



LEARNING NOTES

MASTER CLASS: URBAN STRATEGIC PLANNING

**MOSES MABHIDA STADIUM, GBC 1
DURBAN, SOUTH AFRICA**

27 FEBRUARY – 01 MARCH 2017

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Abbreviations

BEPP	Built Environment Performance Plans
CM	City Manager
EXCO	Executive Committee
COGTA	Cooperative Governance and Traditional Affairs
IDP	Integrated Development Plan
KPIs	Key Performance Indicators
KZN	KwaZulu Natal
MILE	Municipal Institute of Learning
MM	Municipal Manager
OSS	Operations Sukuma Sakhe
PME	Performance Monitoring and Evaluation
SALGA	South African Local Government Association
SDBIPs	Service Delivery Business Implementation Plans
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
UCLG	United Cities and Local Government

1. Introduction and Background

Municipalities develop strategy, vision and goals to drive transformation in their respective communities in the short term, but to also develop long term solutions for the future. They are tasked with ensuring service delivery to improve the living conditions of communities that they serve. In the same light, strategy is crucial in shaping Integrated Development Plans (IDPs). In developing long term goals, citizen participation, budget, planning, performance monitoring and evaluation, localising the Sustainable Development Goals (SDGs), the Built Environment Performance Plan (BEPP) as well as applicable national and international priorities must be considered when developing KPIs and projects. Discourse on strategically crafting relevant SDBIP and a related scorecard will be necessary in positively influencing Annual Audit Outcomes. The eThekweni Municipal Institute of Learning, United Cities Local Governments (UCLG), KZN-COGTA and SALGA collaborated to host the seventh Urban Strategic Planning Master Class on 27 February – 01 March 2017. The learning exchange targeted IDP Practitioners and Urban Planners directly or indirectly involved in municipal strategic planning.

2. Aims and Objectives

The objectives of the learning exchange were as follows:

- i) To facilitate a set of cutting edge modules offered by experienced practitioners from local, provincial and national practitioners and
- ii) To create a platform for active participation and sharing of good practices from the various municipalities.

3. Participating Municipalities

In addition to KZN COGTA and SALGA, the following municipalities participated in the learning exchange:

- eThekweni Municipality
- Alfred Duma Municipality
- Harry Gwala District Municipality
- Impendle Local Municipality
- Nkandla Municipality
- Msunduzi Municipality
- Ray Nkonyeni Municipality
- Richmond Local Municipality
- Ugu District Municipality
- Umfolozi Local Municipality
- Umgungundlovu District Municipality
- UMshwathi Municipality
- Umuziwabantu Municipality

4. Programme

DAY ONE		MONDAY 27 FEBRUARY 2017			
07:45 – 08:30		ARRIVAL, REGISTRATION: TEA AND COFFEE Lead Moderator: Sogen Moodley			
SESSION 1		OFFICIAL OPENING, WELCOME and SCENE SETTING			
08:30 – 09:00		Opening Remarks, Including eThekweni Overview	Eric Apelgren	Head: IGR	eThekweni Municipality
09:00 – 09:10		Messages of Support	TBC	MILE Partners	eThekweni Municipality
09:10 – 09:30		Ground Rules and Participants Expectations	Sogen Moodley	Senior Manager: MILE	eThekweni Municipality
09:30 – 09:45		Understanding Urban Strategic Planning	Sogen Moodley	Senior Manager: MILE	eThekweni Municipality
SESSION 2		THE NEED FOR LONG TERM PLANNING			
09:45 – 10:15		The experience of municipalities in long term planning: Group Work	ALL	ALL	ALL
10:15 – 11:00		Case Study: eThekweni's experience of long term planning: Lessons Learnt (a presentation and discussions)	Bongumusa Zondo	Senior Manager: Imagine Durban	eThekweni Municipality
11:00 – 11:30		TEA AND COFFEE BREAK			
SESSION 3		EXPLORING URBAN STRATEGIC PLANNING			
11:30 – 12:15		Case Study: The experiences of the eThekweni Municipality's IDP	Puven Akkiah	Senior Manager: IDP	eThekweni Municipality
12:15 – 13:00		The experience of municipalities in IDP processes: Group Work	ALL	ALL	ALL
13:00 – 14:00		LUNCH BREAK			
SESSION 4		THE IMPORTANCE OF VISIONING IN URBAN STRATEGIC PLANNING PROCESS			
14:00 – 14:45		Why Vision is critical in Strategic Planning?	Peter Robinson	Independent Planning Consultant	Robinson and Associates
14:45 – 15:15		Group Discussions	ALL	ALL	ALL
14:45 – 15:15		STADIUM TOUR			
		END OF DAY ONE OF THE MASTER CLASS			

