

PROVINCIAL INTEGRATED PLANNING FRAMEWORK (PIPF)

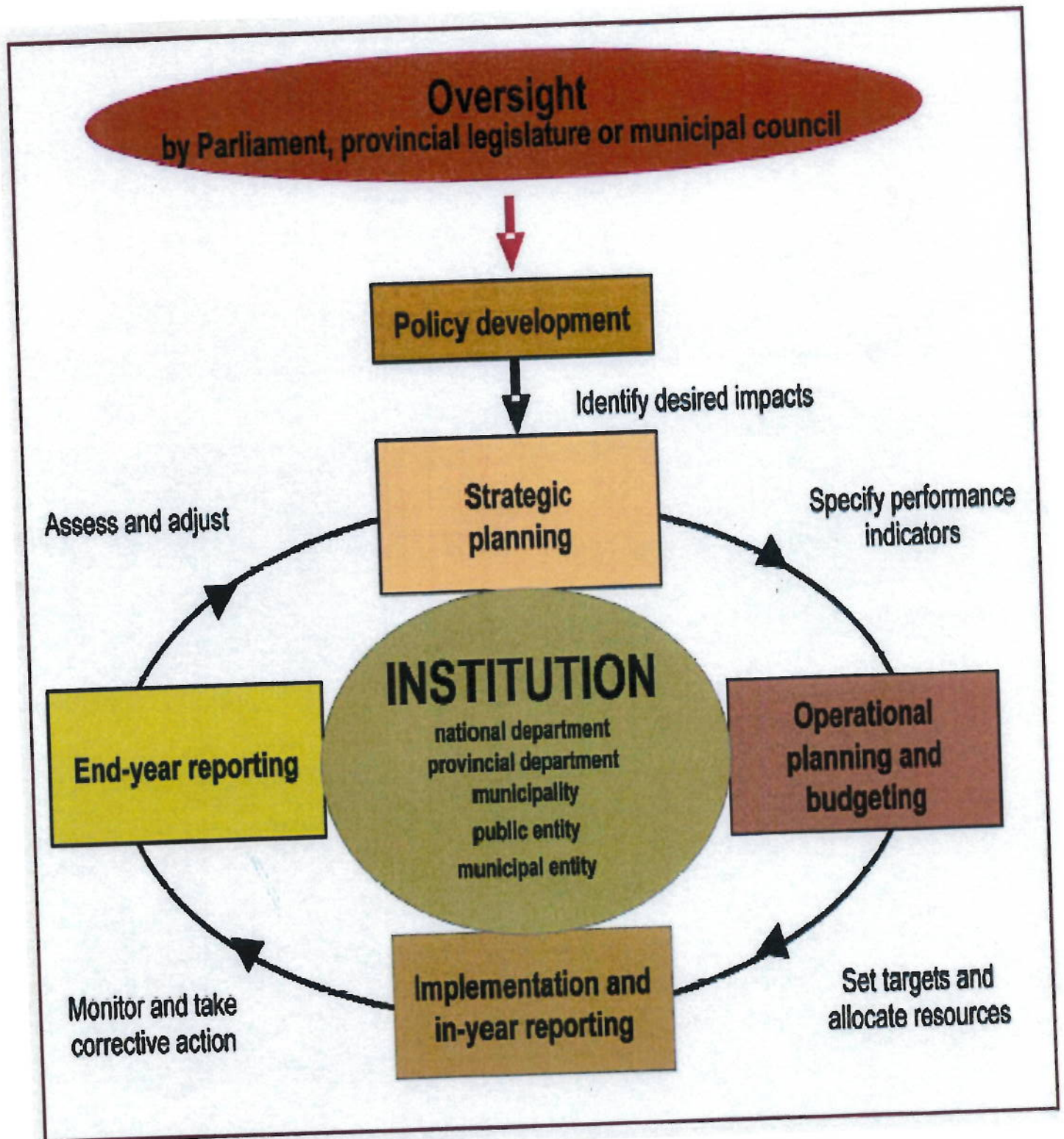


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List of Acronyms and Abbreviations

APP	: Annual Performance Plan
CoGHSTA	: Co-operative Governance Human Settlement and Traditional Affairs
DDPF	: District Development Planning Forum
DG	: Director General
DIGF	: District Inter- Governmental Forum
DPME	: Department of Performance Monitoring and Evaluation
DPSA	: Department of Public Service and Administration
EXCO	: Executive Council
FMPPI	: Framework for Managing Programme Performance Information
FOSAD	: Forum of South African Directors-General
G & A	: Governance & Administration
GWMES	: Government Wide Monitoring and Evaluation System
HOD	: Head of Department
IDP	: Integrated Development Plan
IGRFA	: Inter-Governmental Relations Framework Act
MEC	: Member of the Executive Council
M & E	: Monitoring and Evaluation
MFMA	: Municipal Finance Management Act
MM	: Municipal Manager
MSA	: Municipal Systems Act
MSA	: Municipal Structures Act
MTEF	: Medium Term Expenditure Framework

MTSF	: Medium Term Strategic Framework
NDP	: National Development Plan
NSDAs	: National Service Delivery Agreements
OP	: Operational Plan
OTP	: Office of the Premier
PA	: Performance Agreement
PDPF	: Provincial Development Planning Forum
PEGAC	: Premier Employment Growth and Advisory Council
PFMA	: Public Finance Management Act
PGPs	: Provincial Growth Points
PGPM	: Provincial Growth Point Municipality
P-IGF	: Premier Inter-governmental Forum
PIPF	: Provincial Integrated Planning Framework
SDA	: Service Delivery Agreement
SDBIP	: Service Delivery and Budget Implementation Plan
SMART	: Specific, measurable, achievable, relevant and time-bound
SOE	: State Owned Entity
SP	: Strategic Plan

Definitions of Concepts

The following definitions are applicable for the purpose of the Provincial Integrated Planning Framework (PIPF):

Coordination – Is the act of making different people or things work together for a goal or effect to fulfill desired goals in an organization.

Integrated Planning – A joint planning exercise that ensures participation of all stakeholders and affected departments. Its objective is to examine all economic, social and environmental costs and benefits, in order to determine most appropriate options and to plan a suitable course of Action.

Evaluation – Is the periodic assessment of performance against agreed upon objectives for the purpose of reviewing the impact- long term effects or influence, to obtain meaningful results.

Framework – An essential supporting or underlying structure or instrument

Guidelines – General policy principles, rules or advice to achieve an action.

Partnership – Is a tailored business relationship based on mutual trust, openness, shared rewards that results in business performance greater than would be achieved by two firms working together in the absence of partners.

Plan - Detailed proposal for doing something. Quarterly, annually or multi-year schedules of expected outputs, tasks, timeframes and responsibilities

Inter-governmental relations – The relationships between the three spheres of government.

Inputs – Everything we need to accomplish a task. This could be in terms of finance, human resources and infrastructure.

Activities – Describes a collection of functions (actions, jobs, tasks) that consume inputs and which delivers benefits and impacts.

Outputs – The direct products and services generated through processes or activities without specific reference to the ultimate purpose.

Outcomes – Describes the effects, benefits or consequences that occur due to the outputs of programs, processes or activities.

Impact – The long term developmental results at a societal level that is the logical consequence of achieving specific outcomes. Impacts are "how we have actually influenced communities and target groups".

Service Delivery Agreement – Collective Agreements that involve all spheres of government and a range of partners outside government.

