

**Introduction:**

Strategic management is the process whereby management establish an organization's long-term direction, set specific performance objectives and develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans.

Strategic management basically comprises of the following:

- Defining the organization's business and developing a strategic vision and mission as a basis
- for establishing what the organization does and doesn't do and where it is heading;
- Formulate strategies as well as strategic objectives and performance targets;
- Implementing and executing the chosen strategic plan; and
- Evaluating strategic performance and making corrective adjustments in strategy and/or how it is being implemented in light of actual experience, changing conditions, and new ideas and opportunities.

Therefore, **Integrated Development Planning** may be defined as the strategic management process utilized by local government. It is a process through which municipalities prepare a strategic development plan, for a five (5) year period. The IDP is the product of the IDP process. The IDP is the principal strategy planning instrument which guides and informs all planning, budgeting management and decision-making processes in a municipality.

**1. Pieces of Legislation Guiding IDP Development:**

A myriad of legislation and policies are guiding the integrated development planning for the municipality; however, the overarching legislation and policy that guides integrated development planning principles are the Constitution, White Paper on Local Government and Municipal Systems Act of 2000 (Act No: 32 of 2000). Other legislations and policies deal with specific aspects of integrated development planning.

**2.1 Constitution of Republic of South Africa, Act 108 of 1996:**

According to the *Constitution of Republic of South Africa, Act 108 of 1996 (sections 152 and 153)*, local government is in charge of the development process in municipalities, and it is in charge of municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purposes of municipal integrated development planning:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities

**White Paper on Local Government:**

The *White Paper on Local Government, 1998 (WPLG)* considers integrated development planning explicitly as a *tool for developmental local government*. Besides relating integrated development planning to the *developmental outcomes* which are largely in line with the objectives stated in the constitution, the WPLG outlines *why* integrated development planning is considered a necessary tool to achieve these purposes.

Integrated development planning will:

- Help to align scarce resources behind agreed policy objectives and programmes;
- Make sure that actions are prioritized around urgent needs;
- Ensure the necessary integration with other spheres of government, it will serve as a tool for communication and interaction with them; and forms basis for National, Provincial and Municipal Budgeting alignment (DORA and MTEF)
- Serve as a basis for engagement between local government and communities/residents.
- A single, inclusive and strategic plan giving direction to all development initiatives as it also Identifies development and service delivery priorities for whole municipality
- Supports optimal allocation of scarce resources.

### 2.3 Municipal Systems Act of 2000 (Act No: 32 of 2000):

In terms of *Municipal Systems Act 32 of 2000 (Chapter 05)* municipalities are required to adhere to the following;

#### **Integrated Development Planning:**

##### *Part 1: General*

#### **Municipal planning to be developmentally oriented**

23. (1) A municipality must undertake developmentally-oriented planning so as to ensure that it—

- (a) Strives to achieve the objects of local government set out in section 152 of the Constitution;
- (b) Gives effect to its developmental duties as required by section 153 of the Constitution; and
- (c) Together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections ~4, 25, 26, 27 and 29 of the Constitution.

(2) Subsection (1) must be read with Chapter 01 of the Development Facilitation Act, 1995(Act No, 67 of 1995),

Furthermore, municipalities are compelled to;

#### **Adoption of Integrated Development Plan**

25. (1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which;

- (a) Links, integrates and co-ordinates 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) Forms the policy framework and general basis on which annual budget must be based;
- (d) Complies with the provisions of this Chapter; and
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

### 2.3 Linking of the IDP and Budget (MFMA):

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Local Government: *Municipal Finance Management Act No. 56 of 2003. Chapter 4 and Section 21 (1)* of the Municipal Finance Management Act (MFMA) indicate that:

The Mayor of a municipality must –

- At least 10 months before the start of the budget year, table in the Municipal Council a time schedule outlining key deadlines for –

The preparation, tabling and approval of the annual budget;

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.
- i) The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- ii). The consultative processes forming part of the processes referred to in subparagraphs (i),

It is also imperative that the plans (IDP) of the municipality are linked to a financial plan or budget. Failure to ensure this linkage will result in the IDP being reduced to a wish-list or the financial (budget) and other resources being utilised outside of what the municipality seeks to achieve.

