



ANC POLICY MONITORING, EVALUATION & RESEARCH

Presentation to NGC Commission
10 December 2025



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**The year of Renewal to make the ANC a more effective instrument of the people to achieve the vision of the Freedom Charter:
The people shall govern! The people shall share in the country's wealth!**

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Why PMER?

- **POLICY:** to turn our aspirations into reality, through strategies, programmes, laws, and campaigns, so that they impact on the motive forces and the development of the country. Must reflect our goals of redress, equality, social justice, as well as take account of reality, link between outcomes and strategy (theory of change).
- **M&E:** provide evidence-based insights and reports to ensure we achieve our goals, we pick up problems early and adjust, foster continuous learning.
- **RESEARCH:** expands knowledge, problem-solving, innovation, and helps us understand the world, also building critical thinking, credibility, and informing better decision-making.

Why PMER for ANC?

- Transformation, and particularly the all-encompassing and multi-faceted, thorough-going NDR project is complex and there are no quick fixes.
- We have many resolutions, but we always complained about implementation in all conferences.
- Ensure accountability for our decisions
- Our Policy Planning Cycle is not always in sync, and there are many discontinuities, in the ANC and in Government.

54th CONFERENCE RESOLUTIONS

ON POLICY DEVELOPMENT AND IMPLEMENTATION

Noting

- Our reliance on government and outside experts to develop and refine policies, especially in complex areas such as economic and social development. Our analysis that not all policies are implemented and that many are lost along the way.
- The fact that we do not have an effective system, to allow comrades in the executive to account to the organization for progress and delays in implementation.
- Our inability to effectively monitor and account for progress, as well as the impact of our policies.

RESOLVES

1. That the Policy Institute be set up as a matter of urgency as in previous conference resolutions.
2. That the Policy Institute is given the capacity and the resources needed to drive research, policy development, coordination of NEC Policy sub-committees, and monitoring and evaluation.
3. That the PI works closely with political education to school our deployees and our structures in ANC policy to strengthen implementation, our ability to communicate and monitoring capacity at all levels.
4. That we explore legislation in Parliament for publicly funded political party institutes or foundations that enable parties to play an improved role in issues of governance.

55th CONFERENCE RESOLUTIONS

On Accountability and Performance management, Conference resolved:

- 58) The ANC must strengthen accountability for Government interventions as instructed by the SGO. An ANC Policy, Monitoring and Evaluation Department must be established and fortified with appropriate mechanisms that should manage accountability and monitoring and evaluation of policy positions, including the implementation and progress thereof. All public representatives, including the Executive must report periodically against key performance areas
- 59) At national level the MPs and Caucus report to the NEC and are held accountable by the chief whip and the SGO. The president and cabinet also report to the NEC through the policy unit.
- 60) At provincial level the PEC should set up a similar

policy monitoring structure under the Provincial Secretary's office to hold MPLs to account together with the chief whip and the caucus. The premier and executive committee or cabinet also report to the PEC through then policy unit. At district level the councillors and mayors and chief whips report to the PEC and ANC caucus.

At local municipal level there is no adequate reporting mechanism and it is proposed that the sub-regional structures and the leadership of the ANC in council meet regularly to discuss ward issues, problems and municipal programmes.

At a ward level the ward councillor sits ex-officio in the BEC and reports every three months to the members in branch meetings and to the voters in public meetings.

To provide proper political management of polices and local government. The National Local Government Forum must be revived with all MECs, relevant ministers, Treasury, COGTA, SGO, Provincial Secretaries, Political Education, Policy, Monitoring and Evaluation and Elections committees. The structure must be replicated at provincial level to ensure accountability, speedy and coherent intervention where needed.

Long term policy imperatives must not be overshadowed by short term interventions. NEC members should participate but not lead in sub-committees in their respective area of deployment in Government. The NEC must, periodically, review the functionality and performance of sub-committees. Technical experts should moderate progress made on key performance areas/indicators.

