

NATIONAL PLANNING COMMISSION HANDOVER REPORT

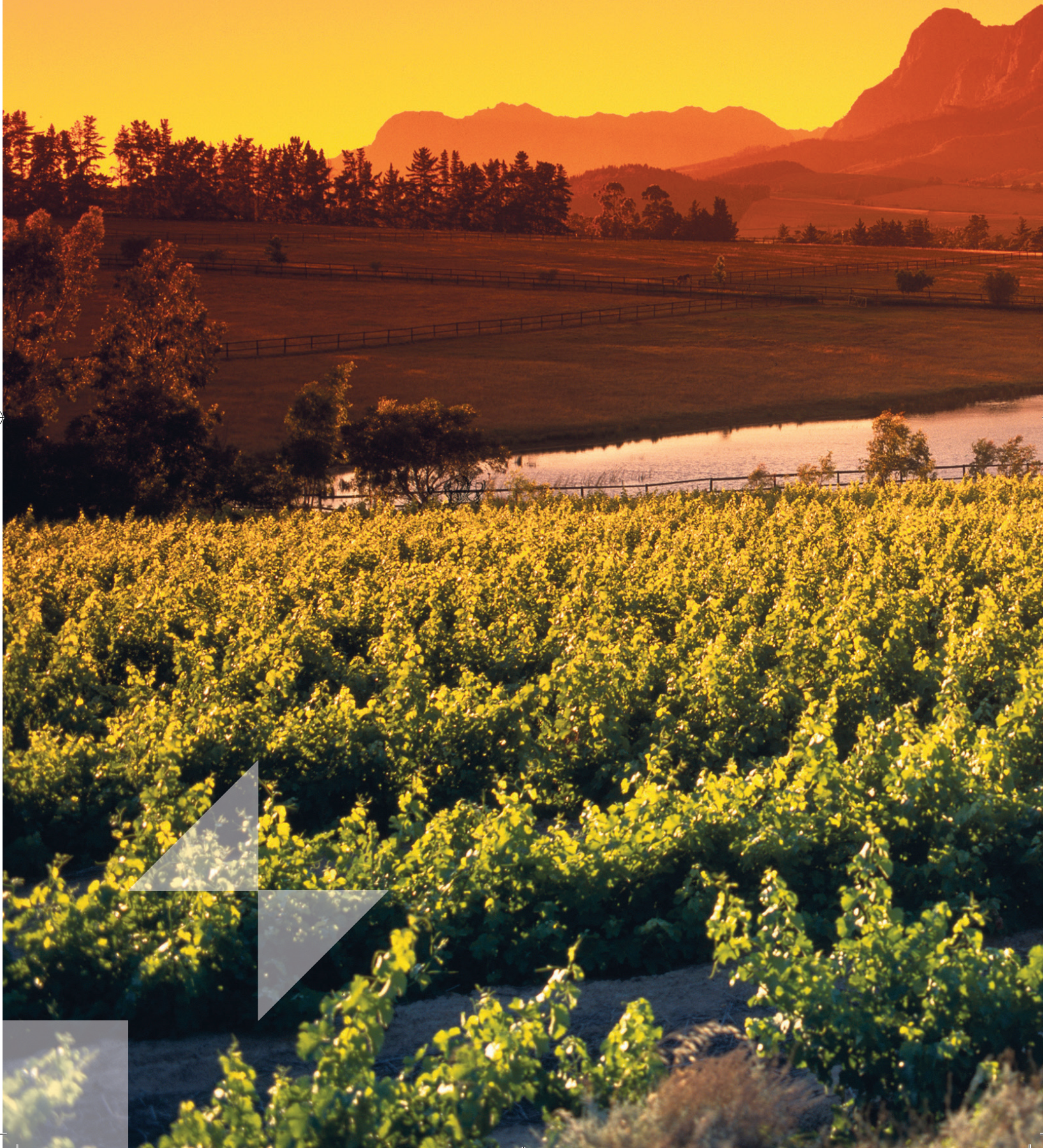
2010–2015



**national planning
commission**

The Presidency
REPUBLIC OF SOUTH AFRICA







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INTRODUCTION



The plan is our inspiration. It constantly reminds us of what type of society we can be by 2030, which is why we have begun working systematically to achieve that goal within government.

– President Jacob Zuma

The establishment of the National Planning Commission (NPC) marked a milestone in planning and defining a development path that will transform South Africa into a truly democratic and equitable society.

The NPC initiated a planning process that sought to be truly national, encompassing not just the work of government, but the private sector, civil society and each member of society. It introduced a much longer-term planning cycle that overarches the five-year medium-term strategic plans of each administration and ensures continuity between them.

The NPC's most important output, the National Development Plan (NDP), sets out the steps South Africa and all who live in it need to take together to realise Vision 2030. The vision is founded on the ideals enshrined in South Africa's Constitution.

With the five-year term of the initial cohort of commissioners coming to an end in May 2015, this

close-out report reflects on the path of national planning that the commission and the country have traversed to date. It also looks at the lessons learnt along the way and hands over the institutional knowledge of the outgoing commissioners and the ongoing projects to the incoming commissioners.

This report is a frank and critical assessment of the work of the NPC in its first five years. It acknowledges the steep learning curve that the NPC and the country had to go through as this first-of-its-kind commission began its work. The report reflects on the overall environment as the process of implementing the NDP unfolds and outlines some outstanding issues that need to be addressed.

Together with Vision 2030, the NDP is the centrepiece of the commission's work. Both the plan and the vision have been adopted and enjoy support across most sectors of society. The NDP has been embedded within the 2014–2019 Medium Term Strategic Framework (MTSF), which sets out the actions government will take and the targets



KEY MILESTONES AND OUTPUTS OF THE NPC

May
Commission holds inaugural meeting



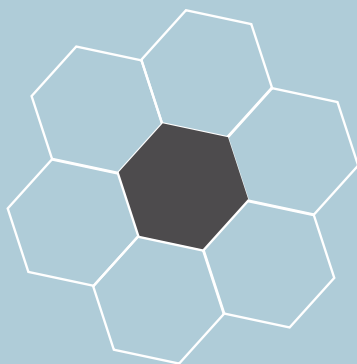
June
Diagnostic Report published



November
Draft NDP released
for public consultation



September
Cabinet adopts NDP



August
Medium Term Strategic Framework
2014–2019, the first five-year
implementation period of NDP, released

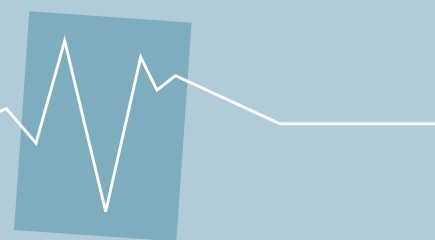


2010

April
President Zuma appoints
the commission



2011



2012



August
NDP presented
to the President
and the nation

2013

January
Implementation framework for
NDP presented to Cabinet

2014



2015

May
First term of NPC ends



it will aim to achieve over the next five years. The commission has also communicated the NDP widely and encouraged social partners to adopt tangible commitments to implementing the plan.

The NPC has a range of ongoing initiatives and pilot projects that aim to deepen the understanding of

specific aspects of the plan and test some of its proposals. Much work remains to be done in a number of important areas, however.

This report outlines the reasons for the establishment of the NPC, the progress made and recommendations for the future.





ESTABLISHMENT AND MANDATE OF THE COMMISSION





The mandate of the Commission is to take a broad, cross-cutting, independent and critical view of South Africa, to help define the South Africa we seek to achieve in 20 years' time and to map out a path to achieve those objectives. The Commission is expected to put forward solid research, sound evidence and clear recommendations for government.

– President Jacob Zuma

ESTABLISHING THE NPC

By 2009, South Africa had made significant progress in alleviating poverty and expanding access to basic services since the first democratic election in 1994. Yet South Africa remained a deeply unequal society, with unemployment far too high, economic growth too slow, an economy that excluded many from active participation and low levels of human development.

From 1994, government made significant improvements in its budgeting and planning processes. First, a multi-year budgeting approach was adopted, with medium-term expenditure frameworks to allow government departments to plan with reasonable certainty for expenditure on their activities over a three-year period. This was followed by the adoption of the MTSF – a five-year approach to planning and measuring progress. However, significant discontinuities in approach between administrations remained.

In the mid-2000s, The Presidency adopted a more strategic approach to planning, using the five-year planning framework as a building block for much longer-term objectives. This approach called for a long-term national strategic plan to set out a sequence in which policies would

THE NPC'S MANDATE

- Lead the development (and periodic review) of a draft Vision 2025 (later changed to Vision 2030) and long-term national strategic plan for approval by Cabinet.
- Lead investigations into critical long-term trends under the supervision of the Minister in The Presidency for the NPC, with technical support from a secretariat, and in partnership with relevant parties.
- Advise on key issues such as food security, water security, energy choices, economic development, poverty and inequality, the economy's structure, human resource development, social cohesion, health, defence capabilities and scientific progress.
- Assist with mobilising society around a national vision and other tasks related to strategic planning.
- Contribute to reviews of implementation or progress in achieving the national plan's objectives.
- Contribute to developing international partnerships and networks of expertise on planning.

be implemented and provide a more robust rationale for the allocation of resources within government's five-year MTSF. A long-term vision would also be necessary to mobilise society around the plan's objectives, the realisation of which would only be possible through the coordinated effort of all South Africans.

To achieve this, an approach was proposed, described in a green paper, calling for the creation of a national planning commission to develop a long-term vision for the country and a national strategic plan to realise it.

QUESTIONS THE NPC WAS TO ANSWER

The Revised Green Paper: National Planning Commission tasked the commission with answering the following questions to determine where South Africa wants to be as a society in 2030:

- How far will we have reduced poverty and inequality?
- How many people will be employed in what kind of jobs, and how will we care for the remaining unemployed?
- How much lower will the rate of violent crime be, and how will we have achieved that objective?
- How will our health be cared for, and how low will TB and HIV/AIDS infection rates have fallen?
- How many children will finish school, and how many will go to colleges and universities?
- How many of us will need private vehicles to get to school and work, and how will our public transport system operate?
- Where will we be living? How much more urbanisation do we expect and plan for? Conversely, by how much do we expect the output and wealth of our rural areas to improve?
- What will be the underlying growth rate, on average, that will allow us to achieve our other goals, and how will we reach that growth rate?

Source: Revised Green Paper: National Planning Commission

MAKING THE CASE FOR LONG-TERM STRATEGIC PLANNING

The Green Paper: National Strategic Planning, published by The Presidency in September 2009, set out the argument for long-term strategic planning and laid the groundwork for the commission's formation. It marked the start of formal public consultations on the need for this type of planning and what forms the process could take. A revised green paper was released, taking into account the 56 written submissions received and the oral presentations made to the ad hoc committee, which was established by Parliament to discuss and report on the green paper.

The NPC was an extension of government's national planning process rather than a fundamental move away from a previous approach. An important addition was the inclusion of other sectors in the planning process to ensure that the plan was embraced by all. The commission aimed to adopt a long-term view of planning and improve policy coordination.

While government departments, state-owned entities, public agencies and other social partners might have had some form of long-term planning in place, the plans themselves were disparate and the results fragmented. The lack of coordination in planning meant the country as a whole was performing sub-optimally, with fractious relations between different sectors and social groups when their interests appeared to be at odds. These fractures across lines of class, race and gender threatened to perpetuate the country's long history of inequality, passing the burden of poverty on to future generations.

What was needed was a long-term vision for the country and an integrated national strategic plan that compelled all involved to act in the interests of the country towards a set of common goals.

In its final report presented to the National Assembly in November 2009, the parliamentary ad hoc committee noted that all the represented political parties, as well as the written and oral submissions, recognised the need for long-term national strategic planning. There was also consensus on the need for a body to coordinate



policy and advise on the short-term priorities needed to realise the country's long-term goals. The committee advised that the monitoring and evaluation of policy implementation should not be separated from the national strategic planning process.

