

# **MSUNDUZI DRAFT IDP PROCESS PLAN (TIME TABLE) IN PREPARATION**

**FOR**

**2012/13 FINANCIAL YEAR**

**CITY OF CHOICE**



**PIETERMARITZBURG  
M S U N D U Z I**

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## 1. INTRODUCTION

Pietermaritzburg is not unique from other South African cities that are characterised by socio-economic growth and developmental challenges in re-dressing imbalances of the past, maintaining and upgrading developed urban areas and uneven developed peri-urban and rural areas within limited budgets. Municipalities are at the cold face of service delivery, and that citizens of our country will only enjoy this democracy, peace and freedom as enshrined in the South African's constitution of 1996, the Bill of Human Rights and various pieces of legislation, if a sense of belonging, ownership, participation of communities in their development can possibly be realised through the IDP process. This process cannot be wished away and such thought can be suicidal and playing in the hands of those communities that are frustrated by the pace of service delivery and prone to protest mode if provoked.

Through the prioritization process of the IDP, particular those priority needs as expressed through izimbizo, ward committee meetings and various stakeholders and interest groups engagements with the management core and political leadership is a critical process for the City to be regarded as responsive towards the citizenry priority needs. Having regarded the prioritization process as a critical phase in the IDP review process, the alignment of the IDP and Budget is profound in order to begin to make the IDP realistic, affordable and supported by reputable baseline data in determining developmental indicators that are crafted in terms of short, medium and long term planning. The spatial reference cannot be re-emphasised in realising the citizens' vision of a City of Choice.

It must be noted though, that the review of the IDP for 2012/13 is conducted against the backdrop of a municipality out of the Intensive Care Unit (ICU) into a High Care unit in terms of its financial standing, the municipality was at a verge of bankruptcy. In response to the municipality's financial crisis, the MEC for COGTA KZN, Ms N Dube instituted section 139 (b) of the MFMA, 2003, and deployed the Provincial Investigating Team to turnaround the management and finances of the municipality and the administration has been extended from 30 June 2011 to December 2011.

## 2. The PURPOSE OF IDP PROCESS PLAN :

The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential to realizing a system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and organisational change. These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments with municipalities own capacities and processes.

Therefore, the purpose of this document is to outline the operational plan (an integrated 'Process plan " ) for the development of Integrated Development Plan for Msunduzi Municipality.

***The Process Plan is a timetable for all the milestones that will be realized to review the IDP in the context of the budget, Performance Management System, Spatial Development Framework and all other sector plans.***

This Process Plan is based on the unique character and circumstances of Msunduzi Municipality, taking due cognisance of the process plan requirements as outlined in the Municipal Systems Act ( S 34 ) and guidelines for Integrated Development

Planning provided by the National Department of Provincial and Local Government (DPLG) presently known as Department of Cooperative Governance and Traditional Affairs.

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). The preparation of a Process Plan, which is in essence the IDP Process set out in writing, requires the adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting Process;
- An indication of the organisational arrangements for the IDP Process;
- Binding Process and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

### **3. LEGAL CONTEXT OF IDP PROCESS PLAN**

#### **3.1. THE INTEGRATED DEVELOPMENT PLAN**

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicates that: *Each Municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-*

- a. *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b. *Aligns the resources and capacity of the municipality with the implementation of the plan;*
- c. *Complies with the provisions of this Chapter; and*
- d. *Is compatible with national and provincial development Plans and planning requirements binding on the municipality in terms of legislation.*

#### **3.2. The Process Plan**

In terms of Chapter 5 of the Municipal Systems Act, 2000, as amended and section 28 (1) requires that: Each municipal council must, within a prescribed period after the start of its elected term, adopt a process set out in writing to

guide the planning, drafting, adoption and review of its integrated development plan for the development of the entire municipality that:-

3.2.1. Consults the local community on the Process Plan;

3.2.2. Gives Public Notice on the process the Municipality intended to follow

In terms of the core components of Integrated Development Plans, Chapter 5 and Section 26) of the Municipal Systems Act (2000) indicates that: *An integrated development plan must reflect-*

- a. *The Municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;*
- b. *An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic Municipal services;*
- c. *The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- d. *The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- e. *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- f. *The council's operational strategies;*
- g. *Applicable disaster management plans;*
- h. *A financial plan, which must include a budget projection for at least the next three years; and*
- i. *The key performance indicators and performance targets determined in terms of section 41.*

#### **4. THE ANNUAL BUDGET**

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2003). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

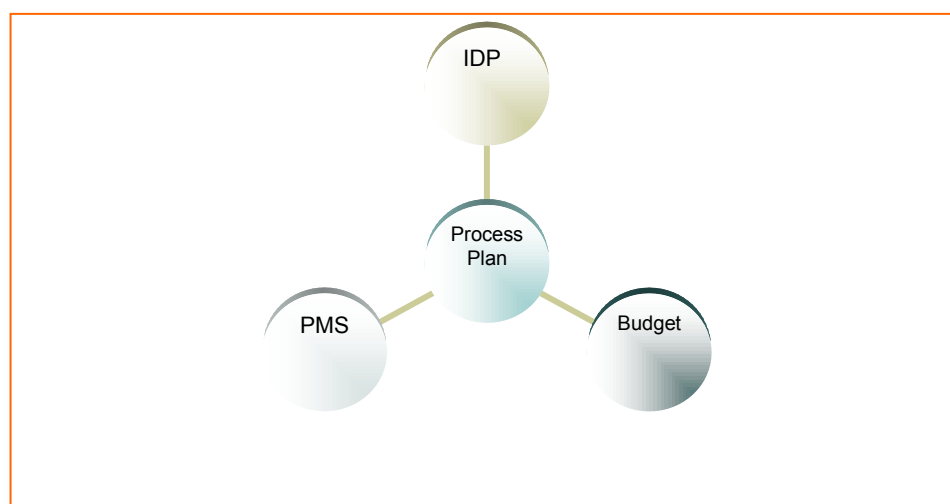
*The Mayor of a municipality must-*

- a. *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
  - i. *The preparation, tabling and approval of the annual budget;*
  - ii. *The annual review of-*
    - aa. *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
    - bb. *The budget related policies.*
  - iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
  - iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

