

POLICY FRAMEWORK FOR INTEGRATED PLANNING

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planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



Table of Contents

- 1 Introduction and background
- 2 The rationale for a Policy Intervention
- 3 Waves of planning reforms in the country's planning system
- 4 Why is Integrated Planning Important?
- 5 Aims of the Policy Framework
- 6 Lessons learned from other countries
- 7 Applicable planning legislation, policies and frameworks
- 8 Problem Statement
- 9 Theory of Change
- 10 Policy Recommendations
- 11 Consultation

Introduction and background (1)

The Policy Framework for Integrated Planning represents an important building block in efforts to:

- Build a capable, developmental and ethical state in line with the National Development Plan 2030 and the Medium-Term Strategic Framework 2019-2024

The Framework seeks to build on existing progress in the planning system to address gaps in the public policy and planning landscape by:

- Strengthening coherence and outcomes across spheres of government and other stakeholders
- Improving alignment between short, medium and long-term planning systems and instruments

Purpose of the Policy Framework for Integrated Planning is to:

- Strengthen integrated planning towards achievement of the country's development goals
- Provide an overall framework for planning across the state machinery and improve synergies and alignment of existing planning legislation, policies and processes
- Provide the basis for the revision of the Integrated Planning Framework Bill

Introduction and Background (2)

Previous policies and legislation include:

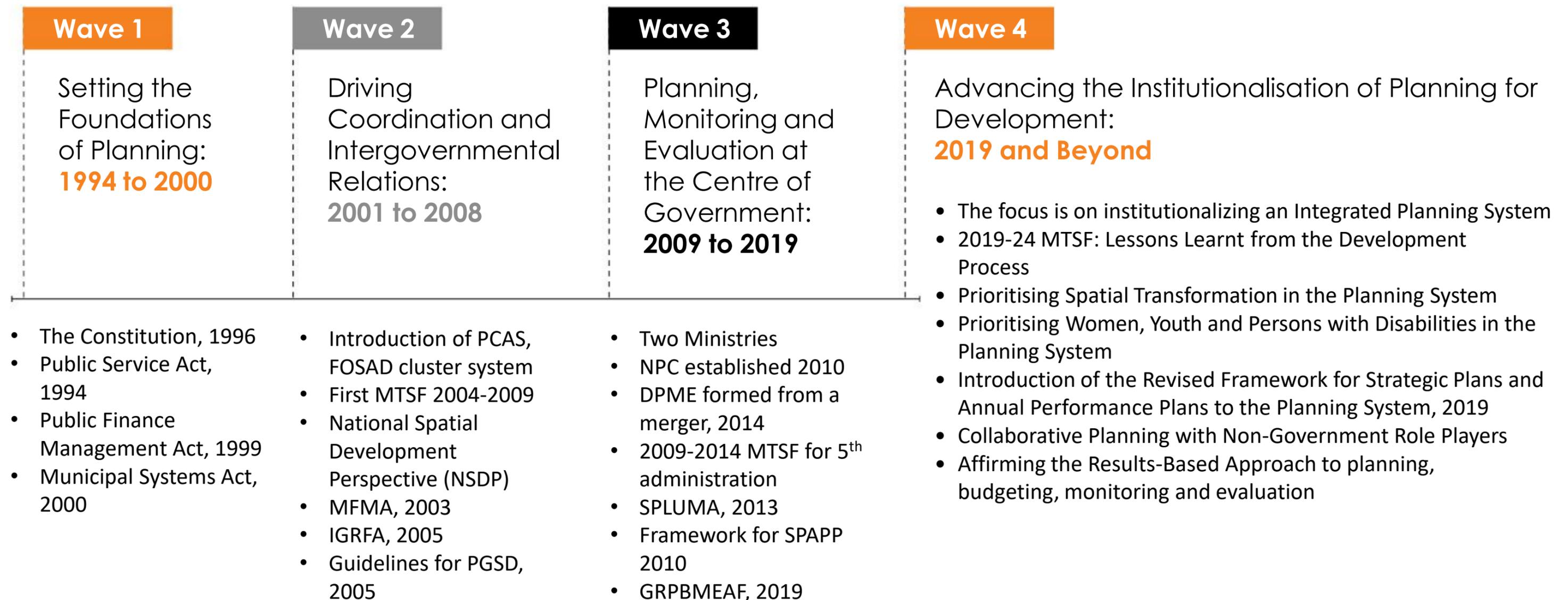
- **Green Paper on National Strategic Planning, Presidency, 2009**
 - The Green Paper was a discussion document and outlined government's position on national strategic planning. It was a precursor to the NPC and NDP.
- **Concept Note on the Institutionalisation of Planning, 2015**
 - The concept note established that, "A key institutional challenge to the achievement of effective planning in government is the fragmentation of the constitutional powers to effect planning; a power that is dispersed across the three spheres of the South African government".
 - This led to the development of the Draft Integrated Planning Framework Bill.
- **Draft Integrated Planning Framework Bill, 2018**
 - The draft Bill was released in 2018. The legislation is applicable to government planning processes and seeks to improve coordination, collaboration and alignment of development planning in the national, provincial and local spheres of government, including state owned entities.
- **Draft Policy Framework for Integrated Planning, 2021**
 - The policy framework will guide integrated planning and provide a basis for the revision of the Integrated Planning Framework Bill.