1. INTRODUCTION

The Office of the Premier in conjunction with Department of Co-operative Governance, Human Settlement and Traditional Affairs (CoGHSTA) are mandated by the Constitution to provide leadership on integrated planning in the provincial administration. The first Provincial Integrated Planning Framework was developed by Office of the Premier and the Department of Co-operative Governance and Traditional Affairs (CoGHSTA) and approved by EXCO on the 7th December 2011, Decision number 69 of 2011/12 as a guide to integrated Planning in the province across the three spheres of Government.

The Framework was implemented during the past two financial years, however challenges for lack of Integrated Planning persisted. On that basis, a decision to review the framework was taken in order to improve integration in the province. The reviewed framework will basically deal with the following planning issues:-

- o Government Planning Frameworks
- o Location of the Framework within the Guide to the Outcomes Approach
- o Government Planning Cycles
- o Provincial Institutional Arrangements
- o Roles and Responsibilities of the Institutional Structures
- o Provincial Delivery Collaboration Model
- o Steps to Implement the model
- o Provincial Monitoring & Evaluation Approach

The Provincial Integrated Planning Framework will serve as an expression of policy on the provincial planning system to integrate the roles and responsibilities of each sphere of government in decision making and development management. The framework will set the direction for consultation and action within which Limpopo Government and its development partners can make informed decisions in order to achieve the Province's long term vision. It will seek to enable to three spheres of Government working together with private and non-governmental sectors, to co-ordinate and integrate policies and programmes to ensure strategic choices that catalyze local growth and development.

The Office of the Premier is according to the Framework for Managing Programme Performance Information one of the institutions which are involved in performance

oversight, is expected to play a role in providing Political impetus, exercise general oversight across government, provide inputs into the process to select and define performance indicators, particularly to ensure that all institutions gather the information that the Presidency requires to monitor and evaluate the effectiveness of government policies and plans.

It is on these basis that the Office of the Premier in conjunction with Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA) collaborate in the development of this Framework for Limpopo Provincial Government, which will guide integrated Planning during the current electoral cycle.

2. Background

The Limpopo Province lacked an agreed upon and well documented planning system that could guide integrated planning and prioritize inter alia catalytic projects. Planning comprises of a number of functional areas administered by different spheres of government. Where different spheres of government have responsibility for different functional areas relating to planning, the potential for overlap, conflict and confusion is significant. A question that arises is what can be done to alleviate such confusion and conflict. Since the functional areas cannot all be the administrative responsibility of one government department and since there is no veto of one sphere over another, the principle of co-operative government feature substantially.

According to Chapter 3 of the *Constitution*, the three spheres of government- national, provincial and local- are required to observe and adhere to the principles of co-operative government and must conduct their activities within the parameters of these principles. Section 41(1) sets out eight principles of cooperative government and intergovernmental relations. Three principles of specific relevance require every sphere of government to respect the constitutional status and powers of other spheres; not to assume the powers and functions of another sphere; and to exercise its powers and perform its functions in such a way that it does not impinge on the 'geographical, functional or institutional integrity of government in another sphere. The idea behind the list of principles is to facilitate the

proper exercise of power and functions between the different spheres, especially where there are conflicts or overlaps.

Co-operative government, as promoted in chapter 3 of the Constitution, features not only between different government departments and organs of state in a single sphere, but also across the different spheres of government. The inclusion of section 41 is challenging in the sense that it is no easy task for the three spheres to co-operate with one another, and it is often difficult to demarcate boundaries and responsibilities. The problem is addressed by the Intergovernmental Relations Framework Act 13 of 2005. The object of the Act is:

To provide within the principle of co-operative government... a framework for the national government, provincial governments and local governments, to facilitate co-ordination in the implementation of policy and legislation.

The Act provides structures and mechanism to promote and facilitate intergovernmental relations and to settle intergovernmental disputes. These include the creation of President's Co-ordination Council and intergovernmental forums where the different spheres of government can raise matters affecting them, provision for the conduct of intergovernmental relations and procedures for the settlement of intergovernmental disputes.

3. The purpose and objectives of the framework

3.1. Purpose

The main purpose of the framework is to outline how Integrated Planning is to be conducted in the Limpopo Province across the three spheres of government including the private sector. It is also to enhance the integrated development planning processes at provincial level.

The framework aims at enabling more effective and efficient allocation of scarce resources as well as the prioritization of core catalytic projects which have a strong leverage or multiplier effects and address the root cause of obstacles to development in Limpopo.

The purpose of the Framework is to:-

- Guide development in an integrated manner through the requisite Inter-Governmental Structures within a sustainable socio-economic development paradigm;
- Provide a clear process to ensure the coordinating of policies within a spatial dimension and align strategic investment priorities to existing and pending spatial development frameworks;
- Provide the strategic spatial policy context for decisions and actions to be taken at all levels of government with the lead coming from provincial government and its agencies;
- Guide all planning authorities in the prioritization of provincial growth points when preparing their documents;
- Assist in sustaining the relations between the Limpopo Provincial Government and other state entities in the province and all concerned stakeholders.

3.2. Objectives

The objectives of the framework are:-

- To facilitate, co-ordinate and achieve integrated provincial planning;
- Align the planning processes at the local level with those of other spheres of government.
- Develop a provincial master plan which is integrated and coordinated to achieve integrated planning;
- Coordinate information and resources on individual planning to avoid duplication amongst the spheres of government;
- Provincial match of resources in line with government outcomes;
- Effective and efficient use of scarce resources to achieve prioritized needs;
- Achieve uniform planning by implementing strategic communication amongst all stakeholders of planning, e.g. parastatals, national departments etc.
- Provide guidance towards integrated planning, implementation, monitoring and evaluation.

4. Scope of Application of the Framework

The framework is applicable to three spheres of government, state owned entities, private sector and other development partners.

5. Legal Frameworks

The Provincial Integrated Planning Framework is embedded within a complex relationship of national, provincial and local government policy making processes. This particular framework is guided by the following legislative prescripts, policies and frameworks:-

5.1. Legislative Mandates

5.1.1. The Constitution of the Republic of South Africa, 1996

It sets out the framework for 'co-operative governance' and spells out Provincial Government's role in developing a vision and framework for integrated economic, social and community development. Chapter 3 of the Constitution clearly states that national, provincial and local government forms the three distinctive, interdependent and interrelated spheres of government in South Africa. Each sphere of government has its key responsibilities, but ultimately cooperative governance forms the key to effective government in the country.

5.1.2. The Municipal Systems Act 32 of 2000 (MSA)

It guides the operations of local government in the country. In terms of Section 25 of the MSA, "each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive strategic plan for the development of the municipality". This Integrated Development Planning process seeks to ensure that appropriate development outcomes are the result of integrated planning.

5.1.3. The Municipal Finance Management Act of 2003 (MFMA)

Its primary purpose is to regularize the municipal budget process. The law is quite clear on ensuring that the budget process in municipalities becomes a more participatory one. Section 17 states that the IDP and budget process must be aligned and simultaneously addressed in municipalities. As a result, planners have to acquaint themselves on budgeting and financial issues, in order to conduct a seamless process.

5.1.4. The Intergovernmental Relations Framework Act 13 of 2005

Its main intension is to provide an enabling environment for the three spheres of government to interact. In Addition to various forums being set up, it also allows for the purposeful discussion on policy issues, alignment and coordination through the three spheres of government, which is essential in the IDP process. It provides the architecture for outcomes based IGR that is focused on local level sustainable development.