#### **4.1. ALIGNMENT OF THE IDP, BUDGET AND PERFORMANCE MANAGEMENT PROCESSES**

Every attempt will be made in this Municipal Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS) review. The linkages of the three processes are summarised in the following diagram:

Figure 1: The IDP, Budget and PMS Linkages



## **5. STATUS QUO ANALYSIS**

### **5.1. BACKGROUND TO MSUNDUZI MUNICIPALITY**

Msunduzi Municipality, the City of Pietermaritzburg and or, the “City of Choice” is located along the N3 at a junction of an industrial corridor from Durban and Pietermaritzburg and an agro-industrial corridor stretching from Pietermaritzburg to Estcourt. It is located at the cross section of the N3 corridor and Greytown Road corridor to the north, a tourist route to the Drakensburg and Kokstad Road to the South. It is the second largest city in KwaZulu-Natal and one of the ninth largest Cities in South Africa that are almost contributing jointly 80% of the GDP of the country. The Pietermaritzburg is also the Capital City of the Province of KwaZulu-Natal and the main economic hub within UMgungundlovu District. Its location has strong influence on regional channels of investment, movement and structuring of the provincial spatial framework for economic development and growth. The City extends over the area of approximately 590,6 km square and consists of 37 wards and is urban and predominantly peri-urban and rural

The first Integrated Development Plan of the Msunduzi Municipality was developed in 2001 and finalized in June 2002 and the evaluation of that five year plan was completed in 2005 through the Department of Province and Local Government now known as Department of Cooperative Government and South African Cities Network (SACN) IDP hearings that were held in 2005. Subsequently to those IDP hearings, the Department of Local Government and Traditional Affairs conducted hearings for the Province of KwaZulu-Natal and IDP assessments are conducted on annual basis to provide a credibility of each IDP.

#### **5.2. Vision of the City**

*The City of Choice*

#### **5.3. Vision Statement**

A Safe, Vibrant City in which to live, learn, raise a family, work, play and do business

#### **5.4. Population Demographic Profile**

##### **5.4.1. Total population: 616 730**

##### **5.4.2. Population age profile**

	Male%	Female%
0- 5	12	10
6-12	15	13
13-18	14	12
19-25	15	14
26-35	17	17
36-45	12	13
46-55	8	9

56-65	4	6
66-75	2	4
76-85	1	2
85+	0	

### 5.5. Employment by Industry

Agric / Forestry / Fishing	: 3 567
Community / Social / Personal	: 32 593
Construction	: 5 546
Electricity/ Gas / Water /	: 1 164
Financial Services/ Real estate	: 11 667
Manufacturing	: 18 422
Quarrying	: 370
Private House hold	: 13 192
Transport / Storage	: 4 853
Undetermined	: 10 905
Whole sale Retail	: 18 539

### 5.6. Annual Household Income

None	: 28,500
R1 to 4,800	: 10,008
R 4,801 to 9,600	: 22,500
R9 601 to 19,200	: 20,373
R 19 201 to 38 400	: 19,712
R 38 401 to 76 800	: 15,084
R 76 801 to 153 600	: 10,968
R 153 601 to 307 200	: 5,617
R 307 201 to 614 400	: 1 401
R 614 401 to 1 228 800	: 438
R 1 228 801 to 2 457 600	: 368
Over R 2 457 600	: 176



## **5.7. Situational Analysis**

The municipal area is characterised by obvious disparity in terms of amenities, the city and surrounding areas is marked by sophisticated facilities whereas the peri-urban and outlying rural areas are extremely underdeveloped. Among urgent issues of concern to municipality are HIV and Aids, ill attendant on unregulated urbanisation and major inadequacies in provision of sanitation.

Of the total population, 41% are of working age but almost half of that is unemployed. About half of the household fall under low income bracket, and about 22 % of that have no income at all.

About 60 % of residents live in Edendale area and Vulindlela. The lack of income and lack of access to basic amenities is very rife among a large portion of the residents. Lack of basic services, i.e. refuse removal and social problems in these areas including the high levels of crime according to the latest SAPS statistics.

Estimated backlog in housing provision in Pietermaritzburg and Greater Edendale Area is estimated at 5 704 units and the City had 31 600 subsidies and 13 000 units has been delivered up to 2006 and 5 704 remain to be delivered. A number of informal settlements still to be incorporated in areas set aside for low income housing projects and the number of those settlements is 33.

Backlog in water services is 22 498 meters all in Edendale area. Waterborne sewerage is in the city area and the backlog is mostly in Edendale and Vulindlela area.

## **6. KEY DEVELOPMENT AREAS AND PRIORITY ISSUES AT THE LOCAL LEVEL**

The issues below form part of the municipal key developmental agenda and can easily be developed into sector plans. The IDP development approach will take into account comments received during consultation with various stakeholders and the MEC comments raised during the assessment of the IDP 2010/2011. Issues raised during horizontal and vertical alignment will also be addressed: In reading through this list, a clear distinction must be drawn between what we called as key development areas as indicated below numerically and those priority issues that were raised during joint Exco/Manco strategic planning workshop last year and those ISSUES raised by the Municipal Turnaround Strategy (MTAS) as priority issues under key development areas, i.e. they are either operational issues or sub issues under Key Development Areas that justify a review of the IDP. It must be noted that in finalizing all the sector plans, provision of baseline data is fundamental to justify our strategies and some grant funding that has been identified and motivated to COGTA can be utilized for this purpose.