The Rationale for a Policy Intervention

The Rationale for a Policy Intervention is to:

-  **Establish** a framework for an improved, coherent, predictable and integrated planning system within and across all spheres of government as well as with social partners.
-  **Provide** the basis for ensuring that planning systems and instruments better contribute to policy coherence, achieving South Africa's development goals and improving the lives of the citizenry;
-  **Promote** better coordination, collaboration and alignment of planning within the framework of short, medium and long-term planning and between and across the national, provincial and local spheres of government;
-  **Inform** the preparation, adoption and implementation of policy, legislation and frameworks concerning planning and development;
-  **Inform** the compilation, adoption and implementation of development plans;
-  **Provide** recommendations to guide an integrated planning system which leads to the efficient, economic and sustainable use of resources to drive development;
-  **Institutionalise** short, medium and long-term planning and ensure that long-term national development priorities are implemented across the three spheres of government.

Waves of Planning Reforms in the Country's Planning System Since Democracy



Challenges

Despite progress, a number of challenges in the planning system persist:

- Planning instruments do not sufficiently prioritise policy interventions and development goals and translate these into measurable outputs, outcomes and impacts
- Insufficient evidence-based planning
- Fragmentation of the planning system and inadequate alignment and coherence across three spheres
- Lack of coherent planning policy and legislation to harmonise the planning system
- Lack of alignment of planning frameworks guiding SOEs
- Inadequate collaboration between centre of government departments on planning and budgeting
- Plethora of inter-governmental forums
- Compliance-based approach vs performance and results-based approach

