

011/2012

ALITY



PROCESS PLAN



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1. INTRODUCTION

The Constitution of the Republic of South Africa of 1996 provide the objectives and duties of a developmental Local Government (duties of Municipalities), Section 152 and 153 further outlines categories of Municipalities. Integrated Development Planning is the key tool for local government to tackle its new developmental role. Integrated development planning is a core function of municipal management, as part of an integrated system of planning and delivery. The IDP Process is meant to arrive at decisions on issues such as municipal budgets, land management, and promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. Integrated Development Plans will however not only inform the municipal management, they will also in time guide the activities of all agencies from other spheres of government, corporate service providers, NGOs and the private sector within the municipal area.

Integrated Development Planning can be described as “a participatory planning process aimed at integrating sectoral strategies, in order to support the optimal allocation of scarce resources between sectors and geographic locations to the population in a way that promotes sustainable growth and development as well as enhance equity and the empowerment of the poor and the marginalized.” This document describes how and when process will unfold to development the Integrated Development Plan (IDP).

The Integrated Development Plan can be described as follows: An IDP is the written plan that results from the integrated development planning process.

- It is the principal strategic planning instrument of a municipality.
- It must guide and inform all planning, management, investment and development and implementation decisions and actions in the municipal area.

In terms of the Municipal Systems Act (Act 32 of 2000), all municipalities must undertake developmentally oriented planning to ensure that it:

- *strives to achieve the objects of local government set out in Section 152 of the Constitution,*
- *gives effect to municipalities’ developmental role as required by Section 153 of the Constitution; and*
- *Assists national and provincial organs of state in the progressive realisation of the fundamental rights contained in the Constitution.*



Thus for municipalities to be compatible with the requirements stipulated above, every municipality must within a prescribed period¹ after the start of its elected term, adopt a single, inclusive plan for the development of the municipality (the IDP), which links integrated and co-ordinated plans and proposals for the development of the municipality.

Drafting an Integrated Development Plan requires an 10-month planning process, which involves a wide range of role players within and outside the municipality. In order to enter and manage this planning process, some preparatory work needs to be done prior to the commencement of the planning process. The preparation involves the production of an "IDP Process Plan" as per legislative requirement.

Section 28 of the Municipal System Act, 2000 requires that:

- (1) *"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.*
- (2) *The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting of the process;*
- (3) *A municipality must give notice to the local community of particulars of the process it intends to follow."*

According to Section 30 of the mentioned act, the executive committee...must, in accordance with Section 29-

- (a) *"Manage the drafting of the municipality's integrated development plan;*
- (b) *Assign responsibilities in this regard to the municipal manager; and*
- (c) *Submit a draft plan to the municipal council for adoption by the council."*

The Process Plan is thus a proper management tool compiled for each municipality and which fulfils the function of a business plan or operational plan in order to manage and co-ordinate the municipality's IDP process on a day-to-day basis.

It should be noted that a Framework Plan had been compiled by the Ehlanzeni District Municipality, in consultation with the local municipalities within the district. The Framework is the main guiding document for aligning the planning process between municipalities and the district. The framework is developed in a joint workshop and it is binding for both district and local municipalities in the Ehlanzeni District. The function of the Framework is to ensure that the process of district IDP's and local IDP's are mutually linked and can inform one another. It determines procedures for coordination, consultation and alignment between the district and the local

¹ According to the Local Government: Municipal Systems Regulations, 2001 (25 May 2001), municipalities must adopt their IDPs by end of March.



municipalities and therefore binds them both and it guides each municipality in the district in preparing its process plan. All aspects of the District Framework Plan have been taken into consideration in this Process Plan. This process plan was adopted by Council during council sitting on the 16 September 2010, **Council Resolution no. BLM /29/16/09/2010/11**

2. ORGANIZATIONAL STRUCTURES AND INSTITUTIONAL ARRANGEMENTS FOR THE IDP PROCESS

All municipalities embarking on the IDP Process need to establish a set of organizational structures² in order to:

- Institutionalise the participation process;
- Effectively manage the drafting of outputs; and
- Give affected parties access to contribute to the decision-making process.

The following structures are in place in Bushbuckridge Local Municipality in order to fulfil the above functions:

- IDP Steering Committee;
- IDP Representative Forum;
- Project Task Teams.

The roles of the above structures are discussed hereunder.

2.1. IDP Manager

The role of the IDP Manager includes the following:

- Prepare, monitor and evaluate progress in terms of the Process Plan and District Framework Plan;
- Undertake the overall management and co-ordination of the planning process;
- Ensure that all relevant actors are appropriately involved.
- Ensure that the time frames are being adhered to;
- Nominate persons in charge of different roles;
- Be responsible for the day-to-day management of the drafting process;
- Ensure that planning process is participatory, strategic and implementation oriented and is aligned and satisfy sector planning requirements;

² *The composition and number of structures or positions may vary between different categories and types of municipalities to suit the available human and institutional resources.*



- Respond to comments on the draft IDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council;
- Ensure proper documentation of the results of the planning of the IDP document; and
- Adjust the IDP in accordance with the MEC for Cooperative Governance and Traditional Affairs's proposal.

