



THE PRESIDENCY

STRATEGIC PLAN

2025 - 2030



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA



G20

SOUTH AFRICA 2025

A **NATION** 
THAT **WORKS** FOR ALL





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ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
AfCFTA	African Continental Free Trade Area
AFRO BAROMETER	A pan-African research network conducting public attitude surveys
AGOA	African Growth and Opportunity Act
AIDS	Acquired Immunodeficiency Syndrome
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BER	Bureau for Economic Research
BRICS	“Brazil, Russia, India, China, and South Africa”
CCI	Consumer Confidence Index
CIP	Cluster Improvement Plan
CIS	Country Investment Strategy
CoEs	Centres of Excellence
CoG	Centres of Government
CoGTA	Department of Cooperative Governance and Traditional Affairs
COO	Chief Operations Officer
COVID-19	Novel Coronavirus Disease 2019
CPI	Consumer Price Index
DCoG	Department of Cooperative Governance
DDM	District Delivery Model
DGs	Directors-General
DIRCO	Department of International Relations and Cooperation
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DWYPD	Department of Women, Youth and Persons with Disabilities
EAF	Energy Availability Factor
EAP	Energy Action Plan
ERA	Energy Regulation Amendment Act
ERRP	Economic Reconstruction and Recovery Plan
Eskom	Electricity Supply Commission (electricity public utility)
FNB	First National Bank
BER	Bureau for Economic Research, University of Stellenbosch
FOSAD	Forum of South African Directors-General
FPL	Food Poverty Line
G20	Group of Twenty
G7	Group of Seven
GBV	Gender-Based Violence
GBVF	Gender-Based Violence and Femicide
GBV&FNSP/GBVF-NSP	Gender-Based Violence and Femicide National Strategic Plan
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
GFC	Global Financial Crisis
GFCF	Gross Fixed Capital Formation
GNU	Government of National Unity
HIV	Human Immunodeficiency Virus
HoD	Head of Department
HOG	Head of Government
HOPA	Head of Public Administration
HRD	Human Resource Development
HRDC	Human Resource Development Council
HSRC	Human Sciences Research Council

ICJ	International Court of Justice
ICT	Information and Communication Technology
ICVPS	Integrated Crime and Violence Prevention Strategy
IEC	Independent Electoral Commission
IGR Act	Intergovernmental Relations Framework Act
IIP	International Investment Position
IMCs	Inter-Ministerial Committees
IPID	Independent Police Investigative Directorate
IQI	Infrastructure Quality Index
JET	Just Energy Transformation
JET-IP	Just Energy Transition Framework Investment Plan
LBPL	Lower-Bound Poverty Line
LOGB	Leader of Government Business
MANCO	Management Committee
MEC	Members of Provincial Executive Council
MISTRA	Mapungubwe Institute for Strategic Reflection
MSP	Master Skills Plan
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Framework
NAC	Network Access Control
NACAC	National Anti-Corruption Advisory Council
NACS	National Anti-Corruption Strategy
NCCC	National Coronavirus Command Council
NDP	National Development Plan
NECOM	National Energy Crisis Committee
NGOs	Non-Governmental Organisations
NLCC	National Logistics Crisis Committee
NMOG	National Macro Organisation of Government
NPC	National Planning Commission
NSG	National School of Government
NSP GBVF	National Strategic Plan on Gender-Based Violence and Femicide
NYS	National Youth Service
ODP	Office of the Deputy President
OECD	Organisation for Economic Co-operation and Development
OHG	Office of the Head of Government
OPM	Office of Public Management
OSD	Occupation Specific Dispensation
OTPs	Offices of Premiers
OV	Operation Vulindlela
PCAS	Policy Coordination and Advisory Services
PCC	President's Coordinating Council
PCCC	Presidential Coordinating Commission on Climate Change
PEAC	Presidential Economic Advisory Council
PEPFAR	President's Emergency Plan for AIDS Relief
PERSAL	Personnel Salary System
PMO	Project Management Office
PRC	Presidential Review Commission
PRS	Policy and Research Services Branch
PSEC	Presidential State-owned Enterprises Council
PWD(s)	Persons With Disability/ies
QLFS	Quarterly Labour Force Survey
RDP	Reconstruction and Development Programme



RTR	Red Tape Reduction
SADC	Southern African Development Community
SANAC	South African National AIDS Council
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Service
SASSA	South African Social Security Agency
SEIAS	Socio-economic Impact Assessment System
SITA	State Information Technology Agency
SIU	Special Investigating Unit
SMMEs	Small, Medium and Micro Enterprise
SMS	Senior Management Service
SOEs	State-Owned Enterprise
SoI	Statement of Intent
SoNA	State of the Nation Address
SRD	Social Relief of Distress
SSA	State Security Agency
STATSSA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities, Threats
TB	Tuberculosis
UAE	United Arab Emirates
UBPL	Upper-Bound Poverty Line
UCLF	Unplanned Capability Loss Factor
UIF	Unemployment Insurance Fund
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VOCS	Victims of Crime Survey
WHO	World Health Organisation
WIP	Work in Progress

“

Despite the achievements of 30 years of democracy, and the work undertaken over the last five years to rebuild our economy and our society, millions of South Africans remain poor, unemployed and live in a highly unequal society.

For a decade and a half, our economy has barely grown.

The circumstances of the South African people today require that we act together as the Government of National Unity and all key role players in our country with great urgency, boldly and decisively.

The Government of National Unity has resolved to dedicate the next five years to actions that will advance three strategic priorities:

Firstly, to drive inclusive growth and job creation.

Secondly, to reduce poverty and tackle the high cost of living.

Thirdly, to build a capable, ethical and developmental state.

We have decided to place inclusive economic growth at the centre of the work of the Government of National Unity and at the top of the national agenda.

Our experience over the past 30 years has shown that when our economy grows, jobs are created. When our economy contracts there is no job creation and jobs are lost.

The Government of National Unity will pursue every action that contributes to sustainable, rapid economic growth and remove every obstacle that stands in the way of growth.

We are determined that growth must be inclusive. It must be transformational.

Inclusive growth must drive the redistribution of wealth and opportunity.

It must support the empowerment of black South Africans and women, and all those who in the past had been relegated to the fringes of the economy.

This is part of the constitutional imperative to redress the imbalances of the past and deal with the slow process of development.

”

President Cyril Ramaphosa
Opening of Parliament Address,
Cape Town, 18 July 2024.



INTRODUCTION BY THE MINISTER

Khumbudzo Ntshavheni

Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency

It is with a deep sense of purpose and commitment that we present the 2025 – 2030 Strategic Plan of The Presidency of the Republic of South Africa. This plan serves as a guiding framework for the work of the Presidency over the coming years, reflecting our collective vision for a capable, ethical, and developmental state that is responsive to the needs of all South Africans.

At a time of profound challenges and significant opportunities, this Strategic Plan reaffirms the Presidency's central role in coordinating and driving the implementation of government's priorities. It sets out clear goals and strategies to ensure that government works in a coherent, accountable, and people-centred manner. It is aligned with the broader vision of the National Development Plan (NDP) and is informed by the mandate entrusted to us by the citizens of our country.

The NDP adopted in 2012 envisioned a transformed nation by 2030, with key goals of eliminating poverty, reducing inequality, and fostering inclusive economic growth. The Census 2022 provided a glimpse into the progress the country has made toward achieving the goals set out in Vision 2030 of the NDP. Despite the many achievements towards Vision 2030, the economic challenges have created problems of unemployment and growing inequality that are structural in nature.

The year 2025 marks seventy (70) years since the adoption of the Freedom Charter, the seminal document in which our forebears articulated the vision of a free, equal, democratic and prosperous South Africa. It also marks the final stretch or five (5) years countdown towards the NDP 2030 milestone. In this regard, The Presidency will recalibrate its approach to ensure South Africa meets its NDP goals by driving this Agenda forward by ensuring that government departments work in concert to achieve the outstanding NDP targets.

The Presidency must lead by example. The Presidency is overhauling its role in overseeing the government and improving coordination both at policy and implementation levels between government departments, in addition to providing strategic leadership and direction to the government. Through effective oversight, strategic coordination, and ongoing engagement with all sectors of society, we aim to accelerate inclusive economic growth, strengthen democratic governance, and advance social justice.

We must foster a culture of evidence-based decision-making, and a relentless focus on delivery. Appreciating the impact made by and pace of implementing the structural reforms programme through Operation Vulindlela, The Presidency will institutionalise the Project Management Office (PMO) to provide an institutional arrangement that enables the President to direct performance interventions now and in the future without bureaucratic hindrances. In the meantime, the PMO will increase the pace of implementing Operation Vulindlela Phase Two (2) reforms as The Presidency continues to ensure government retains its focus on achieving the three strategic priorities of the 7th Administration.

In addition, The Presidency will commence the re-institutionalisation of the Policy Coordination and Advisory Service (PCAS) to improve policy coordination. The work of PCAS will go beyond the current work of the Policy and Research Service (PRS) of providing SEIAS Reports. The PCAS will provide both policy support and policy direction in terms of clarifying focus and ensuring consistency in policy application and implementation whilst also directing policy improvements across government.

In the meantime, the Forum of South Africa's Directors-General (FOSAD) must also re-focus its programme to improve its

support to the system of Cabinet. This will require FOSAD to ensure that it meaningfully contributes to the agenda and items of Cabinet and its Committees, and the Ministerial Clusters by ensuring items to be considered by Cabinet, its Committees and Clusters are processed by the relevant technical committees of FOSAD. Hence, the work of FOSAD must directly support the work of Cabinet Secretariat as led by the Director-General in The Presidency.

The overall aim of this Strategic Plan is to re-affirm The Presidency as the centre of government. As we implement this plan, we do so with the understanding that real transformation requires collaboration across all spheres of government, civil society, business, and communities. It also requires innovation, agility, and an unwavering commitment to the principles of the Constitution.



FOREWORD BY THE DIRECTOR-GENERAL

Baleni

Phindile Baleni (Ms)
Director-General and Secretary of the Cabinet

As we embark on the strategic journey outlined in The Presidency's Strategic Plan for 2025-2030, we are guided by the vision set forth in South Africa's National Development Plan (NDP). This plan calls for the eradication of poverty, the reduction of inequality, and the achievement of sustainable development by 2030. The Presidency's role, as a centre of government in this journey is paramount, and it is through our leadership, coordination, and oversight that we will ensure the successful implementation of government's priorities.

The 7th Administration is unlike previous administrations as it is a multi-party government, governed by a government of National Unity. This new dynamic requires enhanced coordination and consensus building among multiple political entities.

The coming five years are critical as we focus on the Medium-Term Development Plan (MTDP) for 2025-2030, which is aligned with the NDP's Vision 2030. Our strategic focus is shaped around the three key priorities articulated in the MTDP and underscored by President Cyril Ramaphosa during his 2025 State of the Nation Address: inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state. These priorities are not just words on paper, but the bedrock of our actions and decisions as we steer government programmes toward meaningful change for all South Africans.

In the face of these challenges, The Presidency remains committed to providing the leadership necessary to galvanise government and society. We will continue to serve as the strategic centre, ensuring that all sectors of society align their efforts toward the successful realisation of the NDP. Our responsibility is to ensure that national development is not only a goal, but also a lived reality for all South Africans. To achieve this, we must work collaboratively across all spheres of government, the private sector, civil society, and our global partners. This collaborative effort will drive faster economic growth, job creation, the improvement in

the provision of essential services, and the development of the capacity and capability of the state.

The Presidency also has transversal responsibilities, including managing transitions through the NMOG process, policy development, coordination, and excellent delivery of services to South Africans. Our work also involves driving strategic initiatives such as digital transformation, as well as establishing systems and processes that ensure the successful execution of government programmes. We are resolute in our commitment to strengthening the leadership capabilities of The Presidency. Our role as the centre of government is to set the tone, provide oversight, and ensure that we stay on track in our mission to transform South Africa into a prosperous and inclusive society. This means that, under the leadership of the President and Deputy President, we will continuously identify and address policy and institutional failures, orchestrating necessary corrections to stay on course toward the NDP's objectives.

Furthermore, we are committed to ensuring that South Africa's state institutions are professionalised, ethical, and developmental. We will take steps to enhance the evidence-based policymaking that is critical to driving the implementation of government programmes, while fostering strategic partnerships that will accelerate the realisation of the NDP's goals.

The Presidency will also lead efforts in building social cohesion and safer communities, mobilising society towards shared national interests. This will include building a capable, ethical, and developmental state that can effectively meet the aspirations of all South Africans.

Our strategic objectives over the next five years include:

- The establishment of HOPA (Head of Public Administration/ Service).
- Driving digital transformation across government.

- Strengthening government operations to ensure the government's ability to operationalise implementation of government programme and deliver these effectively.
- Promoting international relations with a focus of promoting the national interest, global political engagement, and trade and investment.
- Sharpening monitoring in key government spheres to drive transformation and accountability.
- Promoting integrity and fighting corruption.

In conclusion, as we work towards achieving the strategic goals of The Presidency for the 2025-2030 period, we remain steadfast in our resolve to lead and unite South Africa toward achieving the aspirations of the NDP. The path to transforming our nation will be challenging, but with focused leadership, strategic alignment, and collective action, we are confident that the vision of a prosperous, inclusive South Africa is within reach.

Together, we build the future.



OVERVIEW BY THE ACCOUNTING OFFICER

Mr Rory Gallocher
Chief Operations Officer

More jobs. Less poverty. A government that is more efficient and ethical. A better Africa and a better world.

This is the focus of The Presidency of the 7th Administration for the period 2025 to 2030.

During this time, The Presidency will lead government's efforts – in partnership with civil society – to unite the nation in ways that foster a cohesive society grounded in democratic values and human rights, and renders South Africa – in the words of President Cyril Ramaphosa - as a nation that works for all.

This period is critical to the attainment of the National Development Plan's Vision 2030, the United Nations' Sustainable Development Goals and subsidiary ambitions.

The Presidency will therefore mobilise government, the nation and partners globally in pursuit of the Government of National Unity's overarching priorities of:

- Driving inclusive growth and job creation;
- Reducing poverty and tackling the high cost of living, and
- Building a capable, ethical and developmental state.

In a democracy such as ours, founded on the will and trust of the people, a nation that works for all needs a Presidency that works for all.

This Strategic Plan sets out how The Presidency will organise itself as a department that will contribute, through its own reconfiguration and mission, to the government-wide drive of building a capable, ethical and developmental state.

Elsewhere in this submission we itemise the processes, structures and resources that will be invested in realising four key organisational outcomes for The Presidency that will enable us to service the strategic outcomes of the 7th Administration.