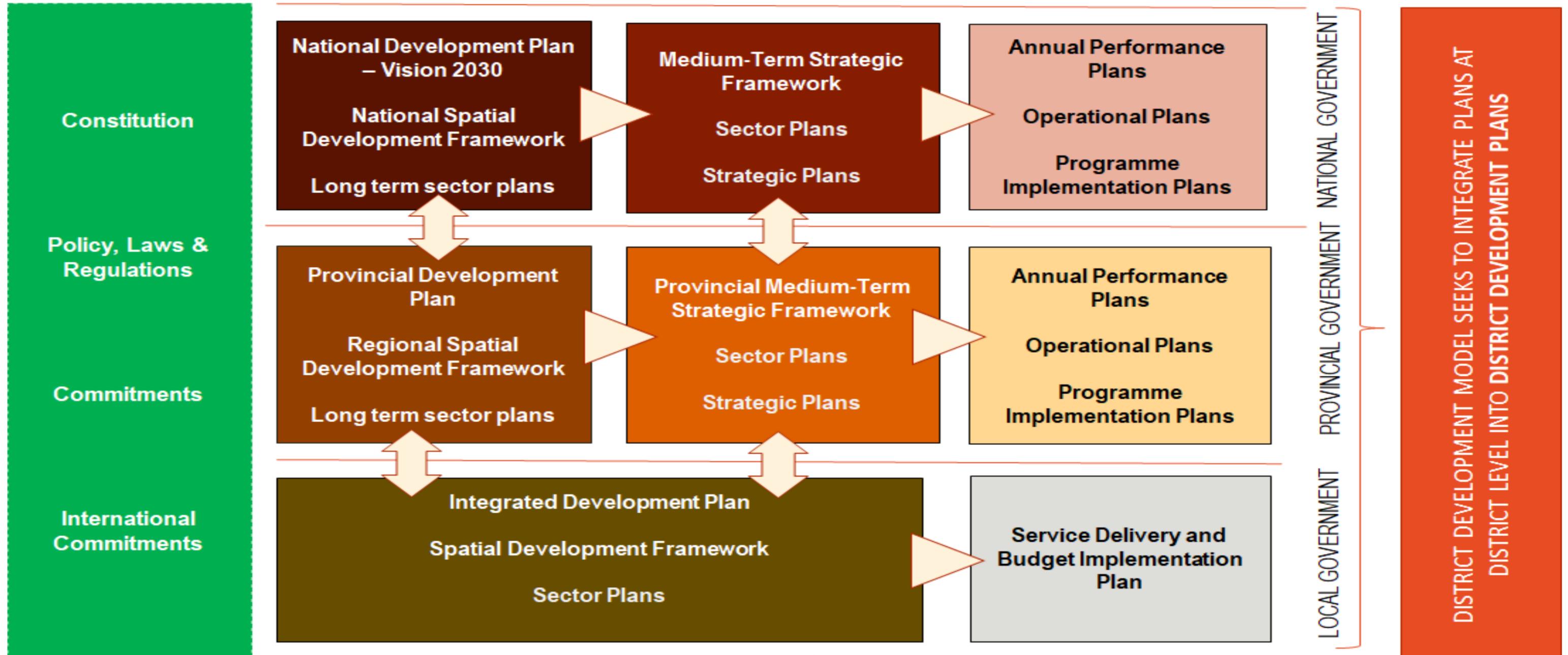
Why is Integrated Planning Important?

Integrated Planning will:

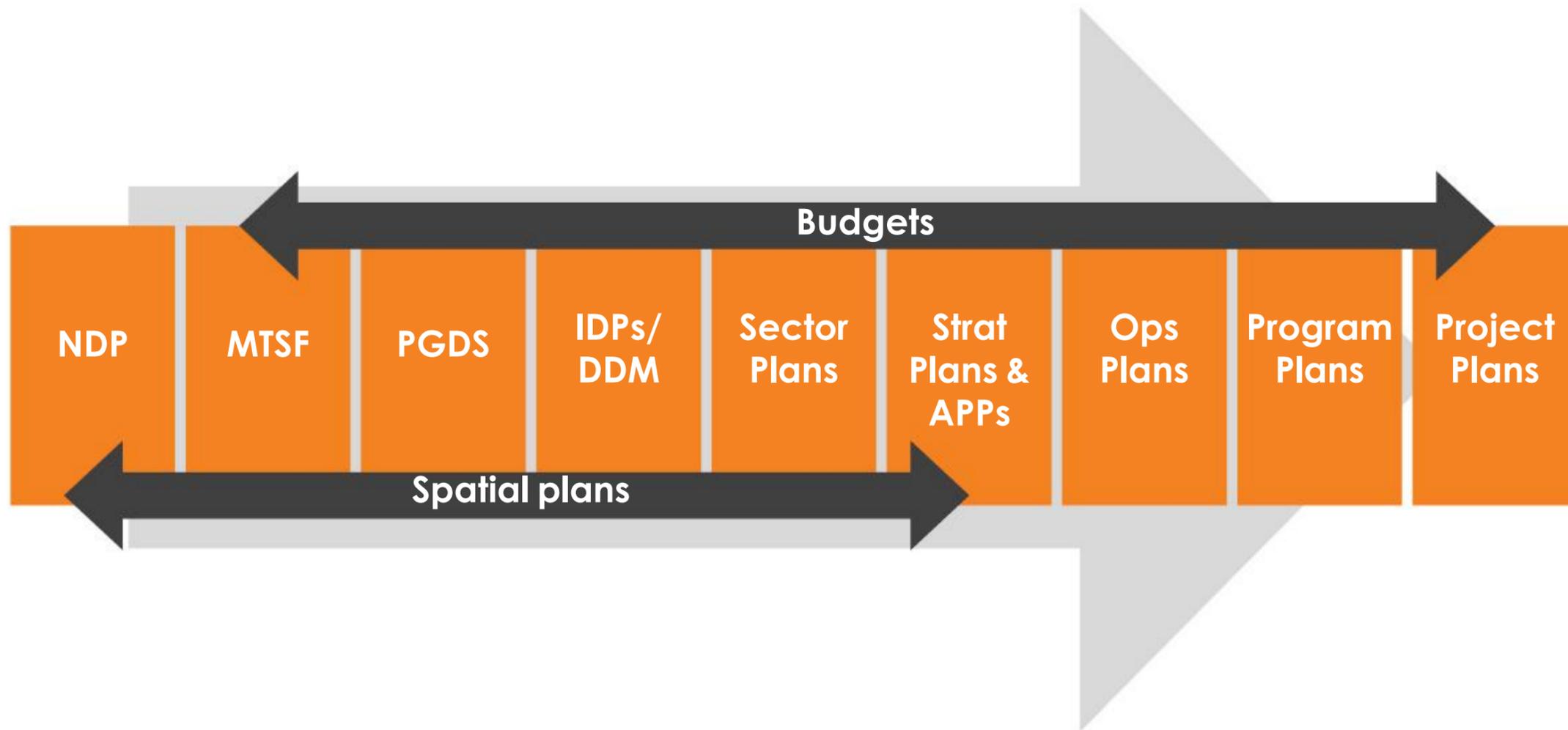
- Assist government in ensuring that planning legislation, policies and frameworks are coherent and coordinated in order to deliver on government priorities
- Enable government to improve synergies and eliminate duplication of efforts in providing services to the people of SA
- Harness multiple efforts and resources towards optimizing results, outcomes and development impacts while providing for customisation and prioritization at sector, provincial, local and programme level
- Support strategic decision-making by:
 - Providing a comprehensive view of resources and commitments that ensures the alignment of financial resources with government priorities
 - Ensuring that all functions are coordinated and can work efficiently and effectively
 - Being collaborative and not isolated
 - Enabling processes which are harmonized, coordinated and consistent
 - Being strategic and not reactive

Integrated National Planning System

- Short, medium and long-term planning
- National, provincial and local planning
- Spatial planning; sectoral planning
- Non-state sector planning