2.2. IDP Steering Committee

The Bushbuckridge Local Municipality Steering Committee is a technical working team who will support the IDP Manager and ensure smooth planning process. The Steering Committee is constituted of:

- The Directors (Heads of Departments) of the Seven Departments³.
- All Sector Departments and the parastatals within Bushbuckridge Municipality.
- Chairperson: chaired by the Municipal Manager Bushbuckridge Local Municipality.

The IDP Steering Committee may establish sub-committees for specific activities and outputs (such as the establishment of Task Teams), which could include additional persons outside the Steering Committee.

The main responsibilities of the IDP Steering Committee will be to:

- Provide terms of reference for the various planning activities;
- Commission research studies;
- Consider and comment on:
 - Inputs from sub-committee/s, study teams and consultants; and
 - Inputs from provincial sector departments;
- Process, summarize and document outputs;
- Make content recommendations; and
- Prepare, facilitate and document meetings.

As the officials in charge of implementing the IDP and as members of the Steering Committee, all Heads of Departments have to be fully involved in the planning process in order to:

- Provide relevant technical, sector and financial information for analysis for determining priority issues;
- Contribute technical expertise in the consideration and finalisation of strategies and identification of projects;

³ *Corporate Services, Internal Audit, Economic Development, Planning and the Environment, Water Services, Community Services, Municipal Works, and Finance*



- Provide departmental operational and capital budgetary information;
- Be responsible for the preparation of project proposals, the integration of projects and sector programmes; and
- Be responsible for preparing amendments to the Draft IDP for submission to the municipal council for approval and to the MEC for Local Government for alignment.

2.3 IDP Representative Forum

This structure is established in order to institutionalise and guarantee representative participation in the IDP process. The IDP Steering committee, through the local press, will request the submission of applications from stakeholders/ community groups indicating their goals, objectives, activities, number of members and constitution in order to constitute the IDP Representative Forum. The Executive Mayor of Bushbuckridge Local Municipality will preside as chairperson of the established IDP Representative Forum and the IDP Steering Committee, will fulfil the secretariat function of the Forum.

It is proposed that the IDP Representative Forum be composed of:

- The Members of Bushbuckridge Local Municipality council;
- Municipal Manager and/or IDP Manager and Heads of Department who will serve as secretariat
- Provincial Sector Departments;
- Representatives of Traditional Leaders;
- Regional stakeholders representatives of organized groups, as mentioned above;
- Advocates for unorganised groups;
- Resource persons;
- Representatives of adjacent Local municipality- and Cross-Border Municipalities.

The proposed terms of reference for the IDP Representative Forum are to:

- Represent the interest of their constituents in the IDP process;
- Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government;
- Ensure communication between all stakeholder representatives including the municipal government; and
- Monitor performance of the planning and implementation process.



A code of conduct will be compiled by the Steering Committee in order to govern the IDP Representative Forum and regulate specific issues such as:

- Meeting schedule (frequency and attendance);
- Agenda, facilitation and documentation of meetings;
- Understanding by members of their role as representatives of their constituencies;
- Feed back to constituents;
- Required majority for approval; and
- Resolution of disputes.

2.4 Project Task Teams

Project Task Teams have to be constituted at the outset of Phase 3 (project planning) of the IDP process. These will be small operational teams composed of a number of relevant municipal sector departments and technical people, actors involved in the management of implementation and, where appropriate, community stakeholders directly affected by the project. The IDP Steering Committee is tasked to appoint these task teams and also to clarify their terms of reference within the planning process.

3. DISTRIBUTION OF ROLES AND RESPONSIBILITIES IN THE IDP PROCESS

Specific roles and responsibilities required within the IDP Process from various structures and governing bodies have been designed in a consultative process as part of the compilation of the District Framework Plan. These roles and responsibilities are applicable to all the structures for the compilation of the local municipality IDP.

3.1 Local Municipalities

According to the Ehlanzeni Framework Plan, each local municipality in the district area, as the ultimate political decision-making body on local level, must:

- Prepare its designated Process Plan based on the Framework and submit the draft Process Plan to the Ehlanzeni Municipality for assessment in terms of alignment procedures and time frames as described in the Framework;
- Amend the Draft Process Plan according to recommendations of the District Steering Committee and decide on and adopt the Process Plans;



- Monitor, evaluate and reporting on its IDP Process in terms of the Monitoring Plan as described in Chapter 6 of the District Framework Plan;
- Undertake the overall management, co-ordination and monitoring of the process and drafting the local IDP and approve the municipal IDP within the agreed time frame;
- Submit necessary documentation on each Phase of the IDP to the District Municipality according to the agreed time frames;
- Approve nominated persons to be in charge of different roles, activities and responsibilities of the process and drafting of the IDP.