The four outcomes anticipated for The Presidency's organisational efficiency and effectiveness are:

1. Strengthened leadership and oversight of government through strategic agenda-setting, and directing government policy-making and implementation across all sectors
2. Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.
3. Effective leadership in the advancement of South Africa's national interests on the international stage. (This is of particular importance during 2025, as the year in which South Africa presides over the G20 and its thematic advancement of Solidarity. Equality. Sustainability in global society and global governance).
4. A modernised and digitally transformed Presidency that is positioned to effectively achieve its strategic outcomes.

This departmental reorientation will include our rank-agnostic investment in the people who work in all components of The Presidency and whose conduct, talent and pride take The Presidency into all corners of the country and the globe.

These initiatives will align The Presidency to the Organisation and Economic Cooperation and Development (OECD's) model of Centres of Government as the support structures serving the highest level of the executive branch of government.

The Centre of Government, as conceived by the OECD, helps the head of government and Ministers make good decisions by ensuring they receive strategic, evidence-based and coherent advice.

They also coordinate the various players in the policy process to resolve issues and to help ensure the quality and capability of the policy system.

Centres of Government, advises the OECD, act as the bridge between the political and administrative spheres of government, support strategic planning and priority setting, and modernise and transform management practices across the public administration.

We are confident that this perspective will enable The Presidency to integrate the efforts of all actors in our society – including the accountable administration – to improve economic and social conditions in the country.

Given South Africa's role and place in the world, our endeavours will also leverage bilateral, regional, continental and multilateral partnerships and platforms to unlock domestic opportunities and champion a just and equitable system of global governance.

This Strategic Plan sets out several matrices that reflect both the complexity of the many tasks at hand in the transformation of the country and the clarity of mission.

The detail narrated in this plan is there to demonstrate the depth of the conceptualisation of the role of The Presidency in the fourth decade of our democracy where we remain seized with eliminating the inequalities and disadvantage of our past, and, as part of this process, seizing opportunities presented by a rapidly changing world.

This plan is a broad canvas of coordination, intervention and oversight by a Presidency that will mobilise and energise all of government and all sectors of society in the national development effort.

This plan also illustrates the extent to which the success of the nation depends on the interplay between the legislative, executive and judicial arms of the state. This is essential especially in the context of large-scale, profound reforms that may originate in the administration, but is subject to parliamentary design and oversight, and potentially, judicial scrutiny.

While this plan documents the technocratic terms, conditions and strategic ambitions of our administrative statecraft, its true focus is – as a random sample -that of giving children the best start in life through early childhood development; opening the doors of employment to graduates; empowering young people with skills that are economically and socially relevant; supporting small-scale farmers in rural areas; keeping the lights on in the smallest home and the largest industrial complex; ending the terror men inflict on women; eliminating corruption in the public and private sectors; bringing more visitors to our country; increasing exports by South African producers, and contributing to equity, peace and justice in global society.

President Ramaphosa's vision of a nation will have the support of a Presidency that works for all.



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- 1) Was developed by the management team of The Presidency, under the guidance of the delegated Executive Authority, Phindile Baleni (Ms).
- 2) Takes into account all the relevant policies, legislation, and other mandates for which The Presidency is responsible.
- 3) Accurately reflects the impact and outcomes which The Presidency will endeavour to achieve over the 2025-30 period.

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Approved by:

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PART A: OUR MANDATE

1. OVERVIEW

The organisation's five-year strategy aligns closely with the Medium-Term Development Plan (MTDP), adopted on 26 February 2025. This strategy focuses on implementing the three priorities outlined in the MTDP. Simultaneously, it aims to accomplish four key organisational strategic outcomes by 2030, further cementing The Presidency's position as the center of government and enhancing this role in the 7th Administration.

This strategy outlines the measures for assessing outcomes at the conclusion of the 7th Administration, aiming to determine The Presidency's success in fulfilling its mandate.

The Strategy begins by reviewing The Presidency's constitutional mandate and detailing all legislation and policies that guide the execution of its mandate. This ensures that every element of its mandate is comprehensively addressed in the planned actions over the next five years, while also identifying areas for improvement in that execution.

An assessment of internal and external factors influencing The Presidency's operations was also carried out. This process highlighted key considerations and pinpointed areas requiring deeper attention, forming the foundation for crafting an effective and responsive strategy.

Central to this strategy is repositioning the Presidency as the center of government and strengthening this role —driving policy, ensuring coherent decision-making, coordinating government activities, setting priorities, ensuring integrated planning and maintaining oversight across the state machinery in the implementation of the MTDP 2024-2029. The Presidency will strengthen governance in the 7th Administration, through improved policy coherence, agenda-setting, strategic planning, and cross-departmental collaboration. Cabinet-level coordination mechanisms will be enhanced to improve policy implementation. Finally, the strategy highlights the planned efforts to building the necessary capacity and capability to strengthen the Heads of Public Administration (HOPA) function. It focuses on enhancing support for the executive decision-making system, improving policy coordination, and accelerating economic reforms essential for growth, governance improvement, and better service delivery outcomes.

2. MANDATE ANALYSIS

2.1 HOW THE MANDATE OF THE PRESIDENCY IS EXECUTED

Aligned with the OECD's definition of the "Centre of Government", The Presidency is responsible for executing several key functions, including:

- **Supporting Decision-Making:** The CoG ensures the Head of Government and Ministers receive timely, evidence-informed, coordinated, and coherent advice.
- **Policy Coordination:** It plays a key role in coordinating policies across government, ensuring a whole-of-government approach.
- **Integrated Strategic Planning:** The CoG supports strategic management and planning, translating political intent into line departments and ensuring policy implementation. The CoG therefore ensures integrated strategic planning and prioritisation to guide government policies and activities.
- **Dealing with Cross-cutting Issues:** The CoG addresses the cross-cutting policy issues that require inter-agency collaboration. It addresses complex, cross-cutting issues, driving collective action and impactful public outcomes.
- **Performance Management:** The CoG monitors and assesses the implementation of government programmes. Through its monitoring activities it aims to improve government performance, and communicate government messages within government and to the public.
- **Management relations with the Legislature/Parliament:** The CoG also manages relations with Parliament.
- **Bridging the Political-Administrative Interface:** The CoG acts as a bridge between the political and administrative spheres of government.
- **Guiding Public Administration:** The CoG guides good public administration practices, enhancing public sector performance and efficiency.
- **Supporting communication efforts** between the government and its citizens.
- **Crisis Management:** In times of crisis, the CoG plays a crucial role in managing and coordinating government operations.
- **Managing Country Risks:** including the identification, assessment and mitigation of risks that can impact the country's economic, political and social stability.
- **Leadership and Capacity:** The OECD recognises the importance of leadership and policy skills at the centre of government and suggests it could play a role in providing tailored capacity-building support and training

Resource allocation and accountability are strategically aligned with government priorities and supported by adequate funding and mandates, to translate policy objectives into concrete outcomes.

The Presidency therefore plays a crucial **coordination role** in ensuring policy coherence and coordination. Policy coherence entails producing clear, unified policies and plans for the country,



PART A: OUR MANDATE

while policy coordination involves aligning activities systematically across all governmental levels, departments, and entities for effective implementation.

This ensures that strategic priorities and policy decisions seamlessly permeate the public sector, preventing fragmentation and enabling a focused effort on shared goals.

In an evolving policy and governance environment, The Presidency is tasked with providing robust **leadership**, coordination, and oversight in alignment with a broader social compact.

To fulfil this mandate, The Presidency must possess institutional capabilities to coordinate, manage, and drive initiatives and intervene and resolve obstacles to the execution of key socio-economic interventions that directly impact the well-being of citizens.

2.2 CONSTITUTIONAL, LEGISLATIVE, POLICY AND INSTITUTIONAL MANDATE

Below are the applicable constitutional, legislative, policy and international mandates that inform and guide the work of The Presidency:

2.2.1 Constitutional Mandate

The Presidency's primary role is to support the President, Deputy President, Minister and Deputy Ministers in fulfilling their constitutional and statutory duties and responsibilities.

The core mandate of The Presidency is derived from the following sections of the Constitution.

Constitutional provisions include:

Section 83 of the Constitution states that the President:

- a) is the Head of State and head of the national executive;
- b) must uphold, defend and respect the Constitution as the supreme law of the Republic; and
- c) promotes the unity of the nation and that which will advance the Republic.

Section 84 of the Constitution outlines in more detail the powers and functions of the President:

- 1) The President has the powers entrusted by the Constitution and legislation, including those necessary to perform the functions of Head of State and head of the national executive.
- 2) The President is responsible for:
 - a) assenting to and signing Bills;
 - b) referring a Bill back to the National Assembly for reconsideration of the Bill's constitutionality;
 - c) referring a Bill to the Constitutional Court for a decision on the Bill's constitutionality;

- d) summoning the National Assembly, the National Council of Provinces or Parliament to an extraordinary sitting to conduct special business;
- e) making any appointments that the Constitution or legislation requires the President to make, other than as head of the national executive;
- f) appointing commissions of inquiry;
- g) calling a national referendum in terms of an Act of Parliament;
- h) receiving and recognising foreign diplomatic and consular representatives;
- i) appointing ambassadors, plenipotentiaries, and diplomatic and consular representatives;
- j) pardoning or reprieving offenders and remitting any fines, penalties or forfeitures; and
- k) conferring honours.

Section 85 of the Constitution sets out the responsibilities of the President as head of the national executive. It states that the executive authority of the Republic is vested in the President and that the President exercises this executive authority, together with the other members of the Cabinet, by:

- a) implementing national legislation except where the Constitution or an Act of Parliament provides otherwise;
- b) developing and implementing national policy;
- c) coordinating the functions of state departments and administrations;
- d) preparing and initiating legislation; and
- e) performing any other executive function provided for in the Constitution or in national legislation:
 - In accordance with Section 91 of the Constitution, the Cabinet consists of the President, as head of the Cabinet, a Deputy President and Ministers. The President appoints the Deputy President and Ministers, assigns their powers and functions, and may dismiss them.
 - The President must select the Deputy President and must appoint a member of the Cabinet to be the leader of government business in the National Assembly. (To date, the convention has been that the Deputy President is appointed as the leader of government business.) Furthermore, the Constitution directs that the Deputy President must assist the President in the execution of the functions of government.
 - Section 92 of the Constitution sets out the accountability and responsibilities of the Cabinet. It states that the Deputy President and Ministers are responsible for the powers and functions of the executive assigned to them by the President. Members of the Cabinet are accountable collectively and individually to Parliament for the exercise of their powers and the performance of their functions.
 - In terms of Section 93 of the Constitution, the President may appoint any number of Deputy Ministers who are also accountable to Parliament for the exercise of their powers and the performance of their functions.

PART A: OUR MANDATE

- There are other provisions in the Constitution that have implications for the functions of the President, and the capabilities required to support the President, such as Section 97 (Transfer of functions) and Section 100 (National supervision of provincial administration).
- Section 85 of the Constitution bestows the executive authority of the Republic on the President. The strategic stance of The Presidency aligns with these roles of the President and the National Executive under his leadership.
- Chapter 3, Section 41(1) sets out the relationship and principles underlying cooperation and assigns functions between the various spheres of government.

2.2.2 Legislative Mandate Defining The Specific Roles and Functions of The Presidency

2.2.2.1 The Independent Commission for the Remuneration of Public Office Bearers

The secretariat of the Independent Commission is located in The Presidency. The following legislation provides a framework for determining the salaries, benefits and allowances of public office bearers:

- Independent Commission for the Remuneration of Public Office Bearers Act, 1997 (Act 92 of 1997).
- The Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998, as amended).

2.2.2.2 The Executive Members' Ethics Act, 1998 (Act 82 of 1998), along with the Executive Ethics Code, outlines several key responsibilities for The Presidency

Publication of the Code of Ethics: The President is required to publish a code of ethics by proclamation in the Gazette, after consulting with Parliament.

Promotion of Ethical Standards: The code of ethics must prescribe standards and rules aimed at promoting open, democratic, and accountable government. This includes ensuring that Cabinet members, Deputy Ministers, and members of provincial Executive Councils (MECs) act in good faith and in the best interest of governance.

Prohibition of Conflicts of Interest: The code includes provisions to prevent conflicts of interest, such as prohibiting Cabinet members from undertaking other paid work, using their position for personal gain, or acting in ways that compromise the integrity of their office.

These measures are designed to ensure that the executive branch operates transparently and ethically, and enjoys public trust in government.

2.2.2.3 Legislation Administered By Others But With A Direct Bearing On The Work Of The Presidency

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) – the “IGR Act” - establishes a framework of intergovernmental relations to be followed by national government, provincial governments and local governments.

The Act also provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The “IGR Act” further seeks to promote cooperative governance as espoused in Chapter 3 of the Constitution of South Africa, and this legislation informed the formation of the Presidential Coordinating Council (PCC), the Cabinet Cluster System, the Forum of South African Directors-General (FOSAD) and the formation of Inter-Ministerial Committees (IMCs) that are aimed at enhancing coordination and integration across government.

2.2.3 Policy Mandates

The Presidency's policy mandate is aligned with international frameworks such as the United Nations Sustainable Development Goals (SDGs), the African Union's Agenda 2063, and the SADC Regional Indicative Strategic Development Plan (RISDP) 2020-2030. Additionally, the plan aligns with national objectives, including the National Development Plan (NDP) 2030 and the Medium-Term Development Plan (MTDP) goals.

INTERNATIONAL GOALS



United Nations Sustainable Development Goals

- SDG 1: No Poverty.
- SDG 2: Zero Hunger.
- SDG 3: Good Health and Well-being.
- SDG 4: Quality Education.
- SDG 5: Gender Equality.
- SDG 6: Clean Water and Sanitation.
- SDG 7: Affordable Clean Energy.
- SDG 8: Decent Work and Economic Growth.
- SDG 9: Industry Innovation and Infrastructure.
- SDG 10: Reduced Inequalities.
- SDG 11: Sustainable Cities and Communities.
- SDG 12: Responsible Consumption and Production.
- SDG 13: Climate Action.
- SDG 14: Life Below Water.
- SDG 15: Life on Land.
- SDG 16: Peace, Justice, and Strong Institutions.
- SDG 17: Partnerships for the Goals.



African Union Agenda 2063

- Goal 1: A Prosperous Africa.
- Goal 2: An Integrated Continent.
- Goal 3: An Africa of Good Governance.
- Goal 4: A Peaceful and Secure Africa.
- Goal 5: Africa with a Strong Cultural Identity.
- Goal 6: An Africa Whose Development is People-Driven.
- Goal 7: Africa as a Major Partner in Global Affairs.



PART A: OUR MANDATE



SADC Regional Indicative Strategic Development Plan 2020-2030

Goal 1: Peace, Security, and Good Governance.
Goal 2: Industrial Development and Market Integration.
Goal 3: Infrastructure Development in Support of Regional Integration.
Goal 4: Social and Human Capital Development.
Cross-Cutting Issues:
Goal 5: Addressing gender equality and youth empowerment.
Goal 6: Tackling environmental sustainability and climate change.
Goal 7: Implementing disaster risk management strategies.