In charting a strategy mapping of the City, the Provincial Intervention Team proposed four broad critical Developmental Indicators which would require to be supported by measurements and indicators that are in line with the Msunduzi affordability and realistic revenue forecast. These broad indicators are as following:

- \* Meeting, satisfying and exceeding the needs of its people or citizens, customers and stakeholders
- \* Meeting the necessary conditions of long terms financial sustainability and existence of the organization
- \* Removing blockages to improvement or renewal of the entire business processes, that is, opening the clogged arteries; and
- \* Ensuring that the possession of necessary organizational capital and capabilities

As part of the Msunduzi Turnaround, four broad core outcomes were identified as following:

- Basic services
- Economic value services
- Social infrastructure and services
- Perception that municipality cares for its citizens

Central to realize the above needs, the Provincial Intervention Team proposed a development of the Msunduzi Revenue Enhancement Strategy to underpin our financial model and the success of this strategy would then depend on ***stringent cash management, increased monthly revenue rate of about 95% and average annual growth of new revenue base of between 10-15%.***

In order to finalize the IDP as the municipal strategic planning document intended to act as an interface for various sector plans, the following programs or sector plans referred below as Key Developmental Areas have to be revised, developed and executed according to their specific targets with a specific emphasis on the ***review of the Spatial Development Framework to promote access and allocation of land for immediate, intermediate and long term development opportunities:***

### **6.1. Water and Sanitation**

Develop a master plan for water and sanitation provision that covers the entire municipal area and ensure that all the existing and new industrial area fully reticulated including the existing commercial farms. Part of addressing this priority is to ensure improvement in the grant expenditure such as MIG and etc. and where possible maximise the use of the Council funding in water and sanitation assets renewal.

## **6.2. Integrated Human Settlements - Housing Program**

Integrate the urban support function into a housing delivery unit and be capacitated fully to package different types of housing delivery projects. Housing backlog is about 16 000 houses and to provide 2500 low cost housing units per annum. Community residential units to be quantifiable as a backlog and a target to set per annum and bank chartered housing is 350 per annum. In finalising this sector plan, provide an observatory that will indicate a base line data that is fundamental for development of such plan.

## **6.3. Energy Master Plan**

Develop a comprehensive plan that provides sustainable and alternative sources of energy. Subject to institutional relationship with Regional Electricity Distributor (REDS) that is currently under conceptualization, Msunduzi Municipality will seek to be service provider of the whole area, retain current revenue sources and establish mechanisms and standards for the supply of free electricity. The backlog for households with no access to electricity is 9 975 and the target is 1500 per annum and the backlog for access to street lights is 5 700 and the target is 612 per annum. The maintenance and replacement backlogs amount to millions of rand and a phase-in plan must be adopted by the municipality.

## **6.4. Road Systems and Networks**

In order to improve access and mobility in and around the City and surroundings, the SDF proposing ring roads and nodal development and this is a critical challenge which has serious bearings in terms of the City's economic growth and development. It is the belief of the City that roads are the veins of economic growth and development. The City had dedicated almost 80% of the capital budget for 2008/09 and part of the 2009/2010 capital budget was used in maintaining and rehabilitating the access roads especially in previously disadvantaged areas. We are also mindful of the backlog of almost a R1b in the rehabilitation of the City' roads including the Greater Edendale and Vulindlela.

## **6.5. Planning and Related Initiatives**

Develop easy adaptable plans for community centres, mini factories for SMME's; develop heritage based planning for tourism and translate various plans into a Local Spatial Economic Development Plan that is aligned to the District LED framework and Provincial Growth Development Strategy. Part of this planning is to begin to review the ABM model from a soft approach maybe to something that combines

both soft (community consultation) and hard -infrastructural development and planning approach, i.e. ABM vs. GEDI approaches and begin to explore a Vulindlela Initiative or Rural Development Initiative that is based on the Rural Development Planning Model to complement the municipality and to tap on the national Department for Rural Development. Part of addressing this priority is to begin to put the SDF proposals into an action plan and develop land development plans that are packaged around the SDF with special emphasis on agric-industry for Vulindlela area and address rezoning and urban/rural planning issues that are throwing development and planning of the City into a state of reactive planning.

#### **6.6. Integrated Waste Management Plan**

To be a municipality recognised for its clean environment, identify a site for hazardous waste disposal; reduce by 10 % per annum the sources of refuse; increase by 10 % annum resources recovery from waste and to explore carbon recycling.

#### **6.7. Public Safety, Security and Protection Services**

Provide a safe and secure environment for all communities and business; achieve a 20 % reduction in crime per annum by means of integrated SAPS and municipal policing and monitoring land invasion.

#### **6.8. Emergency Services, Fire, Ambulances**

Supply Fire and emergency services to Edendale, Vulindlela and Northdale, and rationalize and decentralize facilities that already exist and address maintenance and refurbishment issues to improve operational efficiencies.

#### **6.9. HIV and Aids**

To achieve a reduction in HIV infection from 40% to 20 % among sexually active categories, raise the awareness of the disease; promote greater social acceptance of people living with HIV and AIDS, create the continuum of care that includes Nevirapine, counselling, support, nutrition and home based care. Ensure that all people living with HIV have access to proper nutrition, accommodation, education and support physically and spiritually. Provide basic health services to residents of the city through 100% monitoring and communication of all notifiable diseases, and prompt response to any report of notifiable diseases and contain such outbreak within two weeks, and improve TB cure rate to 80%.

#### **6.10. Sustainable and Integrated Environmental Management Plan**

Investigate environmental management in all new development and develop an Integrated Environmental Management Plan. The environmental framework and policy are already in place.

#### **6.11. Social Services**

Take local government to the people, empower them, invite their participation, ensure that services meet their expectations and needs; sustain and capacitate ward committees, provide administrative centres in all areas and support sector departments to discharge their services with the required infrastructure, i.e. pay-points for welfare grants and etc. Initiate projects that are intended to address youth and children in distress.

Other related services and facilities such as clinics, library service (maintenance of existing facilities), sport development and facilities have to be addressed to respond to communities call for access to such services. In order for the municipality to give impact on these issues, alignment with relevant sector departments by management, councillors, and various structures in communities to motivate various projects through proposals, will make service delivery a reality.

#### **6.12. Social and Economic Growth and Development**

During and post global meltdown, analyse and identify those economic drivers that can turn around the economic environment of the City. The national government has made commitment to citizens of the country that the Expanded Public Works Program will be one of the economic drivers to improve the country's infrastructure, then the City must take advantage of that commitment extracting maximum gains from government program, supporting local business and attracting new investment, fostering job creation and provide appropriate skills and attitudes required by growing economy. Central to this drive is to eradicate poverty and maximise processes and interventions for jobs creation.