Within its role of managing and coordinating the IDP Process on local level, municipalities must ensure that:

- All relevant actors are appropriately involved;
- Appropriate mechanisms and procedures for public consultation and participation are applied;
- The planning events are undertaken in accordance with the time schedule;
- The planning process is related to the real burning issues/priorities in the municipalities; and
- That sector planning requirements are adhered to.

Municipalities should compile, adopt and approve its IDP; and adjust the IDP in accordance with the MEC for Local Government's proposal, if required. The municipality will ensure that the annual business plans, budgets and land use management decisions are linked to and based on the local IDP. Municipalities should further ensure that the.

3.2 IDP Managers Forum

The IDP Managers Forum is a small committee that is constituted of the IDP Managers and IDP Coordinators (or the official responsible for coordinating and managing the IDP Process) of each municipality in the Ehlanzeni District. Should the IDP Manager not be able to attend the meeting, a delegate, duly authorised to act on his/ her behalf, must be sent.

The IDP Managers' Forum has the following responsibilities in the planning process:

- To liaise with IDP Steering Committee on matters regarding the planning process within municipalities;
- Convene on a monthly basis at a time and place as agreed upon at their first meeting;
- Submit monthly progress reports according to a format as stipulated by the forum;
- Ensure horizontal alignment between the District Municipality and between local municipalities within the district;



- Ensure vertical alignment (through the Office and the Premier and Department Local Government as official point of entry) between municipalities in the Ehlanzeni District and Provincial Government as well as National Government where relevant;
- The District IDP Manager will chair the meetings and provide secretariat function.

3.3 Representative Forums

The main purpose of this Forum is to consult with and respond to various interests of the community and contribute knowledge and ideas in the planning process. Communities, local stakeholders and traditional leaders can contribute knowledge and ideas by participating in the designated local IDP Representative Forum to:

- Inform interest groups, communities and organizations on relevant planning activities and their outcomes;
- Analyse issues, determine priorities, negotiate and reach consensus;
- Participate in the designing of project proposals and assess them;
- Discuss and comment on the draft IDP;
- Ensure that annual business plans and budgets are based on and linked to the IDP; and
- Monitor performance in implementation of the IDP.

Regional stakeholders will be actively involved in the District IDP Forum but may also be involved in local IDP Forums where it concerns related specific issues of that municipality. The groups will also contribute knowledge and ideas by conducting meetings or workshops with groups and organizations to prepare for and follow-up on relevant planning activities.

In as far as the functioning of the Representative Forum is concerned; Technical Working Groups should be established to deal with the sectors as per the PGDS Focus Areas. The purpose and mandate of these Groups will not only be to inform and take part in the IDP Process, but also to monitor implementation.

The mandate of these groups is as follows:

- Groups will meet bimonthly prior to the IDP Rep Forum which is on quarterly basis;
- discuss progress on the implementation of projects (from both Municipalities and Departments) that are included in the current IDP's;
- planning of new projects for the next IDPs based on the Municipal priorities after Municipalities conducted the analysis phase;



- effect changes that might occur during the year of implementation e.g. additional budgets, withdrawal of the projects etc. (Departments should inform Municipalities affected by changes in time, so that communities can also be informed of the changes and remedial actions - based on Batho Pele principle of redress);
- communicate budgetary changes of the sector departments which are made in September, that affect Municipalities (must be communicated before Municipalities review their budgets in December);
- Technical Teams will be chaired by Section 57 Managers responsible for each team or the responsible Councillor. The members e.g. Technical Managers of Local Municipalities will report back to their respective Municipal Managers and Technical officials to the Head of Departments in the Province in preparation for the IDP Representative Forum.

Table 1 underneath illustrates the issues to be dealt with by the Technical Working Groups.

A public participation strategy is described in Chapter 4.

Table 1: Guide on Issues to be dealt with by Technical Working Groups

PGDS FOCUS AREAS	LOCAL GOVERNMENT MANDATES	ISSUES TO BE DEALT WITH BY TECHNICAL WORKING GROUPS
ECONOMIC DEVELOPMENT	Local Economic Development	LED Strategies & IDP implementation, job creation, poverty alleviation.
BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT	Water, Sanitation, Electricity, Refuse Removal, Roads, Storm water, Community Facilities and MPCC.	MIG implementation, Backlogs, Housing, Land issues, Spatial frameworks, roads, basic services- including development and review of related Municipal sector plans e.g. WSDPs and Spatial Frameworks.
SOCIAL DEVELOPMENT	Culture, historic sites and recreational facilities and libraries.	Health & School facilities and services, Welfare services, HIV/AIDS programmes, Culture and recreation programmes.
ENVIRONMENTAL INFRASTRUCTURE DEVELOPMENT	Disaster Management and Waste Management	Emergency services, Disaster management plans, Environmental and waste management- including development of related sector plans.
GOOD GOVERNANCE	Performance Management Systems, Public Participation and Financial Management	Development and Implementation of Performance Management Systems, Public Participation, IDP Process and Framework plans, Financial Statements, Auditor General Reports, Annual Performance Reports and related policies.
HUMAN RESOURCE	Institutional Arrangements and	Staff development and training, HR strategies, Recruitments