5.1.5. Public Finance Management Act, No 1, 1999

To regulate financial management in the National government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively to provide for the responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith.

5.1.6. Public Service Amendment Act of 1994

To provide for organizations and administration of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.

5.1.7. Municipal Structures Act 117, 1998

To provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide appropriate electoral systems; and to provide for matters in connection therewith.

5.2. Policy Mandates

5.2.1. National Development Plan 2030

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal of creating a sustainable economy for the country in the coming 30 years.

The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

5.2.2. New Growth Path (NGP)

It is the framework for economic policy and the driver of the country's job strategy.

5.2.3. The Medium Term Strategic Planning Framework (MTSF) 2014-2019

It is a government's strategic Plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions government will take and targets to be achieved. It also provides a framework for other plans of national, provincial and local government.

5.2.4. Limpopo Employment Growth and Development Plan (LEGDP) 2009-2014

Provides for framework for provincial municipalities, private sectors and all organs of civil society to make rational choices in pursuit of strategic priorities as encapsulated in the MTSF. Its main objective is to contribute to the economic debate in the province and nationally by highlighting policy imperatives that should be addressed to promote growth and employment in an international and domestic economic environment. It places emphasis on its 14 KAPs as the focus areas that should guide development path in the province and the HIGCPs as key activities that stimulate economic growth and job creation opportunities that should be undertaken in order to realize the provincial objectives as stipulated in the LEGDP.

5.2.5. Framework for Managing Programme Performance Information 2007

The framework aims to clarify definitions and standards for performance information in support to regular audits of such information where appropriate. Improve integrated structures, systems and processes required to manage performance information. Define roles and responsibilities for managing performance information and promote accountability and transparency by providing Parliamentary, provincial legislatures, municipal councils and public with timely, accessible and accurate performance information.

5.2.6. Policy Framework for the Government-Wide Monitoring and Evaluation System, 2007 (GWMES)

It is the overarching policy framework for monitoring and evaluation in the South African Government. It sketches the policy context for supporting frameworks, such as National Treasury's Framework for Managing Programme Performance Information and Statistics South Africa's South African Statistics Quality Assurance Framework. It also provide a section on principles which will guide future implementation initiatives.

5.2.7. Guide to Outcome Approach, 2010

The guide describes the government performance monitoring and evaluation system, and the management for outcomes that has been approved by cabinet. It provides a broad overview of the 12 outcomes that collectively address the main strategic priorities of government. Each outcome has a limited number of measurable outputs and sub-outputs as well as clear targets. The guideline also provides detailed guidance on developing a Delivery Agreement, and establishing the Implementation Forum that will support the work required for each outcome.

5.2.8. Medium Term Expenditure Framework (MTEF)

Requires the formulation of departmental budgets on a rolling three year basis. This should permit greater levels of predictability, thereby potentially enhancing the planning system. It also provides an important component of a new planning system which ensures that plans and budgets are linked to one another.

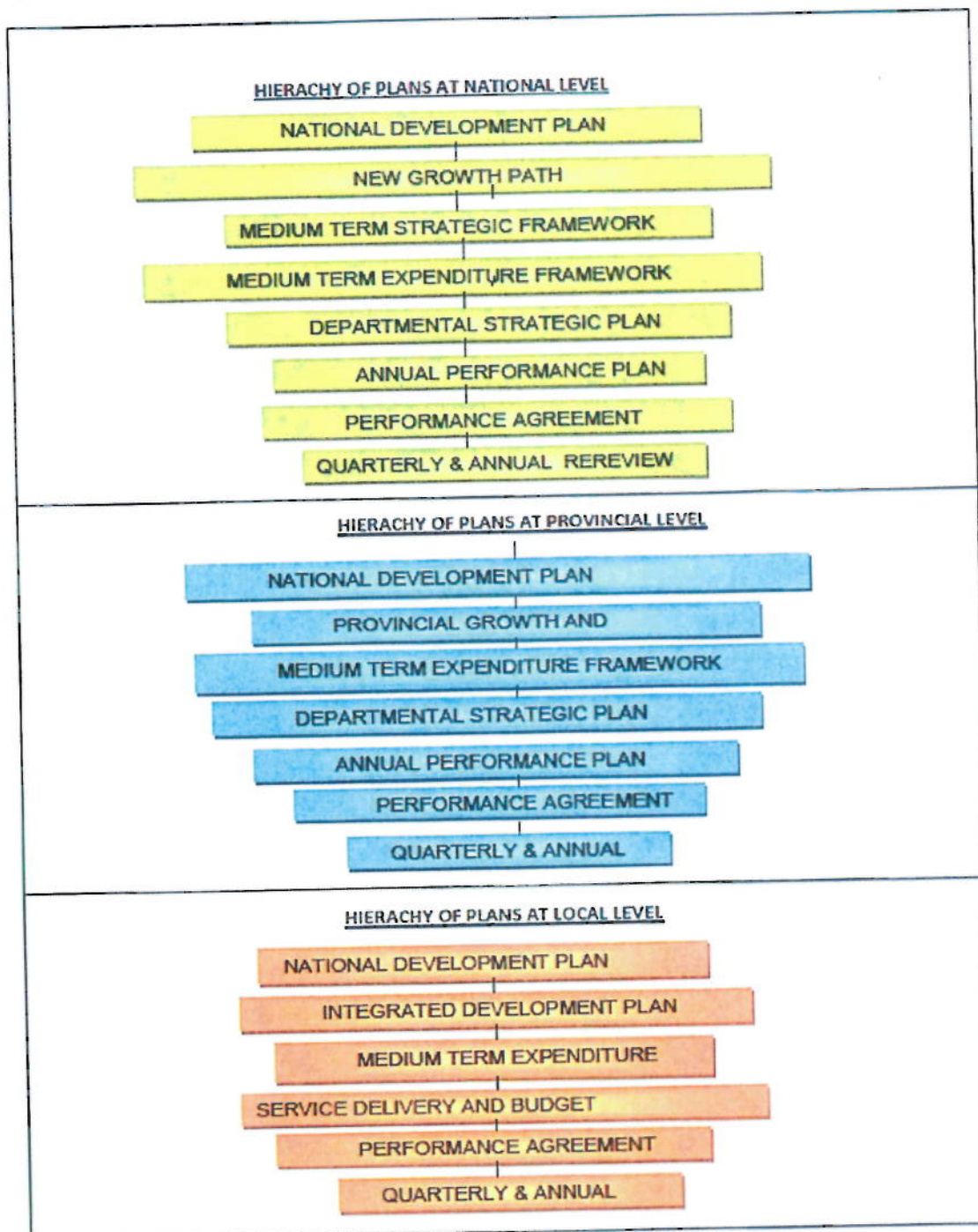
5.2.9. Framework for Strategic Plans and Annual Performance Plans 2010

The framework for Strategic Plans and Annual Performance Plans outlines key concepts that should guide institutions when developing Strategic Plans and Annual Performance Plans.

6. Government Planning Frameworks

The three spheres of government are guided by the government planning frameworks as indicated in figure 1 below:-

Fig 1: Government Planning Frameworks



Planning is an integral part of service delivery within the Public sector, and is informed by election which takes place every five years. After every election, planning should respond to the governing party's election manifesto into National/provincial policy and plans. It is therefore desirable that the strategic planning process within government be synchronized with the electoral cycle. Every five years, citizens of South Africa vote in the national and provincial elections to choose the political party they want to govern the country or the province. In essence, the voters give the winning political party a mandate to implement over the next five years the policies and plans it spelt in its manifesto. The majority party in the National Assembly, elects a President, who then selects a new cabinet. The President and his cabinet have the responsibility of implementing the majority party's election manifesto nationally. At provincial level, the majority party at the provincial legislature elects a Premier, who then selects his Executive Committee. The Premier and the Executive Committee have the responsibility to implement the majority party's election manifesto within a Province.