The MTDP is therefore the 5-year plan for the 7th Administration of the Government.

2.2.4 Institutional Policies and Strategies over the five year planning period

2.2.4.1 Economic Reconstruction and Recovery Plan, 2020

The Presidency leads and coordinates the implementation of the Economic Reconstruction and Recovery Plan of 2020, which sets out South Africa's expected comeback from the profound, society-wide and economy-wide impacts of the COVID-19 coronavirus pandemic.

This recovery is significantly enabled by Presidential public employment and youth employment stimuli and initiatives, as well as the Operation Vulindlela programme of structural reforms to uplift economic growth and drive job creation.

The Presidency therefore plays an oversight and coordination role in our economic recovery through various initiatives and mechanisms that include:

- **Social Compact:** Collaboration between government, social partners, and economic actors to support economic growth and job creation.
- **Presidential Economic Advisory Council:** Experts provide research and guidance for economic growth.
- **Presidential Climate Change Commission (PCCC):** Promotes a low carbon, green economy and just transition.
- **Presidential State-Owned Enterprises Council (PSEC):** Oversees state-owned enterprise reforms for economic recovery.
- **Operation Vulindlela:** Joint initiative with National Treasury to implement structural reforms and unblock investment obstacles.
- **National Energy Crisis Committee (NECOM):** Implements the Energy Action Plan to end loadshedding and ensure energy security.
- **Presidential Employment Stimulus and Youth Employment Intervention:** Addresses high unemployment rates, especially among youth, through public investment.
- **Inter-Ministerial Committees (IMC) on Water and Sanitation and IMC Service delivery:** chaired by the Deputy President, which brings together key players within government to provide leadership and technical assistance to government efforts to resolve challenges to the reliable provision of basic services, particularly water and sanitation services.
- **The IMC on Land Reform** and Agriculture provides political oversight to the implementation of Cabinet decisions on land and agrarian reform and related anti-poverty interventions; and seeks to enhance institutional coordination to accelerate land reform.

NATIONAL GOALS



National Development Plan 2030

Outcome 1: Economic Growth and Employment
Outcome 2: Education, Training and Innovation
Outcome 3: Health Care for all
Outcome 4: Social Protection
Outcome 5: Building Safer Communities
Outcome 6: Infrastructure Development
Outcome 7: Environmental Sustainability
Outcome 8: Building a Capable and Developmental State
Outcome 9: Nation building and Social Cohesion



MTDP Goals (CABINET LEKGOTLA)

Strategic Priority 1: Drive inclusive growth and job creation.
Strategic Priority 2: Reduce poverty and tackle the high cost of living.
Strategic Priority 3: Build a capable, ethical and developmental state.

2.2.3.1 The National Development Plan, Vision 2030 (NDP)

The NDP sets out a common programme to eliminate poverty and reduces inequality and calls for strong leadership throughout society that works together to solve our problems.

It also calls for South Africans of all races and classes to be active in their own development, in strengthening democracy and in holding government accountable.

As the strategic centre of government and custodian of the NDP, The Presidency plays a critical leadership and supervision role in galvanising all energies and resources in the country towards the attainment of Vision 2030.

2.2.3.2 The Medium-Term Development Plan (MTDP) 2024-2029

Following the seventh General Election of 29 May 2024, the inaugural Cabinet Lekgotla of the newly installed Government of National Unity held on 13 and 14 July agreed on a Minimum Programme of Priorities (based on the multiparty Statement of Intent).

The Lekgotla approved that the Programme be translated into the Medium-Term Development Plan (MTDP) 2024-2029, which was approved on 26 February 2025, as a detailed roadmap.

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- **The Human Resource Development Council** has reviewed government's Human Resource Development Strategy to be skills-based, innovation-led, and entrepreneurially focused. The Human Resource Development Strategy is meant to serve as a key driver of the economic recovery plan. Further, the Human Resource Development Council oversees the implementation, and monitoring of social compacts to develop skills required for our economy.

2.2.4.2 Energy Action Plan (EAP), 2022

The responsibility for the Energy Action Plan will be transferred from The Presidency, where it was birthed, to the Department of Energy and Electricity.

In response to South Africa's energy crisis and the escalating levels of load-shedding - identified as one of the primary barriers to the nation's economic growth - President Ramaphosa unveiled, in 2020, a ground-breaking series of measures aimed at ending load-shedding and securing sustainable energy.

The President announced the establishment of the National Energy Crisis Committee (NECOM), which consists of representatives from all relevant government departments and Eskom.

As an exercise in continuity five years after the President's announcement, NECOM is headed by the Director-General in The Presidency and reports to an Inter-Ministerial Committee chaired by the President.

2.2.4.3 National Freight Logistics Roadmap

The Presidency is responsible for providing strategic oversight and coordination of the implementation of the National Freight Logistics Roadmap.

In this area, The Presidency engages with various stakeholders, including the private sector, provincial governments, and international partners to identify, and prioritise critical infrastructure projects that enhance the efficiency and capacity of the national freight logistics network, as well as monitor the progress of the roadmap's implementation.

2.2.4.4 Just Energy Transition (JET)

This JET Implementation Plan (JET-IP) was developed by the Presidential Climate Commission (PCC), chaired by the President, and was officially adopted in May 2022, with the aim of guiding the country's transition to a low-carbon economy.

2.2.4.5 The President's delegations to the Deputy President

The Deputy President has been delegated eight responsibilities by the President, namely:

1. Promoting social cohesion initiatives with a particular focus on traditional and Khoi-San leaders, as well as military veterans.
2. Leading the Human Resources Development Council (HRDC) and fostering collaboration between government and social partners to address the shortage of skills in critical sectors.
3. Leading the South African National AIDS Council (SANAC) and the country's integrated response to the challenges posed by HIV and AIDS.
4. Assisting the President in the roll-out of the District Development Model, through effective coordination across government spheres to improve municipal functioning.
5. Chairing the Governance, State Capacity, and Institutional Development, as well as the Justice, Crime Prevention and Security Cabinet committees.
6. Serving as the Leader of Government Business in the National Assembly in terms of Section 91(4) of the Constitution of the Republic of South Africa.
7. Leading government efforts to fast-track land reform and the coordination of government programmes to accelerate land reform and agricultural support; and
8. Serving as the Special Envoy on South Sudan and leading peace missions on the African continent as required.

2.2.4.6 South Africa's HIV/AIDS strategy

The Presidency plays a crucial role in South Africa's HIV/AIDS strategy, focusing on providing leadership and coordination of efforts across various government departments and stakeholders to ensure a unified and effective response to the HIV/AIDS epidemic.

2.2.4.7 Restitution of Land Rights Act (1994), Provision of Land and Assistance Act (1993), Spatial Planning and Land Use Management Act (2013)

The Presidency plays an oversight and coordination, ensuring that the Commission on Restitution of Land Rights and role the Land Claims Court function effectively to process and resolve land claims. The Presidency also provides strategic direction and policy guidance to ensure that the restitution process aligns with national goals of equity and justice.

The Presidency, through the Inter-Ministerial Committee chaired by the Deputy President coordinates efforts between various Ministries and agencies to ensure the effective implementation of land reform initiatives.



PART A: OUR MANDATE

2.2.4.8 Human Resource Development (HRD) Strategy and the Master Skills Plan

The Presidency provides overall strategic direction and leadership for the HRD Strategy and Master Skills Plan, ensuring alignment with national development goals.

The HRD Strategy and the Master Skills Plan have several key priorities, including:

- **Addressing skills imbalances:** The strategy and plan seek to address the mismatch between the supply and demand of skills in the labour market.
- **Meeting socio-economic needs:** The Master Skills Plan seeks to ensure that South Africa has the necessary human resources to meet its socio-economic needs.
- **Promoting lifelong learning:** The Human Resources Development strategy promotes a culture of lifelong learning and advances equal access to training, education and development.
- **Improving work performance:** The HRD Strategy aims to improve work performance and service delivery by training and reskilling employees.
- **Eradicating unemployment, poverty, and inequality:** The HRD Strategy recognises that education and skills are key to eradicating these challenges.

The Presidency also coordinates efforts across various government departments and agencies to implement the HRD Strategy and Master Skills Plan effectively, through the Human Resource Development Council (HRDC).

2.2.4.9 Military Veterans Act 18 of 2011

The Presidential Task Team on Military Veterans, appointed by the President in July 2021, is led by the Deputy President, and is responsible for addressing and resolving issues concerning the benefits, support, reCoGnition and status of military veterans. The Political Task Team on Military Veterans has begun reviewing certain provisions in the Military Veterans Act 18 of 2011 that hinder the establishment of the necessary legal framework for the required reforms.

2.2.4.10 National Strategic Plan on Gender-Based Violence and Femicide (NSP GBVF)

In the fight against gender-based violence, The Presidency is responsible for institutionalising the National Strategic Plan on Gender-Based Violence and Femicide (NSP GBVF) across all government departments and agencies, working with the Department of Women, Youth and Persons with Disabilities. This ensures a coordinated and comprehensive approach to tackling this social scourge.

The President has signed several laws aimed at strengthening the fight against GBV, including amendments to the Criminal

Law (Sexual Offences and Related Matters) Amendment Act, the Domestic Violence Amendment Act, and the Criminal and Related Matters Amendment Act.

The Presidency also facilitated the establishment of the National Council on Gender-Based Violence and Femicide, which provides strategic leadership and oversight in the fight against GBV.

2.2.4.11 The District Development model (DDM)

President Cyril Ramaphosa announced the District Development Model (DDM) in 2019 to improve coherence in planning and implementing service delivery. The DDM aims to enhance the effectiveness of government services and address issues such as poverty, unemployment and inequality.

The DDM involves collaboration among all three spheres of government, including state-owned entities, to plan, budget, and implement projects and programs. It focuses on 44 districts and eight metros across the country as designated development areas.

Implementation of the DDM is achieved through two key processes: spatialisation and reprioritisation. Spatialisation translates development priorities into specific geographic locations, while reprioritisation involves reviewing and adjusting plans and budgets as necessary.

The DDM seeks to enhance performance and accountability for service delivery and development outcomes. Additionally, it aims to ensure that municipalities' activities are effectively managed and monitored.

By rolling out the District Development Model, government intends to improve service delivery at municipalities nationwide. This approach allows all levels of government, from local municipalities to national government, to work together more effectively and in a coordinated manner. Consequently, it will enable municipalities to better plan, budget, and implement their projects and programs while ensuring that their work remains on track through diligent management and oversight.

2.2.4.12 National Anti-Corruption Strategy (NACS)

The President plays a significant role in South Africa's anti-corruption efforts and has, as one initiative, appointed the National Anti-Corruption Advisory Council (NACAC).

The Council comprises representatives from civil society, business and academia who advise the President on effective implementation of the national anti-corruption strategy.

This council is a key component of the country's broader National Anti-Corruption Strategy (NACS), which has six pillars aimed at combating corruption through a comprehensive and multi-faceted approach.

PART A: OUR MANDATE

2.2.4.13 National Framework Towards Professionalisation of the Public Sector

The Cabinet-approved National Framework Towards Professionalisation of the Public Sector outlines the responsibilities of the Director-General in The Presidency, who is designated as the Head of Public Administration (HOPA) at the national level, while in provinces, this role is assigned to the Directors-General in the Office of the Premier.

The national Head assists the President in managing the career incidents of Heads of Departments (HoDs) and serves as a mediator in stabilising the political-administrative interface.

2.2.4.14 Framework to Strengthen the Management and Monitoring of Government's Legislative Programme

The Presidency has developed a framework to strengthen the management and monitoring of government's Legislative Programme, as well as for the fulfilment of parliamentary responsibilities by members of the Executive. The framework guides the Legislative Programme process and supports the submission and selection process for bills to be included in the Legislative Programme.

2.3 RESPONSE TO THE OPENING OF PARLIAMENT ADDRESS ON JULY 18, 2024

On July 18, 2024, the President delivered the Opening of Parliament Address, marking the beginning of the new parliamentary cycle. In his address he emphasised the following key additional responsibilities for The Presidency:

1. Developing an Integrated and Comprehensive Poverty Alleviation Strategy: This strategy aims to provide effective protection and support to the most vulnerable members of society.
2. Establishing the Presidential eThekweni Working Group: Chaired by the Director-General in The Presidency, this group will adopt an intergovernmental collaborative approach to tackle local government challenges. It will involve active participation from all levels of government, the private sector, state-owned enterprises, organised labour, and civil society.

2.4 RELEVANT COURT RULINGS

During the development of this Strategic Plan for 2025-2030, no court rulings were identified that had a significant, ongoing impact on The Presidency's operations or service delivery obligations.



PART B: OUR STRATEGIC FOCUS

1. OVERVIEW OF OUR STRATEGIC FOCUS

OUR MANDATE

1. To support the President and Deputy President in fulfilling their constitutional obligations and responsibilities, and to lead and galvanise the whole of government and society around the strategic agenda.
2. To serve as a centre for strategic coordination in implementing the country's national development plan, so as to ensure that all energies and efforts of all sectors of the society are properly aligned.
3. To identify policy and institutional failures and orchestrate necessary measures to course correct.
4. To oversee and manage the political and executive interface.

OUR VISION

1. **National unity:** A united, collaborative and caring nation working together to overcome the divisions and inequalities of our past through personal empowerment and national development.
2. **Prosperity for all:** From cradle to grave, all South Africans have access to educational and economic opportunities as well as social support that enable individuals to fulfil their potential, advances collective growth and ends inter-generational poverty.
3. **A State that cares and works:** An efficient, capable and ethical administration that enjoys the trust and partnership of all sectors of society as we pursue the achievement of Vision 2030 national development goals and the 2030 United Nations Sustainable Development Goals.

OUR MISSION

The mission of the Presidency is to support the President and Deputy President to lead and galvanise the whole of government and society around the strategic agenda, as well as serve as the strategic centre of government, leading and coordinating efforts towards:

1. **Inclusive economic growth and job creation:** Through focusing the Cabinet agenda on the three apex priorities of the Administration, create the conditions for greater levels of fixed investment, industrialisation, infrastructure development and export growth that will accelerate and sustain job creation.
2. **Poverty reduction:** Drive the retention of the social wage and basic services to support the most vulnerable South Africans while expanding access to education, skill-building initiatives and public employment programmes that will draw millions of young South Africans into productive and affirming economic activity and social delivery.
3. **Building and sustaining a capable and ethical state:** Leverage the Governance, State Capacity and Institutional Development Cluster to secure higher levels of success, integrity, innovation and consequence management across the public sector and eliminate corruption, inefficiency and apathy to the lived experiences of citizens.
4. **Mutually beneficial International Relations and Cooperation:** Leverage South Africa's position in regional, continental and international diplomacy in support of national interest and continental development objectives and maintain South Africa's moral authority, political leadership and our strategic integration into the global economy.