	Transformation.	and placements, Employment Equity plans, Individual appraisals, Incentive schemes, bursaries and etc.
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3.4 Department of Cooperative Governance and Traditional Affairs

The Department of Cooperative Governance and Traditional Affairs's responsibilities with regard to the IDP are as follows:

- Ensuring horizontal alignment of the IDPs of the various municipalities (including District Municipalities and DMA's⁴) within the province;
- Ensuring vertical/ sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/ district level by:
 - Guiding the provincial sector departments' participation in and their required contribution to the municipal planning process; and
 - Guiding them in assessing draft IDPs and aligning their sectoral programmes and budget with the IDPs.
- Ensuring alignment between Provincial Departments and designated parastatals within provincial departments.

The Department of Cooperative Governance and Traditional Affairs should assist municipalities with:

- Efficient financial management of provincial IDP grants (if applicable);
- Monitoring the progress of the IDP processes through the Ehlanzeni District Municipality and more specifically through the IDP Managers Forum;
- Facilitation of resolution of disputes related to IDP;
- IDP drafting process, where required;
- Organize IDP-related training where required; and
- Co-ordinate and manage the MEC's assessment of IDPs.

The above roles and responsibilities concurs with, but are also subject to Section 31 of the Local Government: Municipal Systems Act, 2000 whereby:

⁴ District Management Areas



“The MEC for local government in the province may, subject to any other law regulating provincial supervision of local government-

- (a) Monitor the process followed by a municipality in terms of Section 29 of the act;
- (b) Assist a municipality with the planning, drafting, adoption and review of its integrated development plan;
- (c) Facilitate the co-ordination and alignment of-
 - (i) Integrated development plans of different municipalities, including those of a district municipality and the local municipalities within its area; and
 - (ii) The integrated development plan of a municipality with its plans, strategies and programmes of national and provincial organs of state;
- (d) Take any appropriate steps to resolve disputes or differences in connection with the planning, drafting, adoption and review of an integrated development plan between-
 - (i) District municipality and a local community; and
 - (ii) Different municipalities.”

3.5 Office of the Premier

The Office of the Premier, Chief Directorate Macro Policy and Strategic Management has the following roles and responsibilities:

- To co-ordinate Medium Term Frameworks and Strategic Plans of Provincial Departments, ensure that these plans have taken municipalities’ IDPs into consideration and must distribute information to municipalities pertaining to it;
- To render support, ensure and monitor Department Local Government’s alignment responsibilities;
- To intervene where there is a non-performance of provincial departments within the IDP Process;
- To investigate any issues of non-performance of provincial government as may be submitted to the Office of the Premier by any municipality that deems necessary.

All correspondence relating to the alignment between the local municipal level (including the District) and provincial sector departments will be directed to the Office of the Premier, with a copy to Department of Local Government and Housing. This will be done to ease the communication line and to ensure the necessary authority to such issues.

3.6 Sector Departments

According to the Framework Plan, it has agreed by representatives of all municipalities in the Ehlanzeni District as well as representatives of some sector departments that sector departments must:

- Contribute knowledge and ideas about planning issues in the province and sectors;



- Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner;
- Ensure that their objectives, strategies and projects takes the various IDPs into consideration and adjust their budgets as informed by the various IDPs;
- Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects;
- Engage in a process of alignment with district municipalities; and participate in the provincial management system and co-ordination.

4. MECHANISMS AND PROCEDURES FOR COMMUNITY AND STAKEHOLDER PARTICIPATION

The Constitution stipulates that one of the objectives of municipalities is to encourage the involvement of communities and organizations in the matters of local government. The involvement of community and stakeholder organizations is the most important and crucial feature in the integrated development planning as a tool of developmental local government. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of a municipality.

Participation in the development of municipal IDPs serves to fulfil four major functions:

- *Needs orientation-* ensuring that people's needs and problems are taken into account;
- *Appropriateness of solutions-* using the knowledge and experience of local residents and communities in order to arrive at appropriate and sustainable problem solutions and measures;
- *Community ownership-* mobilizing local residents and communities initiatives and resources, and encouraging co-operation and partnerships between municipal government and residents for implementation and maintenance;
- *Empowerment-* making integrated development planning a public event and a forum for negotiating conflicting interests, finding compromises and common ground and, thereby, creating the basis for increased transparency and accountability of local government towards local residents.

According to Chapter 4 Section 16 of the Local Government Municipal Systems Act, 2000:

“16(1) A municipality must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance, and must for this purpose (a) encourage and create conditions for, the local community to participate in the affairs of the municipality.”



The IDP Steering Committee is tasked to formulate a public participation strategy and to implement it. The strategy is compiled as part of the Process Plan and will be approved by the Municipal Council when approving the Process Plan. The strategy will be presented at the first meeting of the IDP Representative Forum.

