DEPARTMENT OF PLANNING, MONITORING AND EVALUATION

Presentation to the Portfolio Committee on Public Service and Administration, Planning, Monitoring and Evaluation

31 OCTOBER 2018
Purpose

- To provide an update on DPME’s efforts to strengthen and enhance:
  - Planning Coherence
  - Alignment of the Planning and Budget.
  - Sector Monitoring.
Background (1)

- The South African Planning Landscape has evolved significantly since the dawn of democracy in 1994.

- Notable achievements in the evolution of the national planning system include:
  - Setting a foundation for a new government planning system through key policies such as the White Paper: Transformation in the Public Services (1995) and the National Planning Framework (2001)
  - Focusing the government machinery towards results based planning through the Improving Government Performance: Our Approach (2009)
  - Institutionalising the Strategic Plans and Annual Performance Plans which are tabled in Legislatures (2010)
  - Development of a National Development Plan Vision 2030 (2012) for South Africa
  - Introducing legislation to deal with the legacy of Apartheid era planning through the Spatial Planning and Land Use Management Act (2013)

- The adoption of the National Development Plan (NDP) 2030 marked a shift in government planning, introducing a commitment to long-term development planning
The mandate of the national planning function derives from the Constitution of the Republic of South Africa (1996), with section 85(1) stating that “the executive authority of the Republic is vested in the President” and that the President exercises this authority together with Cabinet.

The President exercises the executive authority, together with other members of Cabinet by:

- 85(1)(c) coordinating the functions of state departments and administrations
Waves of Planning Reform: 1994 to 2018 (1)

- Since 1994, three waves of planning reform can be identified in South Africa:

  - **Wave 1 - Setting the Foundations of Planning: 1994 to 2000**
    - The Constitution of the Republic of South Africa allocated powers and responsibilities in relation to public administration as a key component of state to ensure that government systems are geared towards the realisation of the Bill of Rights.
    - The Public Service Act (PSA) (1994), the Public Finance Management Act (PFMA) (1999), the Municipal Systems Act (MSA) (2000) were introduced to direct organisational and financial planning, and associated processes at a national, provincial and local government level.

  - **Wave 2 - Driving Coordination and Intergovernmental Relations: 2001 to 2008**
    - During the second wave, in 2001, the Presidency was restructured and new innovations were introduced to drive coordination and intergovernmental relations.
    - The Policy Coordination and Advisory Services (PCAS) unit, the Cluster system in Cabinet and the Forum of South African Directors-General (FOSAD) were introduced.
    - In 2001, the National Planning Framework (NPF) was put in place with the first Medium Term Strategic Framework (MTSF) introduced for the 2004-2009 electoral period.
    - The National Spatial Development Perspective (NSDP) was also introduced in 2003 to identify national spatial investment priorities.
    - The Municipal Finance Management Act (MFMA) (2003), the Intergovernmental Relations Framework Act (IGRFA)(2005) and Guidelines for Provincial Growth & Development Strategies (2005) were introduced.
Waves of Planning Reform: 1994 to 2018 (2)

Wave 3 – Planning, Monitoring and Evaluation at the Centre of Government: 2009 to 2018

In 2009, Ministers for National Planning and for Performance Monitoring and Evaluation were introduced into the Presidency, followed by a consolidation of the two Ministries into the Department of Planning, Monitoring and Evaluation (DPME) in 2014.

New, additional planning and monitoring instruments, including a National Evaluation System and Operation Phakisa were introduced to improve planning, coordination and implementation.

The Medium Term Strategic Framework (MTSF) was developed as a five year implementation plan towards the achievement of the priorities of the NDP.