ASSESSMENT OF IMPLEMENTATION OF 55TH CONFERENCE RESOLUTIONS ON SOCIAL TRANSFORMATION

Progress and Achievements (1)

- 2ND DSG heading Policy, Monitoring, Evaluation, Research (PMER) in ANC and Government. Provincial Deputy Secretaries and/or PEC member assigned to head PMER. PMER established as one of HQ Programme Depts, Head appointed, full-time NEC member.
- Policy Committee in 2023 adopted PMER framework, and since then specific Frameworks developed and Implemented, arising from this overarching Framework:
 - Institutionalise ANC Annual reports, based on January 8 tasks of each year, Midterm report
 - Development and Monitoring Manifestos: 2019 Review, lessons; 2024 Manifesto Outcomes based approach and Results Framework.
 - ANC Accountability Framework
 - Leadership Framework: NEC, PECS and RECs, first conducted 2024
 - MPs and MPLs
 - Councillors

See more details in Midterm Report: pages 29-33 and 74-91

ASSESSMENT OF IMPLEMENTATION OF 55TH CONFERENCE RESOLUTIONS ON SOCIAL TRANSFORMATION

Progress and Achievements (2)

- Branch Functionality Barometer: concept developed after 54th Conference, piloted and implemented after 55th, roll-out since July 2025.
- Service Delivery War Room with Elections and LGI
- ANC Policy Coordination and Submissions
- Research

ASSESSMENT OF IMPLEMENTATION OF 55TH CONFERENCE RESOLUTIONS ON SOCIAL TRANSFORMATION

Strengths and Weaknesses

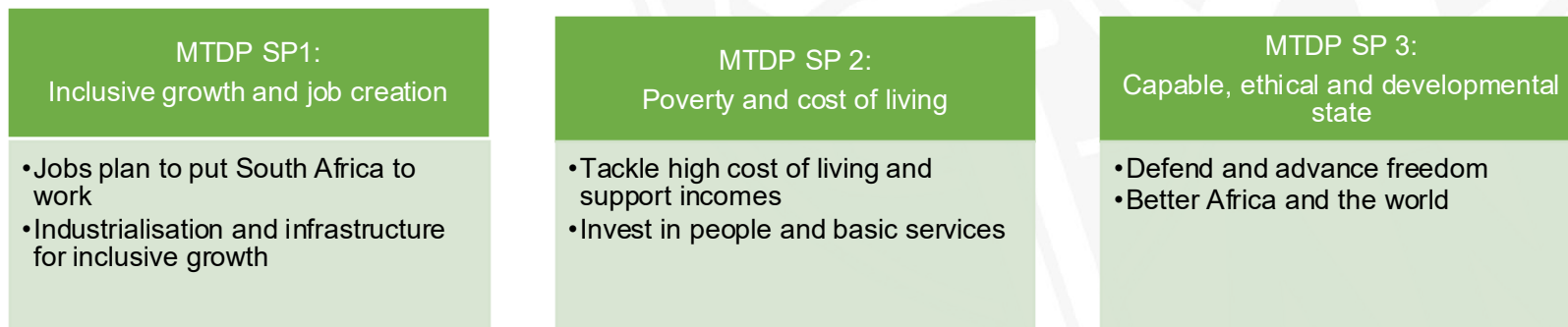
- Coordination between DPME, PMER and Caucus Research
- Not sufficient reach into the provinces and regions: building a national system of PMER and strengthen ANC capacity for responding to complexity
- Insufficient relations with think tanks, research and university institutions.
- Coordination accross committees - problem of silos
- Also ensure Outcomes based approach for our PMER Frameworks.
- ANC Policy cycle, continuity and capacity for longtime planning

New environment

- Strategic setback of 2024: we are a minority in Parliament, and have a GNU, with not all ministries led by ANC
- 30 years, persistent poverty, inequality, unemployment - NDR slowed down?
- Complex challenges for deployees and ANC leaders