4.1 Principles of Public Participation

The following principles of Public Participation will apply:

- ❖ The elected council is the **ultimate decision-making forum** on IDPs. The role of participatory democracy is to inform stakeholders and negotiate with them on issues. It is also to give stakeholders an opportunity to provide input on the decisions taken by the council.
- ❖ In order to ensure public participation, the legislation requires municipalities to **create appropriate conditions** that will enable participation. Municipalities also have a responsibility to encourage its community and stakeholder groups to get involved. This would be done *with* regard to disadvantaged or marginalized groups in accordance with the conditions and capacities in a municipality.
- ❖ **Diversity:** The way public participation is structured has to provide sufficient room for diversity within the municipal area in terms of:
 - Different cultures
 - Gender
 - Language
 - Education levels and
 - Geographic Location
- ❖ **Structured Participation:** Most amalgamated municipalities are too big in terms of population size and area to allow for direct participation of the majority of the residents in a complex planning process. Participation in the integrated development planning therefore needs clear rules and procedures specifying:
 - Who is to participate?
 - Who will not directly participate, but must be consulted on certain issues (e.g. adjoining municipalities)
 - On which issues should direct participation or consultation take place?
- ❖ Public participation is **not equally relevant and appropriate in each stage of planning**, and not all participation procedures are equally suitable for each planning step. To limit participation costs, to avoid



participation fatigue, and to optimise the impact of participation, the mechanisms of participation as discussed hereunder will have to differ from stage to stage. The Public Consultation and Participation Strategy is based on the concept of structures participation whereby various mechanisms of participation and consultation are implemented in the various stages of the IDP.

- ❖ With regard to community participation within the local municipality, the responsibility lies with the local municipalities to inform the district municipality about the community needs. The District will assist with public participation where need arises in the local municipalities. The ward committees and other community consultation structures that are established within local municipalities will serve as a major link between the municipal government and the residents, with Community Based Planning Processes and Plans the preferred and prescribed processes and plans for IDP-participation.
- ❖ The Municipality will arrange meetings on a continuous basis with the ward committees to discuss the **progress with regard to the IDP process.**

4.2 Mechanisms for Public Participation

In order to ensure structured and co-ordinated public participation, the following mechanisms have been identified for appropriate consultation throughout the IDP Process:

PLANNING PHASE		PARTICIPATION MECHANISMS	MUNICIPAL LEVEL
Phase 1: Analysis		Community based planning processes and meetings organised by councillors	Local level
		Stakeholder meetings	Local level for meetings with local stakeholders, district level for stakeholders/community groups representative of more than one municipal area.
		Sample surveys	Local level, if required by the local municipality
		Opinion polls	Local level, if required by the local municipality
Phase 2: Strategies		District level strategy workshops, with representatives of all municipalities, sector provincial and national departments and selected representatives of stakeholder organisations and resource people.	Organised on district level, but attended also by provincial and local level
		IDP Representative Forum at local level	Local level
		Stimulation of public debates through public events like hearings, press conferences etc.	District and local level, depending on priority
Phase 3:	a) Projects/programmes with	Technical sub-committees with few selected representatives of stakeholder organisations/ civil society	District and local levels



	municipal-wide scale b) Localised community-level projects	Intensive dialogue between technical sub-committees and affected communities /stakeholders	District level and local level
Phase 4: Integration		IDP Representative Forum	Meetings with local Representative forums concerning local integration; meetings with the district Representative Forum concerning District Integration
Phase 5: Approval		Broad public discussion/ consultation process within all community/stakeholder organisations	Both local and district level
		Opportunity for comments from residents and stakeholder organisations	Both local and district level
Monitoring of implementation		IDP Representative Forum	Implementation of District IDP to be monitored by District IDP Representative Forum

4.3 Other issues

- Means of encouraging representation of unorganised groups:
 - An official of the municipality will be tasked to ensure that Gender and Disability issues be covered at all Representative Forum meetings in the absence of these groups.
 - The mentioned official is further tasked to identify unorganised groups in consultation with the IDP Steering Committee and decide on a strategy to involve these groups in future meetings and other procedures.

- Venue for the meetings/ workshops:
 - IDP Representative Forum Meetings will be held at suitable venues within the Municipal area as far as possible.
 - Transport:
 - The Municipality will mainly focus on consultation with organised stakeholders and groups and community structures representing more than one municipal area, it is assumed that these groups will not require transport. No specific transport arrangements will thus be made, but where required, limited transport assistance can be provided as it may deem necessary and after receipt of a formal application for assistance.



- Frequency of public participation meetings:
 - The IDP Steering Committee has the responsibility to set and organise Representative Forum meetings as it may deem necessary. Proposals of events as contained in Guide 3 of the IDP Guide Pack as compiled by the Department Provincial and Local Government will be used as point of departure in determining the frequency of the Representative Forum meetings, but the IDP Steering Committee may combine two or more events in a effort to minimise the frequency of these events on district level. At least one Representative Forum will be held in each of the 5 phases of the IDP.
- Resources:
 - Existing LDO/IDP Documents as compiled for all the former TLC's and TRC's within the Municipal jurisdictional area and the previous IDPs as compiled for the municipalities since March 2001 will be used as point of departure in the compilation of the IDP.
 - Information as provided by the various local municipalities at set stages within the IDP formulation process will be incorporated into the local IDP.