The aim was to, reflect department-specific NDP targets to enable direct links between the NDP, MTSF and departmental strategic plans and annual performance plans.
Waves of Planning Reform: 1994 to 2018 (3)

- Wave 3 – Planning, Monitoring and Evaluation at the Centre of Government: 2009 to 2018 (Cont.)
  - Spatial Planning and Land Use Management Act (SPLUMA) (2013) was adopted shortly after the introduction of the NDP.
  - SPLUMA introduces a new approach to spatial planning that can be linked with overall long-term planning.
  - Institutional medium and short term planning standardized approach is guided by the Framework for Strategic and Annual Performance Plans, which was issued by the National Treasury.
  - Promotes annual planning and accountability for performance and service delivery, and alignment between the planning, budgeting and reporting.
South Africa has established a system for the integrated development of plans in municipalities with primary emphasis on informing resource allocation and holding public institutions accountable to deliver on plans over the last 20 years.

Since the adoption of the NDP in 2012, the shift in focus of South Africa’s planning system has been on planning to realise developmental results by strengthening the existing planning system.

Much progress made in the past 20 years in developing the national planning system, there are areas of continued weakness where further development is required.

The weaknesses include (a) the societal reach and ethos of planning; (b) technical deficiencies; and (c) deficiencies in the planning capacity.

The NDP goals cannot be realised by government’s contributions alone.

The capacity for undertaking planning, and for the analysis and participatory processes that accompany planning, also requires attention.

Careful consideration needs to be given to the role of the centre of government and the support systems to strengthen planning towards the realisation of the development agenda.
A Developmental Approach to Planning

- The developmental approach adopted by the South African government conceptualises development planning as a means of achieving national development goals set out in the NDP.

- The government’s approach seeks to positively impact the life experience of South Africans and create a society that is productive, with citizens who feel safe, are well-educated and includes all the societal goals of the NDP.

- **The NDP and International Agendas for Development:**

  - International development agendas with their time-bound commitments are an important component of South Africa’s efforts to deal with the development challenges facing the country.

  - South Africa as a member of the United Nations (UN) and African Union (AU) has participated in the development of the UN Sustainable Development Goals 2030 and AU Agenda 2063 and other sectoral programmes.

  - These various development Agendas seek to address economic, social and environmental challenges that hamper the improvement of the lives of citizens and the global population generally.
LEVERS FOR IMPLEMENTING THE NDP 2030

**ECONOMIC TRANSFORMATION:**
Skills & PSET, Infrastructure (Eco & household), Regulation, Support (incentives)

**Corresponding NDP Chapters**
4. Decent employment through inclusive economic growth
5. Skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Comprehensive rural development and food security
10. Environmental assets and natural resources that are valued, protected, and continually enhanced

**SOCIAL TRANSFORMATION:**
Basic Education, Health, Human Settlements, Social Protection

**Corresponding NDP Chapters**
1. Quality basic education
2. A long and healthy life for all
8. Sustainable human settlements and improved quality of household life
13. Social Protection

**CAPABLE STATE:**
Efficient Public Sector, Active Citizens, Justice & Policing

**Corresponding NDP Chapters**
3. All people in South Africa are and feel safe
9. Responsive, accountable, system-effective, and efficient local government
11. Create a better South Africa, a better Africa and a better world
12. An efficient, effective and development-oriented public service
14. Nation building and social cohesion
FROM LONG TERM PLANNING TO DELIVERY

NDP 2030

Medium Term Strategic Framework / 5 Year NDP Implementation plan

Budget Priorities Framework

MTBPS

BUDGET /MTEF

CABINET/FOSAD CLUSTERS

ECONOMIC

SOCIAL

INTEGRATED JUSTICE

GOVERNANCE

INTERNATIONAL
The institutionalising of planning for development provides an approach to build on the planning system that has been developed since 1994.

Aims to move the planning towards a system that engages more effectively with the policy content of departmental plans, including the identification of priorities.

Providing space for participatory planning with non-governmental stakeholders.

Three spheres of government need to work collaboratively to ensure alignment of powers and functions, the planning processes and budget allocation processes.
Organising and Regulating Planning (1)

- **Legislative Reform**

  - **Integrated Planning Framework Bill**
    - Existing legislation on planning in government shows that the planning landscape is complex with fragmented powers and functions, as aligned to Constitutional provisions.
    - The Integrated Planning Framework Bill aims to address and remedy the disparities and fragmentation in systems of planning, monitoring and evaluation across Government,
    - To ensure a functionally more effective system to drive South Africa`s development agenda, in which all plans across all spheres are aligned to the NDP.