#### **6.13. Human Resources Development (Skills Development and Training)**

A very close alignment of our HRD strategies with the economic growth and development of the City must be mooted and a process of mobilising all training providers onto a forum that will provide and implementation of the National Skills Development Strategy and tap on R2.4b that was set aside by National government as a part of stimulus to assist industries to avoid quick decisions to lay off employees and re-engineering training interventions that will sustain and adapt a business towards a particular direction. In developing strategies, the

municipality then develop a work place skill development plan that is addressing scarce and critical skills within the City's and country's economy.

#### **6.14. Five Year Financial Plan**

Install a five-year financial plan that is geared to improve financial systems and infrastructure in order to maximise availability and utilization of resources for all citizens. Other issues that were raised at the strategic workshop were issues relating to improving credit rating of the City, Identify new revenue streams based on integrated revenue strategies, address the municipal assets register, activity base budgeting, and most importantly address the municipal financial crisis, etc.

#### **6.15. Institutional Transformation and Governance**

In order to improve the efficacy of the municipality' administration and its governance, whilst providing possible solutions to mitigate the City's challenges, including motivating and giving opportunities for staff development, an integrated **Human Resources Management Plan** was proposed. Other issues that were raised to address were: the access control, time and attendance system, overtime approval process and implementation and policy, review of personnel growth and costs, review policy on cellular phones and telephone, introduce employee assistance programme, translation of bylaws, finalise job evaluation and finalise if any outstanding valuation appeals. The communication strategy was also raised in order to improve access to information, improve accountability of management and elected leadership.

There were issues raised regarding the corporate governance of the municipality such as, Service Level Agreements, twinning protocol, improving Batho Pele in service delivery, improving and cascading down the organisational performance management system, etc.

Finalise the review of the Organizational Structure and align Business Processes to promote the organizational effectiveness

Through Community Participation, a continuous promotion of integrated development in a consultative manner, that will promote a sense of ownership and involvement of communities in the life of the municipality by integrating and consolidating all deliberations and contributions from ward committees, Izimbizo, various stakeholders and interest groups and where possible implement the Community Based Planning (CBP).

#### **6.16. Develop Integrated Tourism**

Market the city to residents in order to create local ambassadors; market the city domestically and internationally; develop a cultural

program and attract more cultural events that are intended to promote the social cohesion and market Msunduzi as events capital; grow product, accommodation, industry and promote Pietermaritzburg's heritage and as a centre of education excellence.

#### **6.17. Integrated ICT Plan**

Promote a culture of business intelligence and alignment of activities across organization to ensure business efficacy and e-governance.

#### **6.18. Forestry, Market and Airport business Initiatives**

Develop a turnaround business intelligence and sustainability of these initiatives, through feasibility studies that will determine the form and shape of these entities.

#### **6.19. Poverty Eradication Program**

Design and develop a cross cutting process that will drive a sustainable program to eradicate poverty

#### **6.20. Performance Management System**

Finalise an organizational performance management system that will maximise performance across various levels in the organization.

#### **6.21. Finalize the review of the Spatial Development Framework and Review the Land Use Management System**

Complete the review of the refined SDF and extend the Land Use Management System over the entire municipal area. Part of the review is to attend to the following process:

- Review and gap analysis of the SDF contextual report
- Review and gap analysis of the SDF conceptual report
- Review and gap analysis of the SDF consolidate SDF report
- Review and analysis of all corresponding mapping
- Gap closure and amendments to all SDF and mapping
- Alignment of the Msunduzi SDF with the Umdm SDF and surrounding municipal SDFs
- Alignment of Consolidated SDF with relevant sector plans and sector initiatives

- Review and gap analysis of all ABM SDF reports and mapping
- Alignment of ABM SDFs and Consolidate SDF
- Gap closure and amendments to all ABM SDF reports and mapping, and
- Presentation and discussion with all municipal units; identified stakeholders and ward councillors

#### **6.22. Asset Management Plan**

Complete the Asset Management Plan including the infrastructure assets

#### **6.23. Sustainable Service Delivery**

Improve, maintain and extend Infrastructure assets to areas less developed and finalise an infrastructure investment plan.

#### **6.24. 2010 Legacy**

Where possible take advantage of 2010 legacy by utilizing and extending sport coordination and facilities to disadvantaged areas and rehabilitate the existing one.

#### **6.25. Disaster Management Plan**

Refine the disaster management programme into a proactive plan in accordance with the legislation concerned. As a contingent arrangement address all possible gaps and align with the district framework.

#### **6.26. Councillor Priority Projects**

Complete designs and implement those projects according to the projects cycle as agreed and monitor progress and implementation. Where possible eliminate those delays in the implementation as raised by councillors during the review process.

#### **6.27. Integrated Transport Plan**



Complete the plan as required to improve access and mobility in order to contribute towards economic growth and development of the City and explore efficient public transportation.

#### **6.28. Organization Risk Assessment**

Continuously assess those risks that reduce the organizational efficiencies, complete and implement the risk assessment action plan that was developed at the risk assessment workshop.

#### **6.29. Cemetery and Crematoria Plan**

In order to address the availability of land for burial purposes and to explore alternative burial methods, an imbizo of some kind have to be arranged to begin to address some of the practices and methods for burial that are working against the new world order which endeavour to align the protection of environment and introduction of the various technologies. A social reengineering has to be embarked on that will involve community leaders and supported by alternative technologies. Issues of lack of maintenance of cemeteries were also raised by concerned communities and any reluctance to address the lack of space for burial will exacerbate the problem and the maintenance costs will increase.

### **7. KEY DEVELOPMENT PRIORITIES OR 10 POINT PLAN AT THE NATIONAL LEVEL**

The above priority issues have to be understood in the context of the National priorities which are known as 10 point priorities decided by the current government after a process of rationalization of 27 Apex Priorities that were adopted by the previous government around 96 indicators.

The 10 Point Priorities have created 72 Key Performance Indicators which all arms of government are expected to work towards.

#### **10 POINT PLAN / PRIORITIES**

- Speed up Economic Growth and transform the economy to create decent work and sustainable livelihoods.
- Introduce a massive programme to build economic and social infrastructure.
- Develop and implement a comprehensive rural development strategy linked to land agrarian reform and food security
- Strengthen the skills and human resources base.
- Improve the health profile of all S. A.
- Intensify the fight against crime and corruption.