Information dissemination:

- Representatives of various community groups, stakeholders and role-players within the Representative Forum is seen as the most important source as information dissemination to the groups they represent. The Steering Committee may formulate specific strategies in order to distribute information to specific groups, as it may deem necessary.
- Information available at critical stages of the IDP Process will be disseminated through the local newspaper and Regional Offices within the municipal area of Bushbuckridge Local Municipality or through other means for the purpose of consultation from the general public or for informing the general public of certain decisions. Type of information that will be released at certain stages may inter alia include:
 - ❖ List of municipal-level priorities as formulated;
 - ❖ Municipal strategies as compiled.
- Time Frames for consultation:
 - In general, a total of at least two weeks will be provided for feedback from the date of Representative Forum Meetings.
 - Creating conditions for public participation:



- ❖ The Municipality will publish notices for stakeholder/community groups to identify themselves. The Steering Committee will assess applications submitted and invite relevant role-players and community groups to IDP Representative Forum Meetings.
- Language of meetings and time of day of meetings:
 - English will be used as far as possible to communicate at Representative Forum Meetings. These meetings will be scheduled in office hours as far as possible.

5. ACTION PROGRAMME AND TIME FRAMES

In terms of the approved District Framework, all municipalities within the Ehlanzeni District have agreed to adhere to the following time frames of different phases for the IDP process in the District. Within the basis of the above time frames and alignment activities indicated in Chapter 6, a project programme, indicating detailed time frames of each activity in the planning process, have been compiled for consideration by the Mayoral Committee. This project programme, once approved by the Mayoral Committee, will be used as point of departure in the design of a detailed action programme indicating the phases, activities, actions, responsible persons, participants and possible costs of various activities. Since various actions cannot be planned in detail at this stage, and the programme contains detailed planning which may change over a period, the programme will be amended as may be required by the IDP Steering Committee.

6. MECHANISMS AND PROCEDURES FOR ALIGNMENT

The IDP is an important tool for municipalities to reach its mandate of ensuring co-operative governance. Co-operative governance involves the collective harnessing of all public resources, of the three interdependent and interrelated spheres of government, behind common goals and within a framework of municipal support.

Alignment is the instrument to ensure cooperative governance and thereby to synthesize and integrate the top-down and bottom-up planning process between different spheres of government. Alignment should be arrived at between Local and District municipalities and all parties involved in the alignment need to be informed.

There are two types of alignment procedures that had to take place in the planning process i.e. vertical and horizontal alignment. These procedures both complement each other and the Ehlanzeni District Municipality will ensure that both procedures are applied. The vertical alignment, which is between municipalities and district, ensures that planning processes and issues are co-coordinated and addressed jointly. The Municipality has the



responsibility to ensure that alignment between the local municipalities takes place. On the other hand, horizontal alignment between local government (municipalities/district) and other spheres of government (provincial/ national sector Departments and also other stakeholders e.g. Eskom, Telkom), ensures that the IDP is in line with national and provincial policies and strategies so that it would be considered for the allocation of funds through departmental budget and conditional grants.

People that must be involved in the alignment between Local Municipalities and the District Municipality includes:

- The District Municipality's IDP Manager and IDP Steering Committee;
- Local Municipality's IDP Manager and IDP Steering Committee;
- The IDP Manager's Forum; and

On the other hand between local government and other spheres, the following should be involved:

- Local and District IDP Managers (IDP Managers Forum);
- Provincial IDP Co-ordinator;
- Provincial/ national senior sector departments officials;
- Senior officials of relevant service providers (Eskom, Water Boards, Telkom, etc).

The strategy for horizontal and vertical alignment, as discussed in the approved Framework Plan, is as follows:

6.1 Strategy for Horizontal Alignment

- The main responsibility of horizontal alignment lies with the Ehlanzeni District, but the responsibility of aligning local issues on municipal level lies with the designated municipalities.
- The IDP Manager's Forum should be responsible for alignment between the local and district municipalities and Provincial and National Departments.
- Further alignment will take place within the Representative Forum meetings, which is representative from the Local Representative Forums.
- Municipalities, both District and Local, must align on a bilateral basis with adjacent municipalities (regardless of the district area), regional stakeholders, etc. for issues that affect them both. The responsibility for such bilateral alignment will depend on the magnitude of the effect the specific issue has (only affecting one municipality or various municipalities).



