TOPIC: AN INTEGRATIVE AND MULTIDISCIPLINARY PLANNING AND DEVELOPMENT APPROACH IN THE PUBLIC SECTOR

CHARTERED INSTITUTE OF GOVERNMENT FINANCE, AUDIT AND RISK OFFICERS’ (CIGFARO) 90TH ANNUAL CONFERENCE

Conference Theme: Transformational Leadership in the Public Sector

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South Africa’s National Development Plan and Vision 2030

National Development Plan (Vision for 2030)

THE DIAGNOSTIC

Poverty and Inequality
- Too few jobs
- Divided communities
- Crumbling infrastructure
- Resource intensive economy
- Public Service unions
- High Disease burden
- Poor education
- Exclusive planning

THE PLAN

Prosperity and Equity
- Unite the nation
- Create jobs
- Expand infrastructure
- Use resources properly
- Inclusive planning
- Quality education
- Quality healthcare
- Build a capable state
- Fight corruption

Poverty and Inequality

Corruption

Public Service unions
NDP’s approach to change
Alignment of the NDP with International Development Frameworks
NDP 2030 Goals

- **Eradicate absolute poverty** – from 39% of people living below the poverty line of R419 (2009 prices) to zero.

- **Reduce unemployment rate to 6%** – by creating 11 million more jobs by 2030.

- **Significantly reduce inequality** from 0.69 to 0.60 gini coefficient through a range of policy interventions.

- The NDP sets goals, targets to be achieved by 2030 in each sector as well as policy proposals on how to achieve the goals.
Key mandates of the 2nd NPC

Appointed in September 2015 with six key mandates:

- Engaging sectors of society on the long-term development of SA
- Contribute to international partnerships and networks on national planning
- Research and analysis to inform long term planning
- Facilitate stakeholder engagements
- Undertake detailed planning in selected sectors
- Promote and advance the implementation of the NDP
Levers for implementing the NDP 2030

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

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

**CAPABILITIES OF SOUTH AFRICANS:**
ECD & Basic Education, Health, Social Protection

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

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

**Corresponding Outcomes**
3. All people in South Africa are and feel safe
9. Responsive, accountable, system-effective, and efficient local government
11. Create a better South Africa, a better Africa and a better world
12. An efficient, effective and development-oriented public service
14. Nation building and social cohesion
National priorities for 2019-2024 to implement the NDP

- **Priority 1**: Economic Transformation and Job Creation
- **Priority 2**: Education, Skills and Health
- **Priority 3**: Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 4**: Spatial Integration, Human Settlements and Local Government
- **Priority 5**: Social Cohesion and Safe Communities
- **Priority 6**: A Capable, Ethical and Developmental State
- **Priority 7**: A better Africa and World
Implications for implementation

• Implementation plan requires answers to the following questions:
  ▪ How are you going to implement the relevant priority? (interventions)
  ▪ What is your available budget?
  ▪ Where are you going to implement? (geographical location)
  ▪ With whom are you going to implement it? (partnerships)

• The District Implementation Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan spheres together by all three spheres of government resulting in a single strategically focused Joined-Up plan (One Plan) for each of the 44 districts and 8 metropolitan geographic spaces in the country.

• Monitoring will occur at all levels through an integrated monitoring system.
The District Development Model

- National budgets and programmes spatially referenced across 44 District + 8 Metro’s spaces
- Provincial Governments budgets and programmes spatially referenced to District and Metro’s spaces
- Needs and Aspirations of Communities expressed in IDP’s municipalities in 44 + 8 spaces
- International, Trade & Private Sector Agreements

THE ONE PLAN
REVISED FRAMEWORK FOR STRATEGIC PLANS AND ANNUAL PERFORMANCE PLANS

Implementation Mechanism

MONITORING FRAMEWORK

THE PRESIDENT CABINET
DPME MINISTER
FOSAD

BUDGET PRIORITISATION FRAMEWORK

BUDGET ALLOCATION
NATIONAL TREASURY

STRATEGIC PLANS

ANNUAL PERFORMANCE PLANS

QUARTERLY PERFORMANCE REPORTS

ANNUAL REPORTS

AGSA | PARLIAMENT | CIVIL SOCIETY

REVISED FRAMEWORK FOR STRATEGIC PLANS AND ANNUAL PERFORMANCE PLANS

DPME | OFFICES OF THE PREMIERS | TREASURIES

IMPLEMENTATION MECHANISM

NDP

2019-24 MTSF

PGDSs

OTPs and Legislature

DPME
Linking Planning and Budgeting

Planning Documents

Strategic Plan:
- Mandate and strategic goals
- Strategic objectives

Annual Performance Plan:
- Programme objectives
- Performance indicators & targets
- Programme and subprogramme budget and expenditure
- Information for infrastructure projects, conditional grants, public entities and Public Private Partnerships

Budget Documents

Estimates of National Expenditure:
- Mandate and strategic goals
- Programme objectives
- Performance indicators & targets
- Programme and subprogramme budget and expenditure
- Budgets for infrastructure projects, conditional grants, public entities and Public Private Partnerships

Budget Programme Structure:
- Should reflect main areas of responsibility or service delivery
- Key link between objectives (as reflected in Strategic Plans) and operational budgets

Information reported for a 7-year period (i.e. 3-year history, current year and MTEF period)

Strategic and Annual Performance Plans are tabled in Parliament after tabling of Budget
Key leadership qualities required by the NDP (page 475)

✓ The ability to lead by example and to follow rules that apply to everyone,

✓ Honesty, integrity and trustworthiness. Leaders are able to combine the ability to hold fast to a core set of values as enshrined in the constitution while embracing change and agitating for transformation;

✓ The capacity to innovate, manage change, build enough support to drive an ‘essential’ and not necessarily popular agenda, communicating with people, keeping them interested and informed.

✓ The ability to listen, especially to those with a different opinion, perspective and or priorities. Leaders should be able to create conditions that allow everyone to communicate in an open dialogue...

✓ Ability to promote meaningful inclusion, helping to overcome barriers associated with class, ethnicity, gender, disability and other factors of exclusion. Leaders must seek to empower the otherwise powerless, building bridges to other sectors of society, including business, civil society, and faith-based communities, as well as to all levels of government.

✓ This is all-encompassing leadership that empowers people and places them at the centre of development. It is visionary leadership required to take the country to its goals of 2030. It can act as a catalyst for change...
Concluding remarks

• I conclude by citing the NDP on the pre-conditions for a capable developmental state (I quote):

  “A developmental state needs to be capable, but a capable state does not materialise by decree, nor can it be legislated or waved into existence by declarations. It has to be built brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules” (NDP, 2010, P54).

• As professionals we have a major contribution to make in this regard through initiating and sustaining integrative and multidisciplinary planning and development approaches for our beloved South Africa.
DANKIE KE A LEOGA NGIYABONGA NDITYABULELA INKOMU NDY KHOU LIVHUHA

Thank you