URBAN STRATEGIC PLANNING MASTER CLASS 2017

DAY TWO		TUESDAY 28 MARCH 2017			
08:00 – 08:30	ARRIVAL, TEA AND COFFEE Facilitator: Sogen Moodley				
SESSION FIVE	STRATEGIC PLANNING AND ORGANISATIONAL ALIGNMENT: TOWARDS A NEW MODEL				
08:30 - 09:00	Lessons Learnt from Day One	MILE Facilitator	MILE	eThekwini Municipality	
09:00 - 10:30	Lead input from thought leader	Kisa Diamini	General Manager: Human Resources	KZN COGTA	
10:30 – 11:00	Group Discussions	ALL	ALL	ALL	
11:00 - 11:30	TEA AND COFFEE BREAK				
SESSION SIX	URBAN STRATEGIC PLANNING AND CITIZEN ENGAGEMENT				
11:30 - 12:30	Citizen engagement in planning and budgeting processes	Sipho Cele	Deputy City Manager	eThekwini Municipality	
12:30 - 13:00	Group Discussion	ALL	ALL	ALL	
13:00 - 13:45	LUNCH BREAK				
SESSION 7	STRATEGIC PLANNING AND BUDGETING				
14:00 - 15:00	The relationship between the IDP and the budget: The process & lessons learned	Sandie Mnguni	Head: Expenditure	eThekwini Municipality	
15:00 - 16:00	Group Discussion and Lessons Learnt	ALL	ALL	ALL	
	END OF DAY TWO OF THE MASTER CLASS				

DAY THREE		WEDNESDAY 01 MARCH 2017			
08:00 – 08:30	ARRIVAL, REGISTRATION: TEA AND COFFEE Facilitator: Sogen Moodley				
SESSION 8	PERFORMANCE MANAGEMENT TOOLS AND PRACTICE				
08:30 - 09:00	Lessons Learnt from Day Two	MILE Facilitator	Programme Manager: MILE	eThekwini Municipality	
09:00 - 10:00	Monitoring and Evaluation of the Strategic Plan	Nirmala Govender	Head: Performance Monitoring and Evaluation	eThekwini Municipality	
10:00 - 10:30	Group Discussion	ALL	ALL	ALL	
10:30 - 10:45	TEA AND COFFEE BREAK				
SESSION 9	WRAP UP, WAY FORWARD AND CLOSURE				
10:45 - 12:00	The Value of Urban Strategic Planning to KZN practitioners	TBC	General Manager	KZN-COGTA / SALGA	
12:00 - 12:15	Wrap-up and Lessons Learnt	Sogen Moodley	Senior Manager: MILE	eThekwini Municipality	
12:15 - 12:30	Municipal Technical Support	Genevieve Hartley	Programme Manager: MILE	eThekwini Municipality	
12:30 - 12:45	Evaluation of the Master Class	ALL	ALL	ALL	
13:00 - 13:45	LUNCH AND NETWORKING				
	END OF THE URBAN STRATEGIC PLANNING MASTER CLASS				

5. Overview

In officially opening the session, Mr Apelgren (eThekweni Municipality Head: IGR) gave an overview of the City and placed a special emphasis on the importance of strategy development, implementation and management. It was noted that SDGs should play a highly influential role in developing strategy and in guiding IDPs. In planning, a number of crucial factors such as financial management, public participation and being aware of intervening factors should not be compromised. It was also emphasized that consideration should be placed on efficiently balancing the urban and rural divide in strategic planning.