## 2. Sedibeng IDP Review Process 2021/22:

The IDP process undertaken by the Sedibeng District Municipality in the 2016/17 financial year delivered a five year IDP covering the period for 2017 until 2021. This document, the 2020/21 IDP will thus not be a new document but the third review of the five-year plan. This review will;

- Incorporates information from pieces of legislation guiding IDP development, alignment with government priorities, MEC Comments on Sedibeng IDP 2020/21 and Public/Stakeholders participation process in 2020/21 financial year.
- Update information of the previous IDP where new information has been sourced and where performance has changed;
- Identifies changed and new circumstances and resulting gaps and looks at the required changes to planning and deliverables;
- Include an updated budget for the 2021/22 financial year based on the amended revised strategies and projects section.
- Incorporates Performance Management with clear indicators and ensure a clear alignment with Mainstreaming for different designated groups namely; gender, disability, youth, children and elderly aimed at ensuring that there are concrete programmes to empower these designated groups.
- Incorporates and update information on integrated plans as required by the Municipal Systems Act of 2000, chapter 05 of the IDP.
- Include an updated section on Process towards single authority

### Process Methodology:

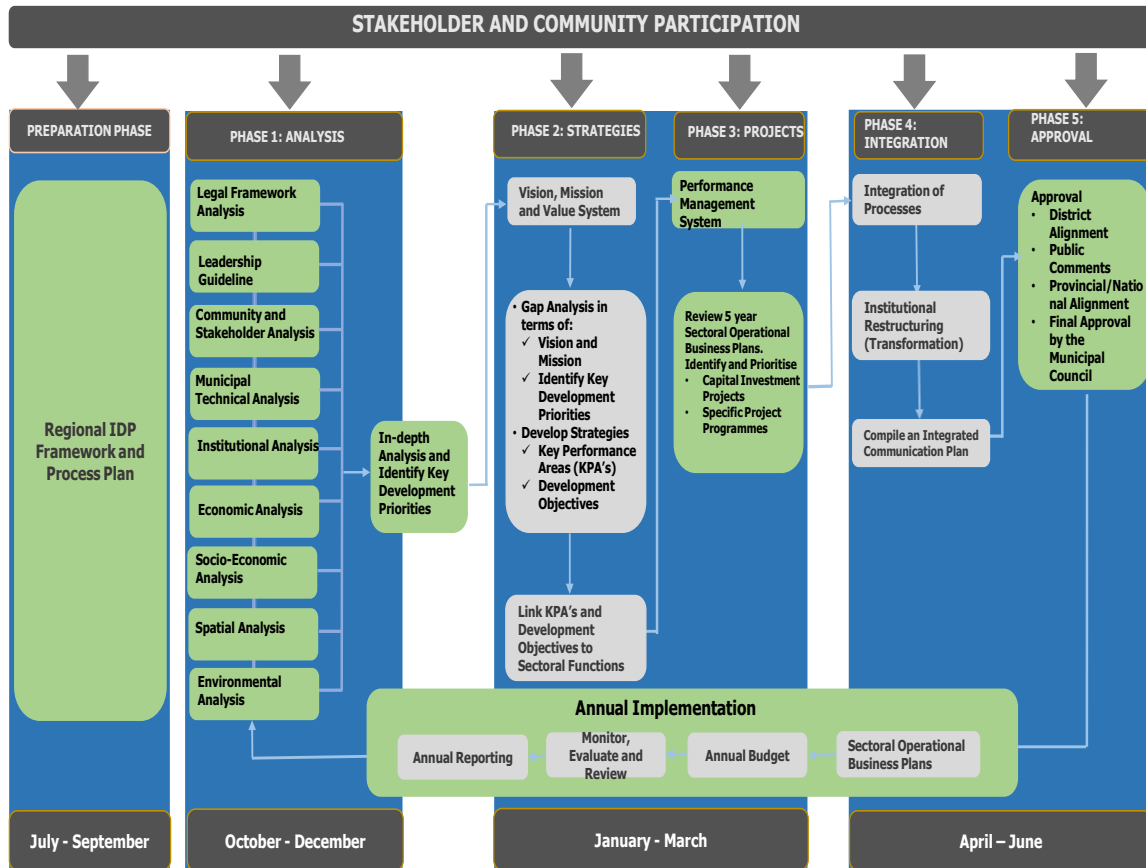
In developing the 2021/22 IDP, the SDM embarked on a coordinated and collective process together with Local Municipalities and other spheres of government prior the commencement of the planning process. The collective process involves the production of an “*IDP Process Plan and Budget 2021/22*”. The programme is necessary to ensure proper management of the planning process. It must contain the following:

- Introduction
- Outline of the Roles and Responsibilities
- Established structures to manage the implementation of IDP process plan.
- Stakeholders and community participation process.
- Time schedule for the planning process

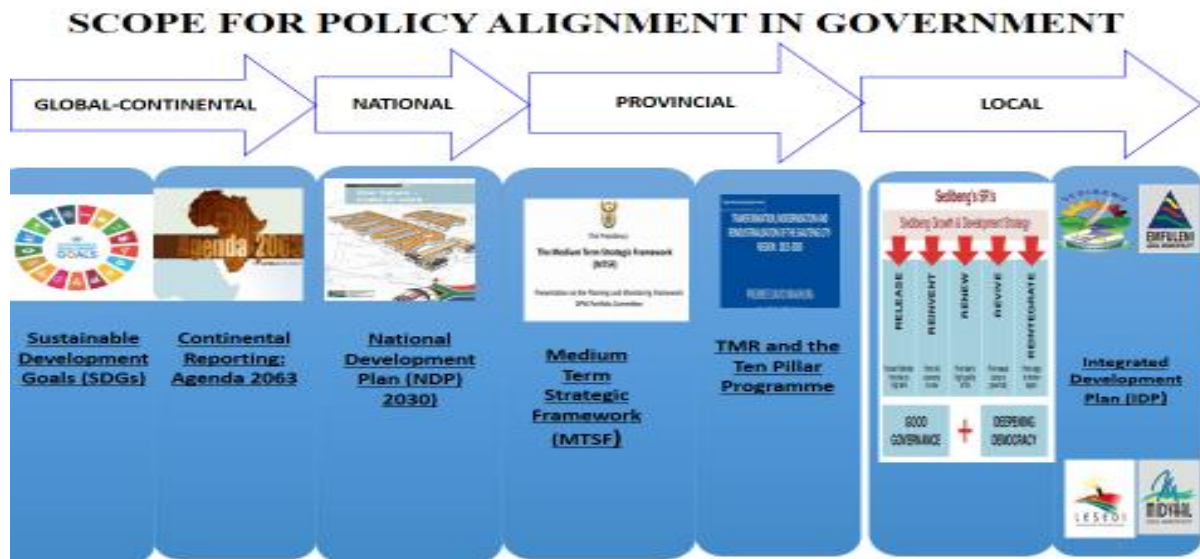
The roadmap towards the completion of the IDP 2021/22 is recorded below.

<b>July - August 2020</b>
<ul style="list-style-type: none"> <li>• Compilation of Draft IDP and Budget Process Plan 2020/21 (July)</li> <li>• Drafting of the Annual Report 2019/20</li> <li>• Submission of the draft IDP and Budget Process Plan 2020/21 to Mayoral Committee for consideration (August)</li> <li>• Submission of the draft IDP and Budget Process Plan 2020/21 to Mayoral Committee for noting (August)</li> <li>• Submission of the draft IDP and Budget Process Plan 2020/21 to Mayoral Committee for Approval (August)</li> <li>• IDP Stakeholders/Public Participation process</li> <li>• IDP Alignment Workshop</li> <li>• IDP Councillors Workshop</li> <li>• 3<sup>rd</sup> Sedibeng Growth and Development Strategy (SDGS) Engagements</li> <li>• Sedibeng IDP Steering Committee</li> </ul>
<b>September - December 2020</b>
<ul style="list-style-type: none"> <li>• IDP Stakeholders/Public Participation process</li> <li>• IDP Alignment Workshop</li> <li>• IDP Councillors Workshop</li> <li>• 3<sup>rd</sup> Sedibeng Growth and Development Strategy (SDGS) Engagements.</li> <li>• Sedibeng IDP Steering Committee</li> </ul>
<b>January - March 2021</b>
<ul style="list-style-type: none"> <li>• Revised Strategies</li> <li>• Sedibeng IDP Review Process Clusters Visits</li> <li>• Review Sector Plans and Projects</li> <li>• IDP District Wide Lekgotla</li> <li>• Integration of draft Plans, Programs and Projects</li> <li>• IDP Steering Committee Meeting</li> <li>• Submission of Draft IDP and Budget 2020/21 to Mayoral Committee for noting</li> <li>• Submission of Draft IDP and Budget 2020/21 to Council for Approval</li> </ul>
<b>April - May 2021</b>
<ul style="list-style-type: none"> <li>• Draft IDP and Budget 2020/21 Stakeholders/Public Participation Process</li> <li>• Publication of Draft IDP and Budget 2021/22:                         <ul style="list-style-type: none"> <li>○ Advertise and Publish Draft IDP and Budget for public comments and</li> <li>○ Submit Draft IDP and Budget 2020/21 to MEC for COGTA, Treasury as well as others as prescribed by the MSA and MFMA</li> </ul> </li> <li>• Sedibeng IDP Representative Forum Meeting</li> <li>• Consideration of sector/ Public Comments on IDP and Budget 2021/22                         <ul style="list-style-type: none"> <li>○ Publication of Final IDP and Budget 2021/22 Advertise and Publish Final IDP and Budget for public comments and</li> <li>○ Submit Final IDP and Budget 2021/22 to MEC for COGTA, Treasury as well as others as prescribed by the MSA and MFMA</li> </ul> </li> </ul>