THE STRUCTURE OF THE COMMISSION

Following a review of approaches to national planning around the world, the NPC was constituted in May 2010 as an advisory body comprising a chairperson and 25 part-time commissioners selected for their expertise, ability, integrity and research capability. At the urging of the President, South Africa's planning commission, unlike many others reviewed, was designed to be made up of commissioners from outside government – save for the Minister of National Planning, who served as the chairperson and the only full-time commissioner.

In addition, most of the commissioners had not previously held positions within government. They included people associated with academia, business, organised labour and civil society, and many had moved between these sectors. As a result, the commission reflected diverse sectoral perspectives and philosophical positions reasonably representative of the nation as a whole.

A secretariat was established within The Presidency to support the work of the commission and the minister, including managing the research and consultative process, drafting reports, liaising with research institutions and think tanks, and providing administrative support. This structure and composition granted the NPC four key strengths.

The first is that the commission, as mandated by the President, could more readily provide a broad, cross-cutting, independent and critical view of the country's achievements and shortcomings. This was a particular strength when drafting the Diagnostic Report, which identified the primary challenges facing the country. The NPC's composition also gave its outputs greater appeal and credibility beyond government and the ruling party, as evidenced by the wide acceptance of the NDP.



Second, the commission's structure and composition allowed it to convene meetings involving individuals and organisations with different and seemingly divergent interests. Trust existed across society that the NPC would take an independent and objective view of the topics under discussion. These meetings, detailed further in the section on public engagement, helped the commission mobilise broad support for the vision and plan.

Third, the NPC was able to use deliberations among commissioners to anticipate and respond to the issues raised in broader public debates when the Diagnostic Report, Vision 2030 and draft NDP were released. The diverse views synthesised in the commission's outputs made the rationale behind the plan's trade-offs more broadly acceptable than might have been the case had the plan represented a single ideological position on the country's developmental trajectory.

And, finally, being chaired by a minister in The Presidency gave the commission's voice authority and reach within government.

The NPC's structure and composition, however, also posed some challenges, particularly as the process moved into the implementation phase. These are set out in the sections on developments since the adoption of the plan and the commission's recommendations.



DEVELOPING THE LONG-TERM VISION AND PLAN





As one commissioner recalled, “Each of us understood that the work of the commission is something much bigger than ourselves and our own individual areas of influence. Each of us left our egos and personal interests at the door. This was about working in the interests of the country.”

The commission’s first task was to develop a work plan for the 18 months to November 2011. This was the timeframe for the NPC to produce a diagnostic overview, a vision statement for 2030 and a draft development plan. This timeline required the commissioners, who were appointed on a part-time basis and had other commitments, to meet more frequently than initially anticipated. At the same time, the secretariat, often referred to as the engine-room of the commission, had to be established from scratch. Initially, the secretariat was dependent on seconded staff from The Presidency, other government departments and some temporary external appointments.

THE DIAGNOSTIC REPORT, VISION 2030 AND THE NDP

To tackle the workload, the commission organised itself into five working groups, each focused

on a specific thematic issue and chaired by a commissioner with experience and expertise in that area. All of the commission’s decisions were made as a group in plenary. The commissioners were unanimous in the view that their work had to be rational, pragmatic, evidence-based and rooted in the country’s realities. The bulk of the working groups’ time was spent analysing commissioned and existing research, consulting with a wide range of subject-matter experts and convening sessions on specific topics with various interest groups, ranging from government officials to young people.

THE DIAGNOSTIC REPORT

Each working group produced a report on its thematic issue. The five reports were then synthesised to form the NPC’s first output – the Diagnostic Report, which identified the main challenges facing the country as a basis for

THEMATIC WORKING GROUPS



The human condition



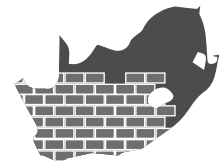
The material condition



The economy



Institutions and governance



Nation-building





KEY CHALLENGES FACING SOUTH AFRICA



Source: Diagnostic Report



preparing the NDP. In addition, some elements of a vision for 2030 were presented. The Diagnostic Report was published in June 2011, kicking off the formal public participation phase of the commission's work.

The Diagnostic Report identified nine challenges, each an impediment to realising the agreed primary objectives of eliminating poverty and reducing inequality.

The poor quality of education received by the majority of young people and the sustained level of unemployment were singled out as the main challenges facing South Africa.

The NPC consulted widely on these initial conclusions, urging the public to comment on the Diagnostic Report to strengthen the analysis of what needed to be fixed. The public was also asked to consider the precursory vision statement presented and assess whether it gave a holistic picture of where South Africa found itself and provided an adequate platform for the plan's development.

The commission held meetings with government officials and civil society in all nine provinces, as well as with departmental clusters at national level. It also engaged with organised labour and a variety of business and civil society groups.

RATIONAL, EVIDENCE-BASED STRATEGIC PLANNING

The commission was charged with providing well-researched, evidence-based input into the policy planning process. This was particularly important because previous cross-sectoral policy planning initiatives and forums often took the form of a negotiation, where the most passionate or well-supported argument prevailed. In the NPC's work, reason and evidence took the lead as the basis for decision-making in the interests of the country as a whole.

To prepare the five thematic diagnostic reports, the commission rigorously examined and debated more than 40 commissioned papers, and many more existing research papers, reports and articles. It also held workshops with subject-matter experts.

Research formed the basis of the NDP and its objectives and actions. It is also the primary component of the commission's ongoing work. The Revised Green Paper: National Planning Commission included a list of 15 cross-cutting thematic areas that the commission would have to investigate through ongoing research:

- Long-term macro social and demographic trends
- Long-term availability of water
- Energy consumption and production
- Conservation, biodiversity and climate-change mitigation and adaptation
- Local economic development and spatial settlement trends
- Food security and sustainable rural development
- Innovation, technology and equitable economic growth
- Public transport: medium- and long-term choices
- Poverty, inequality and the challenge of social cohesion
- National health profile and developmental health-care strategies
- Defence industry and long-term defence capabilities
- Regional, continental and global dynamics, and their long-term implications
- Industrial development trends and the changing structure of the economy
- Capability and performance of the public service
- Advancing human resources for national development.



A measure of the sharp focus on issues was that some critical groups asked whether the document could be read as “a vote of no confidence in government or as an opportunity for different sectors in society, including government, to work together towards common solutions”.

Following the public consultations, a further four challenges – rural development, community safety, social protection and regional development – were added to the list of issues that needed to be explicitly addressed in the plan.

THE NDP AND VISION 2030

Following the positive response to the Diagnostic Report, the commission turned to the preparation of a draft NDP. This was an intensive process

involving detailed consultation in each thematic area to ensure that the plan’s proposals were firmly grounded in evidence and that the approach taken was integrated and consistent. This process was supported by high-level engagements with a number of public and private institutions; a series of workshops that reviewed the challenges and opportunities of transitioning

BUILDING A COMMON VISION

A precursor to the NDP’s vision statement was included in the Diagnostic Report released in June 2011. It listed the elements that should be included in a vision statement based on the Constitution and the Bill of Rights. Its inclusion in the diagnostic at the beginning of the public participation phase reproduced, at a national level, the process the commissioners had undergone to collectively agree on a vision for the country.

At the beginning of the NPC’s work, the commissioners agreed to draft what they individually thought the vision for the country should be and compare their views. The results were surprising, with the commissioners all having very different ideas. Yet what they had in common was the belief that there was a need for a common vision for a united future built on the idea of shared prosperity. The experience of synthesising their own seemingly disparate visions into a single vision they could all agree on prepared the commissioners for the even more challenging process that followed once the elements of a vision were released in the Diagnostic Report.

The public was asked to comment and participate in public forums over an initial three-month period. Based on these inputs, and later the draft of the NDP, Njabulo Ndebele and Antjie Krog crafted a vision statement that reflects, in a unique and poetic format, the aspirations of the people of South Africa for what the country should look and feel like in 2030. It is a vision to carry everyone and it would be difficult to find someone whose aspirations are not expressed in it.



to a low-carbon economy; meetings with a range of business organisations; and expert workshops on addressing the country's disease burden, improving the quality of education and discussing appropriate social protection for a middle-income country such as South Africa.

The draft NDP and vision statement were released in November 2011, initiating a further six months of public consultation.

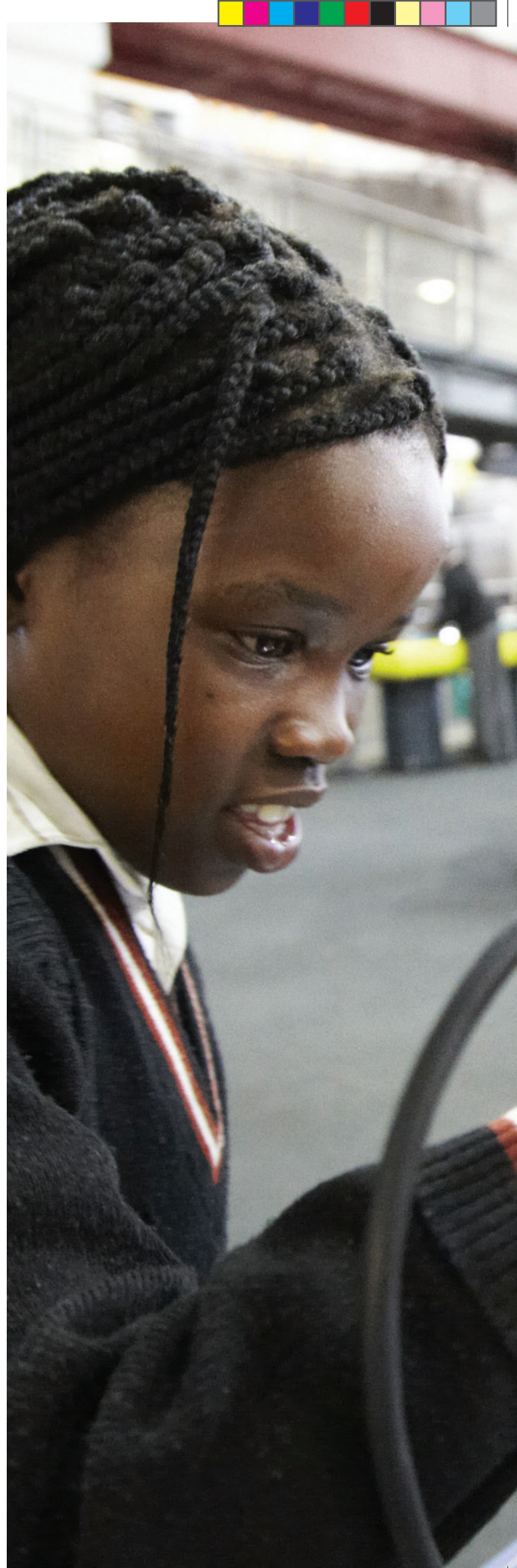
The commission retained the thematic working group structure, but preparing the plan proved far more challenging – it is easier to form a common view on what the problem is than to agree on how to address it.

The draft plan covered the 15 themes outlined in the green paper with the exception of “the defence industry and long-term defence capabilities”. This theme was excluded to avoid duplication – in 2011 the Minister of Defence formed a Defence Review Committee to look critically at South Africa's defence policy.

The thematic working groups gave structure and direction to the commission's work, while the plenary sessions provided opportunities for robust debate, reflection and agreement on the way forward. The secretariat's work was particularly important during this phase as commissioners struggled to balance their other commitments with the work of the NPC.

PRESENTATION AND ADOPTION OF THE FINAL NATIONAL DEVELOPMENT PLAN

After six months of intensive work and consultation with a range of stakeholders, in particular all political parties represented in Parliament at the time, the final draft of the NDP was ready for presentation. South Africa's first NDP was presented to a joint sitting of Parliament on 15 August 2012. The plan was accepted by all parties, although questions were raised about how the plan would be implemented and whether government had the will and capacity to implement it. The commission's chairperson, Minister Trevor Manuel, played a critical role in guiding the NPC and the secretariat in this phase.