- **Towards the Implementation of Spatial Planning**
  - Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) is an important component of the drive to set the broad spatial agenda of the country.
  - SPLUMA provides for the system of spatial planning and land use management in the country, including the development of Spatial Frameworks by the three spheres of government.
Legislative Reform

Towards the Implementation of Spatial Planning (Cont.)

Approach to Work:

Work on the National Spatial Development Framework (NSDF) is done collaboratively between DRDRL and DPME.

Steering Committee chaired by DRDRL, with participation from DPME, NT and DCoG to scope work, prioritise work and determine approach to outsourcing, provide leadership to consultant teams appointed from time to time and related matters.

Technical Working Group with nominees from National Sector Departments, Provincial Departments responsible for spatial planning, SALGA, South African Cities Network (SACN) and the South African Council for Planners (SACPLAN).

NPC Working group providing leadership on content matters and linkage with the National Development Plan.

Consultations are in progress with government and non-government stakeholders.
Organising and Regulating Planning (3)

- Organising Government Planning
- *Planning Frameworks and Guidelines*
  - DPME will develop and issue Planning Frameworks and Guidelines to strengthen planning for the implementation of the NDP 2030.
  - The aim of solidifying coordinated and coherent planning processes across the three spheres of government.
  - These include the National Spatial Development Framework, as well as guidelines related to the development of the NDP Five Year Implementation Plan and guidelines for Integrated Planning.
  - A Framework for Short and Medium Term Planning is being introduced for further improvement of government planning system and processes, and to support the institutionalisation of planning for development in government.
Research, Analysis and Knowledge Hub

The creation of a Knowledge Hub as a repository for data and information necessary for evidence-based planning and decision making.

The country has lagged in availability of detailed (ward level) demographic data and administrative data on service delivery to assess, monitor supply and demand gaps and plan for development.

Data availability, data analysis (or research) and modelling also needs to be expanded to drive understanding and adjustment of plans.

DPME is to create a centre for data, research and analysis, working with state funded research institutions across the country, and the private sector.
Planning Support (2)

Planning Services

There is a need to professionalise the planning practice in government.

Consideration will be given to the role that DPME can play in providing technical support to provincial planning entities and local government.

This could include providing recommendations on draft documents, providing technical advice, providing training on planning methodologies and approaches,

Convening discussion forums to help resolve specific problems or facilitate the sharing of experiences and / or ideas.

The services offered by DPME could relate to the access to DPME’s information systems for use by stakeholders in government, and for in-house databases to be linked to various other information databases in the public and private sector.
Developing Plans (1)

- National Development Plan

Substantial progress has been made in establishing South Africa’s national development planning approach.

The appointment of the National Planning Commission (NPC), and the establishment of the function of planning, monitoring and evaluation at the centre of government provided a

Provide for comprehensive institutional framework for planning to drive the developmental agenda toward the goals of the NDP.

DPME will continue to support the National Planning Commission in current and future initiatives to advocate for the adoption of the NDP, and to conduct meaningful reviews and develop future iterations of the NDP.
Spatial Development Plans

Spatial planning is a key instrument for achieving the development objectives of South Africa.

In order for these objectives to be met, spatial planning and spatial transformation will become an integral part of long term planning by the government.

Spatial Planning will be implemented to ensure efficiency in the investment made by different sectors of the economy.

Development benefits from such an approach be realised if the investment decisions of different actors are coordinated.

Additionally, spatial planning creates environmental benefits through greater energy efficiency through densification and reductions in commuting distances.
NDP Five Year Implementation Plan

The NDP Five Year implementation plan is aimed at reinforcing a coherent vision and plan to achieve the long term priorities expressed in the NDP, and aligned with regional and international obligations, such as the Sustainable Development Goals (SDGs) and the African Union (AU) Agenda 2063 which the country has committed to.

