



# MSUNDUZI DRAFT IDP PROCESS PLAN (TIME TABLE)

2010/2011 FINANCIAL YEAR

JULY 2009-JUNE 2010

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## **1. INTRODUCTION**

The City of Pietermaritzburg is not unique from other South African cities that are faced with growth and developmental challenges of addressing development and maintenance of developed urban areas and uneven development of peri-urban and rural areas within a limited budget. It is our understanding as municipalities that we are at the cold face of service delivery, and that citizens of our country for them to enjoy this democracy, peace and freedom as enshrined in the Republic of South African's constitution of 1996, clearly expressed through the Bill of Human Rights and various pieces of legislation. In order to ensure a sense of ownership, participation of communities in their development can possibly be achieved 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 recently, the very same residents have called for speeding of service delivery during their protest marches.

Through the prioritization process of the IDP, particular on those priority needs as expressed through izimbizo, ward committee meetings and various stakeholders and interest groups when they interacted 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, it is profound to describe it as part of the IDP five phases namely: the analysis of the City's status quo; strategic review; priority review and projects identification; integration within and with departmental sector plans then adoption of the IDP.

## **2. 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. 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

#### 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.*

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 (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates 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

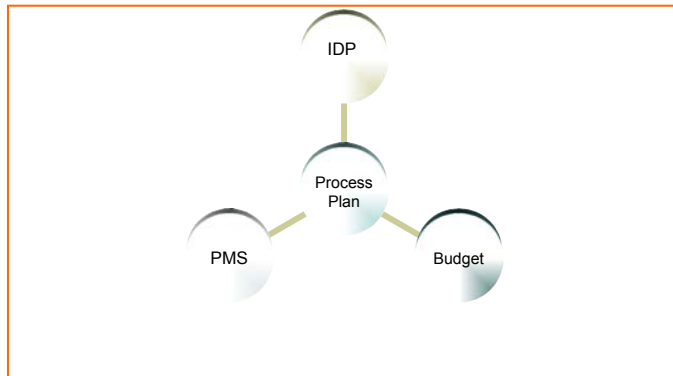
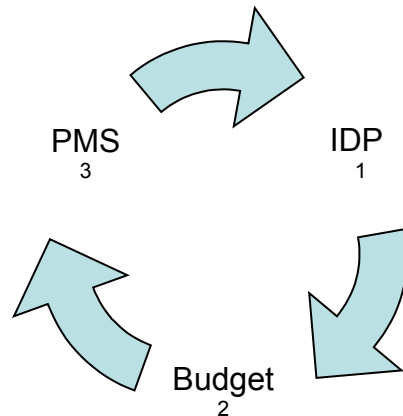
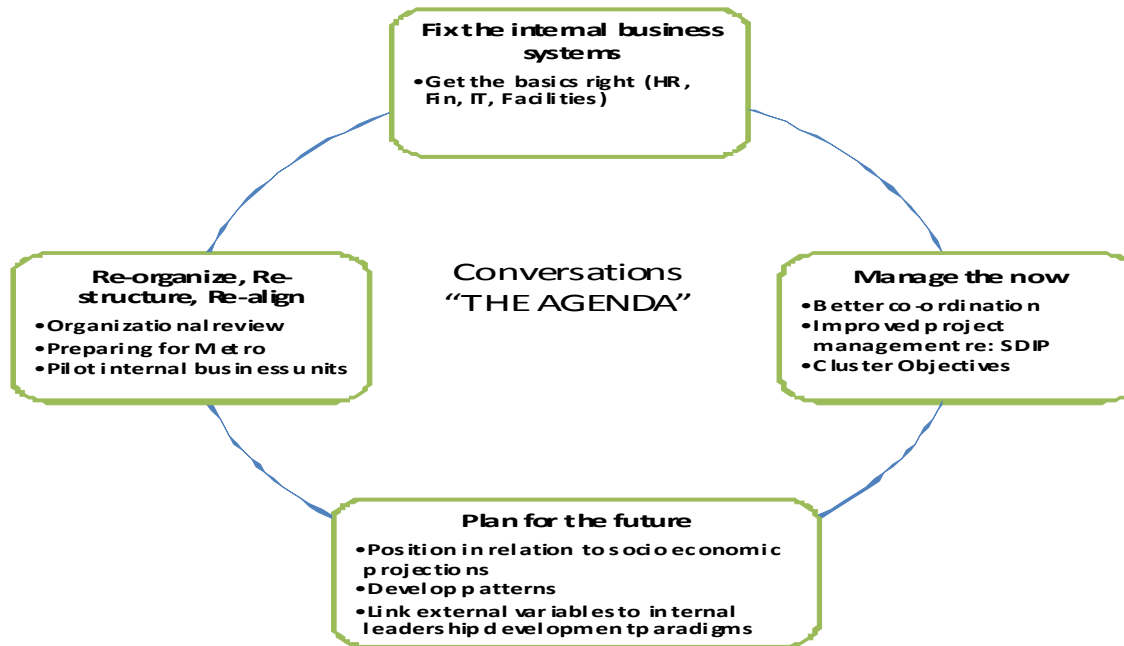


Figure 2 : Relative Process Flow



The graphical representation below represents a process that will be followed to put the metropolitan subject on the agenda within the processes as above. This representation was part of the South African Cities Network (SACN) presentation to the management of the City.