A photograph of a group of men in traditional beaded attire, likely from a West African tribe, performing a ritual. They are holding cowrie shells and have them on their heads. The background is a plain, light-colored wall. The image is framed by a red horizontal bar at the top and a white rectangular area containing the title text.

PUBLIC ENGAGEMENT TO MOBILISE SOCIETY AROUND THE NATIONAL VISION AND PLAN

Citizens have a responsibility to dissuade leaders from taking narrow, short-sighted and populist positions. Robust public discourse and a culture of peaceful protest will contribute to a deeper understanding of the challenges facing communities and reinforce accountability among elected officials.

– National Development Plan

The NPC understood that a participatory and inclusive process would be an important aspect of the development of Vision 2030 and the NDP. The public consultation process took place in two phases – a three-month window after the Diagnostic Report was released, followed by a six-month public consultation period when the draft plan was released.

The commission used communication platforms ranging from newspapers, television and radio to social media, YouTube and NPC Jam – an online forum created specifically for the commission. The executive summary and pamphlets were available in all 11 official languages and Braille. The NPC Jam and the YouTube videos, particularly the “Thandi” video – which explains why the commission is needed and the nine challenges in the diagnostic it seeks to address – proved to be the most successful

of the new media platforms in terms of viewership and audience participation.

The commission visited all nine provinces to meet with government, business, labour, youth, women, faith-based organisations and other social partners. It also received thousands of comments by email, post and fax. This feedback was crucial in developing a plan the nation could support and implement.

The NPC’s extensive communication efforts were a success, but more still needs to be done to make deeper connections that would allow each person in South Africa to see more clearly what role they can play as individuals, business owners, politicians, workers, activists and students in implementing the plan. Government departments, agencies and entities may be able to do more in this regard in future.

OVER

200

television and radio interviews

100

meetings with government departments and agencies

10 000

followers on Twitter and Facebook each



10 300

participants in the online Jam

1 000

email submissions



66 000

times YouTube videos viewed



500

direct public engagement meetings in all nine provinces



The successful implementation of the NDP is dependent on various social actors working together towards the common goals that are detailed in the plan. Consequently, once the plan had been finalised the commission focused on mobilising support for the plan and encouraging social partners to play their rightful part in its implementation.

ENGAGEMENT WITH THE PRIVATE SECTOR

The NPC held many meetings with the private sector. The commissioners were invited to various private-sector forums to address executive and

board meetings, assist in corporate strategic sessions and speak to various levels of leadership across a range of South African corporations. Commissioners and members of the secretariat engaged with organisations such as Business Leadership SA, Business Unity SA, the National African Federated Chamber of Commerce and Industry (NAFCOC), the Black Management Forum, the Afrikaanse Handelsinstituut and the Black Business Council. It also participated in business and private-sector conferences, such as the SA Banking Summit, Taxi Operators and Leadership Summit, and engaged with companies including the FirstRand Group, Woolworths, Old Mutual, Liberty, the Banking Association, KPMG,





Transnet and Goldfields, among others. There was extensive engagement with professional groups such as the Association for the Advancement of Black Accountants of Southern Africa, the Association of Black Securities and Investment Professionals and the South African Institution of Civil Engineering, to name a few.

These engagements demonstrated the private sector's support for the NDP as a roadmap for resolving the country's persistent challenges. They also highlighted the sector's anxieties about the future of South Africa and its economy.

Before government released its MTSF, some private-sector representatives expressed concern about a perceived lack of practical commitment by some government institutions to the NDP, and the lack of detail on how implementation would occur and the private sector's role in this process. Business representatives regularly asked how they could partner with government to create the opportunities envisaged by the NDP. This line of questioning has proved particularly challenging for the NPC and its secretariat because the commission is an advisory body and implementation falls to other government entities.

The business community also voiced its concern about the growing trust deficit between government, organised labour and the private sector, especially as the plan's implementation challenges became clear. Business representatives generally appreciate the need for the sector to play a greater and more constructive role in ensuring that doing business in South Africa is sustainable over the long term. However, a number of business representatives cited engagements with government entities, departments and political representatives where they did not receive the kind of reception that would help take issues forward.

Other issues raised include the lack of partnership with government to mobilise a "patriotic" business sector that prioritises the country's interests, ideological opposition to business by some in government and unions, unintended consequences of policies that have not been properly thought through in partnership with business, and a regression towards the difficult working relationship between government and business that was prevalent in the 1990s. The private sector has also expressed concerns that some national departments appear to be implementing proposals that are in conflict with the NDP.

'NAFCOC embraces the NDP as the country's vision of a developed South Africa in which all citizens will participate and engage in the economy. The goal of NAFCOC is to work with Government to refine the NDP in areas where there are conflicts between the needs of SMEs and the proposals set forth in the NDP. NAFCOC also aims to partner with Government to implement the NDP, especially in the SME sector.'

Source: Resolution passed at the 49th Annual Conference of NAFCOC in 2013

A number of corporates and professional bodies provided examples of initiatives they had undertaken in line with the NDP, many of which fall under corporate and social responsibility. Although this is an important area, more fundamental changes are required to resolve the country's pressing social and economic issues.

There is a need to consider how best the commission can contribute to closing the gap between the private sector, organised labour and civil society more broadly, and embed a deeper understanding of the degree of change necessary to convince people to work together for a more prosperous and equitable future.

ENGAGEMENT WITH ORGANISED LABOUR AND CIVIL SOCIETY

The NPC engaged with different parts of civil society, including faith-based organisations, youth and student organisations, women's groups, people with disabilities and a range of other nongovernment organisations (NGOs). The commission consulted with the three major union federations: the Congress of South African Trade Unions (COSATU), the National Council of



Trade Unions and the Federation of Unions of South Africa, as well as some of their affiliates such as the South African Democratic Teachers' Union, the National Teachers' Union, the National Professional Teachers' Organisation of South Africa and the Professional Educators Union.

In these engagements with organised labour formations it was agreed that many areas of the plan were supported, and that these should go forward while the areas of disagreement continued to be addressed. COSATU expressed reservations about aspects of the plan's proposals for the economy and employment. Within COSATU, one of the largest affiliates, the National Union of Metalworkers of South Africa took a particularly antagonistic view of the plan. Some of the concerns raised, such as labour market and small and medium enterprise (SME) deregulation and a lack of support for manufacturing, were not in fact features of the plan. Other concerns, such as insufficient attention to transformation of ownership patterns, have been recognised as areas where further work is required. Unfortunately, there was limited constructive engagement on these matters.

Progress in the engagements, especially with COSATU, was hampered by the union's internal challenges, which not only distracted focus from the plan but also prevented union members from fully participating. These difficulties were aggravated in the aftermath of the Marikana tragedy, which occurred almost simultaneously with the NDP's release.

The NPC also focused on connecting with young people, who have an important catalytic role to play in the plan's implementation. Young people were enthusiastic about the plan – in June 2013, as part of Youth Month, a national youth engagement initiative was convened and all youth organisations were asked to make a pledge to implement aspects of the plan. The NPC was also invited to present the NDP and lead discussions at a number of universities, including the University of Pretoria, the University of Johannesburg, the University of the Witwatersrand, the Nelson Mandela Metropolitan University, Rhodes University, the



University of Cape Town, the University of Fort Hare, the Gordon Institute of Business Science and the University of South Africa.

Civil society organisations reached out to the NPC with proposals on how to implement many projects in line with the plan, although the commission was not always able to be of assistance due to its capacity limitations. While organisations were referred to



Civil society remains a crucial sector for the NPC to connect with to ensure that the NDP finds resonance throughout the country.

relevant government departments, follow-up was not always optimal because different departments have different approaches to working with civil society organisations in their areas of responsibility.

Although South Africa's civil society has become less organised in the last few years at a national level, many organisations are still very active in communities and are strongly connected to the

lived experiences of South Africans. Civil society remains a crucial sector for the NPC to connect with to ensure that the NDP finds resonance throughout the country. This will present a challenge to the incoming commission, which will have to consider its approach to engaging with these institutions, drawing on their enthusiasm, resources and experiences to encourage a truly collaborative approach to development.





INVESTIGATING CRITICAL LONG- TERM TRENDS





Planning, properly conceived, deals with the use of today's resources to meet tomorrow's needs. It specifically tackles issues markets cannot solve: the choice of how much in the aggregate to invest (and therefore to save), the directions to be taken by new technology, the question of how much weight and urgency are to be given to environmental issues, the role of education, of scientific knowledge, of culture. Decisions on these matters involve representing the interests of the future – interests that are poorly represented by markets.

– James Kenneth Galbraith

To inform the NDP's proposals, a number of studies were commissioned on long-term trends critical for the future of the country. More than 40 studies were commissioned, covering employment scenarios, economic growth modelling, demographics, social protection, skills development, agriculture and food security, and urbanisation, among others.

The particularly significant contributions to the plan and the ongoing monitoring of long-term trends are discussed here.

EMPLOYMENT SCENARIOS AND ECONOMIC POLICY

The diagnostic and plan sought to centre proposals on an inclusive development path. This means that higher economic growth should go hand in hand with employment growth and social protection. To this end, the NPC commissioned the Human Sciences Research Council (HSRC) to provide research on the future of employment and economic growth and the link

to poverty reduction. This research informed the commission's recommendations on employment and economic targets, promoting international trade and industry, labour market policy, public employment programmes, youth employment, working poverty and strengthening institutions in the domain of economic delivery. The NPC also benefited from the HSRC's previous decade of research on macro and micro solutions to high unemployment, highlighting the importance of supporting such research programmes.

NATIONAL OBSERVATORY FOR ASSEMBLY AND ANALYSIS OF SPATIAL DATA

The quality of data available to planners and policymakers has improved over the years, although there are still weaknesses in some sectors, such as the lack of data for spatial planning. To build a more robust planning system, the NPC commissioned background research for a national observatory for spatial data and hosted a stakeholder workshop on the initiative.



Such an observatory would need to start small and expand over time to ensure long-term sustainability. The spatial data observatory will be located in the Department of Science and Technology to take advantage of the departmental agencies' enormous resources and capacity.

FOOD SECURITY

Collaboration between the commission and external experts produced a working paper on food security, which highlighted:

- The complexity of dealing with food security, given its different dimensions (availability, accessibility, utilisation and sustainability) and the levels at which it is analysed (global, national, household and individual).
- The need to prioritise and coordinate the projects and strategies developed, as well as the budgets allocated for food security projects.
- That food security activities are neither well-coordinated nor optimally developed on a national basis.
- The importance of developing a baseline measurement of a composite food security index.
- The need for regular updates to provide useful information for food security management at different levels.

The paper was placed on the NPC portal for internal reference. There is a continued need for research on food security issues.

A LOW-CARBON ECONOMY

South Africa has a clear interest in supporting global moves to constrain carbon emissions and limit the climate change that may result. The country's economy is energy-intensive and heavily reliant on coal, making it particularly vulnerable to longer-term trends. To understand the challenges and identify potential pathways to a more sustainable economy, the NPC organised a series of workshops, bringing together stakeholders from the mining and industrial community, environmental experts and civil society. The workshops yielded valuable insights that helped the NPC develop its approach to these contentious issues.

The commission was clear that its contribution should not be seen as an alternative power plan, which is the Ministry of Energy's legislated responsibility. The NPC used the research, which was completed in 2013, in its engagements with the Department of Energy to inform the revised Integrated Resource Plan for Electricity, 2010–2030. The commission's work on energy subsequently shifted to the power crisis.

ENERGY

In 2012, the NPC commissioned long-term energy scenarios to enable it to contribute to the public debate about the country's energy future. The commission was clear that its contribution should not be seen as an alternative power plan, which is the Ministry of Energy's legislated responsibility. The NPC used the research, which was completed in 2013, in its engagements with the Department of Energy to inform the revised Integrated Resource Plan for Electricity, 2010–2030. The commission's work on energy subsequently shifted to the power crisis. The decisions that need to be made now will have medium- and long-term implications. Two commissioners were appointed to the Deputy President's Advisory Panel on Eskom, which is focused on restoring electricity supply security.