Diagram: IDP Process



3. Alignment with Priorities:



The IDP development requires maximum support from the national and provincial level across all the phases of the IDP. To ensure that all relevant binding national and provincial legislation as well as other policies, programmes, strategies and available funds are considered in the IDP during planning process, municipalities should be aware of all the relevant information.

The municipality managed to utilize opportunities to engage with national and provincial sector departments (COGTA, National Treasury and other relevant sector departments) during IDP development process to establish contacts for alignment and to outline the need for information on policies, programmes and funds.



**Planning Priorities:**

- National Development Plan Vision 2030
- Sedibeng Growth and Development Strategy
- Gauteng Province Ten Pillars
- Local Government Back to Basics.

**Other relevant priorities include;**

- Integrated Urban Development Framework (IUDF)
- Sustainable Development Goals (SGDs 2030)
- African Union 2063
- Local Government Manifesto 2016

**National Development Plan (NDP) Vision 2030 as a programme of action:**

The National Development Plan (NDP) aims to deal with the causes of poverty and income inequalities in the country. That is identifying the challenges and targeting specific sectors in order to achieve the desired outcomes.

In the document, the National Planning Commission (NPC) outlines the projects that the nation should focus one in order to eliminate poverty and income inequality. The NDP identifies nine challenges that hinder these national developments and are as follows in the diagram provided.

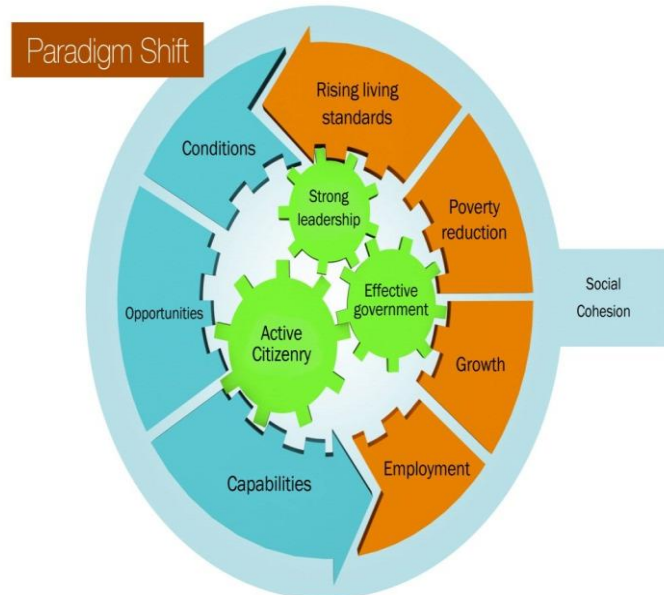


## Paradigm Shift

It is argued that pressures for change have arisen both beyond and below the national level of as a result of reforms to Structural Funding at the Provincial level and the growth of community initiatives at Local level.

The chief consequence has been a redefinition of development policy which has impacted upon the structure of government, as well as the substance and style of policy delivery.