- Build cohesive, caring and sustainable communities.
- Ensure sustainable resource management and use
- Pursue African advancement and enhance international corporation
- Build a developmental state, by improving public services and strengthening democratic institutions.

## **8. DISTRIBUTION OF ROLES AND RESPONSIBILITIES**

### **8.1. INTERNAL ROLE PLAYERS**

#### **Distribution of Roles and Responsibility within the Municipality**

##### **8.1.1. The Msunduzi Municipal Council**

The role of the Msunduzi Municipal Council will be:

- To adopt a process plan ;
- Be responsible for the overall management and coordination of the planning process;
- Adopt and approve the final IDP and ;
- Ensure that annual business plans, budget and related development activities are based on approved IDP.

##### **8.1.2. The Executive Committee**

- Manage through the City Manager or alternative the review process
- Recommend the IDP review process to the Council
- Recommend the IDP revisions to the Council
- Allocate resources for reviewing the IDP

##### **8.1.3. The IDP Steering Committee**

(a) Comprising of:

- The Mayor
- The Deputy Mayor
- The Executive Committee Members
- The IDP Champions (elected from the different party caucuses)
- City Manager (or alternate) (chair)
- Strategic Executive Managers (SEMs)
- Two representatives from IMATU and SAMWU

- Municipal Manager's Coordinating Committee (IDP Broad Planning Technical Committee)
- Provide terms of reference for all reviewing and planning activities
- Commission IDP planning studies, programs and projects
- Process, summarize and document outputs from subcommittees, teams etc.
- Recommend amendments to the contents of the IDP
- Prepare, facilitate and document meetings and workshops
- Ensure alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance

#### **8.1.4. Municipal Manager's Coordinating Committee (IDP Broad Planning Technical Committee)**

(a) Comprising of:

- The City Manager
- Managers: MM Office, Speaker, Mayor, Budget office, SCM, PMS, Planning, PMU and IDP
- Admin support

(b) Prepare the IDP review process

- Prepare the IDP review process plan
- Identify resources people
- Coordinate and manage the components of the planning process, including:
  - \* Stakeholders meetings
  - \* Meeting deadlines
  - \* Horizontal and vertical aligns
  - \* Compliance with national and provincial requirements

### **8.1.5. Ward Councillors**

Ward councillors will play a pivotal role in the preparation of the IDP process, both in terms of the technical and community participation process. They will act as the main interface between the council and communities. Primary responsibilities would include:

- Organising public consultation and participation at ward level;
- Dissemination of the information from council to constituents and visa versa ;
- Identification of issues and projects at a ward level;
- Participating in the approval and on-going monitoring of approved IDP;
- Identify and encourage unorganised groups to participate in the IDP process.

### **8.1.6. The Municipal Manager and IDP Manager and Responsibilities**

The Municipal Manager will delegate these functions to the IDP Manager, but remain accountable for the overall IDP process as dictated by Municipal Systems Act 2000.

Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Process:

- To ensure that the Process Plan is finalised and adopted by Council;
- To adjust the IDP according to the proposals of the MEC;
- To identify additional role-players to sit on the IDP Representative Forum;
- To ensure the continuous participation of role players;
- To monitor the participation of role players;
- To ensure appropriate procedures are followed;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- To ensure alignment of the IDP with other IDP's within the District Municipality;
- To co-ordinate the inclusion of Sector Plans into the IDP documentation;

- To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP;
- To submit the reviewed IDP to the relevant authorities.

#### **8.1.7. Officials**

The officials of Msunduzi Municipality will ultimately responsible for the implementation of the IDP Process and such will play a key role the development of the IDP's specific activities that will be undertaken by the officials.

This would include:

- Provision of relevant technical and financial information;
- Development of strategies and project plans;
- Providing inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees.

#### **8.2. External Role Players**

Distribution of responsibilities between municipality and external role players

#### **8.2. External Role Players**

Distribution of responsibilities between municipality and external role players

##### **8.2.1. UMGUNGUNDLOVU DISTRICT MUNICIPALITY**

The District Municipality will have the same role as Msunduzi but only in the preparation of District IDP framework but the role of district municipality on a local level is the coordination of IDP processes for local municipalities and this include :

- Ensuring the horizontal alignment of IDP's of the municipalities in the district area;
- Ensuring the horizontal alignment between the district and local planning;
- Facilitation of vertical alignment of IDPs with the sphere of government and the sector departments;
- Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject specialists;
- Providing a PIMS Centre that is responsible to provide technical support to the local municipalities within the district;

- Establishment of intergovernmental structures.

### **8.2.2. IDP ADVISORY COMMITTEE**

The Provincial and National government departments as well as major stake holders like manufacturing sector and business sector will serve in the IDP Advisory Committee.

This Advisory Committee will assist the council in rendering technical ( eg investment opportunities ) and financial support to ensure that the council meets its goal of playing a role in the global economy.

### **8.2.3. PROFESSIONAL SERVICE PROVIDERS**

Professional service providers will be engaged as the need arises e.g in the development of non-existing sector plans and as well as aligning and integrating all sector plans to be included in the IDP of the municipality.

### **8.2.4. IDP REPRESENTATIVE FORUM**

#### **8.2.4.1. Composition of IDP RF**

The IDP Representative Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the IDP RF could be as follows:

- EXCO members;
- Councillors;
- Traditional leaders;
- Ward Committee Chairpersons;
- Senior Municipal Officials;
- Stakeholder representatives of organised groups;
- Advocates of unorganised groups;
- Resource persons;
- Other community representatives;
- National and Provincial Departments regional representatives;
- NGO's; and
- Parastatal organisations.