LABOUR MARKET STUDIES

The NPC has partnered with the University of Cape Town, through the Abdul Latif Jameel Poverty Action Lab for Africa (J-PAL Africa), to generate a



body of evidence that can help inform effective policy interventions to address the country's high levels of youth unemployment. The partnership, which is part of the commission's broader collaboration with the University of Cape Town on poverty and inequality, aims to understand the functioning of South African labour markets, test the comparative cost-effectiveness of different policy options and actively promote youth employment.

The NPC and J-PAL Africa hosted a workshop on labour markets in June 2011. The workshop focused on interventions to raise the absorptive capacity of the economy and ease the school-to-work transition. As part of this programme, three pilot studies were identified:

- **Labour regulation and demand:** Does providing firms with accurate information about labour regulations improve their knowledge of the law and affect their demand for workers?

- **Transport subsidies:** Does subsidising the transportation cost of unemployed youth improve their labour market outcomes?
- **Do signalling devices assist job-seekers in finding employment and is job counselling at labour centres effective?**

These studies are at different stages of implementation.

NATIONAL MINIMUM WAGE

In 2015, the NPC commissioned a study on the introduction of a national minimum wage. The study will assess the potential impact of a national minimum wage on the South African economy in terms of growth, employment and redistribution. As part of this investigation, the study will look at the potential effect on employment, hours of work, real wages, worker protection and the overall competitiveness of the South African economy. It will also focus





on possible modalities for the introduction of a national minimum wage policy, including:

- How the initial level or amount of a national minimum wage can be determined
- What the relevant criteria would be for its determination
- How a national minimum wage could evolve over the medium term
- Whether there should be a process of phasing it in over the medium term
- What formula would be used for increases in the minimum wage
- What the wage's scope should be
- Which body should determine the wage
- How the relationship between the national minimum wage and sectoral wage determinations would be managed.

The results of this study, which is currently under way, will form the basis of a public dialogue on introducing a national minimum wage and provide the evidence on which to base the country's wage policy.

A DECENT STANDARD OF LIVING

Chapter 11 of the NDP proposes that by 2030, South Africa achieves a defined “social floor” – an acceptable basic standard of living – and provides assistance for households that have not achieved it. A combination of public and private services will be needed to attain a vision of universal and inclusive systems of social protection with an agreed social floor as the central platform. The key question that the NPC reflected on is what would constitute a decent





standard of living for all South Africans. To answer this question, the commission initiated a series of public conversations and commissioned research to inform the discussions. Agreeing to the elements of a social floor could be the basis for a social compact among all partners in South Africa, providing assurance that no one would be “left behind” in the process of national development.

MODELLING AND DESIGNING THE EXPANSION OF FURTHER EDUCATION AND TRAINING COLLEGES

Chapter 9 of the NDP argues that the post-school system is not well designed to meet the skills development needs of either the youth

INVESTIGATING CRITICAL LONG-TERM TRENDS

or the economy. Every year about three times as many students enter universities than those entering colleges. The college sector is intended as an alternative post-school path for young people, but it has a poor reputation linked to the low rate of employment among college graduates. The NDP proposes that the college sector needs to be expanded from the current participation rate of an estimated 7 percent to about 25 percent by 2030. The commission has initiated a programme of work focused on:

- An articulated purpose of colleges in the post-school sector.
- A series of college-based scenarios for doubling participation by 2020, and then doubling this again by 2030, differentiated by geography (rural versus urban colleges).
- Effective and efficient partnership mechanisms between further education and training colleges, labour markets and associated post-school institutions.

REGIONAL COORDINATION OF NATIONAL PLANNING FOR FOOD, ENERGY AND WATER SECURITY

The Southern African region has extensive resources of energy and land and most of its large rivers are shared between more than one country. This means that many of the region’s food, energy and water security challenges can best be addressed through regional cooperation. The NPC, together with a range of organisations including the Southern African Development Community (SADC) and the Development Bank of Southern Africa, convened two workshops. The first considered how better coordination could contribute to achieving the region’s common goals and the second focused on how countries’ current development planning processes addressed these opportunities. With the support of an African Development Bank fund for south-south cooperation, the SADC is now supporting the establishment of a “community of practice”, which will enable the national planning agencies of SADC countries to work together to identify areas of common interest and develop collective approaches to addressing challenges.



ADVISING GOVERNMENT AND IMPLEMENTING THE PLAN





Making the plan work will require a complex interplay of actors and actions, and progress in any one area is almost always dependent on progress in another. The plan will provide a common focus for action across all sectors and sections of South African society.

– National Development Plan

Achieving South Africa's vision for 2030 depends on the effective implementation of the NDP, and the country's ability to adapt and learn during this process. Since 2012, the commission has focused on advising government on how best to implement the plan. In some areas this meant improving existing programmes, while in others it meant introducing new programmes.

Implementing the plan is the shared responsibility of government, the private sector, civil society and individual citizens. From having primary responsibility for developing the plan, the role of the commission has changed to facilitation and advisory tasks.

GUIDING PRINCIPLES

The commission proposed a set of guiding principles to government, which informed the process of formulating the MTSF – an important vehicle for implementing the NDP in government over the next five years. The principles include:

BROAD OWNERSHIP

The sense that South Africans own the NDP and have joint responsibility for its implementation is vital to the plan's success. It is important that

the implementation phase builds on the existing sense of broad ownership by enabling different sectors and individuals to contribute their skills, resources and expertise.

CONTINUOUS CAPACITY-BUILDING

All sectors, including the public sector, should constantly strive to improve their own performance.

POLICY CONSISTENCY

Successful reform initiatives need consistent policies and stable administrative leadership. The plan is designed to bring about change over a period of nearly two decades, which requires a degree of policy consistency. Policy changes should be approached cautiously, based on experience and evidence, so that the country does not lose sight of its long-term objectives. Stability and continuity in management – underpinned by performance-based systems of accountability – are fundamental.

PRIORITISATION AND SEQUENCING

Resources and energies should be channelled where they will have the biggest impact, while taking into account that not all proposals can be implemented at once and sometimes the order in which proposals are implemented plays a



role in their success. The commission cautioned against the temptation to implement all aspects of the plan at the same time, which would stretch human and financial resources and result in minimal impact.

CLARITY OF RESPONSIBILITY AND ACCOUNTABILITY

The commission stressed the importance of tightening up the accountability chain, starting with ensuring that all activities necessary to implement a programme are clearly spelt out and responsibility allocated to the appropriate people. It should also be clear where government shares responsibility for implementation with other parties such as the private sector, labour and civil society organisations.

CONTINUOUS LEARNING AND IMPROVEMENT

It is important to understand how to make things work before trying to implement large-scale change. Implementation needs to be a learning process, so that plans can evolve based on the experience of departments and the results of evidence-based monitoring and evaluation. Equally important is openness to new ideas and willingness to learn from others in South Africa and abroad. Government, the private sector and NGOs can learn from each other, and groups within the public sector can learn from the experiences of others in government that have managed to achieve sustained improvements in their performance.

COORDINATED ACTION

The NDP provides an overarching policy framework that can bring greater coherence to the work of government. However, implementing the plan requires the coordination of regular day-to-day interactions. When day-to-day coordination breaks down, leaders can bring parties together, support problem-solving through trust-building exercises and provide policy direction.

These principles were observed in the formulation of the MTSF, although some parts of the framework remain quite broad and generic. Many actions in the MTSF relate to developing strategies, legislation and policies, with insufficient attention given to

actions that will immediately affect the delivery of programmes. This in part reflects the country's constitutional dispensation with its division of powers and functions to the various spheres – the primary responsibility for national government is to develop policies and set norms and standards for provincial and local government to implement.

SUPPORTING GOVERNMENT PLANNING AND POLICYMAKING

Following the NDP's positive reception, various ministries enlisted the support of commissioners in their planning and policymaking processes. A selection of the different processes in which commissioners were invited to participate is provided below.

WHITE PAPER ON SOCIAL DEVELOPMENT

The NDP argues that a robust social welfare programme should be one of the pillars of the country's social protection agenda. It proposes a reorganisation of the state-civil-society model for delivering welfare services to ensure greater accountability, improve service delivery and protect the vulnerable.

The Minister of Social Development appointed a ministerial committee to review the 1997 Social Welfare White Paper. An NPC commissioner was appointed to chair the committee to, among other things, align the committee's work with the NDP's proposals.

It is important to understand how to make things work before trying to implement large-scale change. Implementation needs to be a learning process, so that plans can evolve based on the experience of departments and the results of evidence-based monitoring and evaluation.



EARLY CHILDHOOD DEVELOPMENT POLICY

Officials in the secretariat have worked closely with and supported various departments. The secretariat helped the Department of Social Development formulate the Early Childhood Development Policy, which has been released for public comment.

INTEGRATED URBAN DEVELOPMENT FRAMEWORK

Three commissioners are helping the Department of Cooperative Governance prepare the Integrated Urban Development Framework by serving on the panel of experts. One of the commissioners is deputy chair of the panel. The draft framework has been discussed in Cabinet and approved for public consultation.

The commissioners, in their capacity as panel members, and the secretariat will continue to provide support to the Department of Cooperative Governance to finalise the Integrated Urban Development Framework. Finalising the framework is one of the targets under Outcome 9 of the MTSF.

HIGHER EDUCATION TRANSFORMATION

In December 2012, the Minister of Higher Education and Training appointed a member of the NPC to chair the Ministerial Oversight Committee on Transformation in South Africa's Public Universities. The committee aims to mainstream tertiary sector transformation and to ensure vigorous implementation and monitoring of transformation objectives.

ENERGY

Two NPC commissioners are on the Deputy President's panel of advisors to assist him in the work needed to turn Eskom around and ensure security of electricity supply.

NATIONAL SPATIAL FUND

Chapter 8 of the NDP proposes a National Spatial Fund to promote coordinated spatial investment. In 2013, the NPC and the National Treasury convened a two-day workshop to investigate ways to promote regional and local development through spatial targeting. The workshop involved



representatives from all spheres of government, together with experts from China, Brazil and the European Union. A policy brief was developed following the workshop and circulated among stakeholders. This critical issue is also taken forward in the spatial component of the NPC's planning discussion document.

NATIONAL WATER RESOURCE STRATEGY

The Department of Water Affairs is mandated to develop a National Water Resource Strategy every five years to guide the development, use and protection of South Africa's water. This process coincided with the NDP's development. The strategy was guided by the plan, with the involvement of a number of commissioners. As a result, the strategy responds to some of the challenging goals set in the NDP, most notably for the agricultural sector.

PILOT PROJECT SUPPORT

As the focus shifted towards implementing the NDP, the commission recognised that it would be helpful to encourage and support stakeholders testing some of the plan's proposals in different sectors through pilot projects. National and provincial government were engaged to identify areas of the NDP they would like to pilot and the following projects were identified:

MPUMALANGA LAND REFORM PILOT

This project aims to develop an accelerated redistribution model for land reform. The proposed model is based on the following principles:

- Enable rapid transfer of 20 percent of agricultural land to black beneficiaries without distorting land markets or business confidence in the agri-business sector.
- Ensure sustainable production on transferred land by making sure that beneficiaries are





able to work the land productively.

- Establish institutional arrangements to monitor land markets against undue opportunism, corruption and speculation.
- Ensure land transfer targets are met and land is successfully transferred within given fiscal and economic constraints.
- Offer white commercial farmers and organised industry bodies the opportunity to significantly contribute to the success of black farmers through mentorships, chain integration, preferential procurement and meaningful skills transfer.

Land transfer would be achieved in two phases – first the state would purchase the land, followed by the second, longer-term phase to establish black farmers on the land. The model envisages the active involvement of established white farmers, who will be awarded black economic empowerment (BEE) status on successful implementation of the programme. This should remove the uncertainty and mistrust that surrounds land reform, and the related loss of investor confidence.