6. Messages of Support

In developing a vision as part of the IDP, all priorities and agendas should be considered, for example, local, provincial, national, continental and international. Urban Strategic Planning should be an inclusive process and must address the long term planning for poverty, unemployment and inequality as well as climate change, amongst other issues. KZN COGTA further placed special emphasis on forging partnerships and moving towards a direction that will yield desired outcomes. In the same light, SALGA reiterated the fact that it represents the aspirations of Municipalities and are at the forefront of municipal planning. Participants were also encouraged to consider small town rehabilitation as a means to encourage and attract investment.

7. Expectations

Participants were requested to communicate the expectations they had from being part of the Master Class. Their varied responses showed that they wanted to deepen their knowledge on capacity building, community participation, effective implementation, political interface, the IDP-Budget linkage, an alignment.

8. The Value Of Long Term Development Planning

“If you do not plan, you shall repair at a cost” – Mr Bongumusa Zondo, Senior Manager: Imagine Durban

“High-level”, “method”, and “solution” were some of the concepts and descriptions of strategy and long term planning that were offered by participants. In a thought-provoking presentation, Mr Bonginkosi Zondo (Senior Manager: Imagine Durban) highlighted the significance of developing strategy. Long-term planning focuses on initiatives and effort towards a defined and desired state of development. It also allows local government to deal with long term issues (e.g. climate change, human settlements etc.) in a systematic manner. Moreover, it brings about the appreciation and recognition of the long-term impact of the current decisions. It also acknowledges that short term solutions are not sufficient for many issues facing society. A long term plan stands the test of time regardless of political leadership, as it is not the “imagination” of the officials but of the citizens. Communities should drive long-term plans as they are the ones making the choices and “political suicide” would occur if this does not happen. The SDG slogan “*leave no one behind*” epitomizes the considerations of future planning. Furthermore, the importance of separating the “wants” from the “needs” was highlighted. “Wants” were defined as dreaming without constraints whereas “needs” were stated as the roadmap for implementation.

9. Strategic Planning and IDP

“If you don’t know where you’re going any road will take you there” Mr Puven Akkiah, Senior Manager: IDP

Basically, IDPs define the road a municipality must take. In his address, Akkiah emphasized that IDPs adopt vision as a “mantra” for moving forward and progression. Successful IDPs are characterised by an embedded process of monitoring and evaluation. Furthermore, the characteristics of successful IDP Plans are motivated for multiple investments that can stimulate growth and development. Furthermore, IDPs encourage multi-level governance where national, provincial and local governments commit as partners to the same goals and objectives. Moreover, they are a necessary tool for cities that need to plan beyond their boundaries and to refine their inter-municipal co-operation. Their key success factors reflect proper principles and models of urban and rural development. IDP’s must also contribute to the identity of cities and their distinctiveness, and “pay” specific attention to the poor, vulnerable and marginalized people.

10. The Importance of Vision in Strategic Planning

Professor Peter Robinson imparted his knowledge regarding vision and highlighted its critical importance in setting the long term direction of a municipality. The framework he provided was instructive in that visions should not be too long as people have a short attention span. Although he was advocating for shorter visions, he took a stance that the audience must be reminded that the selected words are retrieved from well thought out strategies. eThekweni Municipality is exemplary in this regard with adopting a popular vision statement of aspiring to become “*Africa’s most caring and liveable City by 2030*”. It was proposed that a long and shorter version of IDP should be adopted. It was stressed that the IDP review must be periodic.. Robinson further warned against dramatically changing visions as change usually occurs incrementally and is a process.