Different spheres of government have different planning tools. The National and Provincial Spheres have the same tools, indicated as follows:-

- ☐ Five –Year Strategic Plan, which set out policy priorities and plans for a 5yr period.
- ☐ Annual Performance Plan, which set out what departments intend doing in the upcoming financial year and Medium Term Expenditure Framework period to implement its strategic Plan.
- ☐ Annual Budget and MTEF, which sets out what funds an institution is allocated to deliver services

In municipal sphere the planning tool is the:-

- ☐ Integrated Development Plan (IDP) which acts as a legal contract between the municipality and the public for integrated approach to service provision.

It is there for important for the three spheres to understand all planning frameworks and its linkages to other plans. It is also of importance for provincial departments and municipalities to develop credible plans which talks to the MTSF, National POA and to the PGDS.

7. Government Planning Cycles

The planning cycle represents a continuous process of planning, implementation and review. This relates to medium-term priorities as well as immediate programmes, one flowing sequentially into the other. At the same time, immediate detailed plans and some of the future medium-term priorities are processed. Planning and review by local government is meant to feed into that of province; while that of provinces is meant to feed into planning and review at national level.

The Framework recognizes that government institutions vary greatly in terms of their roles and responsibilities, and therefore develop their plans, policies and programmes in varied ways and over different timelines. Some plans are about activities that are programmed and sequenced for implementation; others are about possible responses to uncertain future developments. Some plans relate to short-term social or economic challenges, others have a time horizon spanning five years or more, and perhaps extending to thirty years and beyond. This is particularly the case for infrastructure projects or other capital programmes, but is also relevant in respect of social services and the regulations of economic development.

Planning Cycle is a tool of government to bring about and guide integrated planning across departments and the three spheres of government. Planning takes place at national, provincial and at municipal level as indicated below:-

7.1. National Planning Cycle

Planning has to take into account the reality of different cycles in the three spheres of government. Key amongst these is the five year electoral cycle at the heart of which is the national elections, when political parties campaign for a new electoral mandate.

7.2. Provincial Planning Cycle

The annual budgeting cycle that has to take into account the electoral mandate, starts on the 1st April and end on the 31st March. In order to create greater certainty in budgets and introduce multi-year planning, the National Treasury introduced the

Medium Term Expenditure Framework (MTEF) as a three year rolling budget that was received annually. It is worth noting that the strategic agenda of government is determined by the election manifesto and the nature of the electoral mandate received by the ruling party.

7.3. Municipal Planning Cycle

The municipal Planning Cycle start from the 01 July to the 30 of June. Section 34 of the Municipal Systems Act (MSA) provides for the annual review of the IDP in accordance with an assessment of its performance measurements, and to the extent that changing circumstances so demand. In order to systematically and procedurally review the IDP, a District Municipality must, in term of S27 (1) of the Act, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area of jurisdiction, adopt a framework for Integrated Planning in the area as a whole.

The District Framework binds both the District municipality and the local municipalities within its area of jurisdiction. Guided by the District IDP Review Framework, all municipalities in each district should develop their IDP process plans to guide their IDP review processes.

All district municipalities should develop the **District IDP Review Framework** in consultation with their locals to ensure that each district family of municipalities can develop synchronized IDP Review Process Plans. This will ensure that all municipalities in each district manage their IDP review phases at the same period. It will also make it possible for the engagement process to occur at the same period per district municipality. This will address the problem of none attendance of all municipal IDP process activities by sector departments.

This approach will also allow for the analysis of the Annual Performance Plans to also look at the reports of all IDP Review Phases, to check if a department responded to the needs on the ground in its plan for service delivery in the coming financial year.

The 1st Draft Annual Performance Plan (APP) of sector departments will be distributed to district municipalities for comments. All operational plans of sector departments will be analyzed to track if what has been planned is being implemented.

There are five phases of the IDP Review process make sure that integration and alignment occur at district level across the three spheres of government:-

7.3.1. Analysis phase

The planning process of the IDP leading to the final document of integrated development planning begins with a situational analysis (probing the existing situation in the municipality). After the **analysis phase**, Geographic Information System (GIS) will update its information, so that there is accurate information for all the districts. After all the phases, GIS will continue to update the information until the final projects for each stakeholder are finalized.

Output: Priorities List Report

7.3.2. Strategy phase

During the **strategy phase**, the three spheres of government should converge at the districts and discuss the strategies to be used to close the gaps or address challenges identified and resources required during the analysis phase. This phase will allow for integration and alignment of the strategies across the three spheres.

Output: An agreed-upon strategic plan (Vision, mission, objectives and strategies)

7.3.3. Project phase

During the **project phase**, the strategic plan will guide projects identification. The identified prioritized projects should respond to the gaps identified in the analysis phase. The prioritized projects will then find expression in the Annual Performance Plans of the sector departments and Service Delivery and Budget Implementation Plan (SDBIP) of municipalities.

Output: A list of prioritized programmes and projects

7.3.4. Integration phase

During the **Integration Phase**, there is harmonization of programmes or projects based on the previous phases for implementation.

Output: Draft integrated development plan (including aligned sectoral plans)

7.3.5. Adoption phase

The final draft IDP document should be submitted to the Municipal Councils for consideration and approval during **adoption phase**. Municipalities must, before the approval of their IDPs, give communities the opportunity to make final comments. After incorporating comments from the public into the IDP document, the council considers the approval of the IDP document. After its approval by the council, it is submitted to the Member of the Executive Council (MEC) for the Department of Local Government and Housing for assessment purposes.

Output: Final IDP;

8. Planning Processes and Timeframes

Figure 2 & 3, set out the timeframes that national and provincial institutions need to take into account when developing their strategic Plans; Annual Performance Plans; quarterly Performance reports and annual reports. It also set out the timeframes that provincial departments need to follow when revising budget structures and core programme performance indicators. Figure 3 for provincial Institutions also include timeframes that municipalities need to follow when reviewing their IDPs.