Some progress has been made in designing this pilot project. Response to the proposal has been positive, but getting stakeholders, government in particular, to commit to the required actions has been challenging.

The National Agricultural Marketing Council has agreed to act as the secretariat for the pilot project's technical committee and, with the support of the Land Bank, to provide seed funding as required. Large agri-businesses in Mpumalanga have agreed to provide resources for the project's management, identify available land and assist with candid land valuations.

PARTNERSHIP FOR URBAN INNOVATION

During the NPC's engagements with provinces, the Gauteng Executive Committee identified the need for an urban development pilot initiative. It was agreed that the province would undertake an urban innovation project to address Gauteng's urbanisation challenges. A concept note on the proposed Centre for Urban Innovation was prepared, and the pilot project was announced in

July 2013. However, institutional arrangements for the centre are proving more complex than anticipated. It has been agreed that a more flexible, informal approach should be followed, starting with some initial work while institutional aspects are resolved.

NATIONAL EDUCATION COLLABORATION FRAMEWORK

The NDP proposes a national initiative involving different stakeholders to improve learning outcomes in schools, starting with the worst performers. Focus should be placed on schools and districts, addressing weaknesses in teaching, management, administrative support and accountability. The plan calls for an alignment of all stakeholders' interests, united behind the common goal of achieving good educational outcomes that are responsive to community needs and that advance economic development.

In response to this call, a convening committee representing business, labour and civil society worked with the Minister of Basic Education to develop a national collaboration framework for education. The National Education Collaboration Trust was set up to help drive efforts to improve education. One of its substructures is co-chaired by an NPC commissioner and the Deputy Minister of Basic Education. The National Education Collaboration Trust is currently working in eight districts across four provinces involving 4 362 schools. The NPC is represented in all structures of the trust.

OPERATION PHAKISA

The South African government has adopted the Malaysian government's successful Big Fast Results problem-solving methodology in South Africa in an attempt to accelerate the NDP's implementation. Government is using this methodology, known as Operation Phakisa in South Africa, in the oceans economy and health sectors on a trial basis. A key characteristic of the Operation Phakisa methodology is the focus on problem-solving and ensuring that the plans, indicators and targets produced cover both strategy and implementation. The NPC was instrumental in introducing South African government officials to this methodology.

The Department of Planning, Monitoring and Evaluation has established a unit to coordinate



all Operation Phakisa activities. Government departments have identified programmes they would like to implement using the Operation Phakisa methodology. In addition, stakeholders in the mining sector have approached government to apply this methodology in addressing the various challenges threatening the mining sector's sustainability.

THAND'UMZANSI

The commission catalysed the initiation of a campaign called Thand'Umzansi – Love South Africa – to encourage patriotism by promoting the values of the Constitution and supporting appreciation and understanding of national symbols. The campaign distributes booklets on the Constitution to schools, encourages schools



ADVISING GOVERNMENT AND IMPLEMENTING THE PLAN

to recite the Constitution's preamble and hoist the national flag, and hosts debates about the Constitution. This was done in partnership with the Department of Basic Education, the Department of Justice and Constitutional Development, and the Department of Arts and Culture.

CONCLUSION

These policy initiatives and catalytic projects will play a critical role in ensuring the implementation of the NDP. However, at a generic level, the guiding principles identified above and the effective monitoring of MTSF indicators will also be fundamentally important. While this is the responsibility of the relevant department in The Presidency, the NPC and all of society will need to be actively involved in this process. Coherent strategic approaches across departments and agencies in the three spheres of government require the institutionalisation of long-term planning within government.



INSTITUTIONALISING LONG-TERM PLANNING





The Plan has been adopted as a National Plan for the whole country. It is our roadmap for the next 20 years. All the work we do in government is now part of the comprehensive National Development Plan, including all operational plans – be they social, economic or political.

– President Jacob Zuma

THE NDP, THE ELECTORAL CYCLE AND THE MTSF

The 2014–2019 MTSF is Cabinet’s translation of the NDP into its first five-year implementation phase within government.

Every five years, South Africans go to the polls to elect political parties to represent them in Parliament and the provincial legislatures. They make this decision in large measure on the basis of the election manifesto each party produces. The party that wins the majority of the seats in Parliament and the legislatures earns the mandate from the electorate to implement its manifesto.

The MTSF, the primary medium-term planning tool used to coordinate the work of national, provincial and local government, reflects the majority party’s commitments to the electorate. The document sets out the actions government will take and the targets to be achieved. It also serves as the framework that national, provincial and local government departments, entities and agencies use to develop their own strategic and annual performance plans against which they report performance on a quarterly and annual basis.

The MTSF is the basis of the outcomes-based approach to monitoring and evaluating government’s performance. It informs the

performance agreements Cabinet ministers enter into with the President on behalf of their departments and shapes the allocation of resources to government functions through the national budgeting process.

All of the parties in Parliament expressed their support for the NDP when it was released in 2012, and most sought to align their election manifestos with the plan’s imperatives. More than 90 percent of South Africans who took part in the 2014 elections supported parties that have embraced the plan.

Cabinet adopted the NDP in September 2012, as did the governing party at national level at its conference that year. After the elections, Cabinet decided that the NDP should form the basis of the 2014–2019 MTSF and the 14 outcomes government will work towards over the five-year period. These outcomes are roughly aligned with the critical actions identified in the NDP.

The NPC has yet to devise a systemic and structured process to track the plan’s implementation. The Department of Planning, Monitoring and Evaluation will monitor government’s efforts, but there is also a need to track progress in other sectors. The results of the department’s monitoring and evaluation will also inform the commission’s review of the NDP in the medium term.

THE NDP, THE ELECTORAL MANDATE AND THE MTSF 2014–2019

NDP CRITICAL ACTIONS

- 1 A social compact to reduce poverty and inequality, and raise employment and investment.
- 2 A strategy to address poverty and its impacts by broadening access to employment and strengthening the social wage.
- 3 Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- 4 Boost private investment in labour-absorbing areas, competitiveness and exports.
- 5 An education accountability chain, with lines of responsibility from state to classroom.
- 6 Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- 7 Public infrastructure investment at 10 percent of GDP, financed through tariffs, public-private partnerships, taxes and loans, and focused on transport, energy and water.
- 8 Interventions to ensure environmental sustainability and resilience to future shocks.
- 9 New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- 10 Reduce crime by strengthening criminal justice and improving community environments.

2014–2019 ELECTORAL MANDATE

- 1 Radical economic transformation, rapid economic growth and job creation.
- 2 Rural development, land and agrarian reform and food security.
- 3 Ensuring access to adequate human settlements and quality basic services.
- 4 Ensuring quality health care and social security for all citizens.
- 5 Fighting corruption and crime.
- 6 Improving the quality of and expanding access to education and training.
- 7 Contributing to a better Africa and a better world.
- 8 Social cohesion and nation-building.

THE 14 MTSF OUTCOMES

- 1 Quality basic education.
- 2 A long and healthy life for all South Africans.
- 3 Safety, and sense of safety, for all people in South Africa.
- 4 Decent employment through inclusive growth.
- 5 A skilled and capable workforce to support an inclusive growth path.
- 6 An efficient, competitive and responsive economic infrastructure network.
- 7 Vibrant, equitable, sustainable rural communities contributing towards food security for all.
- 8 Sustainable human settlements and improved quality of household life.
- 9 A comprehensive, responsive and sustainable social protection system.
- 10 Responsive, accountable, effective and efficient local government.
- 11 Protected and enhanced environmental assets and natural resources.
- 12 An efficient, effective and development-oriented public service.
- 13 A diverse, socially cohesive society with a common national identity.
- 14 A better South Africa contributing to a better Africa and a better world.



Using the NDP as the basis of the MTSF is not a guarantee that it will be implemented, which is why the guiding principles identified in the previous section and effective monitoring and evaluation are crucial. It is also important to ensure that the private sector and civil society incorporate relevant elements of the NDP into their core strategies and plans. This is the responsibility of these sectors themselves, but the NPC can and should play a facilitative role.

There have been instances where particular policy decisions or actions by a department or a sphere of government do not entirely align with the NDP. In such cases, the NPC has expressed its views openly to relevant institutions.

INSTITUTIONALISING LONG-TERM PLANNING WITHIN GOVERNMENT

The commission has prepared a separate discussion document on the planning system in government, which analyses the current system and proposes ways to improve it. It acknowledges that the overall structure of the planning system is broadly coherent and allows for alignment between planning, budgeting and monitoring.

Achieving the developmental benefit of planning requires careful consideration of the role of different plans and planning processes. Planning ranges from the high level and long term to detailed day-to-day operational planning and needs to fulfil four major roles (visionary, strategic, adaptive and technocratic), with different plans contributing to different parts of this spectrum. Detailed recommendations are provided in the NPC's discussion document.

The document's proposals aim to ensure that planning responds to the context of each sphere/organisation while contributing to national objectives, that planning is not just a periodic event linked to the production of documents, and that it is seen as an ongoing process that is integral to identifying and resolving problems. Principles to guide the planning system's further development are set out below.

LOCALISATION AND CONTEXTUALISATION

High-level priorities feed through into grounded plans in all spheres of government (this should not become a narrow compliance exercise). Careful consideration of local context should determine how specific priorities are taken forward.

PRIORITISATION AND SEQUENCING

Implementing a long-term plan requires a focus on identifying priorities and the order in which actions need to be taken. This will help ensure that plans are grounded, realistic and carefully implemented in the right sequence.

CONSISTENCY AND PROBLEM-SOLVING

Giving sustained attention to specific issues enables the ongoing identification of obstacles to effective implementation. It is also important that planning processes are used to focus attention on how these obstacles can best be overcome.

LINKAGES AND COORDINATION

Planning facilitates focused coordination by identifying linkages and bringing key stakeholders together. It could make an important contribution to the NDP's proposals on developing a less hierarchical approach to coordination, with a focus on solving implementation challenges at the lowest level possible.

Giving sustained attention to specific issues enables the ongoing identification of obstacles to effective implementation. It is also important that planning processes are used to focus attention on how these obstacles can best be overcome.

A photograph of a woman in a green shirt and a blue patterned headscarf harvesting mangoes from a tree. She is holding a large, ripe mango in her right hand. The background shows a clear blue sky with some clouds. The image is framed by a white border with a red horizontal band across the middle.

DEVELOPMENTS SINCE THE ADOPTION OF THE NDP



The plan we hand over today is about the actions that all of us must take to secure the future charted in our Constitution. The plan is about our dreams and aspirations and detailed actionable steps to achieve them... The single most frequent comment or question from the public has been about implementation. Given weak capacity in the state and low levels of trust and cooperation between major social partners, how will this plan be implemented? The Commission stresses that implementation rests with society as a whole, led by government and the executive. But we do believe that, during the course of our work, we have come a long way in forging the beginnings of a common approach.

– Trevor Manuel, 15 August 2012

The NDP offers guidance to help South Africa realise a more prosperous and equitable future. Achieving the plan's goals requires deep commitment and institutional strengthening. While it is not possible to assess the NDP's development impact yet, since it was approved three years ago, we can look at whether the proposals have been infused into policies and actions, and whether conditions have improved or deteriorated, as a backdrop to the plan's implementation.

The plan and work of the NPC were meant to help prevent outcomes that undermine progress. Yet, in some respects, it appears that many of the problems identified in the Diagnostic Report have become even more deeply entrenched. While the commission does not expect the plan to have addressed these challenges in so short a time, it does anticipate a point of inflection where more policy proposals might begin to have an influence in the medium term.

As the commission concludes its term, it is reassuring that the NDP has been taken forward through the MTSF 2014–2019. Each government department has concrete targets and the Department of Planning, Monitoring and Evaluation is monitoring implementation and periodically reporting to the executive. Many departments and ministries enthusiastically embraced the NDP and started implementing parts of it well before the MTSF was adopted in July 2014.

As discussed earlier, the private sector's role in implementing the NDP remains a challenge. The fact that many businesses have publicly proclaimed their support for the NDP is a good start, but the next step is to harvest that goodwill and turn it into concrete and measurable actions. This will also require the support and commitment of other elements of civil society.

