



**“CHANGING THE LANDSCAPE OF PUBLIC FINANCIAL MANAGEMENT THROUGH
ENHANCED COMPETENCE AND ETHICAL BEHAVIOR TO IMPROVE SERVICE DELIVERY”**

Integrated planning for meaningful project pipeline development

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INTRODUCTION

- Integrated planning involves collaborative determination of priorities within and across spheres of government, and with non-government stakeholders to achieve long-, medium- and short-term development results.
- It supports strategic decision-making by providing a comprehensive view of resources and commitments that ensure the alignment of resources with national priorities.
- Ultimately, it should support integrated implementation, which is the implementation of a plan, programme, project or service in a coordinated manner within or across spheres or sectors, and institutions that contribute towards the same national development priority.

INTRODUCTION

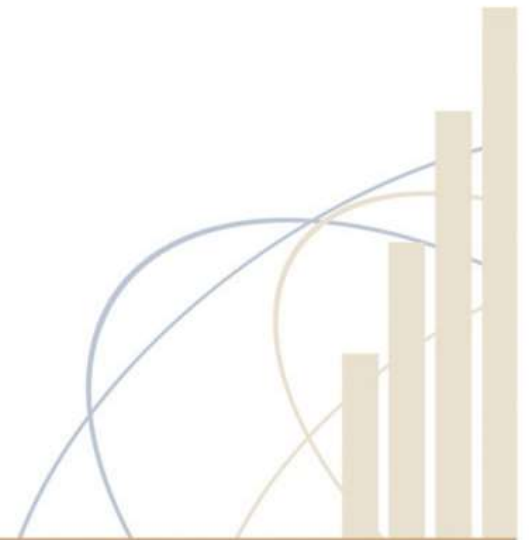
- Integrated Planning is underpinned by aligning *strategic objectives* and *project initiatives* with organizational goals and objectives, involving mobilization of resources, and addressing stakeholder expectations to create a cohesive and effective project pipeline, which involves key steps and considerations to derive various benefits.
- It is no different to strategic management in the public sector involving strategic thinking that ensures alignment of the organization with its goals and objectives in the light of external and internal forces through putting plans in place that are long term, flexible, agile, proactive in meeting organizational needs while avoiding crisis management.

POLICY FRAMEWORK FOR INTEGRATED PLANNING

- According to **Policy Framework for Integrated Planning (2022)**, “Integrated Planning includes the development and implementation of plans cascading from the **National Development Plan** (NDP) to the **Medium-Term Strategic Framework** (MTSF) and institutional plans as well as the **Provincial Development Plans** (PDP) and the **Integrated Development Plans** (IDPs) at local level. These plans aim to align priorities across government, inform resource allocation, and hold officials and public institutions to account”.
- The Policy Framework comprises of the following seven sections, namely, purpose & applicability of the Framework; detailed overview of the background to integrated planning in South Africa; the approach followed in developing the Framework; elaborates on the problem statement which the framework seeks to address; explains the policy, vision and objectives of the framework as well as the underlying theory of change; proposes the policy recommendations and sets out roles of different stakeholders; and covers governance, monitoring, evaluation, and review.

POLICY FRAMEWORK FOR INTERGRATED PLANNING

- Hence, to ***ensure alignment in planning*** throughout government and that the NDP is implemented by all in government, DPME is tasked with coordinating all national institutions, provinces and municipalities to ensure coordination on **key development priorities**, through strengthening and developing the institutional, technical and administrative aspects of planning to achieve a more coordinated and responsive government through a planning system that serves to promote the country's development objectives.



Steps to Develop an Integrated Project Pipeline

1. **Define Strategic Objectives:** Establish clear organizational goals and objectives.
2. **Identify Potential Projects:** Generate a list of potential projects aligned with strategic objectives.
3. **Evaluate and Prioritize Projects:** Assess projects based on strategic value, risk, and resource requirements.
4. **Develop Project Charters:** Create project charters outlining project scope, objectives, and deliverables.
5. **Establish Resource Allocation:** Allocate resources to support project delivery.
6. **Develop a Project Schedule:** Create a project schedule outlining key milestones and deadlines.
7. **Monitor and Control Progress:** Track project progress, identify deviations, and take corrective action.