Figure 2: Planning, Budgeting and reporting timeframes for national departments

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Provincial Panning	Strat egic Plans (ever y 5yrs)					1 st draft SP			2 nd draft SP			Tabl ed in Parli ame nt	
	Annu al Perfo rman ce Plans					1 st draft APP			2 nd draft APP			Tabl ed in Parli ame nt	
Budgeting	Annu al Budg et and MTE F		NT issu es MT EF instr ucti ons		Dep ts sub mit 1 st draft bud get and new exp endi ture esti mat es			NT issu es instr ucti ons for ENE	NT issu es alloc atio n lette rs		Dep ts sub mit final ENE cha pter	Tabl ed in Parli ame nt	
Monitoring and Reporting	Mont hly Finan cial Repo rts	15 day s after mon th end	15 day s after mon th end	15 day s after mon th end	15 day s after mon th end	15 day s after mon th end	15 day s after mon th end	15 day s after mon th end	15 day s after mon th end	15 days after mont h end	15 day s after mon th end	15 day s after mon th end	15 days after mont h end
	Quart erly Perfo	4 th quar ter QP			1 ST Qua rter			2 ND Qua rter			3 RD Qua rter		

	Performance Reports	R (Previous financial year)			QPR			QPR			QPR		
	Annual Reports		Performance info sent to Auditors			Tabled Annual Reports							
	Change Requests to BPS			Dep ts propose changes to BPS		NT approve s changes to BPS							
Sector Co-ordination	Change require to Performance Indicators			Dep ts propose Performance Indicators		Dep ts and NT agree on core Performance Indicators							

Figure 3: Planning, Budgeting and reporting frameworks for provincial departments and Municipalities

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Provincial Planning	Strategic Plans (every 5yrs)				1 st draft SP			2 nd draft SP				Tabled in Legislature	
	Annual Performance Plans				1 st draft APP			2 nd draft APP			Performance Indicators and targets for APPs	Tabled in Legislature	
Provincial Budgeting			NT issues MTEF instructions		Depts submit 1 st draft budget and new expenditure estimates			NT issues instructions for ENE	NT and PT issue allocation letters		Depts submit final ENE chapters	Tabled in Legislature	
Municipal Planning		Municipality Public Parti	Municipality Public Parti			Municipality Public Parti	District Engagement	Municipality Public Parti	District Engagement		Municipality Public Parti	District Engagement	Municipality Integration and

		icipation and adoption of the Final IDPs by Council.	icipation and adoption of the Final IDPs by Council.			icipation (Analysis Phase)	sessions (Analysis Phase)	icipation (Strategy Phase)	sessions (Strategy Phase)		icipation (Project Phase)	sessions (Project Phase)	Adoption Phases of the 1 st draft IDPs
Monitoring and Reporting	Monthly Financial Reports	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end
	Quarterly Performance Reports	4 th quarter QPR (Previous financial year)			1 st Quarter QPR			2 nd Quarter QPR			3 rd Quarter QPR		
	Annual Reports		Performance info sent to Auditors			Tabled Annual Reports							

Sector Coordination	Change Requests to BPS			Depts propose changes to BPS	NT approves changes to BPS								
	Change request to Performance Indicators			Depts propose Performance Indicators	Depts and NT agree on core Performance Indicators								

9. Location of the framework within the Guide to the Outcome Approach

The framework aligns to the Guide to the Outcome Approach as developed by DPME in the Presidency. It will serve as a guide to the three spheres of government in the province to the achievement of outcomes through entering into Service Delivery Agreements with relevant partners. The government outcomes aligns to the NDP chapters as indicated below:-

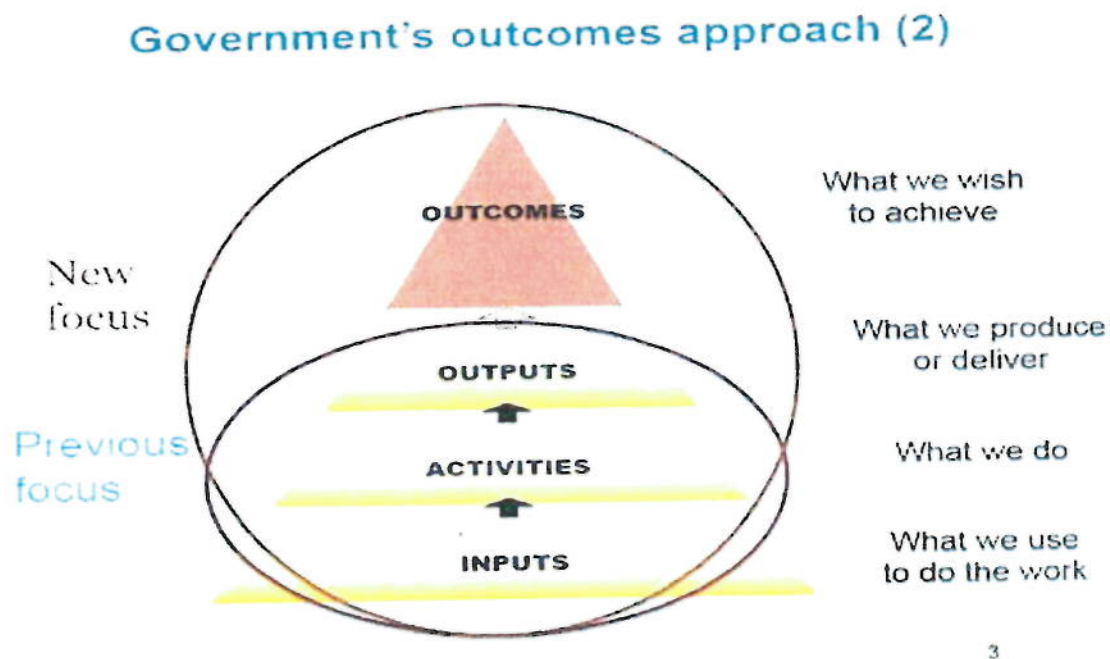
Table 1: Alignment of the Outcomes to the NDP chapters

OUTCOMES	NDP CHAPTERS
1. Quality of basic education.	Chapter 9
2. A long and healthy life for all South Africans.	Chapter 10
3. All people in South Africa are and feel safe.	Chapter 12
4. Decent employment through inclusive economic growth.	Chapter 3
5. A skilled and capable workforce to support an inclusive growth path.	Chapter 9
6. An efficient, competitive and responsive economic infrastructure network.	Chapter 4
8. Vibrant, equitable, sustainable rural communities contributing towards food security for all.	Chapter 6
9. Sustainable human settlements and improved quality of household life.	Chapter 8
9. Responsive, accountable, effective and efficient local government System.	Chapter 13
10. Protect and enhance our environmental assets and natural resources.	Chapter 5
10. Create a better South Africa, contribute to a better and safer Africa in a better world.	Chapter 7
12. An efficient, effective and development oriented public service.	Chapter 13
13. An inclusive and responsive social protection system.	Chapter 11
14. Nation Building and Social cohesion.	Chapter 15

The outcomes approach requires us to think afresh about the logic links between what we do and what we achieve. In the main, the outcomes approach: -

- Focuses on results
- Make explicit and testable the chain of logic in our planning, so we can see the assumptions we make about the resources that are needed.
- Links activities to outputs and outcomes and to test what works and what doesn't
- Ensure expectations are as clear and unambiguous as possible.
- Provides a clear basis for discussion, debate and negotiation about what should be done and how it should be done.
- Enables learning and regularly revising and improving policy, strategy and plans through experience
- Makes co-ordination and alignment easier.

Figure 4: The Logic Model



10. Provincial Institutional Arrangements

The model will be implemented through the existing structures in the province, i.e. Clusters, IGR structures at both municipal and provincial levels and also through the District Development Forum (DDPF) and the Provincial Development Planning Forum (PDPF) and other structures created to forge integrated planning in the province.

Clusters were established to foster an integrated approach to governance that is aimed at improving government planning, decision making and service delivery. The main objective is to ensure proper coordination of all government programmes at national, provincial and local levels.

The main functions of clusters are to ensure alignment of government wide priorities; facilitate and monitor the implementation of priority programmes; and provide a consultative platform on cross-cutting priorities and matters being taken to EXCO. Clusters function at different levels, namely MEC and Director General.