OUR VALUES

Dedication	Accountability	Innovation
Discipline	Diligence	Responsiveness
Ethical Leadership/Integrity	Service Excellence	Professionalism

OUR IMPACT

Enhanced policy coherence to enable a more equal and cohesive society and inclusive economy in which an efficient, ethical public sector works alongside social partners and communities, and social support and safety is secured for all South Africans through strategic leadership, intergovernmental coordination and oversight of government programmes.

OUR STRATEGIC OUTCOMES

1. Strengthened leadership and oversight of government through strategic agenda-setting and directing government policy-making and implementation across all sectors.
2. Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.
3. Effective leadership in the advancement of South Africa's national interests on the international stage.
4. A modernised and digitally transformed Presidency that is positioned to effectively achieve its strategic outcomes.

PART B: OUR STRATEGIC FOCUS

2. SITUATIONAL ANALYSIS

The Presidency's outlook for the five years ahead is shaped by a myriad of realities which, taken together, demand a detailed understanding of where the country is currently and the distance to be covered in the current political term.

2.1 EXTERNAL ENVIRONMENT ANALYSIS

2.1.1 A five-year reflection of the 6th Administration: Leave No One Behind

Over the past five years of the 6th Administration, South Africa embarked on a journey of resilience and transformation, navigating the challenges posed by a global pandemic, extreme weather disasters, and an energy crisis, while tackling critical issues of state capture and corruption.

The narrative of the 6th Administration was that of recovery - mitigating the socio-economic impacts of successive and concurrent crises while striving to rebuild trust, restore hope, and chart a course towards a more inclusive and equitable future.

2.1.2. South Africa's macro-economic context

The journey, led by The Presidency, began in the 6th Administration, with a bold Economic Reconstruction and Recovery Plan (ERRP), which was officially adopted in October 2020, as a response to the economic challenges exacerbated by the COVID-19 pandemic and aimed at fostering sustainable growth and recovery. This also laid the groundwork for a more resilient and inclusive economy, going forward.

The Economic Reconstruction and Recovery Plan focussed on several key elements to stimulate growth and address structural challenges in our economy, including:

1. **Massive infrastructure rollout** to drive economic activity.
2. **Energy security** through a new paradigm for energy production and distribution.
3. **Employment stimulus** to create jobs and support livelihoods.
4. **Localisation, industrialisation, and export promotion** to boost domestic production.
5. **Fast-tracking reforms** for a competitive and inclusive economy.
6. **Strengthening agriculture and food security** to ensure sustainability.
7. **Gender equality and economic inclusion** of women and youth.
8. **Supportive macroeconomic framework** to stabilise the economy.

The initial work of the 6th Administration centred on extraordinary measures primarily to rebuild and stimulate economic growth, as a response to the effects of the global pandemic. In

subsequent years, particularly in 2024, South Africa's real GDP grew by 0.6%, falling short of the projected target for 2024 of 2% (StatsSA, 2025).

This growth was slightly lower than the 0.7% growth rate in 2023 (StatsSA, 2025). While the economy avoided contraction, the growth rate was the slowest since 2020. Key drivers of growth included increased activity in sectors such as finance, real estate, and business services (up by 1.1%, contributing 0.3% points) (StatsSA, 2025).

However, several sectors experienced sharp contractions, contributing to sluggish GDP growth.

Manufacturing declined due to weaker production levels in metals, machinery, and automotive divisions.

The transport, storage, and communications sector recorded a fourth consecutive quarter of decline, driven by reductions in land transport and transport support services.

The mining sector faced weakened production levels for key commodities such as manganese ore, iron ore, gold, and copper.

The construction industry also faced significant challenges, shedding jobs and experiencing reduced activity.

Logistical inefficiencies in rail and port operations further dampened growth prospects. These contractions highlight ongoing structural challenges in the economy.

South Africa's grey-listing by the Financial Action Task Force (FATF) led to increased borrowing costs and financial pressures. However, the country has made significant progress in addressing some of the challenges that led to its grey-listing.

South Africa's debt service costs remain a significant concern. For the 2024/25 financial year, the country is expected to spend over R1 billion daily on debt servicing, amounting to R382.2 billion annually. This makes debt servicing the third largest expenditure item in the national budget, following education and healthcare. The costs are projected to grow by 7.3% annually until 2027, potentially becoming the second-largest expenditure item (National Treasury, 2024).

The rising debt burden is exacerbated by factors such as load-shedding, logistics constraints, and the inclusion of debt from state-owned enterprises.

Globally, the economy is projected to grow by 3.3% in 2025, according to recent forecasts. Persistent inflation, tighter financial conditions, and geopolitical tensions are expected to weigh on the country's growth prospects (IMF, 2025).

For South Africa, the outlook therefore remains cautious.



PART B: OUR STRATEGIC FOCUS

Growth is forecast to range between 1.3% and 1.8% in 2025, contingent on the implementation of structural reforms and improvements in energy stability (IMF, 2025).

Reduced load-shedding and targeted sectoral interventions could provide relief, but global economic and geopolitical turbulence are troubling realities.

Heightened tensions, particularly in the Middle East and Ukraine as well as some resistance to South African policy positions on international law, multi-polarism, and neutrality are among the headwinds at play.

Given the scale of South Africa's integration into the world economy, global trade disruptions, increased cost of finance and production and supply chain challenges can negatively impact South Africa.

The National Development Plan has set the target of achieving 5.4% average annual GDP growth and reducing unemployment from a level of 24.9% in 2012 to 6% by 2030 (NPC, 2012). The NDP also emphasises the importance of structural reforms and investment-driven growth as essential to national development.

2.1.3 Presidential investment drive

In the course of five investment conferences, South Africa's Presidential investment drive, initiated by President Cyril Ramaphosa in 2018, aimed to attract significant investments to boost the country's economy. Over the past five years, the drive has successfully mobilised over R1.5 trillion in pledges, surpassing its initial target of R1.2 trillion (SAIC, 2025).

Following this success, President Cyril Ramaphosa set yet another ambitious goal of securing a further R2 trillion in investments by 2028 (SAIC, 2025). This initiative seeks to revitalise South Africa's economy, tackle pressing issues like the electricity crisis and drive growth in key areas such as renewable energy and infrastructure development.

2.1.4 Operation Vulindlela

Since 2020, The Presidency has dedicated considerable effort toward transforming South Africa's economic landscape by implementing Operation Vulindlela (OV), a joint initiative between National Treasury and The Presidency, aimed at accelerating economic reforms and address structural economic constraints, removing barriers to growth, and fostering inclusive economic development.

OV has had many significant achievements since inception including:

- Regulatory changes implemented to enable private investment in electricity generation and create a competitive energy market- thus transforming the electricity sector to achieve energy security.
- The spectrum auction concluded after a 10-year delay, enabling substantial new investment in telecommunications.
- A comprehensive review of the work visa system finalised, with recommendations to overhaul the work visa system and attract skills and investment into the country.
- Over 1 million participants supported through the Presidential Employment Stimulus, with innovative models developed through the Social Employment Fund, Basic Education Employment Initiative and other programmes.

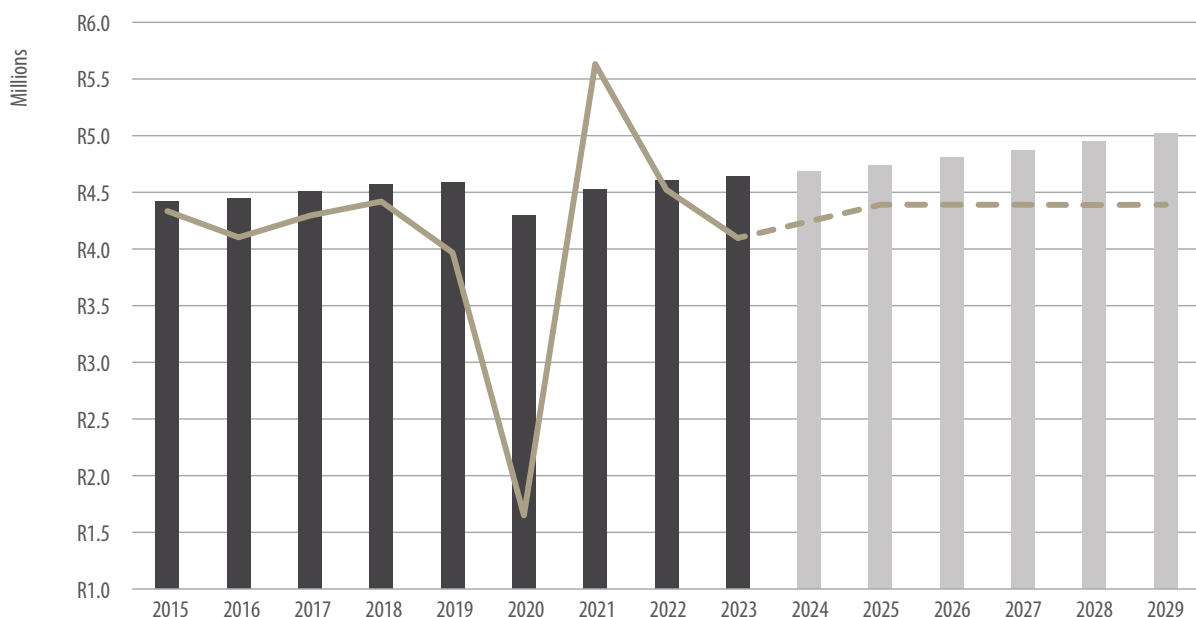


Figure 1: SA Real GDP and Forecasted GDP (Stats SA, 2024)

PART B: OUR STRATEGIC FOCUS

- National Pathway Management Network established with over 4 million young people registered on SA Youth by the end of June 2023 (The Presidency, 2023).
- Legislative reforms to create a transport economic regulator, reforms in the energy sector, and establish a national water resources infrastructure agency.
- Social Relief of Distress (SRD) grant implemented and extended, reaching over 11 million unemployed adults at peak and lifting 3 million out of poverty.
- More than 5 million workers supported by TERS during the COVID-19 pandemic, preventing further job losses (Minister of Employment and Labour, 2022).
- Comprehensive Just Energy Transition Investment Plan (JET-IP) developed to guide the just energy transition, with over \$10 billion mobilised through JET-IP and other partners (JET Project Management Unit, 2024).
- Investments in water infrastructure to ensure water security.
- Created a world-class logistics system to support export growth.

Under the 7th Administration, Phase 2 of Operation Vulindlela will focus on new reform areas including:

- The creation of dynamic and integrated cities to enable economic activity.
- Harnessing digital public infrastructure as a driver of growth and inclusion.
- Strengthening local government and improving the delivery of basic services. eThekweni and Johannesburg are currently the focus of presidential task teams aimed at addressing their challenges and revitalising these key cities.

For eThekweni, the Presidential Working Group was established to tackle issues like service delivery, infrastructure maintenance, water supply, and economic development. This initiative followed significant challenges, including the 2022 floods and declining tourism. The task team collaborates with various stakeholders to restore the city's former glory and boost its investment appeal.

In Johannesburg, the Presidential Johannesburg Working Group was launched in the final quarter of the 2024/25 financial year to address financial instability, deteriorating infrastructure, and service delivery issues. The focus includes rejuvenating the inner city, stabilising finances, and promoting economic growth. This initiative is modelled after the eThekweni task team and emphasises collaboration across government levels and with private stakeholders.

2.1.5 National Logistics Crisis Committee (NLCC)

The declining performance of South Africa's rail network has contributed to increased reliance on road freight. The increase of heavy goods vehicles constituting high volumes of traffic on the N3 highway weren't directly verified in the sources, have become general trend of increased road freight due to rail inefficiencies.

South Africa's ports were ranked among the lowest performing ports globally in the 2023 Container Port Performance Index (CPPI). The Cape Town container terminal ranked last out of 405 ports assessed (World Bank, 2024).

Inefficiencies in logistics systems, including ports and rail, negatively impact import and export activities, which are crucial to South Africa's economy, which are imperative to SA's global competitiveness.

The National Logistics Crisis Committee (NLCC) was established and its role is overseeing the implementing the Freight Logistics Roadmap to address logistics challenges. The Roadmap was adopted in December 2023, and the NLCC aims to improve supply chain efficiency.

2.1.6 Climate change

Climate change has exacerbated structural weaknesses and impacted sectors such as Agriculture, employing over 800 000 people, which are threatened by shifting rainfall patterns, while water-intensive industries face operational risks.

Simultaneously, global de-carbonisation demands threaten South Africa's coal-dependent economy. Coal mining and power generation directly employ ~120 000 workers, with indirect jobs in linked communities. A rapid, unmanaged phase-out risks destabilising regions like Mpumalanga, where coal dominates livelihoods.

2.1.7 The Just Energy Transition (JET)

The JET framework, anchored by the \$8.5 billion Just Energy Transition Partnership (JETP) with the EU, US, UK, and others, aims to reconcile climate action with economic equity. Key pillars include:

Solar and wind projects could create 25 000+ jobs by 2030, per government estimates, in installation, maintenance, and manufacturing. At the same time, there is opportunity for green industrialisation through green hydrogen (leveraging abundant solar/wind), electric vehicle production, and critical mineral processing (e.g., platinum for hydrogen fuel cells). Retraining programmes for coal workers in renewables, rehabilitation of mines, and diversifying local economies through agriculture or tourism will be intensified.

Coal plant closures could displace 30 000 to 50 000 workers by 2030 (International Energy Agency, 2024). Without robust social safeguards, this could deepen poverty and trigger social unrest.

Renewable energy and green industries may offset losses, but skills mismatches pose hurdles. Youth unemployment (60.7% among 15–24-year-olds (StatsSA, 2025)) could be addressed via targeted



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training in solar tech, grid management, and green construction. South Africa's path to a resilient, low-carbon economy is fraught with complexity but rich with opportunity. A just transition requires urgent, inclusive action to align climate imperatives with job creation.

Success demands collaboration across government, civil society, and global partners, ensuring no worker or community is left behind in the shift toward a sustainable future. The stakes are high: failure risks economic decline, while success could position South Africa as a green industrial leader in Africa.

2.1.8 Energy security

South Africa's energy crisis has been an ongoing challenge, primarily driven by issues with Eskom, the state-owned power utility plagued by challenges that stem from a combination of technical, financial, and systemic issues from ageing infrastructure, corruption and fraud: especially the theft of resources like coal and diesel, and fraudulent contracts have significantly undermined operations. Poor planning and execution of maintenance programmes have led to unplanned outages and inefficiencies.

High levels of debt and funding shortages have limited Eskom's ability to invest in new infrastructure and maintain existing facilities; as well as insufficient generation capacity leading to the utility not being able to meet demands, especially during peak periods. The crisis has led to frequent load-shedding (rolling blackouts), which disrupt daily life and economic activities.