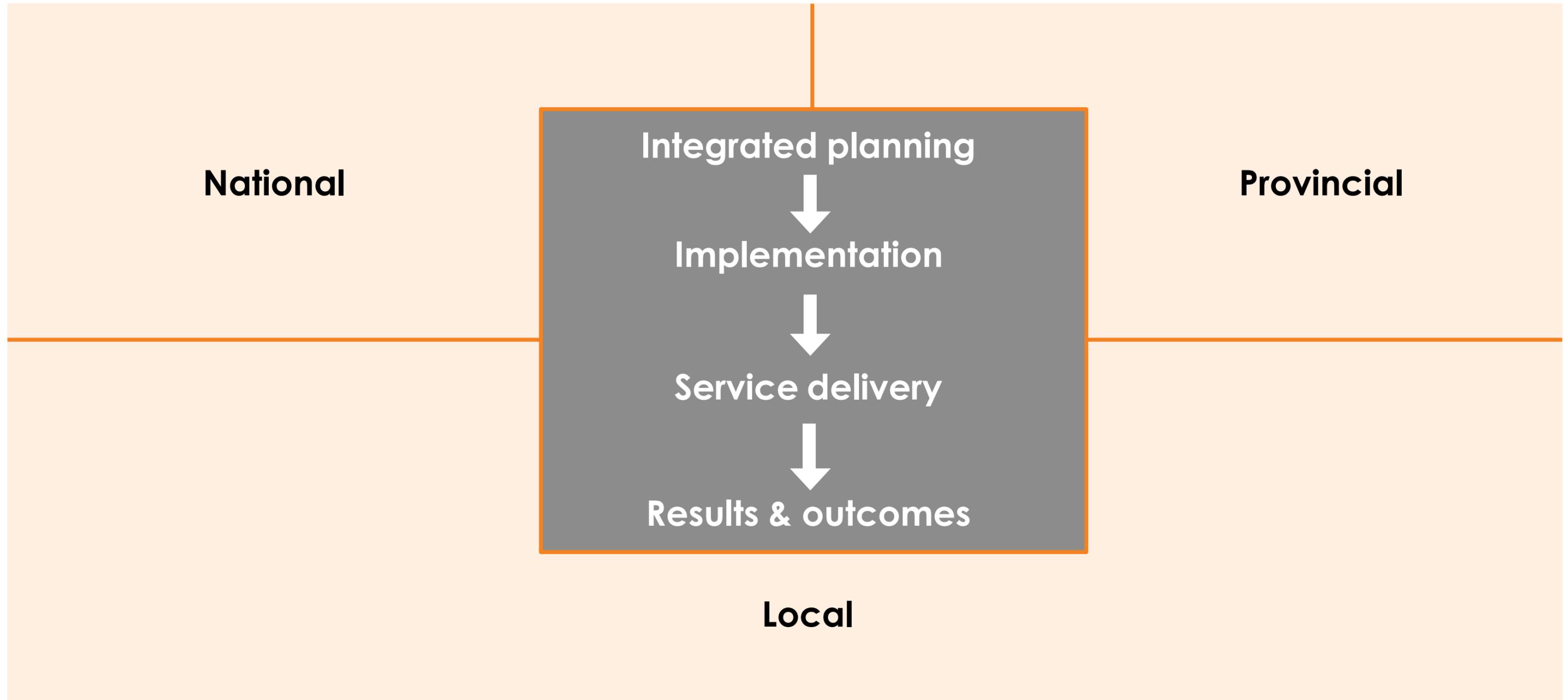


Why is Integrated Planning Important?



Implementation synergies
Improved development results

Why is Integrated Planning Important (cont)



Aims of the Policy Framework for Integrated Planning

This Framework aims to:

To promote improved integration and harmonization of planning across the planning system, including national, provincial, local government and state owned companies.

To improve coherence of existing policies, frameworks and legislation that guides integrated planning. This will improve planning and enhance implementation of programmes and delivery results.

Key functions of planning at the centre of government

- **Planning cycle and five-year development plans**
- **Capacity to diagnose development challenges and set priorities**
- **Policy coordination, design and implementation and alignment of line ministries with central planning instruments**