It will provide a national strategic direction for the country’s development in the medium term period, considering the autonomy of the provincial and local governments to do their own planning.

The plan will allow for necessary prioritisation of a few key interventions and the sequencing of their implementation to enable effective and optimal resource allocation.

It will form the basis for developing five-year institutional plans that will guide the realisation of the NDP priorities over the remaining 10 years.
Budget Prioritisation Framework

In 2016, Cabinet identified the need to strengthen alignment of the national Budget with the developmental agenda set out in the NDP.

The Budget Prioritisation Framework was introduced as a new innovation to the budgeting process of the country.

The objective of the Budget Prioritisation Framework is to establish a strategic framework for decision making by the National Treasury on identified budget priorities that will advance the goals of the NDP.

The Framework will be used as a mechanism to ensure that resources are allocated to priorities as provided through the NDP Five Year Implementation Plan.
## BUDGET PRIORITISATION FRAMEWORK 2019

### Growing the Economy
- Policy/regulatory uncertainty in infrastructure: roads, ports, water, freight
- Strategic sector decisions: mining, telecoms & energy
- Spatial injustice & inefficiency

### Capabilities of citizens
- Skills training – access & quality
- Higher education funding
- Health & ECD access, quality and cost (NHI Systems)

### Building a Capable State
- Duplication, overlap, waste, systems
- Wage settlements
- Underutilised Defence peace time capabilities

### Remove Growth Inhibitors
(Policy & implementation interventions)
- Effectiveness of infrastructure delivery;
- 30% set-aside; localization; 30-day payment

### Efficiency, Savings & Transformation
- Direct job creation (incl youth and women)
- Infrastr. (incl water, energy, ecosystem, knowledge)
- Land reform, spatial justice

### Priority Spending
- HE & TVET throughput
- Systems improvements & modernisation

### Education: Early Childhood, Schools, Post-School and Skills
- Health, including National Health Insurance

### Modernising systems & accountability
- Integrated Crime Plan and territorial integrity

### Wasteful spending areas, redundant assets
- Duplication & systems
# Planning Alignment (1)

## Long Term Development Planning

<table>
<thead>
<tr>
<th>National Development Plan</th>
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<tr>
<td>South Africa’s plan towards achieving developmental aspirations by 2030</td>
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<tr>
<th>Spatial Plans</th>
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<tr>
<td>Drive South Africa’s broad spatial transformation agenda</td>
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## Medium Term Development Planning

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<thead>
<tr>
<th>NDP Five Year Implementation Plan</th>
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<tr>
<td>Critical 5-year building blocks towards the NDP</td>
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<td>Election manifesto directives</td>
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<td>Drives coordination of development effort</td>
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<td>Informs the Budget Prioritisation Framework</td>
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<th>Provincial and Local Government Development Plans</th>
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<tr>
<td>Contextualising development priorities to address provincial and local sphere development challenges</td>
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<th>Sector Plans</th>
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<tr>
<td>Improve sector policy and implementation coherence across spheres of government towards national development results</td>
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## Governance and Accountability Planning

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<tr>
<th>Strategic Plan (Nat. and Prov.)</th>
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<tr>
<td>Reflects the institutional programmes which contribute towards government’s medium term development priorities, and the realisation of the institutional mandates.</td>
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<tr>
<th>Integrated Development Plans (Local Gov.)</th>
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<td>Reflects the implementation of policies and programmes for a short term, and the resources that will be allocated to enable delivery.</td>
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<tr>
<th>Annual Performance Plan (Nat. and Prov.)</th>
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<tr>
<td>Reflects the annual operational activities required to implement the APPs / SDBPs, and other operational deliverables to enable the management of an institution’s progress towards the achievement of annual performance targets.</td>
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<thead>
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<th>Service Delivery and Budget Implementation Plan (Local Gov.)</th>
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<tr>
<td>Reflects an employee’s contribution towards the planned outputs and activities in the institutional planning documents.</td>
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Intergovernmental Planning Model

