



## SCRIPT

### DVD 1: The IDP process

#### What is an IDP?

So what is an Integrated Development Plan? The IDP is a plan that tells the municipality what it is going to do to develop its area.

The Municipal Systems Act of 2000 says that an IDP is *"...the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality."*

Municipalities are legally bound to produce a new IDP every 5 years, and they must also review it every year.

The IDP should include sections that deal with the following municipal key performance areas: Spatial Analysis; Basic Service Delivery; Local Economic Development; Municipal Transformation and Organisational Development; Municipal Financial Viability and Management; and Good Governance and Public Participation.

The Municipality must consult with the public when it develops and reviews its IDP. The Municipal Systems Act also says that *"a Municipality must encourage and create conditions for the local community to participate in the affairs of the Municipality"*, including in *"the preparation, implementation and review of its Integrated Development Plan"*.

If one imagines a time line stretching into the future, starting now and going forward for 5 years. At the start of this time period, the municipality must first look back and review the existing IDP that was produced 5 years previously. The municipality must draw lessons from this past experience to inform it's planning for the next 5 year period.

In planning for the new 5 year period, the municipality looks at what assets, like land, water, skills and other opportunities there are in their area that they can build on.

The municipality also looks at what are the needs or things that communities want like roads, water, clinics, housing and small business support. The various municipal departments also conduct in-depth research and analysis and develop sector plans to help identify these needs.

From these assets and needs the municipality must identify the projects that it wants to implement over the next 5 year period. It must take into account where it will get the necessary funding through rates, taxes and grants to implement these projects.

The IDP then shows the municipality's development objectives, key strategies and projects that will be implemented to achieve these objectives. It also details which projects will be done in year one, year two, three, four and year five.

It must be noted that the budget to implement these projects is for a three year period and is usually not aligned to the five years of the IDP.

The municipality repeats this process of developing an IDP every 5 years.

### **What is an IDP review?**

In each of the years within the 5 year term of Council, the municipality must review the IDP and budget it has developed. This is done so that the municipality does not have to wait until the whole 5 years is over before it can update, adjust and refine the IDP. The municipality must be able to adjust its IDP taking into account changing needs and prioritise.

At the start of each year, that the IDP is reviewed, the municipality must first prepare a process plan that explains what steps they will follow to evaluate the success of implementing the previous year's plan, monitor the implementation of the current years plan, and modify and make adjustments for the next years plan.

This process plan must explain how the municipality will engage its citizens to get their views and comments on the IDP.

Secondly, the municipality must then check what progress was made in implementing the previous year's plan. The needs and asset analysis that was done in the previous year is also reviewed to see if it is still the same and there has not been any major change in the municipalities circumstances. For example a major unexpected flood could have changed the municipality's priorities.

During the year the municipality must monitor and make steering adjustments to the projects it is implementing for that year.

Thirdly the list of objectives, strategies and projects for the upcoming year are then modified based on the evaluation of progress in the previous year, and on success in steering projects through the current year.

The revised IDP and Budget is first presented to the broader community for inputs and comments before it is finalised. Once it is final, council must then approve the revised IDP and Budget.

All these steps need to be done within the municipalities' financial year that runs from the first of July of one year to the thirtieth of June of the following year. The draft annual IDP review is usually ready by about March. And the final IDP review for the next year that starts in July has to be approved by council by the end of June.

In summary, this annual IDP review provides an opportunity for the municipality and its citizens to look in detail at what has been achieved to date and what still needs to be done.

### **Bottom up planning**

Ideally, all this planning to produce the 5 year IDP as well as to annually review the IDP, should be done from the bottom up, where the views of the community are first obtained before producing or revising the plan. The plan should not be done in a top down manner, where the municipality brings a revised plan for the community to rubber stamp.

In other words, annual reviewed IDP's should first be developed at a ward level and then these ward plans feed into the broader municipal wide plan. Plans should not be developed by a few people at the top and then imposed on people in wards.

Also, ideally these plans should all be done taking into account the sector based plans. Sector plans include, for example: Spatial development plans; Housing plans; Water plans; and Electricity plans. As well as Transport plans; Disaster management plans; Anti corruption plans; and other similar sector based plans.

These sector plans can also be done every few years. Preferably in those years when the 5 year IDP is not being produced. Communities should also participate in the development of these sector plans.

The IDP for the municipality as a whole is then made up of needs, opportunities and projects from different wards and from different sectors.

The wards cover the whole municipality like pieces of a jigsaw puzzle. All the wards identify their own needs, opportunities and projects. Sectors such as housing, transport, disaster management, and others can be thought of like a grid of sectors that covers the whole municipal area. Each sector then also identifies its needs, opportunities and projects.