NDP is policy development that now embraces social as well as economic policy objectives, and its implementation relies on the cooption into the policy arena of new actors and agencies, representing different interests in the development process. As a consequence, the design and direction of development policy now places greater emphasis on increased negotiation, partnership and subsidiarity.



The extent of the change is characterized as a move towards governance in the country, and by doing so; the work seeks to develop the use of this term in a comparative context.

## Gauteng Strategic Direction (Ten Pillars)

In order to realise the NDP, Gauteng Provincial Government (GPG) has taken active decisive steps to make Gauteng an integrated city-region characterised by social cohesion and economic inclusion over the next five-to-fifteen years. The Province has adopted a ten-pillar programme of **Transformation, Modernisation and Re-industrialisation** (TMR) of the GCR. These pillars are contained in the current IDP 2021/22 moving towards the realisation of NDP 2030 strategic direction of the country. The pillars are as follows;

- Radical Economic **Transformation**
- Decisive Spatial **Transformation**
- Accelerated Social **Transformation**
- **Transformation** of the State and Governance
- **Modernisation** of the economy
- **Modernisation** of the Public Service and the State
- **Modernisation** of Human Settlements and Urban Development
- **Modernisation** of Public Transport and other Infrastructure
- **Re-industrialising** Gauteng as our country's economic hub
- Taking a lead in Africa's new **Industrial revolution**

**Local Government Back to Basics:**

Back to basics is informed by a vision of developmental local government that would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people. Local Government Back to Basics has five pillars that have to be responded to and are as follows: -

- Basic Services: Creating conditions for decent living
- Good governance
- Public Participation: Putting people first
- Sound financial management
- Building Capable Institutions and Administrations

**2016 Local Government Manifesto:**

There were twelve key commitments done by the ruling party on electorate as local government manifesto towards local government elections 2016 on what need to be considered for the next five years in response to different challenges facing communities and must find an expression in our IDPs:

- Together we shall build on the achievements made in the delivery of basic services.
- Together we shall improve access to municipal services and reduce outsourcing.
- Together we shall continue to improve participation and accountability.
- Together we shall improve and enhance institutional capacity of municipalities
- Together we shall develop and strengthen local economies, create jobs and promote job placements, especially for the youth.
- Together we shall intensify the fight against fraud and corruption in local government.
- Together we shall fight crime in communities.
- Working together to promote education as the apex priority in local communities.
- Together we shall promote health and primary healthcare in our communities.
- Together we shall help all municipalities adapt to changing climatic conditions.
- Together we shall build spatially integrated communities.
- Together we shall promote social cohesion and nation building in municipalities.

**Reaffirming the 5R's + 2 of Sedibeng Growth and Development Strategy**

The Municipality endeavours to have a seamless link between the medium term sustainable strategic agenda; IDP and long term Sedibeng Growth and Development Strategy. The SGDS spells Long term vision and strategic thrust of the overall direction of the region. This strategy is broken into 5 year programme at the beginning of each Political Term of Office through IDP of the district and also find expression at both the three local municipality IDP's. The district has identified the following pillars for the development of both the district and local IDP's at the regional level.

- **Reinventing our economy;** *from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.*



- **Renewing our communities;** *from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living for all.*
- **Reviving a sustainable environment;** *from waste dumps to a green region, by increasing the focus on improving air, water and soil quality and moving from being a producer and a receiver of waste to a green city.*
- **Reintegrating the region;** *with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.*
- **Releasing human potential** *from low to high skills and build social capital through building united, non-racial, integrated and safer communities.*
- **Good and Financial Sustainable Governance;** *through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.*
- **Vibrant Democracy;** *through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.*

Sedibeng District Municipality has also Nine (9) development strategies enlisted in the GDS 03 as they are formulated to attain the SDM’s vision.