LONG TERM PLANNING
- Vision
- Development Agenda

NATIONAL DEVELOPMENT PLAN
- NATIONAL SPATIAL DEVELOPMENT FRAMEWORK
- NATIONAL SECTOR POLICIES AND PRIORITIES

PROVINCIAL POLICIES AND PRIORITIES
- PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK
- PROVINCIAL SECTORAL PLANS

METRO, DISTRICT AND MUNICIPAL LONG TERM DEVELOPMENT PLANS
- MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK
- MUNICIPAL SECTOR PLANS

MEDIUM TERM PLANNING
- Medium Term Priorities
- Political Imperatives

NDP FIVE YEAR IMPLEMENTATION PLAN
- NATIONAL DEPARTMENT / ENTITY STRATEGIC PLANS
- MEDIUM TERM EXPENDITURE FRAMEWORK

PROVINCIAL MEDIUM TERM PLANS
- PROVINCIAL DEPARTMENT / ENTITY STRATEGIC PLANS
- PROVINCIAL MEDIUM TERM EXPENDITURE FRAMEWORK

INTEGRATED DEVELOPMENT PLANNING (IDP)

SHORT TERM PLANNING
- Institutionalisation of Medium Term Priorities
- Service Delivery

BUDGET PRIORITISATION FRAMEWORK
- NATIONAL DEPARTMENT / ENTITY ANNUAL PERFORMANCE PLANS (APP)
- ANNUAL BUDGETS

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS (SDBIPs)
- ANNUAL BUDGETS

ANNUAL BUDGETS
A Governance and Accountability (GAP) approach to planning as one that uses the strategic and annual performance plans of government departments as mechanisms to institutionalise medium term development priorities.

These priorities will be reflected in the NDP Five Year Implementation Plan and would be applicable to the statutory mandate of departments.

Progress made towards the achievement of medium term priorities and reflected in Annual Performance Plans will be reported on a quarterly and annual basis.

As part of the GAP system, performance dialogues were introduced by DPME in 2015 to enhance performance management in departments towards the achievement of government’s medium and long term priorities.

Performance Dialogues also serve as an oversight mechanism to track progress towards the achievement of targets as stated in the monitoring framework of the NDP Five Year Implementation Plan.
The DPME has commenced a process to reform planning in government towards the institutionalisation of development with key actions below:

1. **Organising and Regulating Planning**
   - Finalisation of the Integrated National Planning Framework Bill.
   - Structuring the DPME to strengthen and balance the functions of planning, planning support and monitoring, and to give appropriate support to the National Planning Commission.
   - Finalise the transfer of the spatial planning function to the DPME.
   - Finalise the Framework for Short and Medium Term Planning.

2. **Supporting Planning**
   - The National Planning Commission has undertaken research and reviews in key areas of the NDP. It has also advised on the alignment of plans and budgets, and on monitoring implementation of the NDP.
   - Ongoing work of the Evidence, Evaluation and Knowledge Systems branch of the DPME to support evidence-based planning, to support the work of the NPC, and to design mechanisms to support data needs and the knowledge hub.
   - A national Planning, Monitoring and Evaluation (PME) Forum has been established for consultation with stakeholders on national planning.
Road Map: Institutionalisation of Planning for Development 2019 and Beyond (2)

(3) Developing Plans

- Work has commenced on the development of the NDP Five Year Implementation Plan to be completed by the first quarter of the 2019/20 financial year.
- A draft National Spatial Development Framework has been completed for consultation.
- A third Budget Prioritisation Framework was approved by Cabinet in June 2018 and work has commenced on a Budget Prioritisation Framework for Budget 2020 to be released in April 2019.
# Monitoring Roles of DPME