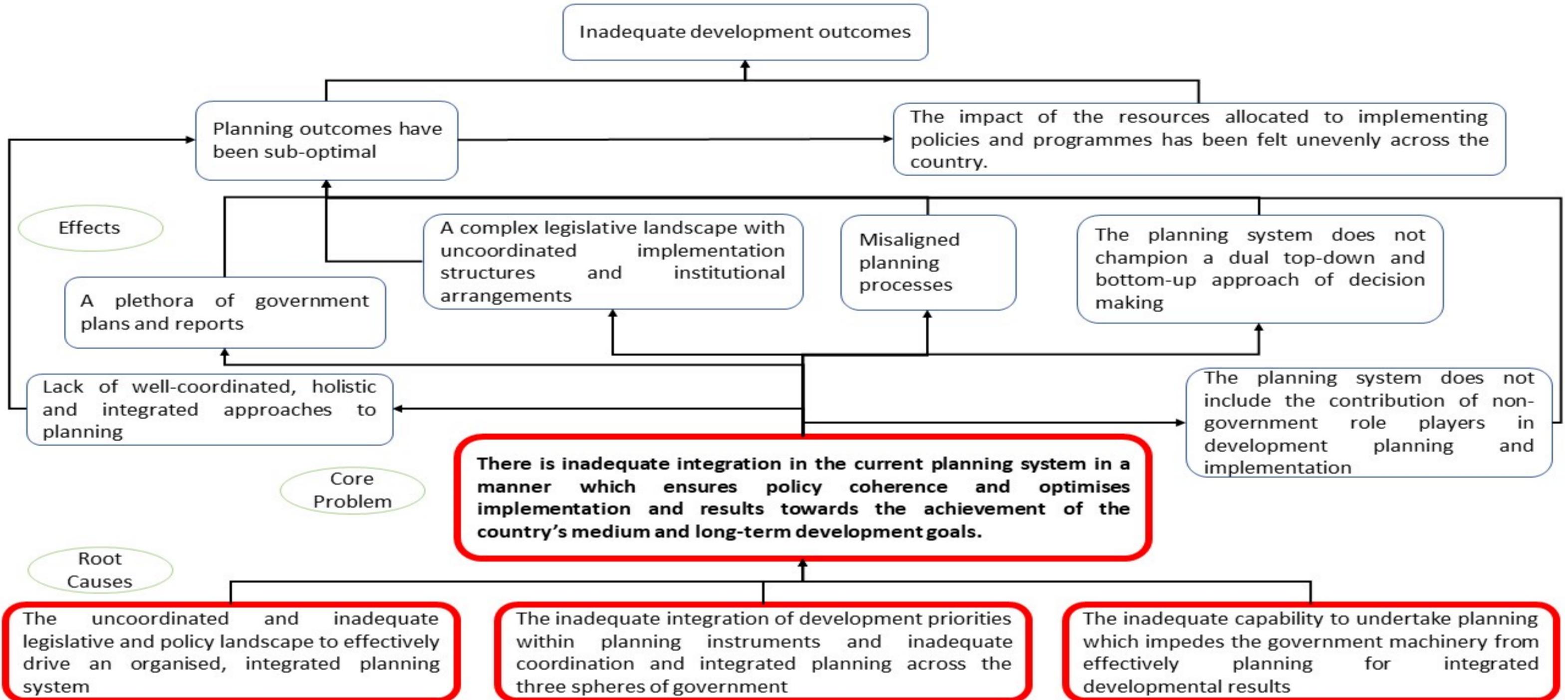
- **Strategic development planning incl industrial policy and integration of spatial planning in national strategic planning**
- **Monitoring implementation and progress**
- **Stakeholder management and accountability incl. state and non-state actors**