There are five (5) clusters in the province, namely; social, economic, Governance and Administration, Infrastructure, Justice, Crime Prevention and Safety, constituted as follows:-

10.1. Social Sector Cluster

- Education
- Social Development
- Health
- Sport, Arts & Culture

10.2. Economic Sector Cluster

- LEDET
- Public Works
- Agriculture
- CoGHSTA
- Roads & Transport
- OTP

10.3. Governance and Administration Cluster

- OTP
- Education
- CoGHSTA
- Provincial Treasury

10.4. Infrastructure Development Cluster

- Public Works, Roads & Infrastructure
- Agriculture & Rural Development
- CoGHSTA
- Education
- Health
- LEDET
- Social Development
- Provincial Treasury
- Office of The Premier

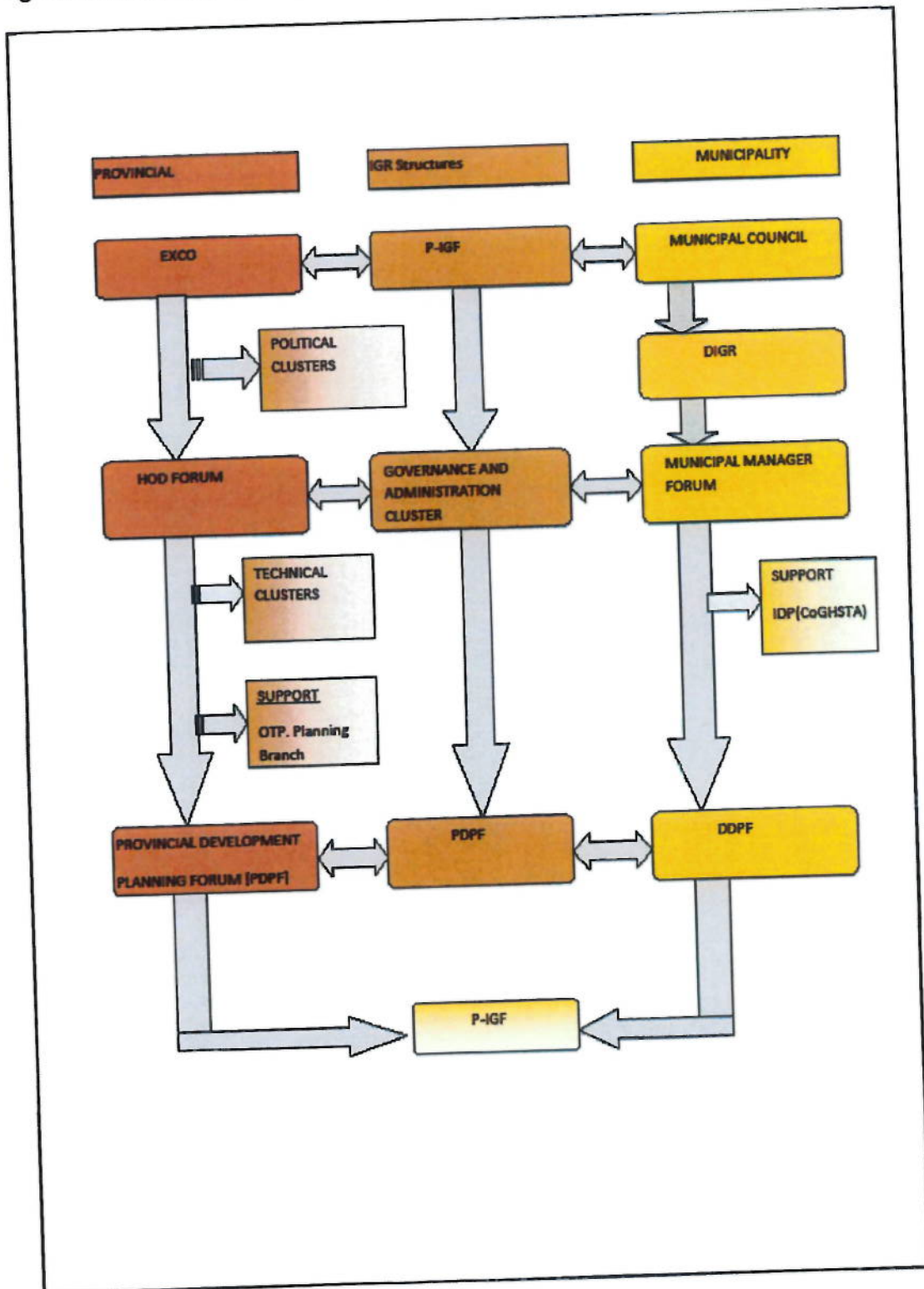
10.5. Justice, Crime Prevention & Safety

- Safety, security & Liaison
- Social Development

The implementation of the provincial collaboration model will be implemented by all clusters which include all sector departments and municipalities.

The Provincial Institutional Arrangement are indicated into three categories namely, at Provincial level, existing IGR structures and at Local level as indicated in figure 6 below:-

fig 5: Provincial Institutional Arrangements



11. Roles and Responsibilities of Institutional Structures

11.1. Roles and Responsibilities of the Executive Council (EXCO)

- The Executive Council is responsible for the following functions:-
- Sets Government policy and determines government priorities;
- Reviews budget proposals, including expenditures and revenues and furthermore, approves appropriations;
- Monitors the implementation of, and adherence of Provincial programmes/initiatives to the objectives of major government policies and directives;
- Initiates, changes or terminates programmes.

11.2. The role and responsibilities of Office of the Director General (DG)

- As the driver/Champion of the development agenda.
- Ensure that development Priorities of the Province are implemented;
- Be responsible for inter-governmental relations on an administrative level between the relevant province and other provinces, as well as national departments and national government components and for the intra-governmental co-operation between the Office of the Premier and the various provincial departments and provincial government components, including the co-ordination of their actions and legislation;
- Be responsible for the giving of strategic direction.

11.3. The roles and responsibilities of Provincial Heads of Departments (HODs) Forum

- Identifies and plan for provincial development and priorities in line with the National priorities and the MTSF;
- It serves as a mechanism to co-ordinate and ensure intra-governmental co-operation.
- It ensures preparation and execution of EXCO Resolutions.

11.4. Roles and responsibilities of Clusters

11.4.1. Role of EXCO Cluster Committees (Political)

- Discuss new policy proposals, proposed significant variations to existing policies, expenditure and cross-cutting issues.
- Monitor the implementation of their respective Cluster Programmes of Action, Service, Service Delivery Agreements (SDA) as well as EXCO decisions.
- Monitor the environment for challenges that require immediate attention and for public issues, which require the development of long-term strategies.

11.4.2. Role of EXCO Technical Cluster -Committees

- Co-ordinate the implementation of the Clusters Programmes of Action, Service Delivery Agreement (SDA) and to follow-up with Departments on the implementation of EXCO Decisions;
- Present identified challenges to the EXCO cluster committee.

11.5. Roles and Responsibilities of the Municipal Council

- Sets Municipal policy and determines municipal priorities;
- Approves budget proposals, including expenditures and revenues.
- Monitors the implementation of, and adherence to Municipal programmes/initiatives to the objectives of major government policies and directives;
- Initiates, changes or terminates municipal programmes.

11.6. Roles and Responsibilities of the District Inter- Governmental Forum

- It a consultative forum of the District Municipality and its local on matters of mutual interest;
- Matters arising from the Premiers Inter- Governmental Forum affecting the District;
- Mutual support in terms of applicable legislation;
- The provision of services in the district;
- Coherent planning and development in the district
- The coordination of the strategic and Performance Plans, municipal priorities, objectives and strategies in the district and
- Any other matters of strategic importance which affect the interest of the municipalities in the district.