These needs, opportunities and projects from the jigsaw puzzle of wards and from the grid of sectors are all put together into one 'big pot' for the whole municipality. The municipality then has to prioritise and sequence these needs, opportunities and projects across all wards and sectors.

What comes out of this IDP 'pot' from the municipality is a list of projects the municipality plans to implement over the next 5 years, and for the next year for the annual IDP review. The IDP shows on a map where all these projects are located in space. But remember some projects are not spatially bound, like running small business training courses for community members, which happens for people from all over municipal area.

For projects to happen they must be allocated funds on the municipality's budget. The municipal budget comes from money that the municipality generates itself from rates, taxes and investments. The budget also comes from money that the municipality receives from national government, provincial government and other government departments; and money that it receives from other non-state partners such as loans, donations and grants. The budget must show how much of this available money will be used to implement projects listed in the IDP and how much money will be used for operational and personnel costs of the municipality.

In summary then, a good, realistic IDP is one that is guided by community participation throughout its design and review processes, is resourced by a realistic budget and an adequately skilled workforce, and can be implemented and monitored.

### **Bringing it all together**

As you can see, the development of an IDP is a fine balancing and juggling act. The municipality has to juggle many different issues across multiple scales from specific neighbourhoods and wards to the municipality as a whole and even across municipalities. There are many potential projects that people want, but they can't all be built at the same time and sometimes will not even be done in one 5 year planning cycle.

The municipality must balance priorities between communities and sectors. It must sequence intervention over time, and balance actions to achieve both short and long term objectives.

For example there are some projects like a creation of a new bus route or the fixing of a broken electricity power station that affects many communities across many wards, which must to be included in the plans. Some wards might not see this as a priority if it does not affect them directly.

Communities should not just go to meetings where the IDP is presented to them by the municipality. They must do their homework, they must be ready, and must engage with the municipality from an informed position. They must participate in general ward committee meetings. Communities also need to ensure that they are represented on the Municipal IDP Representative Forum to push for the inclusion of their priority issues in the IDP. If their development issues are not included in the IDP, they must know why, so that they are able to give proper feedback to the community.

To find out more about Integrated Development Planning, speak to the relevant official in your municipality. Every municipality has an IDP Manager or coordinator or officer. Speak to your ward councillor if the municipal offices are not easily accessible.

You can also visit the Afesis-corplan website at [www.afesis.org.za](http://www.afesis.org.za) to find out more about the IDP process. That is [www.afesis.org.za](http://www.afesis.org.za). On this website you will also be able to find out about other ways you can get involved in the development process in your community.

Democracy is not just about voting every 5 years. It is also about participating in decision making in between elections. And it's about holding decision makers to account for the decisions they make.

Get involved in the development process through your municipal IDP.



**SCRIPT**  
**DVD 2: Thandi's IDP story**

This is Thandi's story. Thandi lives in an informal settlement next to a township in an average small town. She was elected onto her local informal settlement committee and given a mandate to get houses for the community.

Thandi went to the municipality housing department to find out what to do. They told her to speak to her ward councillor. The ward councillor told Thandi that the municipality was getting ready to develop its five year Integrated Development Plan, also called the IDP.

Thandi and her neighbours were able to use the IDP process to get their settlement upgraded. It was a long and challenging process.

When Thandi first heard about the IDP, she did not know what it was all about. No one she spoke to could explain it to her in a way that made sense to her. The ward councillor said it was a prioritization of ward needs. But this was not specific enough to help Thandi come up with a plan of action to get her informal settlement upgraded.

Thandi then did a bit of research on what the IDP was and how it could help her and her community. This story summarises what Thandi learnt and what she did. Hopefully Thandi's story will give you a better understanding of what the IDP is all about, and help you develop your community.

At the beginning of the five year period to produce an IDP, Thandi went to a general ward meeting in her ward. She heard that the process for developing the five year IDP was about to start. At this meeting, Thandi and her Informal Settlement Committee members used this meeting to mobilize community support for the upgrading of her informal settlement. By the end of the meeting, there was general consensus within the meeting that the upgrading of the informal settlement was an issue of high priority for the ward.

Many other priorities were also identified for the ward like the building of a clinic, the fixing of storm water drainage, renovating the old community hall and many other things. This list of prioritised ward needs and opportunities were then taken up by the ward councillor and ward committee to the municipality and combined with the needs and opportunities of all the other wards.

Thandi then discovered that there was an IDP Representative Forum where key stakeholders and officials came together to further discuss and prioritise all the ward needs and opportunities across the whole municipality. Thandi went to the municipality to register as a representative of the Informal Settlement Committee and was accepted to participate on the IDP Representative Forum. She further mobilized support within this forum and spoke boldly on the challenges facing those living in informal settlements. She asked for and got more support from across all the wards for the prioritization of the issue of informal settlement upgrading.