STRATEGIC THINKING

Strategic thinking, depends on excellent planning and organizing, provision of decisive leadership and control, may be broken down into three categories, namely:

- **Policy strategy** – articulates the direction of government in terms of what it wants to achieve;
- **Organizational strategy** – articulating how it intends meeting stakeholders' needs
- **Managerial strategy** – involving budgeting, reporting, decision making and resource allocation towards achieving the objectives.

KEY STEPS OF INTEGRATED PLANNING

1. **Defining Organizational Objectives** involves establishing clear, measurable goals and priorities in order to focus on high impact, high priority project aligning to organizational objectives .
2. **Identifying Project Initiatives** in order to develop, create and evaluate project ideas aligned with organizational objectives.
3. **Conducting Feasibility Studies** in order to assess project viability, evaluating risks attached and matching them against, potential returns.
4. **Developing a Project Pipeline** thereby creating a structured process for managing projects from initiation to delivery.
5. **Establishing Governance and Controls** to define decision-making processes, roles, and responsibilities.
6. **Regular Monitoring and Reviewing** project performance to assess progress, and alignment with organizational objectives, while encouraging continuous

KEY COMPONENTS OF INTERGRATED PLANNING

1. **Strategic Alignment:** Align projects with organizational goals, mission, and vision.
2. **Stakeholder Engagement,** *this is preceded by stakeholder analysis where all potential stakeholders (internal & external) are identified based on their power, influence and interests, so they can be* involved in project planning and decision-making process to understand their needs, expectations, and concerns.
3. **Project Portfolio Management:** Evaluate and prioritize projects based on their strategic value, risk, and resource requirements.
4. **Resource Allocation:** ensure adequate allocation of resources (e.g., personnel, budget, equipment/technological) to support project delivery.
5. **Monitoring and Control:** Establish metrics and processes to track project progress, identify deviations, and take corrective action.

BENEFITS OF INTEGRATED PLANNING

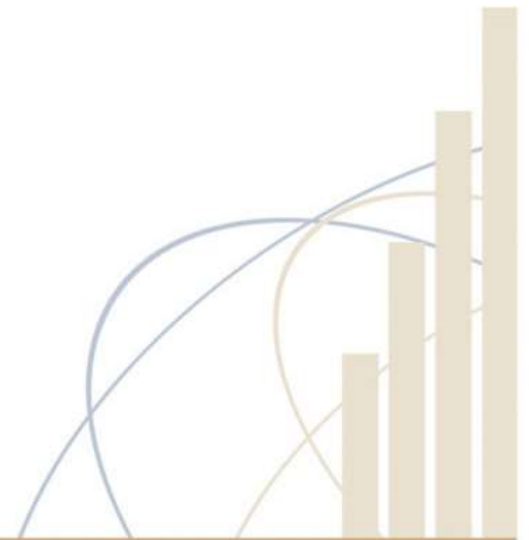
1. **Improved Project Success Rates:** Aligning projects with strategic objectives increases the likelihood of project success through fostering collaboration and encouraging cross-functional teams and stakeholder engagement.
2. **Enhanced Resource Utilization:** Effective resource allocation ensures that resources are used efficiently and effectively.
3. **Reduced Risk:** Proactive risk management minimizes the impact of potential risks and threats on project outcomes.
4. **Increased Stakeholder Satisfaction:** Engaging stakeholders in the planning process ensures their needs are met, leading to increased satisfaction through ensuring open communication and visibility (transparency) throughout the project pipeline development process.

WEAKNESSES IDENTIFIED IN INTEGRATED PLANNING

1. The level in which consultation or engagement with internal stakeholder like workers should go down as low as possible within the organisation in order to encourage maximum participation and cooperation during the process of strategic planning, this assists in ensuring that the problem identification and analysis is based on practical and real issues, not on theoretical and rhetorical understanding based on unsubstantiated fears, conclusions based on unreliable or untested data or information.
2. Lack of effective stakeholder analysis and engagement in the public sector remains a reality as a result of poor or no consultation with critical stakeholders, especially internal stakeholders (employees at junior levels but at the coalface of service delivery) who ordinarily play a huge role in the success or failure of the strategy or plan being implemented based on their influence and power over the strategy.