South Africa's Energy Action Plan was announced in July 2022, as an emergency response and a comprehensive strategy to address the country's energy crisis and end load-shedding.

The Energy Action Plan, therefore aims to:

- Fix Eskom and improve the availability of existing supply.
- Enable private investment in new generation capacity.
- Accelerate procurement of new capacity from renewables, gas, and battery storage.
- Unleash investment in rooftop solar photovoltaic for businesses and households.
- Transform the electricity sector to achieve energy security.

The plan is overseen by the National Energy Crisis Committee (NECOM), which coordinates efforts across government, Eskom, and private stakeholders.

The achievement of over 275 days without load-shedding in 2024 was a positive development, suggesting that implemented measures are yielding results (Eskom, 2024). A key contributor was Eskom's Generation Recovery Plan, which prioritised efficiency maximisation and coal fleet performance improvements.

2.1.9 Unemployment rate

South Africa's unemployment rate has fluctuated significantly between 2020 and 2025 due to the pandemic and economic challenges.

As of 2025, employment levels have not fully rebounded to pre-pandemic figures. The unemployment rate remains high, with recent data showing it at 31.9% in the fourth quarter of 2024 (StatsSA, 2025).

This marked a slight decrease from the previous quarter, which had an unemployment rate of 32.1%. The expanded definition of unemployment, including discouraged work-seekers, remained unchanged at 41.9%.

The youth unemployment rate, which measures job-seekers aged 15 to 24, also saw a slight improvement, dropping to 59.6%. While there has been some improvement in employment growth, it is gradual and still below pre-pandemic levels (StatsSA, 2025).

The introduction of the Presidential Employment Stimulus (PES) and the Presidential Youth Employment Intervention (PYEI) over the past five years have been some of The Presidency's efforts to stimulate employment and boost youth opportunities.

The Presidential Employment Stimulus (PES) and the Presidential Youth Employment Intervention (PYEI) were designed to foster job creation, and reduce youth unemployment, whilst stimulating economic growth.

The Presidential Employment Stimulus (PES) which was launched in October 2020 as part of South Africa's Economic Reconstruction and Recovery Plan to address the economic impact of the COVID-19 pandemic has created over 1.7 million work and livelihood opportunities since its inception (The Presidential Employment Stimulus, 2024).

In 2020, PES initiatives reportedly facilitated approximately 1.2 million employment and livelihood opportunities. By 2024, this figure had increased to around 1.7 million opportunities - representing growth of nearly 42% (The Presidential Employment Stimulus, 2024).

South Africa's total population is estimated at 60 million (Statistics South Africa, 2023). The economically active population is about 24 million, and youth (aged 15–35) constitute roughly 40% of the total population. These demographic trends underscore the critical need for targeted youth employment interventions.

The PYEI expanded its reach from about 250 000 placements in 2020 to nearly 400 000 placements by 2024, reflecting a 60% increase.

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2.2.10 Fight against crime and corruption

Crime and corruption in South Africa significantly hinder progress and undermine public safety. The country faces severe violent crime, including murder, hijacking, gender-based violence, and rape, while mafia-style gangs exploit government quotas to extort infrastructure projects. Addressing these challenges has become a top priority for South Africans, ranking second only to unemployment in national surveys (HSRC, 2023). Given the complexity of these issues, an effective response requires coordination across multiple government departments and entities, with The Presidency playing a central role in coordinating the various actors to develop appropriate strategies.

During the 6th Administration, several key initiatives were introduced to tackle crime and corruption. These included the adoption of the National Anti-Corruption Strategy (2020-2030), the establishment of the National Anti-Corruption Advisory Council, and the implementation of new tracking systems for Special Investigating Unit (SIU) recommendations. Additionally, The Presidency responded to the State Capture Commission's findings and collaborated with the private sector through the Joint Initiative on Crime and Corruption (JICC) to address economic crimes.

Building on these efforts, the 7th Administration aims to strengthen anti-corruption reforms. Priorities in this regard include ensuring the full implementation of all 60 actions in the response plan to the State Capture Commission's recommendations, establishing an independent Office of Public Integrity, and reinforcing the independence of the National Prosecuting Authority.

Measures will also focus on enhancing whistle-blower protections, digitising public procurement processes for greater transparency, and improving digital evidence tracking in corruption investigations. By leading these reforms, The Presidency seeks to build a more accountable and ethical government.

Through these strategic interventions, The Presidency aims to restore public trust, enforce accountability, and create a safer society. A strong, coordinated response to crime and corruption is essential for achieving the National Development Plan (NDP) 2030 vision of a secure, just, and prosperous South Africa.

2.2.11 Fight against Gender-Based Violence and Femicide

Since the National Strategic Plan on Gender-Based Violence and Femicide (NSP-GBVF) was launched in April 2020, its implementation has been a high priority for South Africa's President.

Despite the challenging context of the COVID-19 pandemic at its inception, significant progress has been made across the NSP's six pillars. However, the incidence of GBVF persists, underscoring the need for continued collaboration among government, civil society, NGOs, the private sector, and development partners.

The 2023/24 annual review, aligned with the conclusion of the 6th Administration, evaluates progress and identifies areas requiring improvement. While more departments are reporting on the NSP's implementation, critical pillars - prevention (pillar 2) and healing (pillar 4) - need greater support. Key challenges include a lack of coordination, procedural issues in reporting, and difficulties measuring effectiveness and efficiency.

Five strategic priorities for improvement were outlined:

1. Enhanced reporting integration and coordination.
2. Tracking expenditure on GBVF-specific interventions.
3. Developing standardised progress measurement across pillars.
4. Building capacity and allocating resources.
5. Establishing accountability frameworks and consequence management mechanisms.

Despite uneven progress and delays, stakeholders remain committed to addressing GBVF. The 2024/25 review contributes valuable insights, paving the way for a comprehensive five-year evaluation of the NSP by April 2025, with efforts in the 2024/26 financial year focused on its completion.

2.2.12 Advancing South Africa's National interests in the International arena

The Presidency plays a central role in advancing South Africa's national interests through international engagement by the President and Deputy President, guided by the foreign policy of the country.

South Africa's multifaceted and multi-sectoral integration into global politics and the global economy places significant focus and responsibility on the programme of international engagement by the President and Deputy President.

The advancement of South Africa's national interest under the foreign policy theme of Ubuntu – Better Africa. Better World is a more challenging endeavour in the current global context.

Alongside South Africa's own pursuit of stronger national development outcomes by 2030, our country is also bound to deliverables due in the same year under the United Nations' 2030 Agenda for Sustainable Development.

Less than a year into the formation of the Government of National Unity, South Africa took over the G20 Presidency baton from Brazil in December 2024, for an intensive year-long programme of close on 200 high-level meetings spread across the country, in the build-up to a Leaders' Summit towards the end of 2025.

South Africa has defined "Solidarity. Equality. Sustainability." as the theme for its Presidency of the G20 as the premier forum for international and economic cooperation.



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In the last three years, the G20 Presidency has been occupied by three BRICS members, while South Africa will at the end of 2025 turn over The Presidency to the United States of America.

During the five years ahead, the President will be active in the Southern African Development Community, the African Union, BRICS, the G7 group of nations, the United Nations and diverse bilateral engagements in support of South Africa's development objectives and ability to attract investment.

The Presidency will therefore:

- Continue to support the President's International Programme and articulate a clear foreign policy position to mitigate a lack of alignment between departments.
- Continue to support the Deputy President's focus on peace and security efforts in Africa and beyond.
- Ensure effective communications and collaboration between itself, the Department of International Relations and Cooperation and the broader International Cooperation, Trade and Security Cluster.
- Partner with DIRCO to ensure currency and implementation of international agreements.
- Partner with the Department of Defence and Military Veterans on efficient and cost-effective logistics with regard to international travel for the Principals.
- Ensure that South African practice in bilateral and multilateral events (incoming and outgoing) are, within the financial resources available, on par with or possibly exceed precedents elsewhere.
- In 2025, South Africa's presidency of the G20 offers an opportunity to champion initiatives such as sustainable development, climate resilience and equitable trade practices.

2.3 INTERNAL ENVIRONMENT ANALYSIS

The Presidency serves as the strategic centre of government, supporting the President, Deputy President and Minister in fulfilling their constitutional duties.

While it is not a direct service delivery department, The Presidency assumes responsibility for leading, coordinating, and overseeing the state's implementation of government priorities.

2.3.1 Establishment of Head of Public Administration (HOPA) function

Chapter 13 of the National Development Plan emphasises that inconsistent performance of the public service stems from administrative tensions and leadership changes that cause a lack of coherence in organisational functions.

Weak recruitment practices lead to skill shortages, which undermine service delivery. In provinces, Directors-General (DGs) within the Premier's Office oversee Heads of Departments (HoDs), fostering a balance between administrative and political responsibilities.

However, at the national level, the absence of a Head of Public Administration (HOPA) creates blurred lines of accountability and erodes trust, particularly when departmental heads are appointed by former Executive Authorities. To improve governance and service delivery, it is crucial to strengthen provincial DG roles and enhance leadership effectiveness.

As far back as 2019, the Forum of South African Directors-General (FOSAD) identified a spread of challenges including limited understanding of the political-administrative interface among politicians and technocrats; mismanagement of DG and HoD career matters; insufficient awareness of the political context; inconsistent approaches to public administration outcomes; lack of peer review systems, and the absence of merit-based recruitment and development processes.

Additionally, the Forum named insufficient focus on building state capacity, ensuring embedded autonomy, and producing essential public goods to evolve into a Developmental State.

Cabinet approved the framework designating the Director-General (DG) in The Presidency as the Head of Public Administration (HOPA).

This decision is germane to the professionalisation of the public sector; stabilisation of the political-administrative interface, and improvement of the retention and management of Heads of Departments (HoDs).

In the new dispensation, the HOPA will assist the President and Premiers in managing career incidents of HoDs and serve as a mediation mechanism.

The 7th Administration aims to institutionalise the HOPA role by establishing several Centres of Excellence (COEs). These COEs will focus on enhancing government operations, transformation, digitalisation, and policy coordination, playing a key role in creating a more efficient, effective, and accountable public service.

2.3.2 Strengthening policy coordination across government and integrated strategic planning for the whole of government

The Presidency is responsible for leading and coordinating the government's programme of action. Its role includes providing evidence-based advice to enable the Executive to make informed, high-quality decisions. This involves setting strategic agendas, processing recommendations into actionable plans, and fostering thought leadership across departments.

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As the Centre of Government, we ensure decisions are implemented through coordinated efforts across government, adhering to constitutional obligations. Key functions include enhancing policy development, supporting cross-cutting priorities, providing oversight, and improving government-wide initiatives.

The Presidency aligns strategies, budgets, and execution while ensuring collaboration across departments and visibility for the Executive into project progress.

The Presidency has thus critically assessed its ability since 2018 to execute and fulfil its mandates, including policy coordination and implementation, national security management, and service delivery. It concluded that its structure, shaped more by historical developments than comprehensive planning, faced inefficiencies, lacked agility, and modern governance shortcomings, particularly in policy-making, technology, data management, and coordination.

The Presidency initiated a review to create a streamlined and functional organisation aligned with its constitutional and policy mandates. This included a Service Delivery Model (SDM) designed to address inefficiencies and improve integration, responsiveness, and adaptability. The SDM emphasises coordination across all government spheres, ensuring policy coherence and strategic allocation of resources to achieve tangible outcomes.

The revised Presidency organisational structure and SDM are the cornerstones of a fit-for-purpose Presidency with enhanced impact and the ability to support the Head of the Public Administration (HOPA) function as a critical new function.

Significant institutional reforms have been instituted to optimise The Presidency's service delivery and restructure its macro-organisational structure.

These efforts were focused on streamlining processes, improving coordination with social partners, expediting decision-making, and enhancing policy coordination and implementation to strengthen governance and public service delivery.

The Policy and Research Services (PRS) branch was re-established in the 2019/2020 fiscal year to provide strategic policy advice and facilitate policy coordination across government.

Furthermore, the Project Management Office (PMO) was introduced to oversee and fast track the implementation of key economic reforms, key to the economic growth of the country and assist the President in advancing priority economic objectives and the economic recovery plan.

2.2.3 Digital transformation of The Presidency and all of government

The Presidency recognises the critical importance of being a digitally and modernised institution that is able to deliver on its mandate and can support others in fulfilling theirs.

Digital transformation will modernise the way The Presidency operates and collaborates with stakeholders.

This transformation will deepen evidence-based decision-making, with reliable data serving as a foundation for effective policy oversight and coordination.

The Presidency's own digital transformation is a prerequisite for the transformation of public services across all spheres of government and in society more broadly.

Strategic investments in data analytics tools are earmarked to boost government efficiency, enable real-time analysis of extensive datasets, and facilitate informed policy formulation. Such advancements will ensure The Presidency and government as a whole operate at peak performance within an increasingly dynamic governance environment.



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2.4 ALIGNMENT TO THE MTDP 2024-2029

The Presidency has thus developed its Strategic Plan for 2025-2030, in alignment to the MTDP 2024-2029

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the final implementation plan towards achieving the National Development Plan (NDP) 2030. The MTDP aims to address the NDP's core objectives of tackling unemployment, inequality, and poverty, which are crucial for the nation's transformative agenda.

The Presidency's role in the MTDP is twofold:

- To lead and coordinate the implementation of the government's strategic agenda across all three MTDP priorities.
- To spearhead interventions related to the MTDP 2024-2029 commitments, particularly those outlined in the Strategic Priorities that follow.