| M&E of National Priorities                  | Developing the MTSF/outcome plans (delivery agreements)  
| L E N  | Monitoring progress against the delivery agreements  
| L E N  | Evaluating to see how to improve programmes, policies, and plans  
| L E N  | Operation Phakisa – intensive planning, M&E, and problem-solving on priority programmes, building on the Malaysian experience  
| M & E | Assessing quality of management practices in individual departments (MPAT) at national/state level  
| L E N  | Assessing quality of management practices and delivery in local government (LGMIM)  
| Management Performan e | Monitoring of experience of citizens when obtaining services including citizen-based monitoring  
| M & E | Presidential Hotline – including tracking responses and follow-up  
| M & E | Taking government to the people through the Izimbizo programme  
| M & E of Frontline Service Delivery        | National M&E policy frameworks  
| M & E | M&E platforms across government – nationally, provincially  
| M & E | Structures of M&E units/capacity development  
| M & E System | Quarterly and Annual Reporting against Annual Performance Plans  
| M & E System | National Evaluation System  
| M & E System | Five-yearly and 20-yearly reviews of changes in the country  
| M & E System | Annual production of development indicators  
| Government- wide M&E System |  

Monitoring Systems of the DPME

NATIONALLY - PURPOSE
- Tracking the outcomes & impacts of government policy and programmes at population level
- Tracking satisfaction levels of the nation with government services
- Tracking management practices in the public sector
- Tracking the performance of State Owned Companies

DPME SYSTEMS
- Outcomes Monitoring (POA)
- Presidential Hotline
- Frontline Service Delivery
- Siyahlola Programme & Izimbizo
- MPAT; HoD Performance Assessments and 30-day payment of suppliers
- New SOC Monitoring Systems

PROVINCIALLY - PURPOSE
- Tracking the outcomes & impacts of government policy and programmes at population level
- Tracking satisfaction levels of the nation with government services
- Tracking management practices in the public sector
- Tracking progress towards Provincial APPs

DPME SYSTEMS
- Outcomes Monitoring – disaggregation of POA by Province
- Presidential Hotline & Frontline Service Delivery
- Siyahlola Programme & Izimbizo
- MPAT; HoD Assessments & 30-day payment of suppliers
- Quarterly Reporting System (QRS)

LOCAL GOV'T - PURPOSE
- Monitoring management practices at Local government level
- Tracking progress with the delivery of Special Projects

DPME SYSTEMS
- LGMM
- Siyahlola Programmes & Izimbizo

COALFACE - PURPOSE
- Tracking community experiences and satisfaction with service delivery
- Tracking progress with the delivery of Special Projects

DPME SYSTEMS
- Frontline Service Delivery (unannounced visits)
- Citizen-based Monitoring
- Siyahlola Programmes & Izimbizo

DPME also has M&E capacity building and support structures, which function at National and Subnational levels. A community practice (CoPs) in M&E has been established, which consists of Provincial and National M&E Forums. Through SAMEA, DPME also maintains linkages with international Communities of Practice.

However, DPME M&E systems work in silos. The integrated M&E system seeks to overcome this defect.
Cascade of DPME Monitoring Systems at Different Spheres of Government and Coalface of Service Delivery

**National Sphere**
- PURPOSE
  - Tracking the outcomes & impacts of government policy and programmes at population level
  - Tracking satisfaction levels of the nation with government services
  - Tracking management practices in the public sector
  - Tracking the performance of State Owned Companies

**Provincial Sphere**
- PURPOSE
  - Tracking the outcomes & impacts of government policy and programmes at population level
  - Tracking satisfaction levels of the nation with government services
  - Tracking management practices in the public sector
  - Tracking progress towards Provincial APPs

**Local Sphere**
- PURPOSE
  - Monitoring management practices at Local government Level
  - Tracking progress with the delivery of Special Projects
  - Programmes & Izimbizo

**Community Level (coalface of service delivery)**
- PURPOSE
  - Tracking community experiences and satisfaction with service delivery
  - Tracking progress with the delivery of Special Projects

**DPME SYSTEMS**
- Outcomes Monitoring (POA)
- Presidential Hotline
- Frontline Service Delivery
- Siyahlola Programme & Izimbizo
- MPAT; HoD Performance Assessments and 30-day payment of suppliers
- New SOC Monitoring Systems