WEAKNESSES IDENTIFIED IN INTEGRATED PLANNING

3. Moreover, failure to consult stakeholders can lead to poor strategy formulation and planning, wasteful expenditure, project failure, legal action and worse.
4. Poor external audit or environmental scan, which should identify and evaluate six broad categories: **p**olitical; economic; **s**ocial; **t**echnological; **e**nvironmental; and **l**egal forces (PESTEL) beyond the organization's control in order to be able to take advantage of opportunities spotted, and to mitigate or prepare to sidestep looming threats.



CHALLENGES IDENTIFIED IN INTEGRATED PLANNING

Fragmentation of roles

- The division of powers and responsibilities across the three spheres of government can lead to sub-optimal outcomes. The hierarchical nature of political arrangements and party structures can weaken the voice of local governments

Lack of resources

- Municipalities may lack the resources to effectively plan and provide services. Municipalities may be under-resourced and unable to sustain themselves financially.



CHALLENGES IDENTIFIED IN INTEGRATED PLANNING

Lack of qualified officials

- Officials may lack the qualifications and experience necessary for efficient municipal planning, resulting to incomplete projects.

Limited capacity

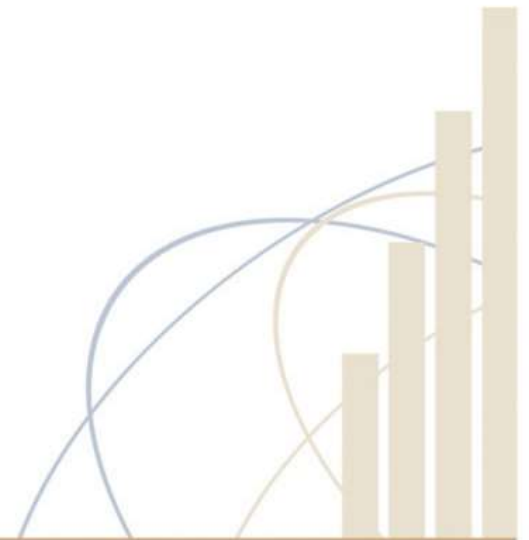
- Provinces and Municipalities may have limited capacity to effectively plan and provide services as a result of inadequate budget at all levels of government, even worse at municipality level since majority of them are grant dependent while struggling to generate own revenue

Political interference

- The IDP and budget review processes can be politicized, which impacts on the success of the IDP process due to lack of community participation as a result of residents not genuinely involved in the planning process.

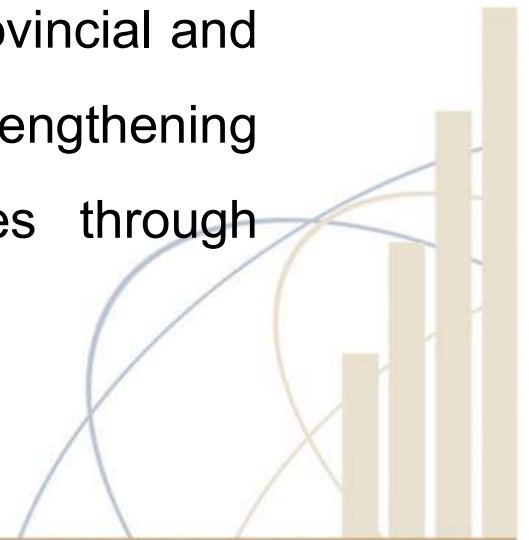
INTERGRATED PLANNING

Fraczkiewicz-Wronka, Szymaniec, 2014, lamented that public sector organizations' environment is volatile and unpredictable due to being highly politicized, which makes it difficult to predict upcoming changes, which is compounded by the huge number of stakeholders fighting for a space to impose their mutually exclusive interests in order to exert their hegemony.



INTERGRATED PLANNING

- NDP 2030 aims at eliminating poverty and reduce inequality by 2030, while Chapter 13 articulates a vision that South Africa needs to build a developmental state that is capable of playing a transformative role in order to address the challenges of poverty and inequalities.
- This made a case for adopting an approach that proactively attempts to improving coordination between national, provincial and local government in resolving problems while strengthening collaboration and synergy among the three spheres through effective and responsive leadership by government.