#### **8.2.4.2. Terms of reference for IDP RF**

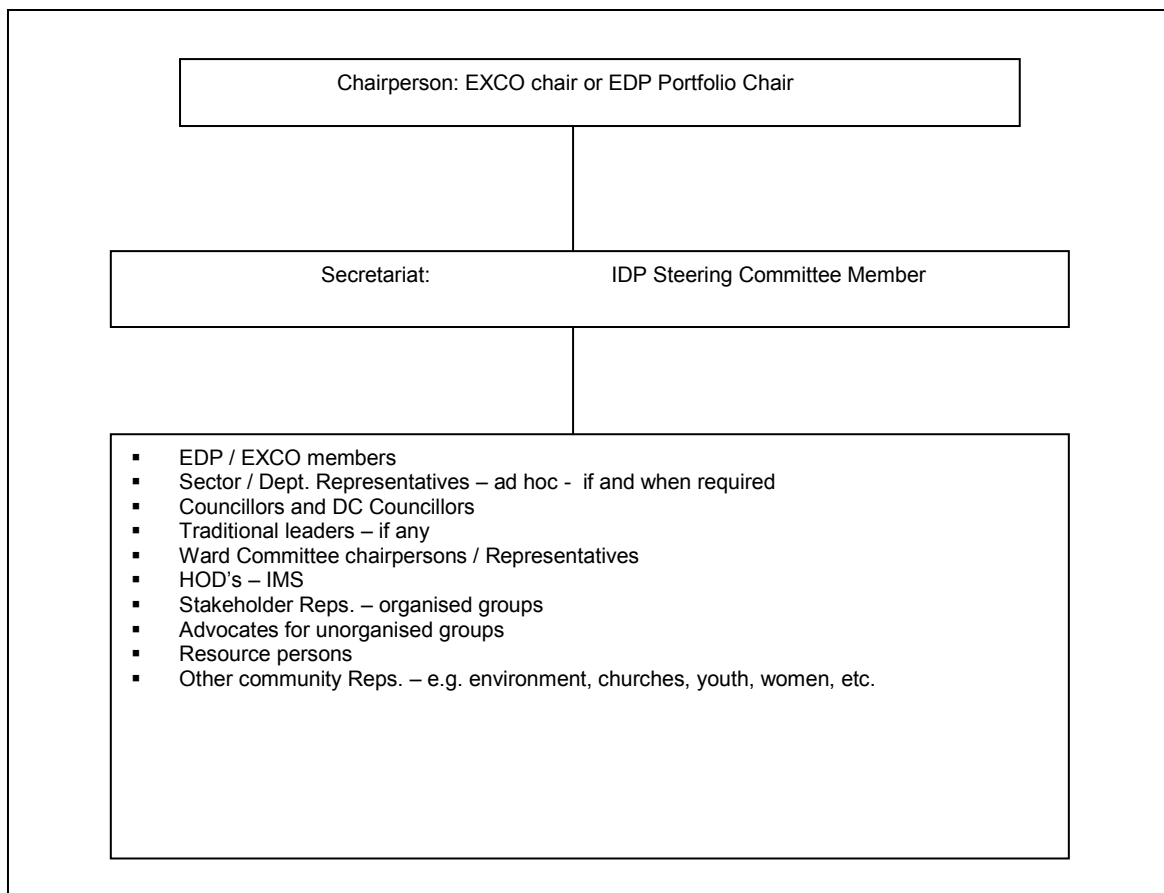
The terms of reference for the IDP RF are as follows:

- Represent the interest of the municipality's constituency in the IDP process;
- Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government;
- Ensure communication between all the stakeholder representatives inclusive of municipal government; and
- Monitor the performance of the planning and implementation process.
- To institutionalise participation in integrated development planning
- Membership to ensure geographical and social representation
- Members to have mandate to represent the interests of their constituents in the integrated development planning process
- Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and municipal government
- Ensure communication between all stakeholders representatives and the Msunduzi Municipality
- Monitor performance of the planning process
- Represent interests and contribute knowledge and ideas in the planning process by:
- Participating in the IDP Rep Forum to:
- Inform interest groups, communities, organisations on relevant planning activities and outcomes
- Analyse issues, determine priorities, negotiate and reach consensus
- Participate in designing project proposals and / or assess them
- Discuss and comment on the draft integrated development plan
- Comment on and discuss alignment of annual business plans and budget with integrated development plan

- Conducting meetings / workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities

#### 8.2.4.3. Code of Conduct for IDP RF Members

- Meeting schedule (frequency and attendance ) every six weeks and at least once for every phase
- Agenda, facilitation and documenting of meetings – IDP management
- Understanding of members of their roles and responsibilities in respect of their constituencies
- Feed back to constituents
- Require simple majority for decisions
- Dispute resolution as per institutional structures recommendations – role of provincial department.





## **9. ORGANISATIONAL ARRANGEMENTS**

### **9.1. MUNICIPAL MANAGER ASSISTED BY IDP MANAGER**

The Municipal Manager assisted by IDP manager will be responsible for overall management of the IDP process and Sound Governance and HR renders secretariat.

#### **9.1.2. IDP Representative Forum**

IDP Representative Forum represents the interest of the community and serves as a link between the general community and the municipality.

#### **9.1.3. IDP Clusters or Teams**

The following cluster will be established by the council:

- Social Development Cluster;
- Local Economic Development Cluster;
- The Institutional and Sound Governance Cluster
- Service Delivery and Infrastructural Investment Cluster
- Financial Viability and Management Cluster
- Spatial Planning and Sustainable Environment-Lead by Planner

These Clusters will be champion and chaired by SEMs responsible for departments concerned and tackle Technical issues pertaining to their business units and will involve portfolio members of their respective committee and members of organised formations from various stakeholders and interest group and meet on a monthly basis and as when necessary. Such teams will have give and engage the IDP Representative Forum and finally Exco and Council.

#### **9.1.4. Budget Steering Committee/ Finance committee.**

-This committee will be responsible for ensuring that the budget as well as the IDP processes are related and do comply with MFMA. Activities of this committee will be reported to the council regularly.

## **10. MECHANISMS AND PROCEDURES FOR PARTICIPATION**

### **10.1. FUNCTIONS AND CONTEXT FOR PUBLIC PARTICIPATION**

Four major functions can be aligned with the public participation process namely:

- Needs identification;

- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

## **10.2. MECHANISMS FOR PARTICIPATION**

The following mechanisms for participation will be utilised:

### **a. IDP Representative Forum (IDP RF)**

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organizations into the IDP RF and ensure their continued participation throughout the process.

### **b. Media**

Local newspapers and the District's newsletter will be used to inform the community of the progress of the IDP.

### **c. Radio Slots**

The community radio station will be utilised to make public announcements where necessary.

### **d. Information sheets**

This will be prepared in English and isiZulu and be distributed via the Representative Forum where a need for this has been identified.