6.2 Strategy for Vertical Alignment

- The core component of vertical alignment will be through the Sectoral Provincial IDP Task Team that is established on Provincial Level and the District IDP Representative Forum;
- Alignment with Provincial Departments may also be achieved through provincial visits to the District;
- The District IDP Steering Committee, consisting of the Ehlanzeni Municipality's Heads of Departments together with the Members of the Mayoral Committee, will request submission of applications to constitute the District IDP Representative Forum through the local press. Stakeholders/ community groups will be requested to indicate their goals, objectives, activities, number of members and constitution;
- In cases where regional stakeholders/ community groups have a direct interest in a specific municipality with regard to municipal wide issues, there should be direct interaction between these parties within the designated local IDP Representative Forum;
- The procedure for alignment between adjacent local municipalities, district municipalities, DMA, Cross Border Municipalities, will be as follows:
 - The Bushbuckridge Local Municipality needs to ensure alignment between itself, adjacent Local municipalities (Mbombela and Thaba Cheu), and (e.g. Ehlanzeni District Municipality, etc.). This can be achieved by working closely with the Provincial IDP Co-ordinator.
 - The Municipality should submit a draft document of a specific phase to these adjacent authorities. Adjacent authorities must indicate within 14 days if there is further alignment required regarding specific issues. The Municipality can also inform adjacent authorities within a specific phase if a specific issue has an influence on that authority. The core responsibility of bilateral alignment between a specific local municipality and a directly adjacent municipality or authorities still lies with that municipality and the municipality must inform that adjacent municipality where they are affected.

7. LEGALLY BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL

All relevant documents that need to be considered in the course of the planning process must be known and available. This applies especially to legal documents and to guidelines, plans and strategies from the provincial and national sphere and corporate service providers.

A number of national acts and policies require local governments to produce sector plans, or to fulfil certain planning requirements when preparing an IDP. These plans and planning requirements are indicated in the table below. These sectoral plans and other statutory requirements should complement each other and the IDP.



Effective synchronisation in their preparation should be sought, ensuring greater developmental impact and cutting out duplication. This could be done by:

- Ensuring that members of the various sectoral plan-preparation teams serve on each other's teams;
- Working from the same base data set;
- Sharing draft plans/ strategies throughout the planning horizon;
- Sitting in on each other's strategy formulation sessions; and
- Using the spatial framework to co-ordinate and integrate plan proposals.

It is important to note that while the various plans produced in the inter-linked processes will lead to sectoral plans that will exist in their own right, the IDP must at least:

- Summarise the major features of these different plans/strategies;
- Deal with the linkages between them;
- Specify and integrate all the spending implications for a five year period in a Municipal Infrastructure Investment Programme.

Municipalities also need to be aware of all the National and Provincial binding strategies, policies and other documents that may influence its IDP. Preliminary lists of national and provincial documents, which will be updated in Phase 2 of the IDP process, are discussed in the Framework Plan. National Legislation and Policies related to Integrated Development Planning is attached as an Annexure to the Framework Plan. This list may also be updated as required.



CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT
For a municipal level plan	Water Services Development Plan, required in terms of the Water Services Act, 1997
	Integrated Transport Plan, required in terms of the Land Use Transport Bill, 2000
	Environmental Management Plan with an Integrated Waste Management Plan, required in terms of the White Paper of Integrated Pollution and Waste Management, March 2000 and NEMA, 1998
	Spatial Development Framework, required in terms of the DFA, 1995 (to be replaced by spatial planning as requirement to be incorporated as a component of the IDP)
	Housing plan in terms of Housing act 1997 and the NSDP
	Disaster Management Plan, required in terms of the White Paper on Disaster Management, 1999 and the Disaster Management Bill, 2000
	Institutional Plan
	LED plan
For sector planning to be incorporated as a component of the IDP	Housing Plans, required in terms of the Housing Act, 1997
	Local management issues
	Integrated infrastructure planning
	Integrated energy planning, required in terms of the White Paper on Energy Policy of RSA, December 1998
	Spatial Framework (Section 4 of the Draft IDP Regulations)
	Land Affairs Programmes such as Tenure Upgrading and Land Reform
For compliance with normative frameworks	National Environmental Management Act (1998) Principles
	Development Facilitation Act (1995) Principles
	Environmental Management Plans
	National Millennium Goals or targets
For value adding contribution	Local Agenda 21



8. MONITORING OF THE PROCESS PLAN

The following procedures for monitoring the process plans and amendment have been designed hereunder:

8.1 Monitoring, Evaluation and Reporting of Process Plans

- As stipulated in the Framework Plan, each municipality in the Ehlanzeni District is responsible for monitoring its own Process Plan and ensuring that the Framework Programme is being followed as agreed.
- The IDP Managers Forum must ensure that all municipalities follow their process plans.
- Monthly progress reports needs to be submitted to the IDP Steering Committee. The progress report needs to include aspects such as progress during the last month, process in terms of the Framework and Process Plan's time frame, problems experienced, problems anticipated during the coming month, alignment processes followed, etc. The progress report will also be submitted at the District IDP Managers Forum. Collective progress reports will be submitted to the IDP Provincial Coordinator after each IDP Managers Forum Meeting.

9. CONCLUSION

Municipalities have the responsibility to ensure developmental local government. Developmental local government can be described as "Committed to work with citizens and groups to find sustainable ways to meet their needs and to improve the quality of their lives." The process of compiling the Integrated Development Plan for the Municipality defines how the Municipality intends to reach its intended goal in a developmental local government.