The municipal officials took all the prioritised development needs from the IDP Representative Forum and went away to produce a draft IDP. These officials further had the task of ensuring that the IDP addressed the key issues raised in the sector plans; and that there was money from the

municipality and commitments from other government departments, where this was necessary, to implement the projects identified.

Once all this was concluded, a draft 5 year IDP was brought back to the IDP Representative Forum for discussion. Once this forum had discussed the draft IDP, it was taken to all the wards for presentation and discussion. This allowed each ward an opportunity to interrogate the 5 year IDP and to know exactly what projects would be implemented in their wards and when. This consultation process was extended to the business community, civil society organisations and other stakeholders of the municipality.

In Thandi's case, the 5 year IDP showed that communal toilets would be installed in her informal settlement in year 3. But before this upgrading could take place new bulk water and sanitation pipes needed to be planned and installed in year 2. In year 2 the municipality would also employ town planners to help the community design a basic map for the community that would mark out the plots and roads in the informal settlement. Other projects like a clinic and a new taxi rank that Thandi had not thought about but which other people in the ward wanted were also reflected in the 5 year plan.

After everyone had made comments on the IDP the municipality made slight adjustments to the plan and the final 5 year IDP was then finally approved by council.

In the following years Thandi and her informal settlement committee members continued to attend community meetings called by the ward committee to check on progress of the projects identified. At these community meetings they also informed the ward committee of any issues relating to the quality and standard of the services received. The ward councillor would then raise these issues with the relevant departments within the municipality for a speedy resolution.

Before long, there were many community members in the ward who were involved in monitoring the progress of implementation of the projects throughout the five year period. This level of commitment by the community members ensured that the ward committees did not slack and that community and other meetings were organized and held regularly within the ward during those five years.

In year 2 of implementation of the IDP, Thandi participated in a project steering committee for the upgrading of her informal settlement. Town planners and engineers were involved in these meetings to do the detailed planning that was needed to get ready to actually upgrade the informal settlement in year 3. At these meetings Thandi and others were able to discuss with the municipality where they thought the roads and paths should go in the informal settlement. They also discussed how to build the roads and communal toilets using local building materials where possible, and local labour that would be trained.

When year 3 came, the bulk services and the informal settlement upgrading plans had been done. This made it very easy to build the roads and communal facilities within Thandi's informal settlement without any problems.

By the time the annual IDP review came around in year 3, Thandi had joined a local women's group that was involved in social upliftment in the community. They visited the elderly, established backyard gardens and ran a savings club. The group managed to mobilize, in the revised IDP plan for year 4, for the development of a pedestrian bridge across a dangerous road that cut the informal settlement in two. By this time, community activism had grown in the area.

When the next Local Government elections came around, Thandi was elected onto her ward committee as a representative of women and vulnerable groups. Thandi is now working hard to prepare this sector to participate in the next 5 year IDP cycle by pro-actively organizing community meetings where women, children and people with disability can meet to discuss what assets they already have that they can build on and what their priority development needs are.

These issues will be taken to the next general ward meeting for discussion along with the other priorities raised by other groups. The community is in effect preparing itself to proactively submit its development opportunities and needs to the municipality for inclusion in the draft IDP as opposed to waiting for the municipality to bring a draft IDP to them.

Thandi also still wants to see the people in her neighbourhood get individual title deeds to their land and get more assistance from government to build better houses. The community has also identified a piece of land where they want to start a combined fish farming and chicken project. There are also crime prevention, skills development and many other project ideas that the community has discussed in the past that they want included in the next IDP. Thandi is committed to working hard to get these and other projects onto the next 5 year IDP.

Thandi's story shows how important it is for communities to participate in the planning and development processes of the municipality and to know how the IDP can best work for them.

If Thandi had not participated in all the IDP processes, her informal settlement may not have been identified for inclusion in the plan. The new pedestrian bridge would definitely not have been built.

Thandi was able to monitor and hold government to account for the decisions that it had made. Thandi knew what was in the plans and the municipality was able to keep her and others updated on progress.

Thandi's experience, like many others, shows that it's important for people, citizens, communities, and for you to participate in the municipal IDP process. If more people participate in planning, the decisions that get made will better reflect the needs and aspirations of the community. This is everyone's responsibility, not just a responsibility of the ward committee or a chosen few. Your future is your responsibility and you have every legal and legislated right to inform decisions about your own development.

To find out more about the IDP process visit the Afesis-corplan website at [www.afesis.org.za](http://www.afesis.org.za). That is [www.afesis.org.za](http://www.afesis.org.za). On this website you will also be able to find out about other ways you can get involved in the development process in your community.