**DPME SYSTEMS**
- Outcomes Monitoring – disaggregation of POA by Province
- Presidential Hotline & Frontline Service Delivery
- Siyahlola Programme & Izimbizo
- MPAT; HoD Assessments & 30-day payment of suppliers
- Quarterly Reporting System

**DPME SYSTEMS**
- Monitoring management practices at Local government Level
- Tracking progress with the delivery of Special Projects

**DPME SYSTEMS**
- Frontline Service Delivery (unannounced visits)
- Citizen-based Monitoring
- Siyahlola Programmes & Izimbizo
DPME Monitoring Systems: Successes

- Emerging self-reports of the monitoring systems suggest the following strengths:

  - DPME has a strong foundation of M&E systems functioning at all levels of government and across geographic spaces.
  - Monitoring culture is taking root or being institutionalised.
  - Local ownership of community-based monitoring approaches is emerging.
  - Monitoring has enhanced awareness of good governance practices.
  - Increased recognition or value of DPME’s innovative monitoring approaches.
  - Alignment of DPME’s monitoring tools with the requirements of other centre of government and sector departments.
  - Institutionalisation of socio-economic assessments of policies and legislation.
  - DPME’s interventionist and problem solving approaches such as the Operation Phakisa Programme and Presidential Special Projects are yielding results.
  - Performance dialogues with different government departments are taking place.
  - Continuous capacity building programme exist across levels of government.
DPME Monitoring Systems: Challenges

- Common challenges identified across the different DPME’S monitoring systems include:
  - Uneven development of monitoring systems between spheres of government.
  - Uneven development of capabilities for monitoring across government.
  - Lack of implementation of remedial action to redress poor performance.
  - Lack of consequence management.
  - Insufficient ownership of monitoring processes by the administrative leadership of government (DGs/HDs), which impacts on the ownership by political principals (Executive).
  - Inadequate culture of evidence-based policy making and programme development.

- DPME’s M&E systems have a national footprint – major strength - but these are functioning separately, without integration or communication, except on ad hoc basis.
Towards an Integrated Monitoring System

- Need exists for better integration of existing systems, and creation of a new integrated and comprehensive monitoring system.
- The whole is more than the sum total of its parts – Gestalt theory.
- Expectations from the Parliament, Executive, Government Departments and Community expectations of the DPME have evolved and expanded rapidly.
- DPME is now expected to cast its monitoring interventions beyond national government departments, to State Owned Companies and even to Non-Government Organisations.
- All existing DPME M&E systems should contribute in mutually reinforcing ways towards tracking progress on addressing the triple goals embodied in the NDP’s Vision 2030, as well as towards building and entrenching a culture of effective M&E within government – working with all government departments.
### Summary of the Presidential Hotline Performance Reports as of 30 September 2018

#### Summary of all Cases logged (1)

<table>
<thead>
<tr>
<th>Assigned to</th>
<th>No of Open Calls</th>
<th>No of Resolved Calls</th>
<th>Avg. Time to Resolve (Gov. bus. hours)</th>
<th>Total Calls</th>
<th>% Resolved September 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Departments and Agencies</td>
<td>3 780</td>
<td>84 096</td>
<td>1 031</td>
<td>87 876</td>
<td>95,70%</td>
</tr>
<tr>
<td>Presidency (Info and Enquiries)</td>
<td>548</td>
<td>105 105</td>
<td>45</td>
<td>105 653</td>
<td>99,48%</td>
</tr>
<tr>
<td>Provinces</td>
<td>3 216</td>
<td>67 192</td>
<td>2 883</td>
<td>70 408</td>
<td>95,43%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7 544</strong></td>
<td><strong>256 393</strong></td>
<td><strong>1 112</strong></td>
<td><strong>263 937</strong></td>
<td><strong>97,14%</strong></td>
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#### National Departments, Agencies and Provinces (2)