DEVELOPMENTS IN CRITICAL SECTORS

The Diagnostic Report identified nine challenges, of which two were considered more pressing: the poor quality of education received by black children and the high level of unemployment.

EDUCATION

The measures of education performance remain mixed. Matric pass rates steadily increased from 60.7 percent in 2009 to 78.2 percent in 2013, but results dropped unexpectedly in 2014 to 75.8 percent. The introduction of annual national assessments provided clear evidence that this is a deep problem that starts in the early years of education.

Efforts are also being made to improve education quality and throughput, with 18 universities working to finalise an initial teacher qualification for technical and vocational education and training.

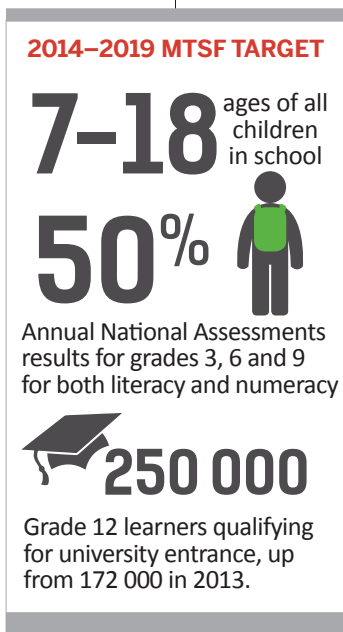
The number of matriculants with a pass sufficient to enter university increased from 120 767 in 2011 to 150 752 in 2014. During this period, the number of mathematics passes (at 40 percent) increased from 67 541 to 79 050, while science passes were slightly above the 2011 level in 2014. However, the proportion passing mathematics above 50 percent remains below 8 percent. In March 2015, the Minister of Education recommitted the department to prioritising this area of work. The National Education Collaboration Trust is improving the coordination of the many private interventions in this space, and Operation Phakisa will develop a strategy to improve maths and science teaching.

The Department of Higher Education and Training has consistently focused on vocational and further education following the ambitious, but necessary, targets for expanding non-university education opportunities for young people in both the NDP and the White Paper on Post-School Education. The department has established greater central control over technical and vocational education and training colleges (as the 50 former further education and training colleges are now known). The colleges' function shift from provinces to national government has been completed, although the minister has indicated that more autonomy for well-performing colleges could be considered.

Loans and bursaries were awarded to 200 000 college students through the National Student Financial Aid Scheme in 2015. Efforts are also being made to improve education quality and throughput, with 18 universities working to finalise an initial teacher qualification for technical and vocational education and training. Skills development and the sector education and training authorities are also receiving sustained attention. While the targets for expansion and quality improvement remain daunting – and funding a source of contention – good progress is being made.

Government's leadership in forming the National Education Collaboration Trust to bring together different sectors to implement the NDP is commendable. Many initiatives have been put in place to improve learning outcomes, including enhancing the curriculum, delivering free workbooks, improving classroom infrastructure and training teachers through the expansion of the Funza Lushaka bursary scheme. Many proposals in the NDP have been taken up enthusiastically.

However, various studies have shown that the model of in-service teacher training is inadequate. The absorption of Funza Lushaka graduates continues to be a challenge.





The plan's proposal to improve the process of appointing principals was not immediately implemented and the department only acted after the media published reports of principal posts being sold. Based on publicly available information, the call for the introduction of performance agreements for principals has not received the attention it deserves. No clear strategies are in place to curb learner dropout and retain more learners in the system as proposed in the NDP.

EMPLOYMENT AND GROWTH

The unemployment rate was about 25 percent in 2004 when government adopted a target of halving it by 2014. For some years unemployment appeared to be falling and the economy was approaching the goal

of creating 500 000 net new jobs annually. But the global economic crisis reversed some of these gains, and the country's secular decline in economic growth rates since 2010 has slowed job creation.

The NDP proposes that the economy needs to grow annually by about 5 percent on average to reach an unemployment rate of 6.5 percent by 2030. This was the average growth rate between 2004 and 2008, which suggests that the target is possible.

However, 25 percent of the labour force remains unemployed and it appears that the economy is tending towards the weakest of the three employment scenarios presented in the NDP. Should this

2014–2019 MTSF TARGET

5%

the GDP growth rate, up
from 2.5% in 2012

14%

the official unemployment
rate in 2020, down from 25%
in the first quarter of 2013





persist, unemployment could stay at current levels or even rise, with dramatic implications for youth unemployment and marginalisation. Some of the commission's central concerns are discussed below.

Labour markets and labour relations

The deterioration in labour relations noted in the diagnostic and the plan continues, with weakening institutions of collective bargaining and dispute resolution, poor compliance with sector minimum wages and basic conditions of employment, limited commitment to skills and training and rising violence during strikes.

There has been a hardening of attitudes on all sides and public-sector negotiations threaten to lead to unsustainable fiscal pressure, without concomitant improvements in productivity.

Given the likely shortfall in employment creation, special employment programmes such

as the Expanded Public Works Programme and the Community Work Programme will play an increasingly important role. These programmes are growing and, as recommended by the plan, increasingly focused on community-based services. However, the current targets are well below those proposed by the NDP. The slower the economy grows, the more important these programmes will become, but there will be less public funds available to support them.

Economic growth

Substantial economic growth is required to enable the achievement of the NDP's 2030 goals. Employment in South Africa grows more slowly, at about 60 percent of the rate of economic growth, so if the annual GDP growth rate is 2.5 percent, it will generate a 1.5 percent growth in jobs. In large measure, economic growth is dependent on public- and private-sector investments.



Reduced demand for exports due to subdued global growth, declining confidence among investors, poor relations between business and labour, and electricity supply problems have all contributed to the country's slow economic growth. The National Treasury projects 2 percent growth in 2015, 2.4 percent in 2016 and 3 percent in 2017 – a far cry from the 5.4 percent average required over the next 15 years. Rates of investment are also too low, with fixed capital formation falling by 0.6 percent to R620 billion in 2014 (at 2010 prices), although this is expected to grow by 2 percent in 2015 and 3.3 percent in 2016. Government accounts for about 36 percent of this investment.

Government's fiscal policy has been to save in good times and maintain spending in bad times to limit the effect of downturns. The protracted economic crisis has reduced the room for continued spending, while poor economic growth, deteriorating external balances, a fast-growing stock of government debt and sovereign ratings downgrades have resulted in an unfavourable outlook for South Africa. A strategic approach is needed to avoid locking the country into a debt trap or long-term economic stagnation.

Private investment

Private-sector investment is low. Private fixed capital formation fell by 3.6 percent in 2014 and is forecast to grow by 1.4 percent in 2015 and 2.8 percent in 2016. The private sector attributes this low investment, at least in part, to policy uncertainty, unstable labour relations and infrastructure shortcomings, including energy shortages – to which labour disputes are currently contributing.



Infrastructure investment

Public-sector infrastructure investment is seen as a tool to encourage growth directly, stimulating the building, construction and supplier industries along with associated multipliers. But the results have been mixed.

Public corporation fixed investment growth has been slower than hoped, growing by only 1.6 percent in 2014 and expected by the Bureau for Economic Research to increase by 3.1 percent

While the plan did focus on the two key challenges of jobs and poverty eradication, there is concern that it was not sufficiently clear on issues of ownership and control. The commission has continued its reflections on these issues; a process which will need to be taken forward by the new commissioners.



and 4.5 percent in 2015 and 2016 respectively. Government fixed capital formation has also been slow, although recent municipal investments, especially in human settlements and water services, have driven improvements. In 2014, gross fixed capital formation grew by 9.9 percent and is expected to grow by 3.1 percent and 4.5 percent in 2015 and 2016 respectively.

They also highlighted the risk of uncertainty that could be created when other ministers make statements about economic issues without understanding the full implications.

Government has invested significantly in road and rail infrastructure, public transport, human settlements and water services in the metropolitan municipalities. Investment in water infrastructure has generally kept pace with demand, although operational weaknesses are leading to increasing numbers of supply interruptions. The Department of Energy's current programme of renewable energy investments is the tenth largest in the world.

If infrastructure investment is not accompanied by effective management of subsequent service provision, expected benefits will be reduced and long-term costs increased. This is a particular challenge in the municipal sector, notably in the financing and maintenance of electricity distribution systems.

Public transport interventions should reduce the cost of living, helping to address poverty and inequality while creating jobs. The NDP calls for greater coordination of public transport between provincial and local transport authorities, but there are still incompatibilities between bus rapid

transit systems in differing metros and limited interoperability between transport modes.

Telecommunications investment is largely driven by the private sector, with the major operators committing about R18 billion annually to upgrading and maintaining their networks. Government information and communication technology investment tends to be poorly coordinated and fragmented and, despite billions of rand invested, still ranks in the bottom third globally for government e-enablement.

Radical economic transformation

During the NPC's term, there have been growing calls for fundamental and even radical economic transformation of South African society. A range of organisations suggested that the NDP did not address these issues adequately. While the plan did focus on the two key challenges of jobs and poverty eradication, there is concern that it was not sufficiently clear on issues of ownership and control. The commission has continued its reflections on these issues; a process which will need to be taken forward by the new commissioners.

The NDP envisages a fairer balance of outcomes – in ownership, production, distribution and consumption (in both racial and gender dimensions) – and opportunities, leading to a more inclusive, participative and cohesive society. Economic transformation should address:

- Ownership of economic assets.
- Access to economic opportunities (jobs, professions, business opportunities, markets).
- Income and wealth distribution, as well as access to public goods.
- The structure of the economy and polity, with a focus on:
 - More value-added industries that are conducive to employment creation
 - A more equitable distribution of income to meet human and social needs

2014–2019 MTSF TARGET

100

new black entrants in the academic workforce by 2019

20%

percentage of productive land owned by previously disadvantaged individuals by 2019, up from 11.5% in 2013



- An inclusive and participatory labour relations system.

The pathway to achieve this transformation should allow for continued growth to generate the employment and provide the resources required to meet the other goals of Vision 2030. The Department of Trade and Industry's BEE policies aim to promote black ownership, but they are sometimes cumbersome and confusing, and constantly changing. Government's shift towards an emphasis on procurement as a lever is welcome and consistent with the plan, but will need clear rules if it is to be effective.

POLICY CONSISTENCY

During the commission's public engagements, a concern was raised repeatedly about government's contradictory messages. Private-sector participants in workshops and meetings have accused government of claiming to be committed to the NDP, but proceeding to adopt policies that are contrary to the spirit and letter of the plan. Examples cited include the recently promulgated visa regulations, the Business Licensing Bill and the proposed Policy on Land Ownership.

Some business leaders observed that ministers in the economic cluster do not always speak with one voice and that business people and





international investors often find it difficult to know to whom they should listen. They also highlighted the risk of uncertainty that could be created when other ministers make statements about economic issues without understanding the full implications. Whatever the validity of these perceptions, their existence is itself a matter of concern because they affect investment decisions. It also raises questions about the effectiveness of fora of consultation between government and business.

LEADERSHIP, ALIENATION AND LACK OF TRUST

The economic difficulties facing the country and the fact that many of these originate from domestic factors is a serious indictment on leadership across sectors. Leaders have met on many occasions to discuss South Africa's challenges, but the outcomes have not improved the trajectory of growth. This suggests a breakdown of trust between leaders and indicates that perhaps the methods used to respond to challenges may not be the most effective.

Inefficiency and administrative failure are constraining the delivery of basic services in a variety of sectors, threatening to undermine the NDP's strategic goals.

At a community level, people are increasingly taking the law into their own hands, with an escalation of violent protests. These are worrying signs of a section of the citizenry that has lost faith in authorities, with a belief that leaders – in government, business and even in unions – are in it for themselves and do not care about them.