Bushbuckridge Local Municipality compiled the IDP Process Plan in order to manage the development of the Integrated Development Plan for the municipality as well as to regulate the adoption and review of the IDP. The Framework Plan, as compiled through comprehensive consultation with local municipalities in the district, has been used as basis for the Process Plan.



9.1. COMMUNITY PARTICIPATION (ANALYSIS PHASE)

Statutory Mandate and Communication strategy	Responsible Person	Objectives	Target Audience	Start and End date	budget	Venue
Community Based Planning	IDP manager IDP Co-ordinator Office of the Speaker	Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	12 Oct. 2010	R 40 000 (for transport of ward committees, catering and sound system hire)	Dwarsloop Civic Centre (Ward 07, 08, 09, 10, 11, 12 & 13)
Community Based Planning	IDP manager IDP Co-ordinator Office of the Speaker	Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	13 Oct. 2010	R 40 000 (for transport of ward committees, catering and sound system hire)	Mariam Mogakane Hall (Ward 14, 15, 16, 17, 18, 19, 20, 21 & 32)
Community Based Planning	IDP manager IDP Co-ordinator Office of the Speaker	Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	14 Oct. 2010	R 35 000 (for transport of ward committees, catering and sound system hire)	Thulamahashe Civic Centre (Ward 28, 29, 30, 31, 33 & 34)
Community Based Planning	IDP manager IDP Co-ordinator Office of the Speaker	Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	19 Oct. 2010	R 35 000 (for transport of ward committees, catering and sound system hire)	Mariti Community Hall (Ward 01, 02, 03, 04, 05 & 06)



<p>Community Based Planning</p>	<p>IDP manager IDP Co-ordinator Office of the Speaker</p>	<p>Identification and development of Community needs</p>	<p>Ward Councillors Ward Committees CDW's Traditional Authorities</p>	<p>20 Oct. 2010</p>	<p>R 30 000 (for transport of ward committees, catering and sound system hire)</p>	<p>Lillydale Community Hall (Ward 23, 24, 25, 26 & 27)</p>
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9.2. STRATEGIES, PROJECTS & INTEGRATION PHASES

STAKEHOLDERS	ACTIVITY	DATE	TIME	VENUE
<p>Councillors, Ward Committees, CDW's, Sector departments, NGOs, CBOs and Parastatals</p>	<p>Workshop for Presentation and prioritization of needs by Ward Committees</p>	<p>Jan 2011</p>	<p>9h00-16h00 9h00-16h00</p>	<p>TO BE CONFIRMED</p>
<p>Steering Committee. (Directors, Managers, Regional Officers and Technicians).</p>	<p>Identification of Projects and costing (Consideration of draft IDP and budget)</p>	<p>Jan 2011</p>	<p>08h00-16h00</p>	<p>Municipal complex (War Room)</p>
<p>Extended Steering committee. (Municipal Officials, Sector Departments, NGO's, CBO and Parastatals).</p>	<p>Presentation of Projects and compilation of Draft IDP 2009/10</p>	<p>Feb. 2011</p>	<p>08h00-16h00</p>	<p>Municipal Complex (War Room)</p>
<p>IDP Rep Forum (Councillors, Traditional authorities, Municipal</p>	<p>Presentation of draft IDP</p>	<p>Feb 2011</p>	<p>08h00-14h00</p>	<p>Mapulaneng Multipurpose Hall</p>



Officials, Sector Departments, NGO's, CBO and Parastatals).	Approval Draft IDP and Budget by Council	March 2011	14h00	Municipal Council Chamber
Councillors, Traditional authorities, Municipal Officials, Sector Departments, NGO's, CBO, Parastatals and Community.	Public Participation for Draft IDP and Budget 2011/12	19 April 2011	10h00	Mkhuhlu Community Hall.
Councillors, Traditional authorities, Municipal Officials, Sector Departments, NGO's, CBO, Parastatals and Community.	Public Participation for Draft IDP and Budget 2010/11	20 April 2011	10h00	Mapulaneng Multipurpose Hall
Councillors, Traditional authorities, Municipal Officials, Sector Departments, NGO's, CBO, Parastatals and Community.	Public Participation for Draft IDP and Budget 2009/10	21 April 2011	10h00	Merriam Community Hall



9.3 APPROVAL PHASE

Extended Steering committee. (Municipal Officials, Sector Departments, NGO's, CBO and Parastatals).	Consideration of inputs from the public	25 April 2011	08h00-16h00	Municipal Complex (War Room)
IDP Rep Forum (Councillors, Traditional authorities, Municipal Officials, Sector Departments, NGO's, CBO and Parastatals).	Presentation of final draft IDP 2010/11	27 April 2011	08h00-14h00	Mapulaneng Multipurpose Hall
Approval by Council	Approval of final draft IDP by council	05 May 2011	14h00	Municipal Council Chamber