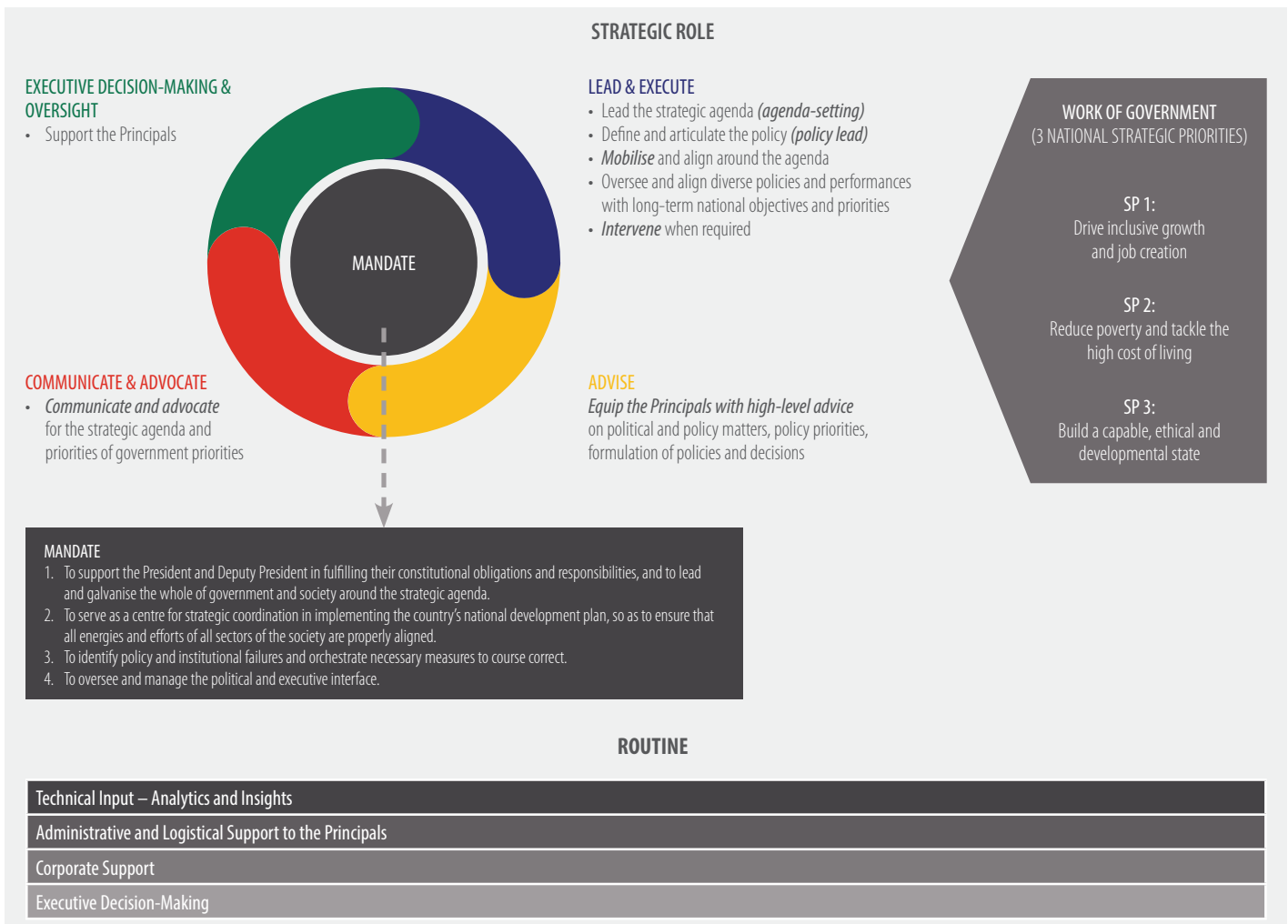


Figure 2: Describing the Role of The Presidency in implementing the MTDP 2024-2029

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STRATEGIC PRIORITY I: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Desired impact: Lift economic growth to above 3.0% and reduce unemployment to below 28.0% by the end-term.

OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
Increased employment and work opportunities Number of jobs created or	3.8 million jobs 6 481 801 work opportunities created	Support unemployed people to secure work opportunities and productive livelihoods	National Pathway Management Network institutionalised through the establishment of the SA Youth Trust to increase earning opportunities for young people	SA Youth Trust registered and operational	-	Department of Employment and Labour	The Presidency
		Create high-quality work opportunities through public employment programmes	Number of work opportunities created through the creative sector stimulus	20 000 work opportunities created	40 000 work opportunities created	Department of Sports, Arts and Culture	The Presidency/ Department of Sports, Arts and Culture
			Number of work opportunities created through the Basic Education Employment initiative	250 000 work opportunities	300 000 work opportunities	Department of Basic Education	The Presidency
			Number of work opportunities created through the Social Employment Fund	100 000 work opportunities created	250 000 work opportunities created	Department of Trade, Industry and Competition	The Presidency/ Department of Small Business Development
			Number of self-employment opportunities created through support to subsistence farmers	291 801 self-employment opportunities (subsistence farmers supported)	441 801 self-employment opportunities (subsistence farmers supported)	Department of Agriculture	The Presidency/ Department of Employment and Labour
			Number of work jobs created in the digital economy programme (GBS)	50 000 jobs in GBS sector	150 000 jobs in GBS sector	Department of Trade, Industry and Competition/ Department of Communications and Digital Technologies	National Treasury/The Presidency/Department of Small Business Development
Increased employment and work opportunities	6 481 801 work opportunities created	Reform public employment programmes to enhance their impact	Number of work opportunities created through the National Youth Service Programme	125 000 work and paid service opportunities created	250 000 work and paid service opportunities created 3 062 966 work opportunities created	National Youth Development Agency	The Presidency/ Department of Public Works and Infrastructure/ Provincial departments of Public Works/Sector Education Training Authorities
Accelerated growth of strategic industrial and labour-intensive sectors	R3 trillion in investment	Strengthen industrial policy and incentives framework to ensure that these are results-based and efficiently targeted	Recommendations of the incentives evaluation completed	Recommendations of the 2018 incentives evaluation fully implemented	New incentives framework implemented	Department of Trade, Industry and Competition	Presidency/Department of Planning, Monitoring and Evaluation
		Drive growth in labour-intensive sectors	Digital Economy Master Plan (DEM)	Implementation Plan Progressively facilitate implementation of DEM targets of contribution to GDP, jobs and transformation	Facilitate the achievement of at least 80% of DEM targets of contribution to GDP, jobs and transformation	Department of Communications and Digital Technologies	All departments



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OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
Enabling environment for investment and improved competitiveness through structural reforms	GDP growth of 3% or more by 2029	Reform the electricity sector to achieve energy security	Reduction in processing time for regulatory authorisations related to energy projects	Reduction in processing time for related authorisations to 180 days Energy Security Bill introduced in Parliament to streamline regulatory process	Establishment of a single electronic window for related authorisations Energy Security Bill passed	Department of Electricity and Energy	The Presidency/ National Treasury
		Mainstream red tape reduction across every department and public entity to reduce the undue regulatory burdens that hold back businesses from creating jobs	Number of administrative and regulatory reviews per department	Identify and implement 14 administrative and regulatory reviews to reduce red tape	Identify and implement 14 administrative and regulatory reviews to reduce red tape	Department of Small Business Development	All departments
			Develop the invoice tracking system	Finalise the development of the invoice tracking system	Improved compliance with the 30 days payment requirement	National Treasury/ Department of Small Business Development	All departments
			Revised instruction note on the payment of invoices within 30 days or the agreed period	Finalise and issue revised instruction note on payment of invoices within 30 days or the agreed period	Improved compliance with the 30 days payment requirement	National Treasury/ Department of Small Business Development	All departments, The Presidency
Improved Energy security and a just energy transition	Additional generation capacity of 30 GW and triple the share of renewables to support the JET IP Reduction in carbon emissions to 350-420 Mt CO2 eq in line with South Africa's NDC commitment	Implement the Just Energy Transition Investment Plan (JET-IP) and ensure that South Africa's transition to a low-carbon economy supports communities and workers in Mpumalanga and other affected areas	ACT IP \$2.6 billion deployed for Camden, Hendrina and Grootvlei (CHG) Mpumalanga power stations' repurposing, repowering, decommissioning	PPPs procured for renewable generation investments at CHG. 50 JET projects matched with grant funders 10 Municipalities have JET plans	CHG power stations decommissioned, new renewable power generation operating, new livelihoods established for affected communities 200 JET projects matched with JET grant funders 20 Municipalities have JET plans	Eskom/Department of Electricity and Energy/ The Presidency	South African Local Government Association/National Treasury/Department Bank Southern Africa/Department of Cooperative Governance and Traditional Affairs
		Promote energy efficiency and reduce demand on the grid	Integrated Resource Efficiency and Renewable Programme (iREREP)	56 energy savings projects implemented with 347 MW saved million kL water saved 55 thousand tons waste reduced	140 energy savings projects implemented with 868 MW saved 8.8 million kL water saved 139 thousand tons waste reduced	Department of Electricity and Energy	All departments
Supportive and sustainable economic policy environment	Debt to GDP below 72%	Ensure that macroeconomic policy is clear, certain and supports economic growth	Development of Integrated economic strategy developed	Integrated economic growth strategy finalised and approved	-	The Presidency	National Treasury/ Department of Trade, Industry and Competition
Enabling environment for investment and improved competitiveness through structural reforms	GDP growth of 3% or more by 2029	Mainstream red tape reduction across every department and public entity to reduce the undue regulatory burdens that hold back businesses from creating jobs	Number of administrative and regulatory reviews per department	Identify and implement 14 administrative and regulatory reviews to reduce red tape	Identify and implement 14 administrative and regulatory reviews to reduce red tape	Department of Small Business Development	All departments
			Develop the invoice tracking system	Finalise the development of the invoice tracking system	Improved compliance with the 30 days payment requirement	National Treasury/ Department of Small Business Development	All departments
			Revised instruction note on the payment of invoices within 30 days or the agreed period	Finalise and issue revised instruction note on payment of invoices within 30 days or the agreed period	Improved compliance with the 30 days payment requirement	National Treasury/ Department of Small Business Development	All departments, The Presidency

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STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

Outcome: ?

OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
Skills for the economy	7 000 Graduates in JET relevant skills produced	Establish the JET Skills Desk to inform the skills pipeline for identified sectors and implement a programme to build the institutional capacity of TVET colleges to train and test artisans linked to Occupations in High Demand and Critical skills so that inclusive economy is supported by relevant skills.	JET Skills Desk established and identified skills implemented through the Master Skills Plan	JET Skills Desk established and identified skills implemented through the Master Skills Plan	7 000 Graduates in JET relevant skills produced (Engineering – naval architecture and marine), Hydrogen and Green economy skills, digital skills)	Department of Higher Education and Training	Human Resource Development Council Universities Technical Vocational Education & Training Colleges Sector Education & Training Authorities
	20 000 jobs created through the pay-for-performance model for skills development	Implement a pay-for-performance mechanism to incentivise effective, demand-led skills training by linking 80% of the grant to sustained employment.	Number of excluded young people placed in sustainable quality jobs	10 000 new jobs created through the pay-for-performance model	20 000 new jobs created	Department of Higher Education and Training	National Skills Fund The Presidency



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OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
Reduced poverty and improved livelihoods	25%	Undertake a comprehensive review of administered prices (including the fuel price formula) to identify areas where prices can be reduced.	Number of reviews undertaken and implemented	Comprehensive review of administered prices	Review of administered prices implemented	Presidency Department of Mineral Resources and Petroleum Department of Electricity and Energy	National Treasury Department of Planning Monitoring & Evaluation
	200 000 housing units developed or enabled through various programmes for households earning less than R3 500 per month	Undertake review of demand-side subsidy programmes with recommendations to improve uptake and impact	Implementation of revised model for demand-side housing subsidies	Review completed and revised model implemented	Report published on impact of revised model	Department of Human Settlements	Presidency/National Treasury
	Backlog of title deeds for subsidised housing cleared	Households provided with title deeds	Reports on the number of title deeds registered in all 9 provinces	50% of title deeds backlog cleared for subsidised housing	100% of title deeds backlog cleared for subsidised housing	Department of Human Settlements	Provincial Department of Human Settlements/Housing Development Agency/Department of Agriculture/Department of Justice/Presidency
Reduced poverty and improved livelihoods	44 districts supported through local economic development initiatives	Reduce spatial inequalities through inclusion and integrated urban planning and management	Percentage improvement in inclusive local economies and increased access to housing & community facilities in line with Circular 88	20% improvement	50% improvement	National Treasury Presidency	Department of Cooperative Governance Department of Human Settlements Department of Transport Department of Planning, Monitoring & Evaluation Provinces Metropolitan Municipalities

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STRATEGIC PRIORITY 3: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Desired Impact: A capable, ethical and developmental state enabling the delivery of services to all citizens, fostering trust; and ensuring a safe and secure environment

OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
improved service delivery in the local government sphere	50% improvement in the score for public trust, confidence and performance in local government	Review the institutional structure of the local government system	Finalisation of updated White Paper on Local Government	Complete review of institutional structure of local government and publish updated White Paper	Policy commitments in the updated White Paper fully implemented	Department of Cooperative Governance	The Presidency



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OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
An ethical, capable and professional public service	South Africa to improve its CPI score by 50% (41-60) Target dependent on baseline study	Professionalisation the Public Sector including Public Entities	Implementation of the National Framework towards the Professionalisation of the Public Sector by all state institutions	80% Implementation of the National Framework towards the Professionalisation of the Public Sector by all state institutions	Full implementation of the National Framework towards the Professionalisation of the Public Sector by all state institutions	Department of Public Service and Administration/ Public Service Commission	Whole of the public sector
			% appointments of accounting authorities (DG/HOD's, MM's, and CEO's), key positions in the Public Sector and SOE Boards meet legislated qualifications, experience, and integrity standard	70% appointments of accounting authorities (DG/HOD's, MM's, and CEO's), positions in the Public Sector and SOE Boards meet legislated qualifications, experience, and integrity standard	100% appointments of accounting authorities (DG/HOD's, MM's and CEO's), positions in the Public Sector and SOE Boards meet legislated qualifications, experience, and integrity standard	Department of Public Service and Administration/ Offices of Premiers/ Department of Cooperative Governance/ Entities/Shareholder Departments	All public service departments/SOE Boards
			% change in completion of disciplinary cases implement a Values-based Leadership Approach for the Public Sector	% improvement in completion of disciplinary cases implement a Values-based Leadership Approach for the Public Sector	% improvement in completion of disciplinary cases implement a Values-based Leadership Approach for the Public Sector	Department of Public Service and Administration	Whole of Public Sector
		Implement the recommendations of the Personnel Expenditure Review in order to manage the growth of the Wage Bill within the entire Public Sector	Compensation of Employees as a % of total government spending (entire Public Sector)	Compensation below 32% of consolidated expenditure Implementation plan for the recommendations of the Personnel Expenditure Review	Compensation at 30% or less of consolidated expenditure Recommendations of the Personnel Expenditure Review implemented	National Treasury/ Department of Public Service and Administration	All Departments
		Improve efficiency, responsiveness and increased resolution of citizen complaints	% of departments achieving at least 60% of hotline cases resolved	70% of departments achieving at least 60% of hotline cases resolved	>80% of departments achieving at least 60% of hotline cases resolved	Department of Planning, Monitoring and Evaluation/The Presidency	All national departments/ All provincial departments/ Municipalities/Public entities
		Conduct Institutional Reviews and Skills Audit to ensure that state institutions are execution driven in line with mandates and public value	% of Departments and Public Entities who reviewed their Mandates, Budget allocations and Service Delivery Model and adjusted the model, structures and funding, if necessary, in line with the MTDP	80% of Departments and Public Entities who reviewed their Mandates, Budget allocations and Service Delivery Model and adjusted the model, structures and funding, if necessary, in line with the MTDP	100% of Departments and Public Entities who reviewed their Mandates, Budget allocations and Service Delivery Model and adjusted the model, structures and funding, if necessary, in line with the MTDP	Department of Public Service and Administration	All Departments
		Promote ethical conduct, integrity, professionalism and service delivery	Number of multi-disciplinary specialised anti-corruption task forces established	Multi-disciplinary task forces established and functioning in five high-priority sectors	10 corruption networks dismantled in the five identified priority sectors	The Presidency/JCPS Cluster Departments	All members of the SCC Technical Task Team