11.7. Roles and Responsibilities of the District Municipal Managers Forum

- Formation and development of an economical, effective, efficient and accountable administration;
- The implementation of the municipality's integrated development plan, and the monitoring of progress with implementation.

11.8. Roles and responsibilities of the Premier's Inter- Governmental Forum (P-IGF)

- (a) Discuss and consult on matters of mutual interest, including-
- ✓ The implementation in the province of national policy and legislation affecting local government interest;
 - ✓ Matters arising in the Presidents Co-Ordinating Council and other national Intergovernmental forums affecting local government interest in the province;
 - ✓ Draft national policy and legislation relating to matters affecting local government interests in the province;
 - ✓ The implementation of national policy and legislation with respect to such matters;

- ✓ The development of provincial policy and legislation relating to such matters;
- ✓ The implementation of provincial policy and legislation with respect to such matters;
- ✓ The co-ordination of provincial and municipal development planning to facilitate coherent planning in the province as a whole;
- ✓ The co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the provincial government and local governments in the province; and
- ✓ Any other matters of strategic importance that affect the interests of local governments in the province; and

(b) To consider reports from-

- ✓ Other provincial intergovernmental forums on matters of mutual interest to the province and local governments in the province; and
- ✓ District intergovernmental forums in the province.

11.9. Roles and responsibilities of Provincial Development Planning Forum (PDPF)

- ✓ To integrate the planning process in the province, through strengthening the entire IGR structures and functioning of the three spheres of government;
- ✓ To Provide support in the implementation of identified provincial priorities, strategies and programmes for addressing reconstruction, growth and development;
- ✓ To set the basis for broader consultation and discussion with the Provincial Government's development partners in national and local government, the private sector and broader civil society;
- ✓ To strengthen alignment and integration of developmental programmes and plans across the three spheres of government.
- ✓ To set directions for consultation and action within which the Limpopo Government and its development partners can make informed decisions; and

- ✓ To play a key role in coordinating policies with a spatial dimension and aligning strategic investment priorities. It takes forward the spatial aspects of the Government's New Growth Path, highlighting the importance of place and identifying priorities for investment to enable each part of the province to play to its strengths;
- ✓ To provide support in line with the strategic spatial policy context for decisions and actions by the provincial government, its agencies, municipalities and the private sector.
- ✓ Provide support to the identified Provincial Growth Points.

12. The Provincial Delivery Collaboration Model

The Deliver collaboration model in the framework is informed by the Guide to Outcomes Approach released by Presidency in May 2010, supported by the Intergovernmental Relations Framework Act, No 13 of 2005. The aim of the model is to inform how as a province, we need to do things differently in order to increase the impact as we provide services to the citizens.

The outcomes approach is designed to ensure that government is focused on achieving the anticipated improvements in the life of all South Africans. It clarifies what we expect to achieve and how we will know whether we are achieving it. It will help spheres of government to ensure that results improve the lives of citizens rather than just carrying out our functions. It will help us track the progress we are making in achieving results and also help us collect evidence about what worked and what did not work, to help us improve our planning and implementation on an annual basis.

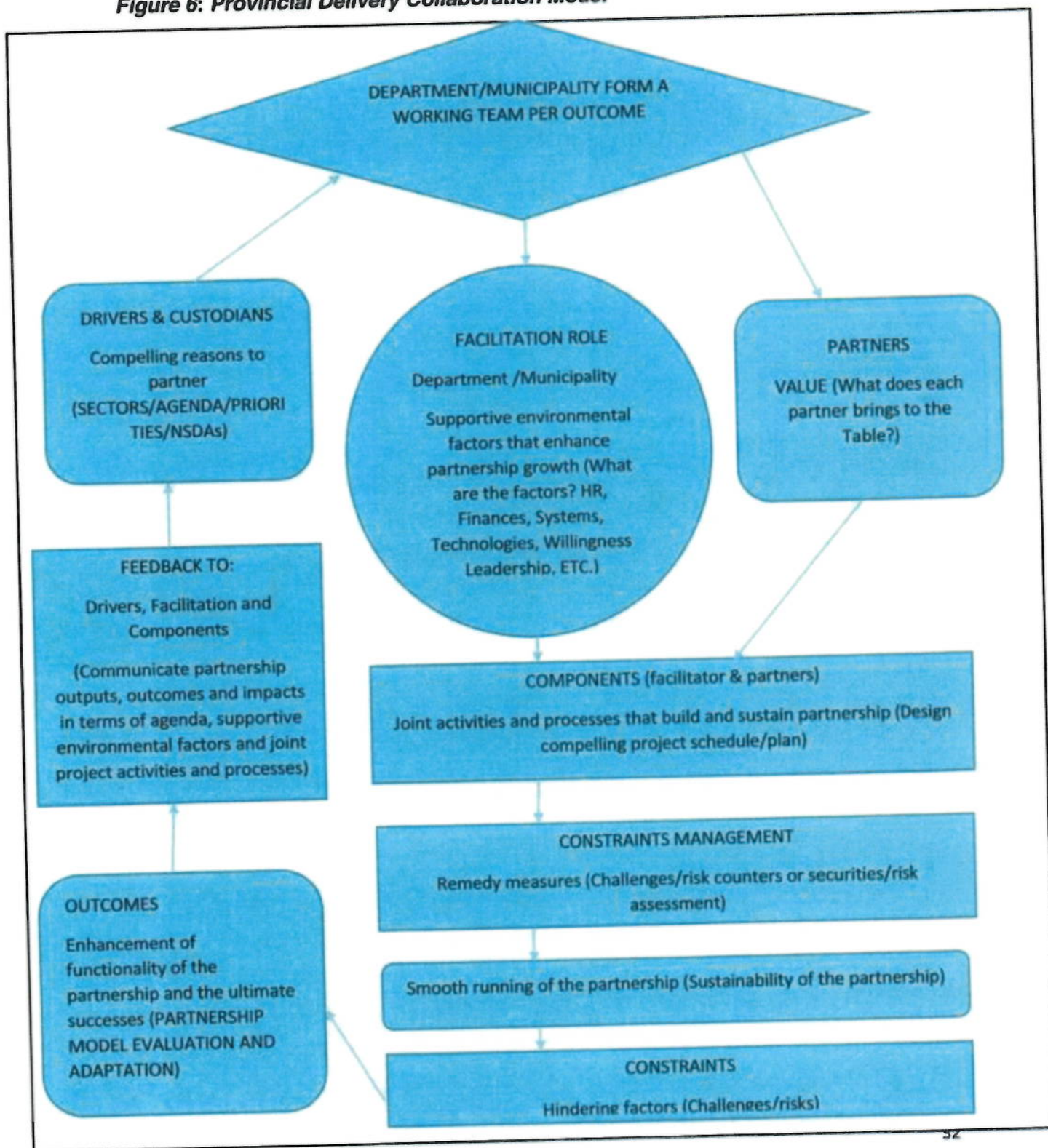
The collaboration model will assist the province to plan backward, from outcome we need to achieve to work out how best to achieve it. It starts with identifying what outcome must be achieved to improve lives and then working out what outputs will ensure we achieve it, what activities we must do to achieve the outputs and what resources are needed to achieve the activities.

All clusters will implement the Provincial Model. The Service Delivery Agreements will be developed by the various Sector departments guided by their respective Outcome(s). The department will identify relevant partners, including business which are to contribute in achieving a specific outcome. The partners identified are to participate in the Service Delivery agreement based on its powers and functions and also able to operate within its mandate. This will assist the organs of state and the private sector to participating in the provision of a service in a specific area in a coordinated manner. Each department will put together a working group to identify the relevant partners to form part of their Service Delivery Agreement.

