By 2030 eThekwini will be Africa’s most caring and liveable city

STRATEGIC PLANNING and IDP
African Context of Strategic Urban Development

- Municipalities are newly established
- Municipalities are vast in geographic extent
- Most municipalities face increasing demand for services
- Most municipalities have a limited tax base, and limited ability to generate revenue
- Most municipalities there is a need to develop strong capacity building programs
- Municipalities are characterized by complex land use patterns and different forms of tenure, some of which involve traditional authorities
- Focus for local government is now on developmental local government, incorporating a more long-term and strategic approach
African Context of Strategic Urban Development

• Both urban and rural areas are incorporated within one municipality’s boundaries, which creates problems for strategic planning and appropriate planning capacity.
• There is a need to ensure that the benefits of urban development are spread to the more rural hinterland.
• Incorporation of traditional authority areas into municipalities is difficult.
• There are historical backlogs in service delivery and inequitable provision of services and opportunities across municipalities, due to apartheid or the colonial legacy of the country.
By 2030 eThekwini will be Africa’s most caring and liveable city

NATIONAL GOVERNMENT  PROVINCIAL GOVERNMENT  LOCAL GOVERNMENT

LONG TERM PLANNING

MEDIUM TERM PLANNING

SHORT TERM PLANNING
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Horizontal & Vertical Alignment
1. Background: What is an IDP?

- The IDP is a principal strategic planning instrument which guides and informs all planning, management and decision making in a municipality.
- Municipal Systems Act (2000) requires all municipalities to develop the integrated development plans within their areas of jurisdiction.
- As the IDP is a legislative requirement, it has a legal status and supersedes all other plans that guide development at a local government level.
1. Background: What is an IDP? Cont...

- It is meant to **direct** all municipal planning, financial planning and budgeting, implementation and review.
- It is to be mutually **owned** and a very implementation geared document.
- **COGTA** is the custodian of the IDP.
IDP legislation and support policy guidelines

- The Constitution of the Republic of South Africa
- Municipal Structures Act
- Provincial Spatial Economic Development Strategy
Core components of the IDP in relation to the legislative requirement

Analysis
• Assessment of existing level of development

Development strategies
• Municipality vision
• Development priorities and objectives
• Development Strategies

Projects
• All projects identified and prioritized by the municipality

Integration
• Spatial Development Framework
• Other integrated programmes
• KPI and performance targets

Approval
• Approval as determined by the vision, objectives and strategies, followed by the identification of projects, budget prioritization and allocation, and adoption by Council
2. Some of the IDP Challenges in KZN...

- We need to consider the quality of life of the citizens, yes service delivery is important but issues such as crime, unemployment, poverty, communicable diseases and unemployment need to be concentrated on.
- There is limited outcome based planning or strategy – most decisions are taken in isolation
- There is no overall long term strategy driving decision making
- IDP’s concentrate on service delivery, however does service delivery alone does not equate to a successful city
2. Some of the IDP Challenges in KZN...

- City’s as a whole lack in co-ordinating public sector expenditure
- Excluding the role of education and infrastructure as platform issues
- Cities have not identified their competitive advantage and built on these advantages
- National and provincial policy development occurs in isolation, impacts are felt at local level
- Cities have to make choice – can not be “motherhood and apple pie” approach
2. Some of the IDP Challenges in KZN...

- Municipalities do not work or plan together, cross boundary planning is synergistic
- Projects with greater multiplier effects need to be identified
- Capacity and skills development at a local government level is critical to the development of the city
- Cities are becoming more exclusive to the citizens
- Striking a balance between poverty alleviation and economic enhancement
STRATEGIC EMPHASIS PER GENERATION TYPE

1st Generation
- Interim IDPs
- Legal Compliance
- Establishment Phase

2nd Generation
- Content
- Credibility
- Consolidation Phase

3rd Generation
- Simplified
- Outcome Based
- Operation Phase
### OUTCOME BASED APPROACH FOR 3RD GENERATION IDPs

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3rd Generation IDP
Medium Term Planning (5yr) to implement our long term vision

**Our Sustainable Development City Planning Trajectory**

- **2000 Vision**
  - Dec 2000
  - LTDF Preparation
  - Interim IDP
  - Draft IDP
  - Final IDP