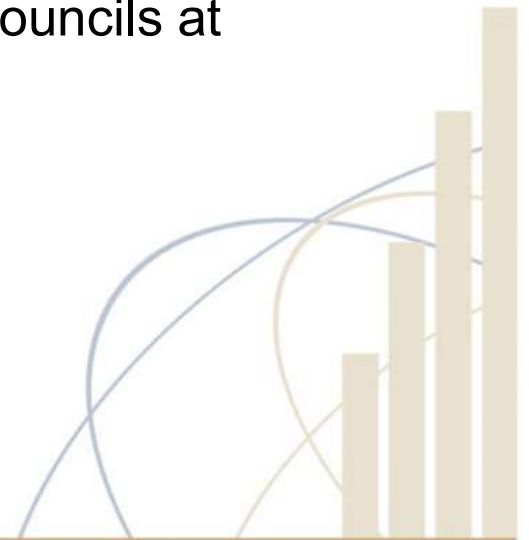
INTERGRATED PLANNING

- Evidently, misalignment in government processes involving budgeting and institutional processes have been identified over the years as a result of various departments and/or business units within the same departments working in silos, this has inevitably found its own expression through misalignment between the political planning and strategic planning process.
- Consequently, government's failure to improve the delivery, implementation and overall delivery of government's development and transformation interventions has been glaring and conspicuous.



INTERGRATED PLANNING

- Political factors also contribute to instable environment in different government's departments at all levels as politics has a tendency to overlap to administration when not properly managed, this causes interdepartmental and intergovernmental power struggles influenced by political battles taking place in legislatures in provincial government, Parliament at national level and Municipal Councils at local government level.

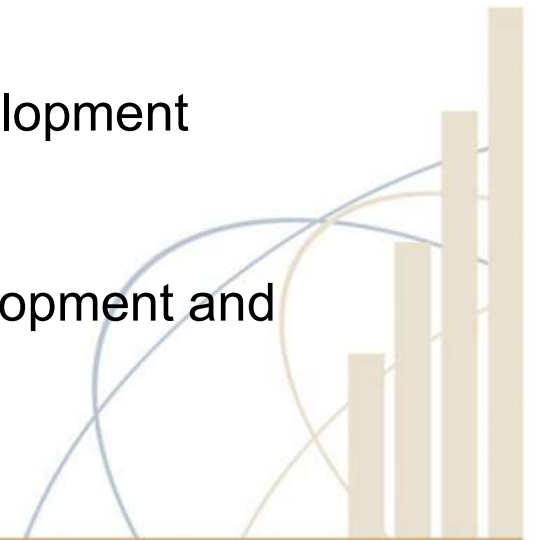


INTERGRATE PLANNING

- The NDP asserts that, despite that government has struggled to achieve constructive relations between local, provincial and national government as a result of unclear lines of responsibilities coupled with a reluctance to manage the system. It has however achieved to improve coordination and collaboration among all spheres of government, thereby bringing about the desired results in ensuring that the transformed public service and local government better represent the entire population while making significant progress in the provision of basic services such as housing, water and electricity by different departments mandated to deliver on these tasks, while attempting to resolve challenges that lead to weaknesses in capacity and performance in local, provincial and national government.

INTEGRATED PLANNING

- In essence, the **Policy Framework (2022)** provides three main types of recommendations, which are underpinned by a key set of interventions that have been, or need to be, introduced.
- The recommendations are based on the Theory of Change (ToC):
 - (a) Legislative reforms that lead to the promulgation of integrated planning legislation.
 - (b) Integrated planning system responsive to development priorities across government.
 - (c) An enabling environment for undertaking development and institutional planning.



National, Provincial and Local Government

- Strategic management differs at provincial, national, and local level. The common thread for both is that they must comply with the constitution above all else, guided by Government Policy, Legislation and NDP.
- Thus strategic planners at national level use an outcomes-oriented planning approach mandated by the National Treasury (**National Treasury, 2010**).
- The government's programmes and policies are compiled at the beginning of each term of office in the form of a medium-term strategic framework (MTSF), which must be approved by the cabinet and is published by the presidency.
- The three spheres are not independent: they are “distinctive, interdependent and interrelated”.