Yet there is evidence from the NPC's interaction with the private sector that there is a willingness to make substantial commitments to a common agenda if it will contribute to greater cooperation. Within the trade union movement, including those who have expressed serious misgivings about the NDP, there are also indications of a

willingness to consider contributions that all sectors can make to attain common objectives. However, taking these matters forward is undermined by concerns in this sector that the wealthy are not prepared to take practical steps to bring about equitable sharing of the country's resources, as well as the divisions within the trade union movement itself, which have become a source of distraction from the strategic issues that workers and the rest of society face.

Attending to issues of trust and forging a social compact is important for long-term planning – there should be a sense across society that each sector and individual is genuinely interested in achieving the plan's objectives.

As the NDP noted, "Achieving full employment, decent work and sustainable livelihoods will depend on making choices during various phases to 2030. The ability to do this is a function of leadership among all social partners."

GOVERNANCE, PUBLIC MANAGEMENT AND A CAPABLE AND DEVELOPMENTAL STATE

One of the NDP's main focuses is on strengthening the state's ability to play a leading role in attaining Vision 2030.

Governance lapses in a number of critical institutions are a concern. The South African Post Office, Eskom, South African Airways, the criminal justice system and the SABC are experiencing governance challenges. Even SARS, which has been a beacon for effective governance, is facing difficulties. Inefficiency and administrative failure are constraining the delivery of basic services in a variety of sectors, threatening to undermine the NDP's strategic goals.

While the audit results of many public institutions have improved, there is a risk that these gains could be reversed given that many departments are led by acting directors-general and heads of institutions. Implementing the NDP's proposal to appoint an administrative head of the public service, which is also contained in the MTSE, and many other recommendations in relevant chapters on governance reforms and fighting corruption has become even more urgent.



COORDINATION

Policy coordination is an area of weakness that requires urgent attention. This is particularly evident in spatial and economic policy – the reconfiguration of government departments in recent years has rendered the economic cluster more fragmented and economic policy less coherent.

The establishment of the Department of Performance Monitoring and Evaluation in 2009 was an important step in improving coordination.

Previously, capacity was developed in the Policy Coordination and Advisory Service to perform the coordination function. Experience elsewhere suggests that successful implementation of a national development plan requires a unit at the centre of government – with appropriate authority and leverage – to coordinate policy and drive implementation. The capacity of the Department of Planning, Monitoring and Evaluation must be enhanced to ensure that it plays this role effectively.





PRIORITIES FOR 2015–2019: WHAT SOUTH AFRICA NEEDS TO ACHIEVE VISION 2030

The best way to generate resources to implement the plan is to grow the economy faster. If the economy grows by more than 5 percent a year, government revenue and the profits of private firms will more than double over the next 20 years.

– National Development Plan



ECONOMIC GROWTH

South Africa's economy needs to grow faster and in a more balanced way if Vision 2030 is to be achieved.

Increased economic activity is required to enable the large numbers of unemployed people, particularly young people, to participate productively in society.

Without adequate economic growth, South Africa will not be able to fund the NDP's proposed social protection systems to provide the public services that will underpin a decent life or build the infrastructure needed to support economic activity. The country needs to avoid being locked into a cycle of stagnation, unable to make the investments needed to place the economy on a more sustainable development path.



CAPABLE STATE

The commissioners agree that the state's current performance is one of the binding constraints on

South Africa's social and economic performance. The NDP's focus on building a capable state is a critical catalyst to achieving the country's developmental goals.

The detailed recommendations made by the commission in the NDP remain appropriate and

require urgent implementation. But a change in social attitude is also required, specifically a recognition that an effective state that achieves public goals will not be built if state institutions are manipulated for the benefit of individuals or narrow groups.



SOCIAL COMPACT

Government and the state more broadly will not be able to achieve Vision 2030 alone. The vision requires all the driving forces of society to move together in a common direction. In particular, the private sector and organised labour need to work together to identify opportunities in which South African products and services can meet society's needs and find markets abroad.

To achieve a social compact, the private sector will need to invest more in activities to achieve Vision 2030. This will entail taking a much longer-term view than is common in many businesses, recognising that long-term prosperity may require lower returns in the short term. It will also require recognition that it is difficult to build trust and progress in an extremely unequal environment. Agreements on collective bargaining and minimum wages, complemented by a floor of social protection, should be matched by commitments to reduced levels of income inequity within society.



Organised labour and other social formations will need to make the necessary commitments. Businesses will only take long-term risks if they are reasonably sure that they will be supported, and broader society will only support a social compact if they see opportunities being opened up, particularly for young job-seekers, and if no-one in society is left destitute in the process.



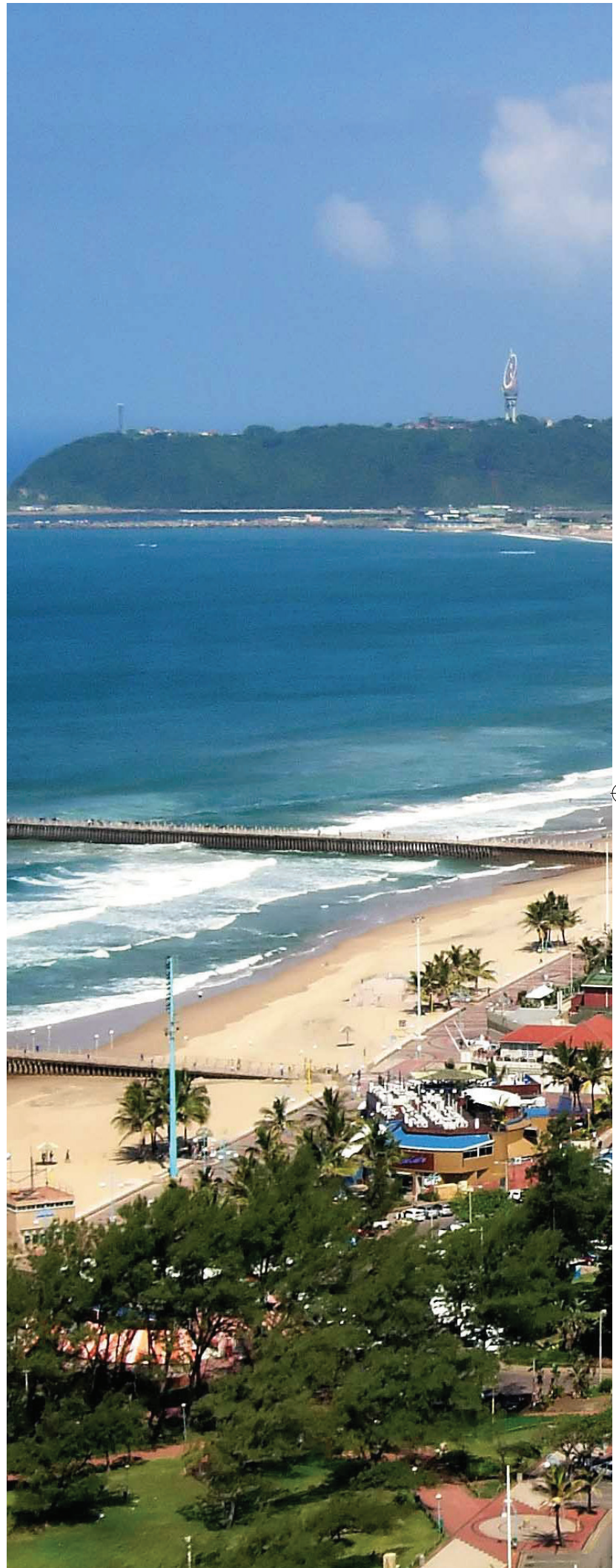
ECONOMIC TRANSFORMATION

One condition for a social compact will be a recognition that the current structure of the South African economy, based on the minerals-energy complex and dominated by an elite minority, is not sustainable. There needs to be clear prioritisation and sequencing to ensure that the NDP's implementation changes the structure of the economy, as well as patterns of ownership, control and reward in society – between black and white, men and women, urban and rural, and old and young people.

There have already been important advances. The move from a narrow focus on BEE, which benefited only a fraction of the majority of the population, to a broad-based approach was a significant change. The recent developments that seek to promote black industrialists is another move in the right direction, aligning BEE with broader development goals by emphasising support to those engaged in productive activities rather than those who simply act as “middlemen”, often importing goods at the expense of local production.

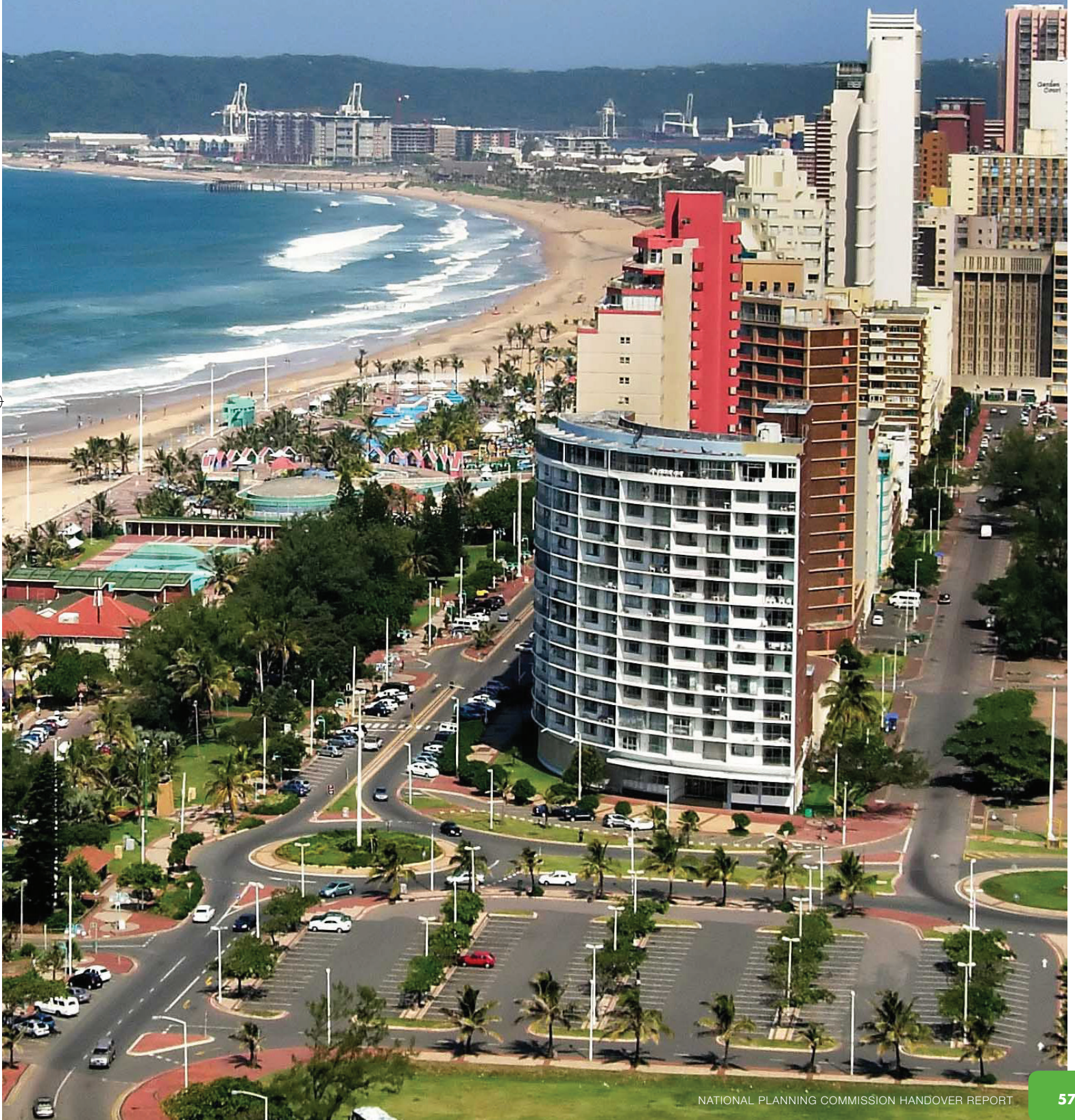
The commission has reflected on some of the policy areas that could shift rates of growth, as well as the structure of the economy and patterns of ownership, control and reward. These include the assumptions underlying macroeconomic policy, financialisation and the unfettered movements of “hot” investment, and the provision of low-interest long-term finance and other kinds of support to new industrialists. Finally, creative ways of redistributing the productive assets accumulated through the long history of colonialism and apartheid should be carefully considered.