Strategy	Explanation
Strategy 1	Institutional capacity development (good governance, accountability, effectiveness, sustainable, leadership, partnership, participation)
Strategy 2	Facilitation of spatial structural change, nodal and corridor development (incl housing and land)
Strategy 3	Regional infrastructural development
Strategy 4	Sectoral support and development: Manufacturing and re-industrialization
Strategy 5	Sectoral support and development: Agriculture and rural development (Agritropolis concept focus in Gauteng)
Strategy 6	Sectoral support and development: Tourism development and environmental management
Strategy 7	Township social and economic development (infra, indust hubs, indigenous knowledge, access to markets revitalization and community development (incl youth development) (Gauteng township revitalization strategy)
Strategy 8	Maximize the impact of tertiary higher education (including youth development)
Strategy 9	Facilitation of business support and development (incl skills, entrepreneurship, finance and youth development)

These Development Strategies and resulting projects as listed above must lead to job creation and improvement of quality of life as a safety net to the poor (basic needs, subsidies and community projects). The projects should also focus on local assets.

**Our Work District Development Model:**

A One Plan is an Intergovernmental Plan setting out a long-term strategic framework to guide investment and delivery in relation to a specific district or metropolitan space.

- It is collaboratively produced by all three spheres of government (“Co-Created”) informed by Existing Plans of all three spheres of government.
- It confirms what is in Existing Plans, refines as necessary and identifies key strategic gaps/issues. It expresses IG agreement, alignment, and commitments and is therefore not a detailed development plan.
- Adopted collectively by all three spheres of government and stakeholders as an IGR and Social Compact:
  - Shared understanding of the space
  - Agreement on priorities
  - Common vision and measurable outcomes
  - Targets and Commitments

**Relationship between One Plans and IDPs**

*A comparative analysis of the IDP and One Plan*

<b>One Plan (Long Term Plan- 30 Years)</b>	<b>IDP (Medium Term Plan - 5 Years)</b>
Long-term vision of the district area of impact and common understanding of goals and objectives amongst stakeholders in the district area.	Determine how the long-term vision, goals and objectives contribute towards addressing challenges at a local level by directing actions and interventions towards the vision.
Long term vision expressed in policy and long-range plans across all spheres of government, i.e. NDP, PGDS, NSDF, PSDF, DSDF, etc.	Implementation of short to medium term service delivery programmes and projects informed by the MTSF, municipal SDFs, sectoral/master plans and long-term financial strategies.
Determines government-wide key development strategies and priorities to be addressed.	Elaborate on municipal strategies, Council development priorities/objectives and community needs.
Conceptualisation of the desired future and results (outcomes and impact) to be achieved by the district area in the long term.	Plans implemented by municipalities respond directly to the desired outcomes and impact.
Spatially referenced plans and budgets at district and metro level with emphasis on long-term catalytic programmes and interventions to unlock development potential.	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan.

A Process to facilitate alignment of IDPs and One Plans:

*There are two scenarios identified and are as follows:*

**Scenario 1:**

**Process of developing the One Plan has been initiated – alignment refers to the stages of the One Plans being synchronised with the phases of the IDP and outputs of each phase of the One Plan informing different phases of the IDP development process.**

**Scenario 2:**

**Process of developing the One Plan has not been initiated – alignment refers to the incorporation of current national and provincial projects in the IDPs of municipalities.**