National, Provincial and Local Government

Strategic planning at national level:

- Outcomes-oriented planning starts with the development of outcomes, outputs, activities and metrics by the ruling party, now the GNU;
- Previously, they used to identify five priority areas and from that, develop strategic priorities, which are set out in the MTSF, now MTDP.
- The MTDP should be both an integrated monitoring framework as well as a five-year implementation plan. It focuses on priorities and related interventions and monitors outcomes, indicators and targets towards the achievement of these priorities

National, Provincial and Local Government

Strategic planning at provincial level:

- Provincial governments' main function is to translate national strategies into activities, programmes or tasks to be carried out at provincial level. Strategic plans may differ between provinces (National Treasury, 2010).
- Provincial and national personnel select strategic goals (which focus on outcomes) and target indicators for their specific sectors. This information is included in their medium-term strategic framework (National Treasury, 2010).

National, Provincial and Local Government

Strategic planning at local level:

- All plans made at local level must comply with government's integrated development plan requirements. Every department must submit a strategic plan as well as review its progress annually.
- At this level, national strategies and provincial activities & programmes get translated into Integrated Development Plans (IDPs) compiled in consultation with different stakeholders representing various sectors of the communities.

STAKEHOLDER ANALYSIS AND ENGAGEMENT

- In order to foster cooperation, involvement of all critical role players at all levels, mainly from the lower levels to Senior Management, it is important to lay the foundation for maximum participation of all stakeholders, especially internal stakeholders, which is somehow found to be lacking in government processes.
- As already mentioned, engaging stakeholders in the planning process ensures their needs are met, leading to increased satisfaction through ensuring open communication and visibility (transparency) throughout the project pipeline development process.
- Therefore, stakeholder participation is one of the most critical issues in integrated planning. If your stakeholders are not involved from the beginning of the process, they might not support it – or even sabotage it.

STAKEHOLDER ANALYSIS AND ENGAGEMENT

Stakeholder Analysis:

Identify all internal and external stakeholders.

- Questions like who has influence or power over our strategy, or an interest in its successful or unsuccessful completion

Prioritise stakeholders and determine key stakeholders.

- Concentrate on the highest priority groups, while providing sufficient information to keep the less influential groups

Analyse the needs, interests and power base of key stakeholders

- Analyse your stakeholders. What are their needs and interests, and how can you use these to draw them into participating

STAKEHOLDER ANALYSIS AND ENGAGEMENT

Stakeholder Engagement:

Identify tactics to involve stakeholders in a constructive way

- Meet some of the stakeholders to establish the nature of their interests and concerns, while paying attention to:
 - Their goals;
 - Past reactions;
 - Expected behaviour;
 - The likely effect of your activities on them (positive or negative);
 - Their reaction; and
 - The extent of buy-in to and level of support for your initiative

CONCLUSION

Based on the information shared in this presentation, the following can be concluded:

- a) Though the Policy Framework for Integrated Planning, does not involve changing the existing constitutional powers and functions, its general thrust and purpose should be understood to be about strengthening integrated planning towards the achievement of the country's development results with an aim to provide an overall framework for planning across the state machinery and to improve synergies and alignment of existing planning legislation, policies, instruments, and processes, thereby improving, enhancing and strengthening integration of the current policies across all spheres, clusters and sectors of government.
- b) Therefore, there is a great need to improve the alignment of plans at different levels as well as to better coordinate implementation towards the achievement of development results as this will strengthen collaboration amongst state institutions and non-governmental institutions in the delivery of sustainable service delivery at all levels.

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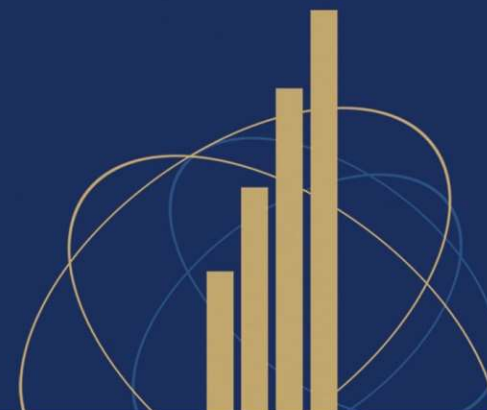
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Thank You!



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