These are issues that require much more discussion and it is recommended that the next cohort of commissioners continues with the work that has already been initiated.





The vision requires all the driving forces of society to move together in a common direction. In particular, the private sector and organised labour need to work together to identify opportunities in which South African products and services can meet society's needs and find markets abroad.





**RECOMMENDATIONS:
PLANNING
PROCESSES AND
STRUCTURES**



Significant progress is always possible if we ourselves plan every detail and allow intervention of fate only on our own terms. Preparing a master plan and applying it are two different things.

– Nelson Mandela in a letter to Adelaide Tambo, 1977

The present commission's contribution to national planning needs to be developed and extended in future. The NPC has provided skills and expertise not readily available in government, which has enriched policymaking. It managed to mobilise support for the NDP – a difficult task in the context of the trust deficit that exists in the country between key role-players. The commission has also energised the policy discourse and initiated discussions about the future and the role that different sectors can play within it. This has led to many initiatives by individuals and organisations inspired by the NDP.

Proceeding from the premise that a critical precondition to the implementation of a vision and plan is “ideational capacity” and “state embeddedness” in society, the NPC has lent the state additional appeal and influence, and its products have enjoyed wider legitimacy because they are not perceived as partisan assertions of government and the ruling party.



STRUCTURE OF THE COMMISSION

Government chose a hybrid model for the NPC, with the

overwhelming majority of its members coming from outside government. The commission recommends that this principle should be retained, but that the NPC's form and mandate may need to change given the shift in focus from developing the base NDP document to implementing it. This should be complemented by the institutionalisation of strategic planning within government structures and consideration of how the private sector can engage in a more structured and committed manner.



LONG-TERM PLANNING

A long-term focus is important. The NPC has managed to remain focused on its mandate without being distracted by debates about the different sectors from which commissioners are drawn. This is part of what has enabled the commission to play a distinctive role.



PUBLIC ENGAGEMENT

Public consultation and engagement have been an important part of the commission's work and should be expanded to the extent possible.



MAKING USE OF EXPERTS

The commission has consistently made good use of expert engagements to interrogate specific issues. In this regard, the NPC should establish sustained relationships with a range of research organisations to build capacity to analyse strategic long-term questions.



CAPACITY OF THE SECRETARIAT

There is a need for a strong NPC secretariat – one that also serves The Presidency to ensure that planning capacity becomes fully embedded in governmental structures. The secretariat needs to ensure that the strategic plans that various departments and clusters develop are consistent with the NDP and enhance coordination capacity across government as a whole.

Success factors for a planning structure at the highest level of government include:

- The highest possible level of political support, authority and institutional location.
- The best professional talent available in South Africa.
- A clear focus on strategic planning (without the distraction of multiple special projects).
- High-quality data, research and analytical support.
- Mechanisms to integrate long-term strategic planning with spatial planning, key sectors and short- to medium-term operational planning.
- The capability and willingness to work collaboratively across the sectors and spheres of government.
- The capability and willingness to build coalitions and mobilise support beyond government.



KEY FUNCTIONS OF THE DEPARTMENT OF PLANNING, MONITORING AND EVALUATION IN THE PRESIDENCY

It is proposed that the Department of Planning, Monitoring and Evaluation should:

- Provide ongoing support to the NPC in its various responsibilities.
- Provide strategic oversight and coordination of all agencies and initiatives in government that undertake development planning.
- Conduct strategic research to support national development planning (including analysis of long-term trends and development forecasts).
- Actively engage with long-term strategic planning in key sectors (energy, water, the economy, infrastructure, the environment, skills development), working to ensure coordination across sectors.
- Take responsibility for long-term strategic spatial planning in national government, including the preparation of the National Development Spatial Framework, and coordinate spatial planning and policies across different sectors.
- Actively build development-related coalitions involving governmental and non-governmental agencies, and ensure full participation of NGOs in planning processes.
- Continually assess policy and legislation in terms of its consistency with the NDP.
- Ensure ongoing liaison with, and offer advice to, the planning structures within provincial and metropolitan government.
- Work systematically to achieve stronger alignment in planning across the spheres, including the alignment of planning cycles.
- Coordinate transnational planning with planning agencies in neighbouring states, structures such as the SADC and the African Union, and multilateral development agencies.
- Provide periodic assessment of the NDP's implementation and play a strategic convening role in addressing identified blockages to implementation.

The Department of Planning, Monitoring and Evaluation needs adequate resources to undertake these functions. Capacity must be strengthened to ensure that various departments adhere to the NDP's principles and develop plans with timeframes and objectives that align with the national plan.

Given the broad acceptance of the plan across society it should be used as a platform to forge a social compact.



The Department of Planning, Monitoring and Evaluation needs adequate resources to undertake these functions. Capacity must be strengthened to ensure that various departments adhere to the NDP's principles and develop plans with timeframes and objectives that align with the national plan.





APPENDIX 1: BRIEF BIOGRAPHIES OF THE COMMISSIONERS



Minister Jeff Radebe (Chairperson): Minister of Planning, Monitoring and Evaluation and former Minister of Justice and Constitutional Development, of Transport, of Public Enterprises and of Public Works.

Mr Trevor Manuel (Chairperson for four years): Minister of National Planning in The Presidency, and former Minister of Finance and of Trade and Industry.

Mr Cyril Ramaphosa (Deputy Chairperson for four years): Deputy President of South Africa. Founder and executive chair of the Shanduka Group. Leader of the ANC's team that negotiated the transition to democracy and drafted the final Constitution of 1996. Current Deputy President of the ANC and a member of its National Executive Committee.

Dr Miriam Altman: Head of strategy at Telkom (SOC) Ltd. Former executive director at the Human Sciences Research Council. At the council, she led a decade of research and leadership engagement focused on employment and unemployment. Recognised as a leading economist, strategist and thought leader.

Professor Marcus Balintulo: Retired vice-chancellor and principal of Walter Sisulu University. Worked as a lecturer in departments of sociology both in South Africa and internationally. He is an expert on transformation in higher education.

Professor Hoosen Coovadia: Director at MatCH (Maternal Adolescent and Child Health Systems), University of the Witwatersrand. He has published leading papers on the basic science and pathogenesis, clinical management,

epidemiology, prevention and contextual factors of the major causes of morbidity, disability and mortality among Africa's children.

Professor Anton Eberhard: Director of the Management Programme in Infrastructure Reform and Regulation at the Graduate School of Business at the University of Cape Town. Worked in the energy sector for more than 25 years and was the founding director of the Energy and Development Research Centre.

Ms Tasneem Essop: Head of strategy and advocacy for the International World Wide Fund for Nature's Global Climate and Energy Initiative. Head of delegation at the United Nations Framework Convention on Climate Change sessions. Former Provincial Minister of Environment, Planning and Economic Development in the Western Cape and former Provincial Minister of Transport, Public Works and Property Management.

Dr Bridgette Gasa: Founder and head of Elilox Trading (Pty) Ltd, part of which focuses on programme and project management consulting, infrastructure planning and development, and agricultural enterprises.

Mr Thandabantu Goba: Civil engineer. Chairperson of Hatch Goba (Pty) Ltd. Founder and director of several engineering companies that have been involved in award-winning projects, such as the Nelson Mandela Bridge in Johannesburg and the Berg River Dam in Franschhoek. Former president of the Engineering Council of South Africa. Former president of the South African Institution of Civil Engineering.



Mr Robert (Bobby) Godsell: Chairperson of Business Leadership SA and co-chair of the Millennium Labour Council. Chair of Freeworld Coatings, a JSE-listed company, and an author. Non-executive chairperson of Optimum Coal Holdings (a BEE coal company).

Ms Noluthando Gosa: A former investment banker and entrepreneur. Chief executive officer of Akhona Properties and director of Akhona Group of Companies.

Professor Phillip Harrison: Chair of the National Research Foundation on Development Planning & Modelling based at the University of the Witwatersrand. He also served as executive director of Development Planning and Urban Management at the City of Johannesburg.

Professor Mohammad Karaan: Dean of the Faculty of Agri-Sciences at the University of Stellenbosch. Former chairperson of the National Agricultural Marketing Council and president of the Agricultural Economics Association of South Africa. Serves on the board of the Land Bank and the Agricultural Research Council of South Africa, and present chair of the National Agricultural Research Forum.

Dr Vuyokazi Mahlali: Public policy and development planning specialist with an MSc in Social Policy and Planning (London School of Economics) and a PhD in Public and Development Management (University of Stellenbosch). Serving a second term as president of the International Women's Forum (IWF) South Africa and global director of IWF Leadership Foundation Board. Deputy chairperson of the panel of experts tasked with developing the Integrated Urban Development Framework.

Professor Malegapuru Makgoba: Former vice-chancellor and principal of the University of KwaZulu-Natal and an internationally recognised molecular immunologist. Former deputy vice-chancellor of the University of the Witwatersrand.

Dr Vincent Maphai: Retired executive at South African Breweries. Former chair of the SABC Board, and chair of the Presidential Review Commission set up by former President Nelson Mandela. Convenor of the Mont Fleur and Dinokeng Scenarios on South Africa's future. Chair of the National Responsible Gambling Board.

Professor Christopher Malikane: Professor of Economics at the University of the Witwatersrand. Director of the Macro-Financial Analysis Group at the School of Economics and Business Sciences at the University of the Witwatersrand.

Mr Elias Masilela: Non-executive chairperson of DNA Economics. Board member of the United Nations Global Compact and Multichoice South Africa. Visiting senior fellow at the University of the Witwatersrand. Former chief executive officer of the Public Investment Corporation. Former acting director-general in the National Treasury in charge of economic policy. Former board member of the Reserve Bank and the Government Employees Pension Fund.

Mr Pascal Moloi: Managing consultant at Modiro Pascal Moloi Consulting. Former managing director of the Resolve Group. Former city manager of the City of Johannesburg.

Dr Jennifer Molwantwa: Water quality scientist specialising in mine water treatment. Research manager at the Water Research Commission.

Former council and senate member at the University of KwaZulu-Natal. Governing board member of the Inkomati-Usuthu Catchment Management Agency.

Professor Mike Muller: Civil engineer and visiting adjunct professor at the University of the Witwatersrand School of Governance. Former director-general of Water Affairs and Forestry. Advises a range of national and international organisations on water and development issues and chaired the World Economic Forum Agenda Council on Water Security from 2012 to 2014.

Mr Joel Netshitenzhe: Executive director of the Mapungubwe Institute for Strategic Reflection. Former head of the Policy Coordination and Advisory Service in The Presidency and of the Government Communication and Information System. Former head of communications in former President Nelson Mandela's office.

Professor Ihron Rensburg: Vice-chancellor and principal of the University of Johannesburg, former deputy director-general of the national Department of Education, and co-chairperson of Education Dialogue South Africa.

Professor Vivienne Taylor: Head of the Department of Social Development at the University of Cape Town. Worked with the United Nations on the global Commission on Human Security. Principal author and researcher of South Africa's first two Human Development Reports sponsored by the United Nations Development Programme.

Professor Karl von Holdt: Professor and director of the Society Work and Development Institute

at the University of the Witwatersrand. Former editor of the South African Labour Bulletin, coordinator of COSATU's September Commission on the Future of the Unions and senior researcher at COSATU's policy institute, NALEDI.

Mr Jerry Vilakazi: Chairperson of Netcare Limited and founder of the Palama Group, an investment company with a diversified portfolio ranging from health care and manufacturing to mining. Serves on boards of a number of JSE-listed companies. Former chief executive officer of Business Unity South Africa and the Black Management Forum.







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