

1. PREPARATION

The Municipal Systems Act No 32 of 2000, regulation (5)28 requires that “Each municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.”

The process must be reviewed annually before commencing the annual IDP Review Process. A local municipal Process Plan is informed by the District Framework Plan as described in the following paragraphs.

1. PROCESS PLAN

The IDP Review process is staggered into the following parts:

- ☐ Preparation Phase
- ☐ Physical Review
- ☐ Budget Review
- ☐ Performance Management Review

In addition, the following processes that take place in parallel to the IDP Review Processes above that provide crucial information to the Integrated Development Plans:

- ☐ Budget Review Process
- ☐ Water Service Development Plan Review
- ☐ Performance Management Review Process

1.1 PREPARATION PHASE

This phase comprises the drafting of the IDP Framework and individual IDP Process Plans by the Zululand District Family of Municipalities. The period is **01st July 2011 to 30 August 2011.**

1.2 PHYSICAL REVIEW

This stage comprises of five stages namely:

Table 5: 5 Stages of the IDP Preparation

Phase	Proposed Timeframe
Situational Analysis	04 Aug 2011 – 05 Oct 2011
Development Strategies	11 Oct 2011 – 25 Nov 2011
Projects	11 Oct 2011 – 17 Nov 2011
Integration	10 Jan 2012– 17 Feb 2012
Approval	06 Feb 2012 – 11 Jun 2012

More specifically, the **Situational Analysis** entails that IDP Managers and Planners liaise with stakeholders in their area of jurisdiction to verify the situational analysis of each sector. The output of this phase is a **District Wide Situational Analysis Report** which informs Municipal Councils and Management on developing relevant strategies (next phase of IDP Review). The Planning and LED Forum will co-ordinate, monitor and consolidate the information into a single report.

Two approaches are proposed for the compilation of **development strategies**.

- ☐ The first is that the District-Wide Analysis Report will be tabled at all respective Executive Council Meetings whereafter the Municipal Councils will hold individual Strategic Planning Sessions to develop long term local key performance areas, objectives, strategies, indicators and targets. The weakness of this approach is that it is devoid of a uniform agreement on a unified strategic direction mapped out by the district political leadership.
- ☐ The second approach involves the tabling of the District-Wide Situational Analysis Report at the respective Executive Councils for information. A District Wide Council Strategic Workshop is co-ordinated by the District

Municipality and chaired by the Mayor of the District Municipality. A facilitator will assist in guiding the session towards the desired outcome. The objective of the workshop is to map out a long term strategic framework from which all municipalities will develop their individual long term local strategic workshop. The benefit of this option is that there is district wide consensus on a long term strategic framework which can be monitored. It also offers an opportunity for high level district political intervention in terms of fastracking strategic programmes and or projects in each of the municipalities' thereby improving the lives of communities.

Once developed, the district and local long term strategic plans must be translated into implementable **projects**. Projects identified at ward committee meetings by the community will be combined with newly identified projects by the IDP Managers. The Planning and LED Forum will investigate the development of a district wide project prioritization model which will assist in prioritizing unfunded projects for implementation either individually or jointly between municipalities. The Planning and LED Forum will also reconcile and group projects to package Regional Projects.

It is also possible that Sector Departments will be invited to participate in project planning.

Integration may be combined with the Project Planning phase above in order to ensure that there is consensus on projects that will be implemented in the municipalities. Sectoral integration is also crucial through Sector Plans.

Approval includes Municipal approval alone and Municipal plus Sector Department Approval. Municipalities must approve the draft IDP document by **29th February 2012** and submit it to the MEC by **09th March 2012**. The District IDP Representative Forum will approve the final Integrated Development Plan by **09th May 2012** effectively recommending the document to the Executive Council. **It is proposed that the Local Municipality Representative Forum approve their documents before or in parallel to that of the District.** All Municipalities must adopt the final IDP document by **29th May 2012** for timeous submission to the MEC by **08th June 2012**.

1.3 BUDGET REVIEW PROCESS

The budget process is critical in lending implementability to the Integrated Development Plan. It is linked with the physical IDP Review where performance measures are developed. Projects are identified, prioritized and a budget allocated for implementation.

All identified capital projects must be identified and submitted to the Chief Financial Officer by **28th October 2011** in order to inform the budget.

1.4 PERFORMANCE MANAGEMENT REVIEW PROCESS

This is an on-going mechanism that enables the municipality to measure its ability to deliver on targeted service delivery goals. It is closely linked with the physical IDP Review through the development strategies and project identification phase which form the basis for development of key performance measures. It is also linked with Budget phase where a budget is allocated to implement the identified strategies and projects.