Municipalities should also do the same, based on their powers and functions. This will bind the various partners to work together in order to achieve the relevant Outcome.

- The Implementation of the Service Delivery Agreement will be coordinated by the respective clusters and report to the P-IGF. The P-IGF will be the forum to assist in unblocking challenges that may exist which hinders the achievement of a particular Outcome.
- The basic principle for the implementation of the Provincial Collaboration Model will be guided by figure 6, as indicated below:-

Figure 6: Provincial Delivery Collaboration Model



These outcomes provide strategic focus and do not cover the whole of government work and activities. This does not mean that the other work of government that is not directly related to outcomes should be neglected.

13. Steps to implement the Collaboration Model

The implementation of the collaboration model will guide both the provincial and local spheres through various steps as follows:-

Step 1 : All sector departments/municipalities start to develop the Service Delivery Agreement (SDA) informed by the National Service Delivery Agreements (NSDAs).

Step 2 : Steps to produce Service Delivery Agreement

- o Sector Department/municipality form a working Group and identify partners;
- o Meet to achieve a common understanding of the outcome, outputs and change required.
- o Partners meet in work teams to develop Implementation plans and project schedules for each output,
- o An outcome meeting is held to consolidate the implementation plan and project schedule;
- o In the first cluster meeting, each department present the plan
- o In the second cluster meeting they report on output implementation plans and collate the plans into a coherent Service Delivery Agreements designed to achieve the Outcomes.
- o Resolve disagreements and disputes.
- o Finalize the Service Delivery Agreement
- o Clusters adopts the final Service Delivery Agreement
- o The same applies at District Level with its locals.

Step 3: Service Delivery Agreements are presented to the DDPF

Step 4: Service Delivery Agreements are presented to the PDPF

Step 5: Service Delivery Agreements presented to HODs Forum & MMs Forum

Step 6: Service Delivery Agreements are presented to the G & A Technical Cluster for recommendation and endorsement

Step 7: Service Delivery Agreement presented to relevant DIGF

Step 8: Service Delivery Agreements are presented at the P-IGF for information.

Step 9: Service Delivery Agreements are presented at EXCO for approval

Step 10: A- Premier signs SDA with MECs

B- Premier signs with Mayors

C- Mayors signs with MMs

Step 11: A- Premier signs with DG

B- DG signs with HODs

C- HODs signs with MECs

Step 12: Service Delivery Agreements factored into the SPs, APPs, OPs, and IDPs & SDBIPs, Performance Agreements (PAs)

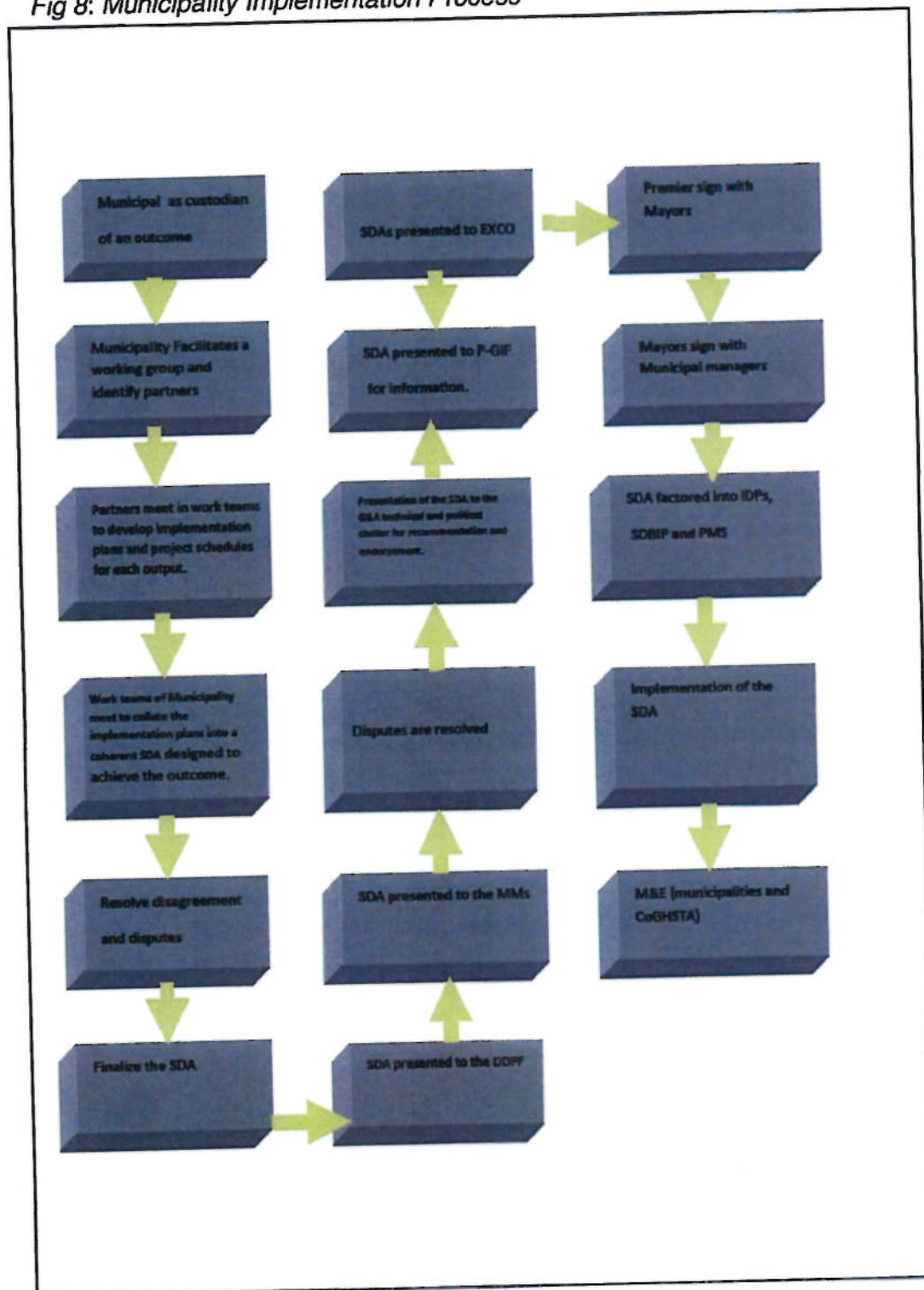
Step 13: Implementation of the Service Delivery Agreements.

Step 14: Monitoring and Evaluation by M & E Units in departments and Municipalities, transversal M & E in OTP and CoGHSTA.

Fig 7: Provincial Implementation Process



Fig 8: Municipality Implementation Process



14. Monitoring and Evaluation

15. Default

Any default to the implementation of the Framework shall be linked to the Performance Management System of a particular Institution and that of individual performance.

16. Inception Date

The inception date of the framework will be after its approval by EXCO.

17. Review of the Framework

The framework shall be reviewed after every electoral cycle or when there is any government policy change on integrated planning.

18. Conclusion

It is therefore important for government institutions to work together and synergize plans towards the achievement of, for example the National Development Plan-Vision for 2030, Medium Term Strategic Framework (MTSF) and National Outcomes. The need for alignment and cascading of responsibilities are vital to ensure implementation and responsibility.

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