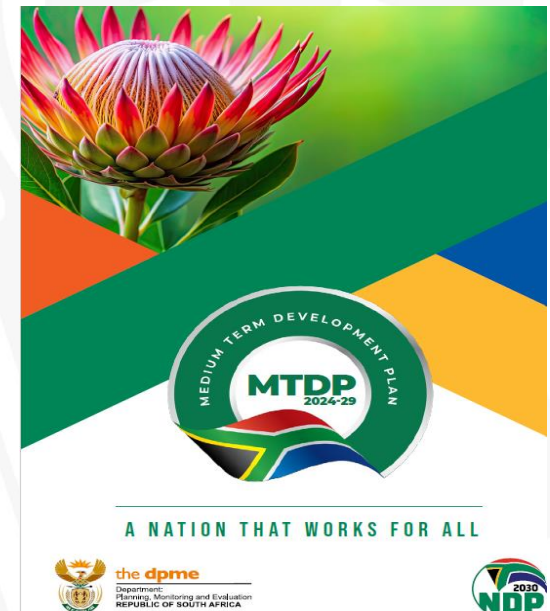
Actions on the part of government

- **Actions on part of government:**
- Previous NGC resolutions emphasised the need to strengthen mechanisms for effective oversight. This underpins the role of the Ministry of Planning, Monitoring and Evaluation within the Presidency.
- PMER capability has been established within the ANC. This is an important interface with activities in government for evidence based planning, monitoring, evaluation and accountability.
- The diagram below shows how the ANC Manifesto Priorities are addressed within the Medium Term Development Plan (MTDP) 2024-29, a plan of the 7th Administration.



Actions on the part of government

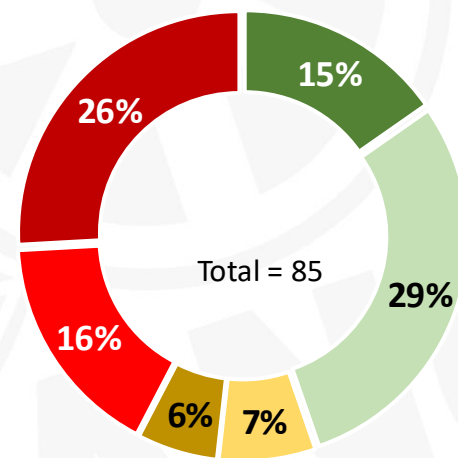
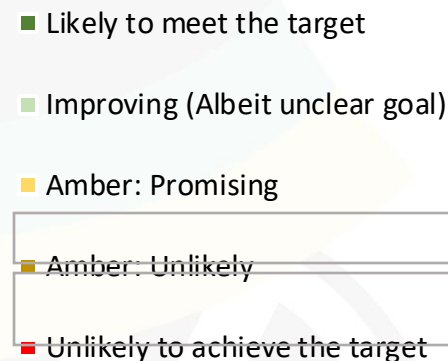
- In May 2024, the President launched the 30-Year Review of South Africa's Democracy (1994–2024) Report. This Report reflected on our country's progress, challenges and lessons since the advent of democracy.
- 30 Year Review revealed important milestones under each theme. However, some areas have lost momentum along the way. It identified several cross-cutting challenges that, if not overcome, will derail the country from achieving the national aspirations – read NDR.
- Insights from the engagements on 30 years of democracy informed both the MTDP 2024-2029 and continue to influence the ongoing discussions on long-term planning beyond 2030.
- Development Indicators annually tracks progress towards the 2030 NDP targets.



Actions on the part of government

Assessment of NDP progress based on DI 2024 Report

- The NDP is broad in scope as it addresses all facets of society. Assumptions informing the NDP adoption in 2012 have shifted. Assessment of progress, therefore, accounts for a range of nuances, demographic changes, economic performance and disruptions such as Covid-19 and global shifts.
- None of the high-level targets are currently on track to meet the 2030 goals:
 - **Poverty:** Reduce lower-bound poverty rate from 36.4% (2012) to zero.
 - **Inequality:** Lower the Gini coefficient from 0.60.
 - **Unemployment:** Reduce from 24.9% to 6%.
 - These goals assumed sustained **economic growth** of 5.4% annually from 2012.
- Of the 85 assessed DI 2024 indicators:
 - 13 (15%) are on track to meet their targets by 2030;
 - 31 (36%) show promising progress; and
 - 41 (48%) are unlikely to meet their 2030 targets.