The phase stretches **04 July 2011 to 10 November 2011**. Reviews take place on a quarterly basis in line with the Monitoring and Review.

2. FRAMEWORK PLAN

Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.

The **Framework** binds the Zululand Family of Municipalities in order to ensure that the Integrated Development Plan Review Process is carried out jointly, is consultative and therefore aligned. It involves setting a joint time schedule identifying critical milestones for approvals and adoption. **The Framework has to be prepared by the District Municipality (DM) and adopted by the Local**

Municipalities (LMs). Thereafter the Framework becomes the basis for the DM and LMs to draft their Process Plans.

The respective Process and Framework Plans contain, amongst others, details of the consultation process and key dates as outlined hereunder.

3. CONSULTATION PROCESS

3.1 IDP PLANNING AND LED FORUM

Chaired by the District this forum is a key alignment structure between municipalities and other relevant stakeholders. The forum enables the district to play a co-ordinatory role in the planning and implementation processes between the district stakeholders to limit duplication, conflict and promote sharing of resources and best practices.

The terms of reference of the District Planners Forum are as follows:

- support the IDP Manager in preparing for the IDP review and throughout its process
- provide terms of reference for specific planning activities
- commission research studies
- consider and comment on inputs from any sub-committees, study teams, consultants, provincial sector departments, or service providers
- make content recommendations
- process, summarize and document outputs
- prepare, facilitate and document meetings
- consider Development Planning Shared Services matters
- consider Planning and Development Act (PDA) ramifications
- configure spatial information and strategies on Geographical Information Systems (GIS)

3.2 DISTRICT GROWTH AND DEVELOPMENT SUMMIT

While establishing a strategic direction, the summit prepares the foundation for continuous alignment and integration by means of a joint planning dialogue between all development stakeholders in the district. Key issues include factors inhibiting economic growth in all sectors

Further, the summit forges a link with all IDPs by setting the theme for critical issues that will be dealt with in the Review process. The core composition of role-players for the summit includes:

- Executive Councils of the District and Local Municipalities
- Municipal Section 57 and 56 Managers
- Provincial and National Sector Department Managers
- Traditional Councils

3.3 IDP REPRESENTATIVE FORUM

The IDP Representative Forum is the main institutional mechanism for consultation in the IDP process. In each municipality, an IDP Representative Forum is to be nominated by the respective EXCO and chaired by the Mayor or a member of EXCO.

Terms of reference for the forum are as follows:

- represent the interests of the community
- provide an organizational mechanism for discussion, negotiation, and decision-making between the stakeholders, including municipal government
- ensure communication between all stakeholder representatives
- monitor the performance of the planning and implementation process

The composition of the IDP Representative Forum is as follows:

- Members of the EXCO
- Selected Councillors
- Traditional Leaders
- Ward Committee chair persons

- Heads of Departments / senior officials
- Representatives of national and provincial sector departments
- Stakeholder representatives (organised groups)
- Advocates (un-organised groups)
- Resource persons
- Community representatives
- Other stakeholders as identified, and which responded to advertisements

Each municipality (DM and LMs) will need to decide on the actual composition of its IDP Representative Forum and to specify how these institutional arrangements have been, or are to be, set up.

3.4 ROLES AND RESPONSIBILITIES

The following outlines the roles and responsibilities of the main role-players in the IDP process:

The **IDP Manager** is an official of the municipality assigned the responsibility of championing the IDP process. Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Review Process:

- To ensure that the Process Plan is finalized and adopted by Council
- To adjust the IDP according to the proposals of the MEC
- To identify additional role-players to sit on the ZDM Representative Forum, Planning Forum and Steering Committee
- 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 Zululand District Municipality
- To co-ordinate the preparation of the Sector
- Plans/operational plans and their inclusion into the IDP documentation

- To submit the reviewed IDP to the relevant authorities

Table 6: IDP Preparation – Roles & Responsibilities

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> ● Manage drafting of the IDP ● Assign responsibilities to the Municipal Manager ● Adoption of IDP
Councilors	<ul style="list-style-type: none"> ● Linking the IDP process with their constituencies ● Organizing the public participation ● Recommend IDP to council for adoption
Mayor	<ul style="list-style-type: none"> ● Decide on the process plan. ● Responsible for the overall management, coordination and monitoring of the process and drafting of the IDP Review documentation, or delegate this function.
Municipal Officials	<ul style="list-style-type: none"> ● Provide technical/sector expertise. ● Prepare selected Sector Plans. ● Prepare draft progress proposals.
Municipal Manager	<ul style="list-style-type: none"> ● Decide on planning process. ● Monitor process. ● Overall Management and co-ordination.
Management Committee	<ul style="list-style-type: none"> ● Information "GAP" identification. ● Oversee the alignment of the planning process internally with those of the local municipality areas. ● Co-ordinate, identify and prioritize plans. ● Make recommendation to the executive committee.