### **e. The LM's Website**

The LM's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

### **f. Community Road Shows**

The

Msunduzi Municipality will be hosting its community road shows to publicize the draft IDP and Budget after approval in March and June 2012. The venues for these meetings will be publicized at the IDP RF as well as through the media

## **11. PROCEDURES AND PROCESS FOR PARTICIPATION**

The representative forum will meet as follows and deal with the following issues:

IDP Representative Forum

## DATES OF IDP REPRESENTATIVE FORUM MEETINGS

End of September 2011	<ul style="list-style-type: none"> <li>▪ The provision of feedback on the <i>status quo</i> and strategic framework components of the IDP;</li> <li>▪ Presentation of the PMS quarterly report</li> </ul>
4 <sup>th</sup> week November 2011  1 <sup>st</sup> week January 2012	<ul style="list-style-type: none"> <li>▪ Presentation of the IDP priorities and consolidating public inputs into the draft IDP</li> <li>▪ Presentation of the PMS quarterly report</li> </ul>
15 April 2012       4 <sup>th</sup> week June 2012	<ul style="list-style-type: none"> <li>▪ Public Participation</li> <li>▪ Feedback on comments received during the 21 day advert period on the Budget and IDP as well as the public participation process and suggested ways of addressing these issues.</li> <li>▪ Recommendation for adoption of the IDP and Budget by Council.</li> </ul>

**IDP PROCESS PLAN**

**IN PREPARATION FOR**

**2012/2013 FINANCIAL YEAR**

Item	IDP REVIEW PROCESS	Activity	Narration	Timeframe	Person Responsible Or Department	Budget
1	Process plan approval and beginning of stakeholders' engagement	Present the Key Development Priorities for adoption by Council of Msunduzi Municipality as captured in the Process Plan under the Key Performance Areas:	MFMA s 21, 23 MSA s 34 ch 4 as amended	31 August 2011	Municipal Manager and the IDP office	
2	Strategic analysis report	Conduct a Socio-economic Survey or a Backlog Study, to determine the socio-economic data, municipal financial environment, levels of service etc Compile an Analysis Report in preparation for determining the strategic priorities and for inclusion in the IDP	Compile an Analysis Report in preparation for determining the strategic priorities and for inclusion in the IDP	August – 1 <sup>st</sup> October 2011	IDP and SBs responsible for various sector plans	R450 000 (IDP Grant Funding)
3	Budget guidelines to Business Units (Bus) for 2012/13	Budget office develop MTREF and determines revenue projections and proposed rates and service charges and draft initial allocations to functions and dept.'s for the next financial year after taking into account strategic objectives	MFMA s 21, 22, 23	September 2011	Budget	
4	Organizational Scorecard	Organizational Scorecard Review	The first Quarter review of the Organizational scorecard to track progress towards achieving the Organizational Objectives and targets	1 <sup>st</sup> week September 2011	MM and PMS Manager	
5	Departmental Scorecards	BU's scorecard reviews	Conduct first quarter review in order to track progress and detecting under performance and provide corrective measures	2 <sup>nd</sup> week September 2011	Strategic Executive Managers and PMS Manager	

6	Alignment	Align IDP with Project Estimates, Provincial and National Priorities	Ensure alignment of priorities with sector departments to promote cooperative governance	1 <sup>st</sup> to 4 <sup>th</sup> week September 2011	IDP/Budget	
7	PMS 1 <sup>st</sup> Quarter	First Quarter Assessment	MM and SEM are assessed based on their first quarter performance	3 <sup>rd</sup> week September 2011	Mayor, MM, SEM, PMS Manager	
8	1 <sup>st</sup> PMS Quarterly report	Finalize first PMS quarterly report	Ensure stakeholders consultation on the Municipal report	7 October 2011	PMS Manager	
9	Making Strategic Choices	<b>Conduct a Joint Strategic Planning Workshop for the Management Team and Political Leadership.</b> Making strategic choices on agreed Key Development Priorities to underpin revision of various sector plans	Corporate Strategic Planning Workshop to determine strategic choices	14 October 2011	MM and the IDP office	R50 000
		Identifying IDP Gaps and Sector Alignment and Council identify strategic priorities for a five year term			Exco/ SMT and IDP Steering Committee	
10	BUs Strategic Workshops	BUs engage on strategic workshops to review their strategies along SMT strategic choices and respond to gaps on sector plans and present their strategies to MANCO in preparing for a corporate strategy to Exco and stakeholders	To prepare Bus' Business Plans	3 <sup>rd</sup> week October 2011	BUs	
11	IDP and Budget submissions	BUs submit their revised business plans to the IDP and Budget offices		1 <sup>st</sup> week November 2011	Strategic Executive Managers	
12	1 <sup>st</sup> Prioritization of projects	Briefing on the Analysis and determine strategic objectives and priorities for service delivery as well as development of 3 year budgets including the review of national and provincial government sector and strategic plans	Joint SMT/EXCO session to review 2011 business plans and determine priorities for 2012/13 financial year and beyond	3 <sup>rd</sup> week November 2011	Provincial Intervention Team (PIT)	
13	Consultation with Councillors on the IDP priorities for 2012/13 and beyond	Engage councillors on the IDP priorities for 2012/13	Councillors guided by the Mayor and supported by the Speaker	4 <sup>th</sup> week November 2011	Mayor', Speakers offices and IDP	