International benchmarking

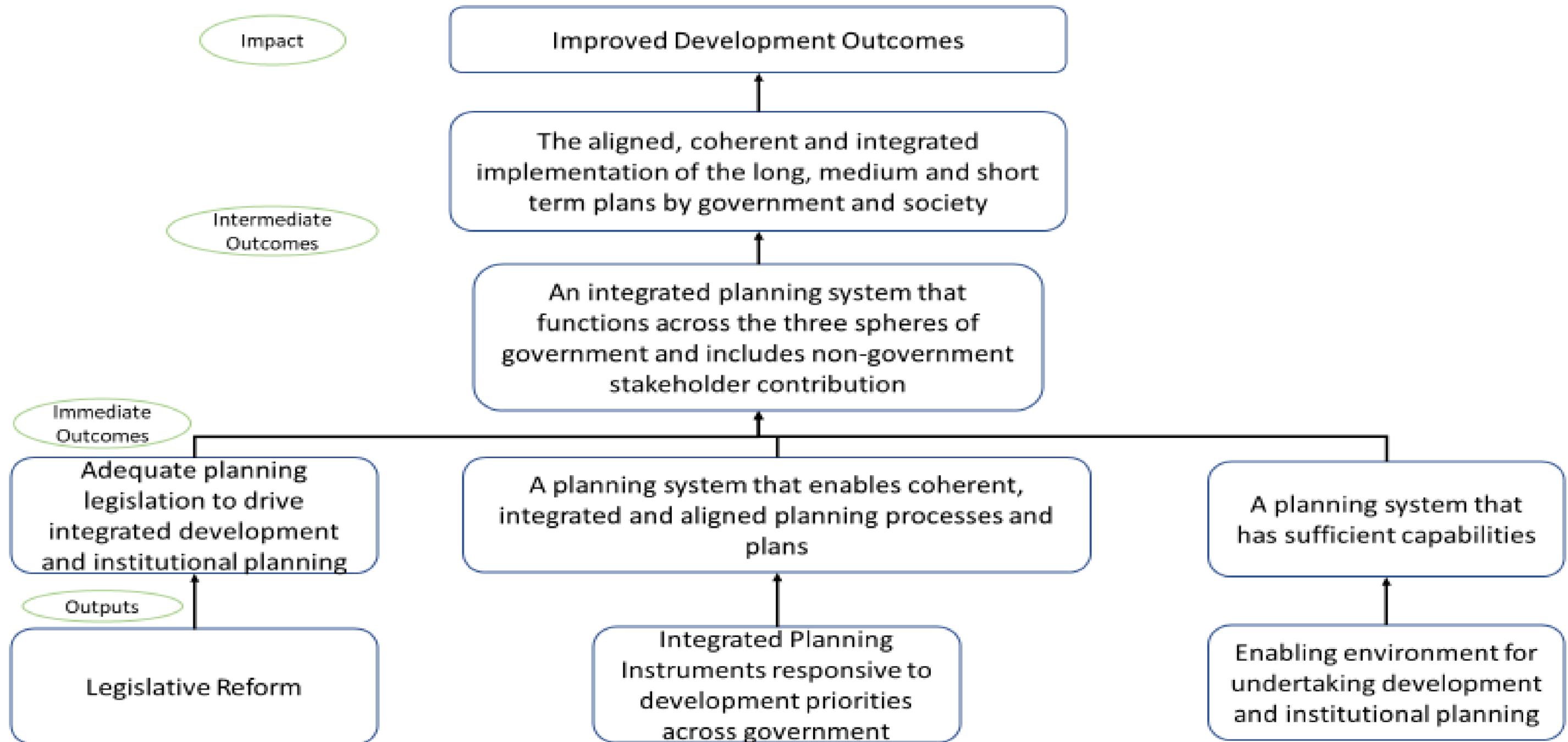
- **Canada** - The ability to build alliances, form partnerships and effectively manage horizontal initiatives is key to delivering services to Canadians.
- **Malaysia** - Top-down and bottom-up approaches featured in the system, stakeholder buy-in and ownership with deep consultations within and beyond government.
- **China** - The primary mission is to resolve the conflict stemming from plans applied to the same space being drawn up independently of each other.

- **Rwanda** - The Joint Actions Development Forum brings together all stakeholders contributing to the delivery of the National Strategy for Transformation implemented through District Development Strategies.
- **Kenya** - Regional integrated plans for programmes/projects transcending several counties as well as the County Integrated Development Plans.
- **Uganda** - Coordination across government needs to be revisited in order to strengthen results-based planning and implementation.