Role Player	Roles and Responsibilities
Planning and LED Forum	<ul style="list-style-type: none"> ● Determine actions to be taken in the review process. ● Commission sub-committees for identified action. ● Provide guidance to the IDP Planning Forum.
Planning Professional	<ul style="list-style-type: none"> ● Methodological guidance. ● Facilitation of planning workshops. ● Support with guidance on Sector Plans (sources of funding and guidelines). ● Documentation.
The District Municipality	<ul style="list-style-type: none"> ● Coordination roles for local municipalities. ● Ensuring horizontal alignment of the IDP's of the municipalities in the district council area. ● Ensuring vertical alignment between the district and local planning. ● Facilitation of vertical alignment of IDP's with other spheres of government and sector departments. ● Provide events for joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.
ZDM Rep Forum	<ul style="list-style-type: none"> ● Representing stakeholder interest and contributing knowledge and ideas.
Government Departments	<ul style="list-style-type: none"> ● Provide data and information. ● Budget guidelines. ● Alignment of budgets with the IDP. ● Provide professional and technical support.

Role Player	Roles and Responsibilities
Consultants	<ul style="list-style-type: none"> ● Providing the required specialist services for various planning activities as and when needed.

3.5 MATTERS REQUIRING ALIGNMENT

Within the five phases of the physical IDP Review there must be vertical and horizontal alignment. The proposed alignment areas in relation to proposed IDP phases are as follows:

Table 7: Vertical & Horizontal Alignment processes

Phases	Alignment Activity	District/Local Municipality	Local Government / Provincial/ National
Phase 1: Analysis	Key Development Priorities	X	X
Phase 2: Strategies	District Strategic Workshop	X	X
Phase 3: Projects	Project Planning Co-ordination	X	X
Phase 4: Integration	Integration of Sector Programmes	X	X
Phase 5: Approval	Submission of draft IDP	X	
	Comments on draft IDP	X	
	Compilation of District Summary of LM IDPs	X	

FINAL: ZULULAND DISTRICT MUNICIPALITY IDP 2012 TO 2016

The following details the 5 Year Integrated Process as adopted by the Zululand District Municipality.

Table 8: Integrated IDP process

INTEGRATED PROCESS	PERIOD
Activity	Dates
Prepare for 2012/2013 IDP Review	01 Jul 2011 - 30 Aug 2011
Drafting and Approval Framework Plan	01 - 25 Jul 2011
Drafting and Approval of Process Plans	01 Jul 2011 - 17 Aug 2011
Submit draft Process Plans to MEC	27-Jul-11
Incorporate comments from MEC(where applicable)	26 - 30 Sept 2011
Physical IDP review	
Phase 1: Analysis	04 Aug 2011 - 05 Oct 2011
Consultation (PLED) (re-scheduled to 23 Aug 2011)	03-Aug-11
Institutional Analysis	09 - 18 Aug 2011
Financial Analysis	09 - 18 Sept 2011
Consultation (PLED)	23-Aug-11
Technical Analysis	01 - 09 Sept 2011
Economic Analysis	01 - 09 Sept 2011
Consultation (PLED)	14-Sep-11
Consultation (Growth and Development Forum)	21-Oct-11
Environmental Analysis	12-23 Sept 2011
Consolidation of In Depth Analysis	03-06 Oct 2011
Consultation (PLED)	07-Oct-11
Phase 2: Strategies	11 Oct 2011 - 25 Nov 2011
Vision, Mission and Values	10 Oct - 14 Oct 2011
Gap Analysis and Strategies (District Council Wkshop/Rep Forum)	21 Oct 2011

