professor Vivienne Taylor




Professor Taylor is a specialist in comparative social policy, development planning and social and economic development and retired as an emeritus academic from the University of Cape Town. Prof Taylor's career consists of both national and international development experience. Her post graduate qualifications are in the field of Social Planning and Administration and Social Policy. She has researched and written numerous publications on social policy and development related issues. Books she authored include "Social Mobilisation: Lessons from the Mass Democratic Movement" (1997), Gender Mainstreaming in Development Planning: A Reference Manual for Governments and other Stakeholders (1999), "Marketisation of Governance: Critical Feminist Perspectives from the South" (2000), Food security in South Africa: Human Rights and Entitlement Perspectives (2015), The Political Economy of Social Welfare Policy in Africa (2018). She undertook a 50 country research study for the African Union on Social Protection in Africa in 2008

and contributed to the Africa Union's Social Policy Framework for Africa. She was a Commissioner on the first Commission for Gender Equality in South Africa, served as Adviser to South Africa's Minister of Social Development, chaired and led the research work on the Committee of Inquiry into Comprehensive Social Security in South Africa during 1999-2002 and also chaired and led the work on the Ministerial Committee on the review of South Africa's White Paper for Social Welfare. She worked with Professor Amartya Sen, as Deputy Director in a global Commission on Human Security and was based at the United Nations (2001-2003). As a Planning Commissioner she chairs the Work-stream on Enhancing Quality of Life

Dr Jarrad Gregory Wright



Dr Wright is a qualified electrical engineer with Ph.D. from WITS University. He is also a registered Professional Engineer (PrEng) with the Engineering Council of South Africa (ECSA). He is a member of the South African Institute of Electrical Engineers (SAIEE), Conseil International des Grands Réseaux Electriques (CIGRE) and the Institute of Electrical and Electronic Engineers (IEEE). He has extensive energy sector experience in 11 African countries. He is currently based at the Council for Scientific and Industrial Research (CSIR) Energy Centre in Pretoria as a Principal Engineer predominantly involved energy systems operations and planning, sector-coupling, system stability, network planning, resource forecasting, storage and enabling market arrangements.

The background is a vibrant green with various geometric patterns. On the left, there are several concentric circles in a lighter shade of green. On the right, there are several vertical lines of dots, some in white and some in a lighter green. In the center, there is a white rectangular box containing the title text. The overall design is modern and abstract.

Handover
Report of
the National
Planning
Commission:
2015-2020