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<td><strong>Total</strong></td>
<td><strong>6 996</strong></td>
<td><strong>151 288</strong></td>
<td><strong>1 112</strong></td>
<td><strong>158 284</strong></td>
<td><strong>95,58%</strong></td>
</tr>
</tbody>
</table>
## PRESIDENTIAL HOTLINE CASE STUDY

### CASE INFORMATION

<table>
<thead>
<tr>
<th>Department / Province / Municipality</th>
<th>Author’s Name:</th>
<th>Date Created:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Justice and Constitutional Development</td>
<td>Lindo Mokoena</td>
<td>31 May 2018</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference Number:</th>
<th>Date Received:</th>
<th>Client’s Name &amp; Cell Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>INC000018042827</td>
<td>17 January 2017</td>
<td>Muzi Mlangeni 072 154 9170</td>
</tr>
</tbody>
</table>

### Main Issue

**Presidential pardon**

### Background of the complaint

Mr. Mlangeni applied for presidential pardon in 2011. He received a response acknowledging receipt of his application as well as contact details for follow-up. Mr. Mlangeni tried to use the contact details provided to follow-up on the application but his calls went unanswered and his e-mails were not responded to. He then contacted Presidential Hotline for assistance.

### Intervention method/solution

Upon receipt of the complaint it was established that Mr. Mlangeni was sent a correspondence in 2013 requesting for missing details in his application and when there was no response on his side the case was closed. Mr. Mlangeni was informed that due to the time lapse, he now qualifies to have his conviction expunged in terms of section 271 B of the Criminal Procedure Act. The relevant application form was e-mailed to him and he was informed that he also needs to attach a new clearance certificate to the said form and send it back. Mr. Mlangeni’s matter received prompt attention upon receipt of his application for expungement.

### Results achieved

Upon receipt of expungement letter Mr. Mlangeni expressed satisfaction with the way the Presidential Hotline handled his case.
<table>
<thead>
<tr>
<th>Department Province / Municipality</th>
<th>Author’s Name:</th>
<th>Date Created:</th>
</tr>
</thead>
<tbody>
<tr>
<td>EThekwini Municipality</td>
<td>Lindo Ndlovu</td>
<td>1 August 2017</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Reference Number:</th>
<th>Date Received :</th>
<th>Client’s Name &amp; Cell Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>INC0000018230750</td>
<td>04 May 2017</td>
<td>Steven Parker 072 4880057 / 011 230 5831</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Main issue/Summary</th>
<th>Identity document (ID) re-issue</th>
</tr>
</thead>
</table>

| Background of the complaint | Mr Parker lost his ID and went to the Dept. of Home Affairs during the month of February 2017 to apply, but to date there is no feedback. Complainant said it has been more than two months and he wanted office of the President to assist on the matter. |

| Intervention method/solution | Through the Department of Home Affairs it was established that although it’s alleged that 3 applications were sent from Scottsburg to the Head office, the application apparently never reached the head office. The application was therefore retrieved and re-sent to the head office on 12 May 2017 and the applicant was contacted to be informed accordingly. On receipt of the application on 16 May 2017 the application was captured, checked and processed to be ready on 24 May 2017. |

| Results achieved | Mr Parkers ID document was sent to the Scottsburg office and was ready for collection on the 5th June 2017. Mr. Parker was contacted and informed. When Presidential Hotline contacted Mr for the Customer Satisfaction Survey he said, “the Hotline was very, very good to me, I’m very happy with the service I received. I tell everyone that they must call the Hotline when there’s no help around”. |
## Case Study

### Main Issue/Summary

Electricity installation

### Background of the Complaint

Mr Gwebu is a resident of Moloto North Block H. His complaint is that there is no electricity in the area. He said they can't access electricity at Moloto North Block H. The issue was reported to the municipality but no intervention took place thereafter. Mr Gwebu requests intervention from the presidency.

### Intervention Method/Solution

Through Mpumalanga Province, the issue was followed-up.

### Results Achieved

Electricity was installed, and Mr Gwebu communicated satisfaction with the service he received through the Presidential Hotline.
Thank you