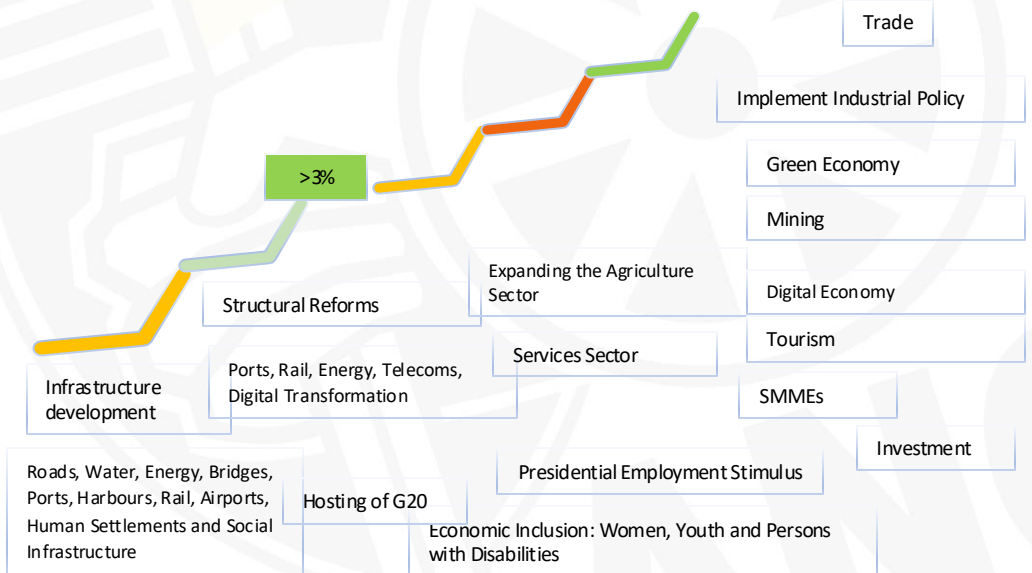
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Actions on the part of government

Areas of major concern

- Slow economic growth, and interconnected set of challenges that must be resolved, which are:
- Energy security
- High unemployment, especially youth
- De-industrialisation and export competitiveness
- Fiscal sustainability
- Performance of SOEs
- Education: Maths and vocational skills
- Governance challenges in municipalities
- Economic transformation and inclusion
- Infrastructure coverage gaps
- Vulnerability to global disruptions
- Poverty and inequality
- Uneven quality in education and health sectors
- Social cohesion and nation-building
- Crime and perceptions of safety.

2025 SONA Commitments – Achieving an even lesser GDP growth of 3% contained in the MTDP requires accelerated implementation and innovation:



Proposed Actions required on the part of the government

- Strengthen data systems and data sharing – leverage mandates of departments, universities and research institutions – e.g. the National Data Policy Observatory (NPDO); National Strategic Hub on the DDM.
- Quarterly dashboard on government performance – for FOSAD, Cabinet and Makgotla to better manage adaptive governance
- DPME interface with Offices of the Premier
- Monitoring delivery at the coalface, e.g. Giyani water project
- Communication of government delivery progress
- Utilise existing evaluation evidence to inform acceleration, e.g.
 - Food and Nutrition Security Plan
 - Land Restitution Evaluation Study
- PMER interface with what is happening in government.



"Always bear in mind that the people are not fighting for ideas, for the things in anyone's head. They are fighting to win material benefits, to live better and in peace, to see their lives go forward, to guarantee the future of their children."

Amilcar Cabral

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