Scenario 01: One Plan Development Process has been initiated					
Municipal Timelines	Phases of the IDP	Stages of the One Plan	Alignment opportunities	Responsibility	Platform/ Mechanism
Quarter 1 (July – Sep)	<b>PREPARATION PHASE</b> <ul style="list-style-type: none"> <li>Development of District IDP Framework</li> <li>Development of IDP process plan</li> <li>Community engagement sessions on the process plan</li> </ul>	<b>PLANNING STAGE</b> <ul style="list-style-type: none"> <li>District Profiling</li> <li>Development of One Plan process plan</li> </ul>	<ul style="list-style-type: none"> <li><i>The development of the district profiles has been largely informed by the current IDPs</i></li> <li><i>The district IDP development framework can be used to coordinate priorities of local municipalities within the district and ensure alignment with national priorities and programmes and ensure that these priorities are cascaded to the IDPs of the local municipalities within the district.</i></li> </ul>	<ul style="list-style-type: none"> <li>District and local municipalities</li> <li>District / Metro Hubs</li> <li>District/ intergovernmental teams</li> </ul>	One Plan Intergovernmental working sessions
Quarter 2 (Oct – Dec)	<b>ANALYSIS PHASE</b> <ul style="list-style-type: none"> <li>Analysis on the level of development</li> <li>Community consultation</li> <li>Stakeholder engagements</li> </ul>	<b>STAGE 1: DIAGNOSTIC STUDIES</b> <ul style="list-style-type: none"> <li>Detailed analysis of current socio-economic realities</li> <li>Sector departments assessment of own current plans and commitments</li> </ul>	<ul style="list-style-type: none"> <li><i>The district profiles and diagnostic studies to be incorporated into the status quo of the IDPs</i></li> <li><i>Sectors own assessment to inform the sectoral analyses in the IDPs.</i></li> <li><i>Sector departments will be required to share their current and future plans and indicate how these are contributing to the objectives and priorities of the district outlined in the District IDP Framework</i></li> <li><i>Single community engagement process for the IDP and One Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>District and local municipalities</li> <li>National and provincial sector departments</li> <li>District / Metro Hubs</li> <li>District / Metro intergovernmental teams</li> </ul>	<ul style="list-style-type: none"> <li>Municipal strategic planning sessions</li> <li>One Plan Intergovernmental working session</li> </ul>
	<b>STRATEGIES PHASE</b> <ul style="list-style-type: none"> <li>Develop/review municipal development strategies</li> <li>Consult with stakeholders on municipal priorities and strategies</li> <li>Align municipal priorities and strategies with that of stakeholders</li> </ul>	<b>STAGE 2: VISION SETTING</b> <ul style="list-style-type: none"> <li>Development of the long-term vision of the district outlining the desired outcomes and impacts</li> </ul>			
		<b>STAGE 3: STRATEGY FORMULATION</b> <ul style="list-style-type: none"> <li>Development of district development strategies and targets</li> </ul>			

SCENARIO 2 : ONE PLAN DEVELOPMENT PROCESS HAS NOT BEEN INITIATED					
Focus	Key steps	Responsibilities	Timeframe	Platform /mechanism	Outcome
Facilitating the incorporation of key commitments and projects of sector departments into 2021/2022 municipal IDPs	<b>Step 1:</b> Consolidation of national and provincial sector projects for each district / metro	<i>National and provincial sector departments</i> <ul style="list-style-type: none"> <li>Submit current and future projects and budgets for each district / metro</li> <li>Engage municipalities on sector priorities and plans</li> </ul>	Sept 2020  Ongoing	Municipal strategic planning sessions	Sector projects and commitments reflected in IDPs and aligned with vision of the municipality
	<b>Step 2:</b> Engagements through the municipal strategic planning sessions	<i>National CoGTA</i> <ul style="list-style-type: none"> <li>Facilitate the consolidation of national sector projects per district / metro</li> <li>Communicate the project list to each district / metro</li> </ul>	Oct – Dec 2020		
		<i>Provincial CoGTA and Offices of the Premier</i> <ul style="list-style-type: none"> <li>Facilitate the consolidation of national sector projects per district / metro</li> <li>Communicate the project list to each district / metro</li> </ul>	Oct – Dec 2020		
		<i>Municipalities</i> Incorporate sector departments' projects into draft IDPs	By 31 Mar 2021		
		<i>National and Provincial CoGTA</i> <ul style="list-style-type: none"> <li>Develop schedule of dates of municipal strategic planning sessions</li> <li>Circulate schedule of dates to national and provincial sector departments</li> </ul>	Oct 2020 – Mar 2021	Municipal strategic planning sessions	Strengthen intergovernmental planning through the participation of sector departments in municipal strategic planning sessions
		<i>National and provincial sector departments</i> <ul style="list-style-type: none"> <li>Participate in municipal strategic planning sessions</li> </ul>	Oct 2020 – Mar 2021		
	<i>Municipalities</i> <ul style="list-style-type: none"> <li>Convene strategic planning sessions and provide platform for sectors to engage</li> </ul>	Oct 2020 – Mar 2021			

**MEC Comments on Sedibeng District Municipality 2020/21 IDP:**

Chapter 05 of the Municipal Systems Act of 2000 requires all municipalities to submit their IDPs to MEC for Local Government for commenting. The IDPs are subjected to a form of assessment by the provincial government to assess relevance, effectiveness and whether the service delivery targets set with stakeholders are met. The comments were structured into two sections with section one having general observation to issues affecting municipalities in the province and section two which focused on municipal specifics. The table below provides a summary of the comments made by the MEC for COGTA.

MEC Comments	Clusters Response