Problem Tree



Policy Framework for Integrated Planning Theory of Change



Policy Recommendations (1)

A. Legislative reforms that lead to the promulgation of integrated planning legislation.

B. Integrated Planning System responsive to development priorities across government

1. Long-term national development plans are reviewed and revised every ten years and based on extensive research and consultations across the three spheres of government and with social partners.
2. The national medium-term development plan is developed every five years for a particular government term of office and is based on the electoral mandate and the long-term development plan.
3. The Budget Prioritisation Framework is developed on an annual basis to identify the policy and planning priorities for the forthcoming year and utilized to guide resource allocations in line with short, medium and long-term priorities and results.
4. The National Annual Strategic Plan is developed on an annual basis to give expression to the priorities and targets of government for a particular year and to guide the development of institutional plans.

Policy Recommendations (2)

5. The approved long and medium-term plans are institutionalized by the three spheres of government including through the institutional five-year and annual plans (Strategic Plans and Annual Performance Plans).
6. The approved National Spatial Development Framework is revised every five years in alignment with the long-term national development plans and is implemented and institutionalized across the three spheres of government.
7. Provincial Governments will develop long- and medium-term plans aligned with the national long-term and medium-term plans whilst considering provincial priorities and mandates.
8. Institutional Strategic Plans and Annual Performance Plans are results-based and aligned to the medium and long-term national plans in accordance with the Revised Framework for Strategic Plans and Annual Performance Plans and provide geo-spatial referencing for the location of interventions at a local level.

Policy Recommendations (3)

9. National sector and cluster plans are aligned to the medium and long-term development plans.
10. The DDM One Plans and IDPs are aligned to the medium- and long-term plans at a provincial and national level.
11. A Revised Framework for Corporate Planning and Shareholder Compacts aligned to the government's results-based planning principles and methodologies is developed to guide planning by SOEs.
12. National, provincial and local government planning frameworks and guidelines should make provision for collaboration with non-government stakeholders in the development and institutional planning processes across the three spheres of government.

Policy Recommendations (4)

C. An enabling environment for undertaking development and institutional planning including where:

1. Planning is professionalised to improve the institutionalisation and integration of short, medium and long-term policy priorities, outcomes-based planning and planning alignment across the spheres of government.
2. A Knowledge Hub is established as a repository for data and information necessary for evidence-based planning and decision making.
3. New techniques are utilized in government planning, including foresighting and anticipatory governance.
4. Evidence-based and results-based planning and budgeting is mandatory and capacitated across the three spheres of government.
5. Technology and innovation should be utilized to strengthen the planning system and instruments should be automated, including through linkages across short- and medium-term instruments.

Policy Recommendations (5)

C. An enabling environment for undertaking development and institutional planning including where:

6. Appropriate institutional arrangements across the three spheres of government are institutionalized to serve as vehicles to coordinate engagements and dialogues on planning towards coherence, alignment and integration. Planning forums should be aligned to oversight structures to ensure effective and efficient decision making. Where appropriate, social partners should be included in planning forums.

7. Capacity building programmes on planning are expanded, including in collaboration with higher education institutions and professional bodies.

8. DPME in consultation centre of government departments issues an annual planning and budgeting cycle as well as schedules of technical support services to be provided within the planning system for a financial year.

9. DPME in consultation with centre of government departments, provincial and local government issues a compendium of common definitions for the three spheres of government.

Consultation

- Considerable consultations on the Policy Framework have taken place, including the following:
 - Centre of government departments – bilateral engagements
 - Presidency - The Socio Economic Impact Assessment certificate was issued
 - DBE, DSD, DPE – bilateral engagements
 - National Technical Planning Forum – national departments, government components and constitutional institutions
 - Community of Practice for Public Entities – schedule 3A public entities
 - National Steering Committee for Integrated Planning– OTPs and national centre of government depts
 - Webinar with non-government stakeholders – academia, business sector, labour, community sector, women’s organisations etc.
 - GSCID Technical Working Group and GSCID Director Generals cluster
 - Co-chairs of Ministerial Clusters
 - GSCID Ministerial Cluster and GSCID Cabinet Committee
 - Cabinet approved the Policy Framework on 21 September 2022



Thank you