14	External Stakeholders Engagement	<p>Public Participation/ Izimbizo :</p> <ul style="list-style-type: none"> <li>Ward Councillors ;</li> <li>Ward Committees;</li> <li>NGO's;</li> <li>CBO;</li> <li>Businesses.</li> </ul> <p>Traders to present :</p> <ul style="list-style-type: none"> <li>Status Quo Report;</li> <li>Confirm Community Needs;</li> <li>Input on a development Plan</li> </ul>	Various consultations are held by the Mayor, Speaker, Councillors and management with various stakeholders throughout the financial year, but izimbizo are culminations in determining municipal development priorities for 2012/13 and beyond	End of August to 4th week November 2011	Mayors office Speakers office; IDP office ABM team SDF team	
15	Mid-Year review and Prioritization of projects	Briefing on the Analysis and determine strategic objectives and priorities for service delivery as well as development of 3 year budgets including the review of national and provincial government sector and strategic plans	SMT workshop and joint SMT/EXCO session to review 2011 business plans and determine priorities for 2012/13 financial year and beyond	5-7 December 2011	MM, Provincial I Intervention Team (PIT)	
16	Finalize 1 <sup>st</sup> Draft IDP	Revised Draft IDP for 2011/12	Complete 1 <sup>st</sup> draft IDP to guide the Budget process	December 2011	IDP Manager and Team	
17	Organizational Scorecard	Organizational Scorecard Review	Midyear review to track progress towards achieving the Organizational Objectives and targets	1 <sup>st</sup> week January 2012	MM and PMS Manager	
18	Departmental Scorecards	SBU's scorecard reviews	Conduct 2nd quarter review in order to track progress and detecting under performance and provide corrective measures	2 <sup>nd</sup> week January 2012	SEM and PMS Manager	
19	Individual Performance Assessment	Midyear Assessment	MM and SEMs are assessed based on their 2 <sup>nd</sup> quarter performance	3 <sup>rd</sup> week January 2012	MM, SEM and Evaluation panel	
20	Budget Mid-Year review	Submit Mid-Year review to EXCO	MFMA, section 72	25 January 2012	Budget and Treasury	
21	Internal Audit	Performance Audit	MFMA	4 <sup>th</sup> week January 2012	Internal Audit	

22	2 <sup>nd</sup> PMS Quarterly report	Midyear Performance Report is developed	Ensure Stakeholders consultation on the PMS report	1 <sup>st</sup> week February 2012	PMS Manager	
23	1 <sup>st</sup> Draft Capital and Operational Budget	Operational and Capital Budget for 2011/12		10 February 2012	Budget and Treasury	
24	2 <sup>nd</sup> Draft Operational and Capital Budget	Draft Budget to the Executive Committee	Present Draft Budget to Exco	3 <sup>rd</sup> March 2012	CFO and MM	
25	SDBIP and Organizational Scorecard for 2012/13	Compile and finalize a draft SDBIP for 2012/13	Finalize a draft for approval on 31 <sup>st</sup> March 2011	17 March 2012	IDP	
26	Final Draft IDP/ Operational and Capital Budget	To Full Council	Present Draft IDP, Budget SDBIP to Full Council	31 March 2012	Mayor	
27	Organizational Scorecard	Organizational Scorecard Review	3 <sup>rd</sup> Quarter review to track progress towards achieving the Organizational Objectives and targets	1 <sup>st</sup> week April 2012	MM and PMS Manager	
28	Departmental Scorecard	BU's scorecard reviews	Conduct 3 <sup>rd</sup> quarter review in order to track progress and detecting under performance and provide corrective measures	2 <sup>nd</sup> week April 2012	SEM and PMS Practitioners	
29	Individual Performance	3 <sup>rd</sup> Quarter Assessments	MM and SEMs are assessed based on their 3 <sup>rd</sup> quarter performance	3 <sup>rd</sup> week January 2012	Mayor, MM, SEM, PMS Manager	
30	3 <sup>rd</sup> PMS Quarterly report	Finalize PMS quarterly report	Ensure stakeholders consultation on the PMS report	End of March 2012	PMS Manager	
31	Publication on Annual Budget and IDP	Issue a public notice on draft budget and IDP and printing docs		5 April 2012	MM	R350 000

32	Public Consultation IZIMBIZO Feedback Consolidation	Draft Budget and IDP Public Participation/ Izimbizo : <ul style="list-style-type: none"> <li>Ward Councilors ;</li> <li>Ward Committees;</li> <li>NGO's;</li> <li>CBO;</li> <li>Businesses.</li> </ul> To present : <ul style="list-style-type: none"> <li>Draft Budget and IDP</li> </ul>	Once Draft Budget and IDP for 2012/13 approved written submissions from various stakeholders will be invited within 21 days.  Imbizo for Ward Committees and members of public	15 April 2012	Mayor	R3 807 378
33	Draft IDP to COGTA	Submit Draft IDP to COGTA	Approved draft IDP	31 March 2012	IDP	
34	Budget and IDP Approval	Submit Final Budget and IDP	Final draft Budget and IDP	31 May 2012 and 30 June 2012 respectively	Mayor	
35	PMS and other policies	Review PMS and other Policies	Revised PMS and other policies	1 <sup>st</sup> week September 2011 to May 2012	Planning and Performance Monitoring Steering committee	
36	SBU's Scorecards	Business units finalize their business plans or business units' scorecards (SDBIP's) on how they will contribute to achieving organisational strategy. This requires the setting of objectives, performance indicators and targets	SBU scorecards finalized	2 <sup>nd</sup> week June 2012	SEM and PMS Practitioners	
37	Annual Organizational Scorecard Review	Organizational Scorecard Review	Annual review to track progress towards achieving the Organizational Objectives and targets	1 <sup>st</sup> week July 2012	MM, PMS Manager	
38	Annual SBU's Scorecard Reviews	SBU's scorecard Reviews	Conduct annual review in order to track progress and detecting under performance and provide corrective measures	2 <sup>nd</sup> week July 2012	SEMs, PMS Practitioners	
39	Website updates	Post all information to website	MFMA, section 75	7 June 2012 for Budget and 7 July 2012 for IDP (5 days after approval)	Information Manager	



40	Annual Performance Assessment	Annual Assessment	MM and SEM are assessed for the previous financial year	1st week July 12	MM. SEM, PMS Manager and Evaluation Panel	
41	Internal Audit	Performance Audit	MFMA	2 <sup>nd</sup> week July 2012	Internal Audit	
42	Draft report submitted	Draft Annual Performance Report		3 <sup>rd</sup> week July 2012	PMS Manager	
43	Start Prep for 2013/14: IDP Process Plan	Reflect on the MEC letter (IDP Gaps) and conduct analysis on the Corporate Development Priorities		July 2012	IDP/Budget/MANCO	
44	Process Plan for 20013/14	Adoption and approval of the Process Plan for 2013/14 by Exco and Full Council		31 August 2012	Mayor	
<b>TOTAL</b>						<b>R4 657 378</b>