INTEGRATED PROCESS	PERIOD
Activity	Dates
Develop Performance measures (KPA's, KPI's, targets)	25 Oct - 04 Nov 2011
Link KPAs and objectives to Sectoral Functions	07 - 11 Nov 2011
Phase 3: Projects	11 Oct 2011 - 17 Nov 2011
Identify Capital Projects	11 Oct - 04 Nov 2011
Identify Sector Plans/ Programmes	01 -11 Nov 2011
Sectoral Operational Business Plans	07 -17 Nov 2011
Link Sectoral Operational Business Plans with Key performance measures	14 -17 Nov 2011
Consultation (PLED)	25-Nov-11
Phase 4: Integration	10 Jan - 17 Feb 2012
Integration of Processes	10 - 27 Jan 2012
Institutional Restructuring (where applicable)	10 - 27 Jan 2012
Integrated Communication Plan	01-10 Feb 2012
Approval	
Phase 5: Approval	06 Feb 2012 - 11 Jun 2012
Draft Approval	29-Feb-12
District Alignment (District Rep Forum)	09-May-12
Public Comments/Advertising	07 - 24 Feb 2012 (draft) 01 - 21 Jun 2012 (final)
Final Approval	29-May-12
POST APPROVAL COMPLIANCE REQUIREMENTS	05-29 MAY 2012
Submission of draft IDP to MEC	05 - 09 Mar 2012
Physical Assessment of draft IDPs	26 - 29 Mar 2012
Incorporate Assessment Feedback	09 - 20 Apr 2012
Submission of final IDP to MEC	08-Jun-12

INTEGRATED PROCESS	PERIOD
Activity	Dates
Annual Implementation	01 Jul 2011 - 30 Jun 2012
Operational Business Plans	01 Jul 2011 - 30 Jun 2012
Municipal Budget	
Monitoring, evaluation and review (11/12)	01 Sept 2011 - 13 Jul 2012
Quarter 1	01 - 09 Sept 2011
Quarter 2	06 -13 Jan 2011
Quarter 3	06 -13 April 2011
Quarter 4	06 -13 Jul 2012
Budget Review Process	01 Aug 2011 - 25 May 2012
Prepare&Table budget schedule to EXCO	23-Aug-11
Schedule and requirements workshopped at Management Comm/Capex	25-Aug-11
HODs prepare budget inputs	01 Sept - 28 Oct 2011
Submitt budget inputs for CFO	31-Oct-11
Draft budget discussed at Management Comm	14-Nov-11
Incorporate proposed national and provincial allocations	14 - 23 Jan 2011
Revise budget allocations in line with proposed budget	02-Feb-11
Draft budget & SDBIP tabled to Council	29-Mar-11
LMs informed of the projected allocations	05-Apr-11
Incorporate additions and comments of draft budget	10 - 20 Apr 2011
Prepare budget for tabling to Council	01-May-11
Revise SDBIP & Performance Contracts in line with approved budget	08-May-11
Table revised SDBIP & Perf Contracts to Council	29-May-11

INTEGRATED PROCESS	PERIOD
Activity	Dates
Performance Management Review	
Preparation Phase	04 Jul 2011 - 26 Aug 2011
Drafting of Performance Management Framework	04 - 15 Jul 2011
Table draft PMS Framework at MANCO	25 - 29 Aug 2011
Incorporate HOD Comments	01 - 15 Aug 2011
Table PMS Framework to EXCO for adoption	25-Aug-11
Physical Review (2012/2013)	10 Oct - 05 Nov 2011
Council Strategies developed (Council Strategic Session)	21-Oct-11
Planning circulate scorecard template to HODs (web systems)	24 - 28 Oct 2011
HODs draft performance measures (KPA's, KPIs, targets)	26 Oct - 04 Nov 2011
HODs submitt departmental scorecards to planning	07 - 11 Nov 2011
Planning develops council scorecard	14 - 17 Nov 2011
Council scorecard tabled to Council	21 - 25 Nov 2011
Performance Agreements signed by Section 57 Managers	02 - 06 Jul 2011
WSDP Review Process	01 Aug 2011 - 25 May 2012

3.6 CONSULTATION AND ALIGNMENT MEETINGS AND DATES

The table below reflects the Consultation and Alignment Meetings and the dates when these took place:

Table 9: Actual Consultation and Alignment Meetings

ZDM Consultation and Alignment Meetings	
ZDM Roadshows: Draft IDP, Budget and LED 2011/2012	
Municipality Visited	Date
uPhongolo	19-Oct-11
eDumbe	20-Oct-11
Abaqulusi	21-Oct-11
Ulundi	22-Oct-11
Nongoma	18-Oct-11
ZDM Roadshows: Draft IDP, Budget and LED 2012/2013	
Municipality Visited	Date
uPhongolo	09-Apr-12
eDumbe	10-Apr-12
Abaqulusi	11-Apr-12
Ulundi	12-Apr-12
Nongoma	13-Apr-12
Planning and LED Forum	
	Date
	08-Jul-11
	23-Aug-11
	23-Nov-11
	26-Jan-12
	09-Mar-12
IDP Representative Forum	
	Date
	25-Apr-12