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OUTCOME	OUTCOME TARGET 2029/2030	STRATEGIC INTERVENTIONS	INTERVENTION INDICATORS	MID-TERM TARGET	LONG-TERM TARGET	LEADING DEPARTMENT	SUPPORT DEPARTMENT
Digital transformation across the state	South Africa is ranked within the top 50 in the GovTech Index	Develop and implement the Digital Transformation Roadmap	Percentage implementation of priority initiatives in the Digital Transformation Roadmap	50% progress on priority interventions	100% completion of priority interventions	Department of Communications and Digital Technologies	The Presidency/ National Treasury
		Digitalisation of government Single sign on government portal	Internet users using the internet for government services	35%	50%	Department of Communications and Digital Technologies	The Presidency/ National Treasury
		Ensure all South Africans can obtain smart and digital IDs and e-Passport	Replacement of Green barcoded IDs with smart ID cards	Issuance of green ID books discontinued	Universal enrolment in smart ID system	Department of Home Affairs	The Presidency/ National Treasury
			Introduction of digital ID with remote authentication	Digital ID created Digital wallet launched	15 additional documents/credentials added to wallet	Department of Home Affairs	The Presidency/ Department of Communications and Digital Technologies
		Ensure all South Africans can obtain smart and digital IDs and e-Passport	Number of bank branches equipped with live capture functionality	Live capture functionality extended to 1 000 bank branches	-	Department of Home Affairs	The Presidency/ National Treasury
		Ensure all South Africans can obtain smart and digital IDs and e-Passport	Introduction and issuance of e-Passports	-	e-Passports	Department of Home Affairs	The Presidency/ National Treasury
Mainstreaming of gender, empowerment of youth and persons with disabilities	Score: 0.8 Ranking: 10	Equitable access to public procurement opportunities by WYPD-owned enterprises	Percentage of procurement spend to enterprises owned by women, youth and persons with disabilities	30% (women) 20% (youth) 3% (PWD)	30% (women) 20% (youth) 3% (PWD)	DWYPD	All Departments



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3. RESPONSE TO THE STATE OF THE NATION ADDRESS OF 6 FEBRUARY 2025

The Presidency is responsible for overseeing the effective implementation of government's agenda, primarily outlined in the President's State of the Nation Address.

As per the review by The Presidency's Policy and Research Services branch, the State of the Nation Address is congruent with Sections 42(5) and 84(2)(d) of the Constitution. This entails communicating socio-economic progress, government priorities, and accountability to the nation and international community.

The Presidency is centrally responsible for strategic coordination, resource allocation and monitoring of these commitments.

For the political term for which The Presidency Strategic Plan 2025-30 has been developed, the focal commitments are:

1. **Drive Inclusive Economical Growth and Job Creation:** Focused on industrial reform, trade policies (e.g., green/digital economies), employment stimulus programmes, and economic inclusion for marginalised groups.
2. **Reduce Poverty and Tackle High Cost of Living:** Includes measures such as expanding early childhood development, improving education quality, addressing healthcare gaps (e.g., NHI implementation) and low-cost housing initiatives.
3. **Build a Capable, Ethical, and Developmental State:** Centred on public service professionalisation, digital transformation, anti-corruption reforms, crime prevention, and foreign policy alignment.

The Presidency is pursuing the following Key Results Areas arising from the State of the Nation Address 2025:

The Presidency's role is outlined below to specific commitments, where the organisation is either expected to intervene, coordinate, collaborate, or lead on that particular action.

The following is a summary of the SoNA commitments, for which The Presidency will seek solutions by collaborating with responsible agencies:

STRATEGIC PRIORITY I OF THE ADMINISTRATION: INCLUSIVE GROWTH AND JOB CREATION

The Presidency **intervenes** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	INTERVENTIONIST ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Launch Phase 2 of the Operation Vulindlela.	Operation Vulindlela
Implementation of the Freight Logistics Roadmap to restore them to world class standards.	Operation Vulindlela
Complete the establishment of the National Water Resource Infrastructure Agency to unlock greater investment in water projects.	Operation Vulindlela
Complete the establishment of the National Water Resource Infrastructure Agency to unlock greater investment in water projects.	Operation Vulindlela
Finalise the Water Services Amendment Bill that will introduce a licensing system for water service providers and remove licenses where providers do not meet the standards for quality drinking water.	Operation Vulindlela
Enable Eskom, Transnet and other SoEs to function optimally	Operation Vulindlela
Enhance the visa system to make it easier for skilled people to invest in the country and to grow tourism	Operation Vulindlela
Launch of an Electronic Travel Authorisation System to enable secure and fully digital visa application process to reduce corruption and enable rapid turnaround times for tourist visas	Operation Vulindlela
Clear the remaining backlogs on visa applications	Operation Vulindlela

The Presidency **coordinates** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	COORDINATION ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Continue with implementation of the Presidential Employment Stimulus for creation of work and livelihood opportunities	Private Office of the President – Project Management Office.
Continue with implementation of the Social Employment Fund for creation of work opportunities	Presidential Employment Stimulus (PES).
Implement the Jobs Boost Fund that links funding for skills in demand to the successful placement and employment of youth	Presidential Employment Stimulus (PES).
Calling on business to support the Youth Employment Service and to scale up workplace experience opportunities over the coming year.	Presidential Youth Employment Initiative (PYEI).
Calling for business to use SA Youth.mobi platform when hiring which has about 4.5 million of young people registered	Presidential Youth Employment Initiative (PYEI).

PART B: OUR STRATEGIC FOCUS

SoNA COMMITMENT 2025	COORDINATION ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Use the hosting of G20 to advance economic growth and sustainable development	Private Offices; Project Management Office; Policy, Research Services.
Strengthen fair trade and investment ties with other countries to make SA's economy more resilient	Private Offices; Project Management Office; Policy, Research Services.
Full implementation of the African Continental Free Trade Areas which will tear down the barriers of trade on our continent	Private Offices; Project Management Office; Policy, Research Services.

STRATEGIC PRIORITY 2 OF THE ADMINISTRATION: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

The Presidency **intervenes** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	INTERVENTIONALIST ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Clear the backlog of title deeds for subsidised housing, turning homes into household assets	Operation Vulindlela

The Presidency **coordinates** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	COORDINATION ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Develop a single electronic health record	Office of the Deputy President – South African National AIDS Council (SANAC)
Finalise the accreditation framework for health service providers	Office of the Deputy President – South African National AIDS Council (SANAC)
Establish Ministerial Advisory Committees on health technologies and health care benefits	Office of the Deputy President – South African National AIDS Council (SANAC)

STRATEGIC PRIORITY 3 OF THE ADMINISTRATION: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

The Presidency **intervenes** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	INTERVENTIONALIST ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Strengthen the role of the Public Service Commission in the appointments of key people who direct the affairs of the state such as DGs, DDGs, CEOs, Board Members and other senior positions	Office of the Director-General
Invest in digital public infrastructure to give citizens access to government services anytime, anywhere through a relaunched gov.za platform	Private Office of the President
Assenting into law several legislative reforms to deal with state capture cases	Office of the Director-General
Develop an updated White Paper on Local Government to outline a modern and fit-for-purpose local government system	Operation Vulindlela
Invest in digital public infrastructure to give citizens access to government services anytime, anywhere through a relaunched gov.za platform	Operation Vulindlela
Review the funding model for municipalities as many do not have a viable and sustainable revenue base	Operation Vulindlela
Expand support to municipalities that require assistance, drawing on lessons of the Presidential eThekweni Working Group	Operation Vulindlela
Ensure that the National Council on GBV&F is fully functional and properly resourced to oversee a coordinated response to Gender-Based Violence and Femicide	Private Office of the President

The Presidency **coordinates** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	COORDINATION ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Strengthen support to victims of GBV	Private Office of the President.



PART B: OUR STRATEGIC FOCUS

The Presidency **leads** in the following areas outlined in the State of the Nation Address:

SoNA COMMITMENT 2025	COORDINATION ROLE OF THE PRESIDENCY – RESPONSIBLE PROGRAMME
Strengthen support to victims of GBV	Private Office of the President.
Use the hosting of G20 to advance economic growth and sustainable development	Private Office of the President
Continue to strengthen the African Union to support achievement of peace, development and economic integration in the Continent	Private Office of the President
Efforts to silence guns on the Continent	Private Office of the President
Continue to stand in solidarity with the people of Palestine	Private Office of the President
Continue to support the SADC peace-keeping mission in Mozambique	Private Office of the President
Attend the Joint Summit between SADC and East African Community in Tanzania	Private Office of the President.
Campaign for the reform of the United Nations Security Council into a more inclusive and effective body able to ensure international peace and security	Private Office of the President
Continue to advance South Africa's agenda of cooperation and multilateralism through its membership of the UN, AU, and the Non-Aligned Movement and BRICS countries	Private Office of the President
Continue to participate in peace processes seeking to bring about just and lasting peace in Ukraine	Private Office of the President
Holding a National Dialogue to define a vision for the country for the next 30 years	Private Office of the President

PART B: OUR STRATEGIC FOCUS

4. THEORY OF CHANGE FOR A PRESIDENCY THAT WORKS FOR ALL

Below is the theory of change that underpins the Strategy of The Presidency and outlines the breakdown of smaller, achievable steps of how the four strategic outcomes will be reached – the inputs (Human Resources and allocated budget) and the outputs selected to lead to the desired four outcomes.

IMPACT	Enhanced policy coherence to enable a more equal and cohesive society and inclusive economy in which an efficient, ethical public sector works alongside social partners and communities, and social support and safety is secured for all South Africans through strategic leadership, intergovernmental coordination and oversight of government programmes.			
MTDP PRIORITIES	Strategic Priority 1: Inclusive growth and job creation. Strategic Priority 2: Reduce poverty and tackle the high cost of living. Strategic Priority 3: Build a capable, ethical and developmental state.			
PRESIDENCY VISION	National unity: A united, collaborative and caring nation working together to overcome the divisions and inequalities of our past through personal empowerment and national development. Prosperity for all: From cradle to grave, all South Africans have access to educational and economic opportunities as well as social support that enable individuals to fulfil their potential, advances collective growth and ends inter-generational poverty. A State that cares and works: An efficient, capable and ethical administration that enjoys the trust and partnership of all sectors of society as we pursue the achievement of Vision 2030 national development goals and the 2030 United Nations Sustainable Development Goals.			
PRESIDENCY MISSION	The mission of The Presidency is to support the Principals to lead and galvanise the whole of government and society around the strategic agenda, as well as serve as the strategic centre of government, leading and coordinating efforts towards: <ol style="list-style-type: none"> 1. Inclusive economic growth and job creation, 2. Poverty reduction, 3. Building and sustaining a capable and ethical state, and 4. Mutually beneficial International Relations and Cooperation. 			
STRATEGIC OUTCOMES	S01: Strengthened leadership and oversight of government through strategic agenda-setting and directing government policy-making and implementation across all sectors.	S02: Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.	S03: Effective leadership in the advancement of South Africa's national interests on the international stage.	S04: A modernised and digitally transformed Presidency that is positioned to effectively achieve its strategic outcomes.
OUTPUTS	Public employment programme supported 1.2 Programme of Action for Executive & parliamentary accountability implemented 1.3 Approved Cabinet Programme 1.4 Approved FOSAD Programme 1.5 Cluster System Improvement Plan Implemented 1.6 Cabinet AWIP Items Implemented 1.7 Strategic content support provided 1.8 SEIAS analysis conducted and feedback provided 1.9 SONA commitments assessed for socioeconomic impact. 1.10 Presidential Investment Initiative Commitment Tracked	2.1. Annual Independent review of NSP-GBV progress and actionable recommendations across government and society provided for implementation 2.2. Business-government partnership Programme of Action implemented 2.3. Nation-building and social cohesion Programmes implemented 2.4. PEAC Advisory notes prepared 2.5. JET Plan implemented 2.6. Targeted Operation Vulindlela economic reforms implemented 2.7. District and provincial oversight visits conducted to monitor government performance 2.8. Land Reform & Agriculture Programme implemented 2.9. Service Delivery and District Development Model Programme of Action implemented *** 2.10. Water task team Programme of Action implemented 2.11. State Capture Commission Response Provided 2.12. Implementation of the National Anti-Corruption Strategy 2.13. Methodology and Initiation to Dismantle Systemic Corruption Networks 2.14. Roadmap for digital transformation of public services implemented.*** 2.15. Human Resource Development council Programme of Action implemented 2.16. Military Veteran Programme of Action implemented 2.17. South African National AIDS Council Programme of Action implemented 2.18. SIU reports with letters dispatched	3.1. Medium Term International Programme for the President implemented 3.2. Annual International Programme for the Deputy President 3.3. Implementation of the G20 Project Master Plan	4.1 Clean external audit outcome. 4.2 Employment equity transformation advanced in The Presidency 4.3 Supplier invoice payment turnaround compliance 4.4 Public procurement to support transformation and inclusion of targeted groups leveraged. 4.5 The Presidency digital transformation strategy developed 4.6 Project plan for Organisational structure optimisation implemented 4.7 Reviewed service delivery models in line with the MTDP priorities through NMOG 4.8 Head of Public Administration function established 4.9 Union Buildings World Heritage Site development plan
CONTRIBUTING BRANCHES	Private Office of the President: Outputs 1.1, 2.1-2.5, 2.14, and 3.1 Office of the Deputy President: Outputs 1.2-1.10, 2.3,2.8-2.11-2.17, and 3.2.1 Corporate Management: Outputs 2.12,2.13,2.18 and 4.1-4.9 Cabinet Office: Outputs 1.3-1.7 Policy Research & Support: Outputs 1-9-1.10			
INPUTS	STAFF COUNT: 516 ¹ FY 25/26 BUDGET: R745 m			

¹ As at 31 March 2024 – Annual Report 2023/24.



PART B: OUR STRATEGIC FOCUS

5. PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNED PERIOD - 2025-2030 OUTLINED IN THE STRATEGIC PLAN

The financial year 2024/25 marks the start of a new term of government- the 7th Administration.

The following are the four (4) outcomes selected that need to be achieved in the next five years and that contribute to the priorities in the Medium-Term Development Plan 2024-2029:

- I. Strengthened leadership and oversight of government through strategic agenda-setting and directing government policy-making and implementation across all sectors.
- II. Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.
- III. Effective leadership in the advancement of South Africa's national interests on the international stage.
- IV. A modernised and digitally transformed Presidency that is positioned to effectively achieve its strategic outcomes.