## A Reminder: ONE AGENDA



The above graphic from the COURTESY OF THE SACN

## **5. STATUS QUO ANALYSIS**

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

Msunduzi Municipality commonly known as 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 Dynamic, Caring, Capital City of Choice in KwaZulu-Natal*

### **5.3. Vision Statement**

By 2017 to be a globally competitive Metropolitan City of Choice which capitalizes on its strategic location, environment, cultural heritage and educational facilities creating a choice quality of life for all.

## 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	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 amount to R44 500m, and mostly in Edendale and Vulindlela area.

## **6. Key Development Priorities 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 2009/2010. 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 priorities as indicated below numerically and those issues that were during the joint Exco/Manco strategic planning workshop last year as priority issues under key development priorities, i.e. they are either operational issues or sub issues under key development Priorities that justify a review of the IDP.

### **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 Settlement - 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 year. Community residential units backlog is 2500 and bank chartered housing is 350 per annum.

## **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 will be 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 Agency 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 chaotic state.

#### **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. 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 out break 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 expectation 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**

In the context of 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 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 Strategy and tap on R2.4b that is 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 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, 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' dealing with 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.

#### **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 and 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.

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

Develop a turn around business intelligence and sustainability of these initiatives

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

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

#### **6.19. Performance Management System**

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

**6.20. 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 LUM system over the entire municipal area

**6.21. Asset Management Plan**

Complete the Asset Management Plan including the infrastructure assets

**6.22. Sustainable Service Delivery**

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

**6.23. 2010 Coordination**

Align the City along the 2010 soccer fever by proving where possible training venues, enhance the fan park viewing and begin to explore possibility of extending sport coordination and facilities to disadvantaged areas and rehabilitate the existing one.

**6.24. 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.

#### **6.25. 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.

#### **6.26. 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.

#### **6.27. 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.

#### **6.28. 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 of which all arms of government are expected to work towards.

### **10 POINTS 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)
- \* Deputy Municipal Managers (DMMs)
- \* 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 COUNCILORS**

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 ongoing 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.

#### **8.1.8. EXTERNAL ROLE PLAYERS**

Distribution of responsibilities between municipality and external role players

## **8.2. 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 of 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.

## **8.3. 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.

## **8.4. Professional Service Providers**

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

## 8.5. IDP Representative Forum

### **8.5.1 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.

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

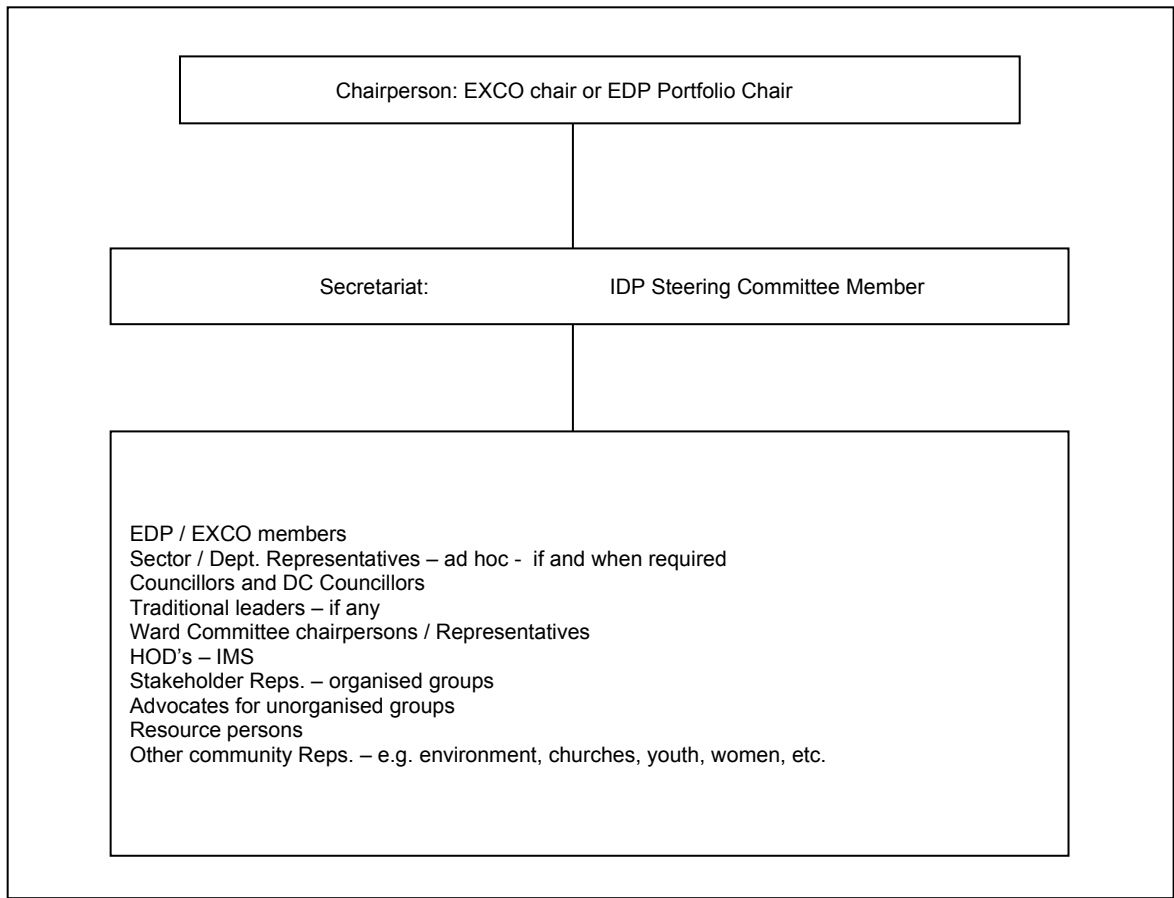
The terms of reference for the IDP RF is as follows:

- 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

### **8.5.3. 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 DMMs 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 groups and meet on a monthly basis and as when necessary. Such teams will have give and engage the the IDP Representative Forum and finally Exco and Council.

#### **9.4. 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.

#### **10.1. 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 2010. 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

<b>DATES OF IDP REPRESENTATIVE FORUM MEETINGS</b>	
End of September 2009	<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>
2 <sup>nd</sup> week December 2009	<ul style="list-style-type: none"> <li>▪ Presentation of the draft IDP Executive Summary ahead of the public participation process.</li> <li>▪ Presentation of the PMS quarterly report</li> </ul>
1 <sup>st</sup> week April 2010	<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 by Council.</li> </ul>
4 <sup>th</sup> week June 2010	

### IDP PROCESS PLAN

**FOR**  
**2010/2011 FINANCIAL YEAR**

Item	IDP REVIEW PROCESS	Activity	Narration	Timeframe	Responsible Department
1	Process plan	<p>Process plan, Key Development Priorities be adopted by Council of Msunduzi Municipality as captured in the Process Plan, the KPAs as adopted by Council are :</p> <ul style="list-style-type: none"> <li>• Good Governance and Public Participation</li> <li>• Financial Management and Viability</li> <li>• Municipal Transformation and Institutional Development</li> <li>• Service Delivery and Infrastructure Investment</li> <li>• Local Economic Development</li> </ul> <p><b>Strategic Workshop by Manco.</b> Management to agree on the Key Development Priorities that are in line with the organizational strategy to set the tone for the "organizational strategic choices" and strategic objectives</p>	<p>MFMA s 21, 23 MSA s 34 ch 4 as amended</p> <p>Strategic Workshops where business units present their strategies, objectives and projects list</p>	<p>31 August 2009</p> <p>From August to 3<sup>rd</sup> week September 2009</p>	<p>CBU - IDP and MM</p> <p>CBU-IDP</p>
2	Public Notice on the IDP review for 2009/10	Public participation on the IDP review, feedback on 2009/2010 Budget and process for identification of community needs	MSA ch 4	1 <sup>st</sup> week September 2009	CBU-IDP
3		Finalize PMS Contracts	Ensure stakeholders participation in the determination of Key Performance Indicators and Municipal Targets	August 2009	PMS manager-CBU/ Corporate Business Unit
4	Letter to SBU as a Circular	Letter to SBU inviting Business Units to review their Business Plans	To guide SBUs strategic planning	4 <sup>th</sup> week August 2009	IDP
5	SBUs Strategic Workshops	SBUs engage on strategic workshops to review their strategies along MANCO strategic choices and respond to gaps on sector plans and present their strategies to MANCO in preparing for a corporate strategy to Exco and	To prepare SBUs Business Plans	Aug to 2nd week September 2009	SBUs