- **03/04**
  - Dec 2002
  - Imagine Durban
  - Sustainable growth path
  - IDP 1
  - IDP 2
  - IDP 3

- **18/19**
  - Durban 2030 Vision

**LONG TERM DEVELOPMENT FRAMEWORK (LTDF)**

- Short-term - Sustainable Development Management Tool to realise long-term vision

Long-term “City Development Strategy” to achieve the type of city we want

Figure 7
Simplified IDP Process

Where do we want to be

What do we have to Do to achieve the vision

How do we address the Each Priority

Who is going to make this happen

How Much is it going to cost
Our IDP

Africa's most caring and liveable City

A Socially Cohesive City

- Ecosystems and natural resources;
- Build a green economy;
- Sustainable human settlement;
- Climate change;
- Alignment environmental plans and Municipality's strategic direction.

Financially Sustainable

- Diversify our revenue base;
- Sustainable budgeting;
- Sound financial management and reporting;
- Value for money expenditure.

Creating Sustainable Livelihoods

- Infrastructure;
- New livelihood choices;
- Promote SMME;
- Secure resources;
- BR&E;
- Develop key economic sectors;
- Develop priority nodes and corridors.

Creating a Safer City

- Development of community forums;
- Minimise risk;
- Create a healthier city;
- Mitigate against disasters;
- Alignment Health, Safety Programs;
- Safety of citizens.

Accessible City

- Use of public transport;
- Access to basic services;
- Increase density;
- Access to social facilities;
- Align with SDF for the city;
- Communication networks;
- Increase economic opportunities.

Strategic Priority Areas

- Environmental Sustainability;
- Creating Sustainable Livelihoods;
- Creating a Safer City;
- A Socially Cohesive City;
- Financially Sustainable;
- Promoting an Accessible City.
Characteristics of Successful IDP’s

• The quality of a plan lies in the participatory process

• This commitment generates performance oriented management inside local governments.

• An IDP succeeds when results and change are tangible and measurable.

• Successful integrated planning is characterized by strong leadership, usually from a mayor or his cabinet, who acts as intermediary and facilitates an “enabling environment for stakeholder action”.

Characteristics of Successful IDP’s

• An IDP succeeds when it motivates investment that can come from different sources it does not necessarily need to be equipped with its own resources for urban development.

• An IDP is legitimatized if impacts are communicated and tangible.

• IDP’s are a necessary tool for cities that need to plan beyond their boundaries and to refine their inter-municipal co-operation.

• IDP’s encourage multi-level governance where national, provincial and local governments commit as partners to the same goal.
Key Success Factors for IDP’s

1) IDP’s must establish clear priorities which are synchronized with other spheres of government

2) IDP’s must be sustainable, based on clear values, on proper and updated data

3) IDP’s must be cooperative,

4) IDP’s, must pay specific attention to poor, vulnerable and marginalized people;
Key Success Factors for IDP’s

5) Reflect proper principles and models of urban development,

6) The new generation of IDP’s should anticipate demand and address the urgent challenges of the depletion of natural resources, environmental degradation and mitigation of climate change, and adaptation to its effects;

7) IDP’s must contribute to the construction of social capital,

8) IDP’s must contribute to the identity of cities and their distinctiveness,
• Recognise the need for strategic planning in general and to allocate appropriate resources and time,

• Recognise that strategic plans need to be short and clear, and easily communicated

• Achieve effective strategic planning with strong local leadership and political support at all levels.

• Put in place mechanisms to increase the revenue raising ability of municipalities

• Ensure clear and transparent criteria for funding from central government to ensure stability and facilitate strategic planning.
• Involve all stakeholders in the development of a clear strategic vision.

• Encourage sustainable investment from the private sector

• Implement a strong framework to avoid duplication of functions

• Develop resources and capacities to make sure there is the local competence to perform the municipality’s mandate and carry out its strategic plan.

• Strategic planning needs to be tied to the budget and the performance of senior municipal officials.

• Promote dialogue, skills and knowledge sharing between networks and municipalities.
The world’s major cities are either on a collision course with the future, or they are planning to become masters of their own destiny.