PART C: MEASURING OUR PERFORMANCE

The Strategy for The Presidency for the next five years (2025-2023) has also prioritised the following key focus areas:

- Finalising the optimisation of the service delivery model of The Presidency and strengthening the nerve centre of government.
- Focusing on the professionalisation of public service: Establishing the Head of Public Administration (HOPA).
- Boosting economic growth and job creation.
- Improving social welfare assistance and programmes, better education and healthcare, and ensuring that everyone has the support they need to thrive.
- Modernisation and digital transformation of government and The Presidency.
- Influencing and leveraging South Africa's international engagements through international summits, incoming and outgoing visits and high-level meetings to achieve national interests and NDP objectives.
- Enhancing efforts to fight crime and corruption and ensuring the safety of all South Africans.
- Establishment forecasting and data analytics capability to provide evidence- based advice to the Principals, and by extension Cabinet, to make high quality decisions, integrate policy formulation and implementation and of government's priorities.
- Institutionalising "Deliverology" and the work of the Project Management Office (PMO).

The Presidency's current Budget structure to implement this strategy is constituted by the following budget programmes, which inform the packaging of this Strategic Plan:

PROGRAMME	PROGRAMME PURPOSE	SUB-PROGRAMMES	PURPOSE
Programme 1: Administration	<ul style="list-style-type: none"> The Administration Programme is responsible for the provision of strategic, technical, and operational support to the President and the Deputy President in their role of leading and overseeing the implementation of the government programme and electoral mandate, and to ensure enhanced service delivery to the people of South Africa. It also provides strategic leadership, management, and support services to the department. 	Private Office of the President	<ul style="list-style-type: none"> To provide effective and efficient strategic, executive, and personal support services to the President in the execution of constitutional responsibilities and to lead the work of government.
		Office of the Deputy President	<ul style="list-style-type: none"> To provide strategic, executive, and personal support to the Deputy President in the execution of the delegated responsibilities towards the attainment of the electoral mandate and supporting The Presidency's mission.
		Management	<ul style="list-style-type: none"> To provide leadership, strategic management, and administrative support within The Presidency, in fulfilment of its mandate and mission.
		Ministry	<ul style="list-style-type: none"> To provide executive strategic and administrative support to the ministers' and deputy ministers' in The Presidency.
Programme 2: Executive Support	<ul style="list-style-type: none"> The Executive Support Programme is responsible for providing strategic and administrative support to enable the Cabinet and FOSAD to foster accountability and policy coherence through integrated planning, policy coordination, and the implementation of the strategic agenda of government. 	Cabinet Office	<ul style="list-style-type: none"> To provide strategic and administrative support to enable the Cabinet and FOSAD to foster accountability and policy coherence through integrated planning, policy coordination, and the implementation of the strategic agenda of government.
Programme 3: Policy and Research Services	<ul style="list-style-type: none"> The Programme is responsible for policy and research support to the political principals in The Presidency in the exercise of their constitutional mandate and within the context of government priorities. 	Socio-economic Impact Assessment System	<ul style="list-style-type: none"> To provide support on policy initiatives, legislation and regulations; and to facilitate the strengthening of the Socio-Economic Impact Assessment System (SEIAS).
		Trade & Economic Sectors, Investment, Employment and Infrastructure Development	<ul style="list-style-type: none"> To strengthen coherence between economic, trade, and investment policies and programmes.

The above programmes contribute to the attainment of the outcomes through programme level outputs, output indicators, and annual and quarterly targets, outlined in greater detail in the Annual Performance Plan 2025/26.



PART C: MEASURING OUR PERFORMANCE

1. MEASURING THE IMPACT

Impact Statement	Enhanced policy coherence to enable a more equal and cohesive society and inclusive economy in which an efficient, ethical public sector works alongside social partners and communities, and social support and safety is secured for all South Africans through strategic leadership, intergovernmental coordination and oversight of government programmes.
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2. MEASURING OUR OUTCOMES

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
1. Strengthened leadership and oversight of government through strategic agenda-setting and directing government policy-making and implementation across all sectors	Percentage of reform milestones achieved for enhancing strategic agenda setting and, government policy-making and implementation through The Presidency leadership, coordination, and oversight role.	To be determined – end of term report for 6 th Administration.	100% of reform milestones achieved for enhancing strategic agenda setting and, government policy-making and implementation through The Presidency leadership, coordination, and oversight role.
2. Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.	Percentage of interventions and initiatives implemented through coordinating structures and partnership with social partners for achievement of the NDP goals	To be determined – end of term report for 6 th Administration.	80% of interventions and initiatives implemented through coordinating structures and partnership with social partners for achievement of the NDP goals
3. Effective leadership in the advancement of South Africa's national interests on the international stage.	Percentage of actions outlined in The Presidency's International Relations Position Paper developed for the President and Deputy President, implemented to advance South Africa's national interests.	To be determined – end of term report for 6 th Administration.	100% of actions outlined in The Presidency's International Relations Position Paper developed for the President and Deputy President, implemented to advance South Africa's national interests.
4. A modernised and digitally transformed Presidency that is positioned to effectively achieve its strategic outcomes.	Percentage of institutional reforms implemented by set timeframe.	To be determined – end of term report for 6 th Administration.	100% of institutional reforms implemented by set timeframe.
	Percentage of Presidency priority business processes fully digitised and rendered/accessible online.	To be determined – end of term report for 6 th Administration.	100% of Presidency priority business processes fully digitised and rendered/accessible online.

3. KEY RISKS AND MITIGATIONS

OUTCOMES	KEY RISKS	RISK MITIGATIONS
1. Strengthened leadership and oversight of government through strategic agenda-setting and directing government policy-making and implementation across all sectors	<ul style="list-style-type: none"> Inadequate implementation of the strategic agenda of government across all sectors Political dynamics within coalition government arrangements – leading to delays in decision making and instability in governance systems 	<ul style="list-style-type: none"> Deploy Project Managers and empower them to take decisions in strategic areas/targets of government Forecasting and scenario building on potential issues of interest (collective decision-making) Predictive risk governance modelling
2. Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.	<ul style="list-style-type: none"> Poor coordination of interventions and initiatives leading to delays in achieving NDP goals Ineffective partnerships with social partners 	<ul style="list-style-type: none"> Reduce the number of Actors (Action-Owners/chain of command) in the execution of a specific objectives Due diligence on all Social Partners to ensure alignment of objectives and timeframes Stakeholder Management Plan to be developed and aligned to strategic objectives
3. Effective leadership in the advancement of South Africa's national interests on the international stage.	<ul style="list-style-type: none"> Failure to take advantage of national interest position on all initiatives undertaken in the international stage Undefined foreign policy objectives (national interest) vis-à-vis per region (i.e. SADC, Maghreb, IGAD, ECOWAS, ASEAN etc.) 	<ul style="list-style-type: none"> Defined and measurable national interest position in all international engagements (all spheres of government) Presidency and DIRCO to establish a 'clearance centre' where foreign policy objectives are clearly defined, responsibilities allocated, stakeholders identified prior to international engagement
4. A modernised and digitally transformed Presidency that is positioned to effectively achieve its strategic outcomes	<ul style="list-style-type: none"> Slow process in modernising/digital transformation of The Presidency – resulting to strategic outcomes not achieved Failure to complete the ICT modernisation and digitisation Project within agreed time-frames Inadequate Human and Financial resources 	<ul style="list-style-type: none"> Draft and implement a Change Management strategy – focusing on changing the organisational culture Review of the PMDS on the drafting of KRA's to focus on efficiency indicators Strengthen the MOU/MOA with SITA to include punitive measures on failure to achieve targets within agreed delivery dates Pursue secondments/donations of professional services (outside government) to bridge the skills and human resource gap

4. PUBLIC ENTITIES

The Presidency does not have any Public Entities reporting directly to it.

PART D: TECHNICAL INDICATOR DESCRIPTIONS

OUTCOME 1: Strengthened leadership and oversight of government through strategic agenda-setting and directing government policy-making and implementation across all sectors.	
Indicator title	Percentage of reform milestones achieved for enhancing strategic agenda setting and, government policy-making and implementation through The Presidency leadership, coordination, and oversight role.
Definition	<p>The indicator measures the amount of planned reform milestones successfully completed or implemented that contribute to improving the effectiveness and efficiency of setting the national strategic agenda, guiding government policy-making, and overseeing its implementation. This is achieved through the leadership, coordination, and oversight roles played by The Presidency.</p> <p>This includes the following reforms</p> <p>1. To strengthen the PRS capability to :</p> <ul style="list-style-type: none"> • Provide strategic evidence- based advice to enable the Principals and by extension the Executive to make high quality decisions. • Support the Executive in the coordination and integration of policy development, formulation, and implementation and in the co-ordination of functions of state departments and administrations to make it easy for the Executive to fulfil their responsibilities and obligations. • To oversee public sector wide oversight and coordination; (b) alignment between strategy, spending allocation, and day to day execution; (c) alignment of work and priorities across departmental silos; (d) efficient implementation of cross-functional government- wide initiatives ; (e) executive • Drive cross Cutting Policy Priorities because of one or more of the following conditions. • Promote a Progressive Regulatory Agenda, Executive Accountability, and Legislative Programme by amongst other things. <p>This indicator therefore measures and track the percentage of reform milestones achieved against a set of targets resulting in improvements to the effectiveness of strategic agenda-setting and government policy-making</p>
Source of data	<p>Any of the following:</p> <ul style="list-style-type: none"> • Benchmarking report on an optimal delivery model for The Presidency/Policy and Research Services conducted to analyse and capacitate PRS. • Minutes/presentations/reports of consultations on the optimal delivery model for The Presidency/PRS. • Policy analysis and advice products produced (number and quality), that result in improved effectiveness of policy coordination, analysis and advice/strategic content (such as Policy Advisory Report Critical notes reports/briefing notes Provided that support the Principals on various outcomes, themes and the priorities of government, and the content is broadly orientated towards mobilising society to partner for the promotion of the country's social transformation agenda. • Approved Cluster Improvement Plan and Percentage increase of reform milestones achieved against Cluster Improvement Plan.
Method of calculation or assessment	<p>To assess that:</p> <p>Number of reforms milestones achieved divided by the total number of reform milestones, multiplied by 100 to be expressed as a percentage.</p>
Assumptions	Funding will be available to capacitate PRS.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	100% of reform milestones achieved for enhancing strategic agenda setting and, government policy-making and implementation through The Presidency leadership, coordination, and oversight role.
Indicator responsibility	Branch Head: PRS and Cabinet Office

OUTCOME 2: Enhanced coordination of interventions and initiatives through effective partnerships with social partners to accelerate delivery of National Development Plan (NDP) goals.	
Indicator title	Percentage of interventions and initiatives implemented through coordinating structures and partnership with social partners for achievement of the NDP goals.
Definition	The indicator measures the percentage of objectives met by coordination structures and strategic partnerships, chaired by Principals of The Presidency and the Director-General against their Programmes of Action, in support of achieving the remaining five years of the NDP goals. This will be achieved through coordinating structures and strategic partnerships in achieving NDP objectives.
Source of data	Progress reports on the implementation of Programme of action of each coordination structure chaired by Principals of The Presidency, including those chaired by DG.
Method of calculation or assessment	<p>To assess that:</p> <p>Number of interventions and initiatives implemented through the coordination structure and social partnership as outlined in the PoA/total number of interventions and initiatives implemented through the coordination structure and social partnership as outlined in the PoA, multiplied by 100 to be expressed as a percentage.</p>
Assumptions	<ul style="list-style-type: none"> • Funding will be available to capacitate HOPA function.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	80% of interventions and initiatives implemented through coordinating structures and partnership with social partners for achievement of the NDP goals
Indicator responsibility	All Presidency branches supporting coordination structures.



PART D: TECHNICAL INDICATOR DESCRIPTIONS

OUTCOME 3:

Effective leadership in the advancement of South Africa's national interests on the international stage.

Indicator title	Percentage of actions outlined in The Presidency's International Relations Position Paper developed for the President and Deputy President, implemented to advance South Africa's national interests. Paper developed of the President and Deputy Preside
Definition	Presidency is developing an international relations Position Paper to support the President's and Deputy President's International Programme and articulate a clear foreign policy position to mitigate a lack of alignment between departments. This indicator measures the percentage of implementation of the President's and the Deputy President's International relations position paper's strategic objectives and actions implemented to advance South Africa's national interest on the international arena.
Source of data	Any of the following <ul style="list-style-type: none"> SA National Interest discussion paper. Principal's international relation programmes. NDP 2030 and MTDP 2024-2030 Presidency International relations Position Paper Media release Speeches of the Political Principals
Method of calculation or assessment	Calculation: Percentage of delivery targets in Presidency International relations Position Paper achieved by 31 March 2030.
Assumptions	<ul style="list-style-type: none"> Funding will be available for the implementation of The Presidency International relations Position Paper Cooperation
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	100% of commitments in Presidency International relations Position Paper achieved by 31 March 2025.
Indicator responsibility	DDG: POP; DDG: ODP; DDG: PRS

OUTCOME 4:

Modernised Presidency, enabled to achieve its strategic goals.

Indicator title	Percentage of Presidency priority business processes fully digitised and rendered/accessible online.
Definition	The Presidency is not just focused on modernizing government services for the people, but also on updating and refining how it operates internally as an organization. By embracing digital transformation, it's striving to create a government that's more innovative, tech-savvy, and equipped to handle the demands of the digital age. This includes improving workflows, boosting efficiency, and adopting smart tools to make decision-making faster and more informed. It's about showing leadership in the digital space while ensuring everyone in the country benefits from these advancements. This indicator will therefore measure the implementation of a Programme of Action for the Digital Transformation of The Presidency.
Source of data	<ul style="list-style-type: none"> Digital Transformation Strategy.
Method of calculation or assessment	Calculation: Priority business processes fully digitised and rendered/accessible divided by the total number of priority business processes to be fully digitised and rendered/accessible online, outlined as part of Digital Transformation Strategy., multiplied by 100 to be expressed as a percentage
Assumptions	Funding will be available for the implementation of The Presidency
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial transformation (where applicable)	Not applicable.
Desired performance	100% Percentage of Presidency priority business processes fully digitised and rendered/accessible online by 31 March 2030.
Indicator responsibility	DDG: CM

CONCLUSION

The Presidency is approaching the period up to 2030 with confidence and belief that the organisation will successfully focus its methods and practices on improved implementation performance.

We have detailed in this plan a blend of internal and external elements that are required for The Presidency to enjoy the trust and support of the rest of government and of citizens. Equally, this plan is a navigational device for the leadership and guidance The Presidency will provide to all spheres of government and to government's social partners.

The Presidency commits to be exemplary in integrity, watchful in executing this strategy and to take pride in its role in making this a nation that works for all.



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