		stakeholders			
6	Alignment	Align IDP with Draft Budget Estimates, Provincial and National Priorities	Ensure alignment of priorities with sector departments to promote cooperative governance	1 <sup>st</sup> & 2 <sup>nd</sup> week September 2009	IDP/Budget
7	1 <sup>st</sup> PMS Quarterly report	Finalize first PMS quarterly report	Ensure stakeholders consultation on the Municipal report	End September 2009	CBU and Corporate Business Unit
8	Joint Business Plans Presentations	SBUs Hi-Level Business Plans Presentations to extended MANCO	To Consolidate a Corporate Plan	3 <sup>rd</sup> week September 2009	All SBUs led by Deputy Municipal Managers
9	Strategic Choices	Identifying IDP Gaps and Sector Alignment and Council finalize strategic priorities for a five year term	Joint Workshops	4 <sup>th</sup> week September and 1 <sup>st</sup> week October 2009	IDP Steering Committee – Exco/ Manco and labor reps
10	MTREF and Revenue Projections	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	October 2009	Budget
11	Consultation with Councilors on the IDP priorities for 2010/2011	Engage councilors on the IDP priorities for 2010/2011	Councilors guided by the Mayor office and supported by the Speaker's offices	2 <sup>nd</sup> week October 2009	Mayors office Speakers office; IDP SDF team
12	External Stakeholders Engagement	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> Traders to present : <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 will be held by the offices of the Mayor and Speaker with various stakeholders during this period  Once Process Plan is approved, written submissions from various stakeholders will be invited up to the last week of September 2009	4 <sup>th</sup> week October 2009	Mayors office Speakers office; IDP ABM team SDF team
	City Strategic Summit	Conduct City' Economic Summit to explore turn around strategies for City's economy during the global meltdown and recession in the country	Izimbizo or public participation for Wards Committees and	Last week October 2009	City Council, Chamber of Business and

			members of public on the IDP Consultative Planning	20-21 October 2009	University of KwaZulu Natal ( MIDl) and other strategic stakeholders
13	Strategic analysis report	Compile an Analysis Report in preparation for determining the strategic priorities and for inclusion in the IDP	Conduct an opinion survey, strategic analysis and review to determine the status of socio-economics, financial, environmental, census data, levels of need and levels of service	2 <sup>nd</sup> week November 2009	CBU-Research unit/ IDP
14	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 Manco and Exco workshop to determine priorities for 2010/2011 financial year	Last week November 2009	CBU -IDP/BUDGET /SBU's
15	Finalize 1 <sup>st</sup> Draft IDP	Reviewed Draft IDP for 2010/2011	Complete a1st draft IDP to guide the Budget process	1 <sup>st</sup> week December 2009 and Feb 2010	CBU –IDP
16	2 <sup>nd</sup> PMS Quarterly report	Finalize 2 <sup>nd</sup> PMS quarterly report	Ensure Stakeholders consultation on the PMS report	December 2009	PMS Manager
17	Draft Capital and Operational Budget	Operational and Capital Budget for 2009/2010		25 <sup>th</sup> January – 5 <sup>th</sup> February 2010	Budget
18	2 <sup>nd</sup> Draft	Operational and Capital Budget for 2010/2011		25 February 2010	Budget
19	Draft Operational and Capital Budget	Draft Budget to the Finance/Executive Committee		4 <sup>th</sup> March 2010	Budget
20	Final Draft IDP/ Operational and Capital Budget	To Full Council		31 March 2010	Mayor
21	3 <sup>rd</sup> PMS Quarterly report	Finalize PMS quarterly report	Ensure stakeholders consultation on the PMS report	End March 2010	PMS Manager
22	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> </ul>	Once Draft Budget and IDP for 2010/2011 approved written submissions from various stakeholders will be invited within that 21 days	Last week April 2010	Mayor , Speaker and IDP offices

		<ul style="list-style-type: none"> <li>▪ CBO;</li> <li>▪ Businesses.</li> </ul> To present : <ul style="list-style-type: none"> <li>▪ Draft Budget and IDP</li> </ul>	Imbizo for Ward Committees and members of public		
23	Draft IDP to DPLGH	Submit Draft/Budget /IDP DPLGH		Last Week of March 2010	IDP /Budget
24	SDBIP Finalization and Performance Agreement			31 May 2010	IDP Coordinating Comm
25	Budget and IDP Approval	Submit Final Budget and IDP		31 May 2010 and 30 June 2010 respectively	Mayor
26	4 <sup>th</sup> PMS Quarterly report	Finalize 4 <sup>th</sup> PMS quarterly report	Ensure stakeholders consultation on the Municipal Performance report	End May 2010	PMS Manager
27	Start Prep for 2011/2012 IDP Process Plan	Reflect on the MEC letter (IDP Gaps) and conduct analysis on the Corporate Development Priorities		May/June 2010	IDP/Budget/MANCO
28	Process Plan for 2011/2012	Adoption and approval of the Process Plan for 2011/12 by Exco and Full Council		31 August 2010	Mayor