11. Logistical Service Delivery Planning Procedures

Mr Kisa Dlamini argued that some aspects of the current service delivery planning procedure are not coherent. In his flow of argument, he offered a simplified model which is embedded on planning for the people in spaces. Dlamini that municipal areas must be divided up into planning regions that is manageable but bigger than current ward boundary areas. The next steps to be taken should be determining problems experienced by the people and use utilize them in formulating and consolidating future satisfactory goals. Thereafter, the formulation of indicators can occur. Subsequently, the design of strategies / implementation that will enable achievement must also take place. At this stage, all planning has taken place in clusters and the responsibility of projects must therefore be allocated to sectoral departments.

Dlamini also emphasised the simplification of documents and the utilisation of a data collection framework for “sifting” information. Legislation indicates clearly what a plan should comprise as well as the duty of the planners. The development of two documents; one for COGTA and another simplified version should be provided to Councillors and the community. In support of his argument, he posed the questions, “What is the natural order of service delivery? Are we following it?” Then again, he argued this proposal might not always work because municipalities don’t plan; they weren’t designed for people to work, play and pray. Their primary objective therefore is to execute.

Questions and Discussions on the Key Lessons of Logistical Service Delivery Planning Procedures

If in a Municipality a process with multi-parties is undertaken, what must be done?

- Consult and get a Council Resolution for Council priorities in 5 years;
- Council promises picked up by CDWs
- Results must be kept in same place
- Done according to planning regions
- Keep information by places

At the Municipal level, who would be the lead executor?

- Area Based Management Structure
- Support structures (i.e. Sizakala, CPAS, Electricity, Water, and Mayors Office).
- People-centred planning is so close to area based planning.

What informs government strategic planning because Municipalities are not invited to participate?

There is one plan for government (national, provincial, local). There is no need for consultation per department and planning office in the province simplifies the process. District Technical Planning Forums are to align all spheres.

Some Points to Ponder:

“Everything has its own intrinsic order” – Mr Kisa Dlamini, GM Human Resources: KZN-COGTA

- Service delivery process doesn't need integration – it is whole already.
- In the standard operations of governance, directives are given by MECs and in the same light, Councillors should do the same.
- “How do you capture needs into the IDPs?”
- The role of professionals is to provide technically sound and legally compliant solutions - they should consult on the needs and not the solutions
- “How do we accommodate pushy political leaders without comprising integrity?”
- Action manifesto is needs analysis (i.e. talks during OSS and meetings)

12. Citizen Engagement in Planning And Budgeting Process- DCM Siphon Cele

In providing a clear and coherent presentation in the context of eThekweni, one of the key considerations in funding citizen engagement is the ability to stretch and extend the limited public purse as far as possible. In the City, the formal structures for consultation and engagements are regionally based and recognize the various sectors (i.e. women and youth formations) in all 110 wards. It is crucial to have traditional leaders as well as farmers partake in a series of structured programmes, such as Council sittings, Mayoral Izimbizos and Operation Sukuma Sakhe (OSS).

Questions and Discussion Points on Citizen Engagements

How does eThekweni Municipality ensure engagements are not once off “events”? How does it track resolutions? What is the process of following up on the resolutions?

- The Department of Community Participation and Action Support in eThekweni Municipality is responsible for community engagements and resolutions. They ensure that community structures exist and provide support. They also work together with the Mayor to consolidate the work they've done. It must be taken into cognizance that it's impractical to cover all 110 Wards. Another function is to facilitate entry of other Units through projects and programmes. Masakhane also has the function of keeping communities engaged on pertinent issues.

How does eThekweni balance out the correct audience? How does eThekweni effectively determine the time of the meetings?

- It is important to appreciate constraints and work around them. Rural communities are vast and citizen engagement is impossible in the afternoons. Buses / taxis (transport) is provided to move them to a certain point. Weekends are considered to be the better option. The Masakhane process kicks in and the War Rooms provide feedback to OSS.

How much budget is allocated to Community Participation and Action Support (CPAS) Unit?

- Funding (approximately, R20 million per annum) is allocated to run unit and projects on an annual basis. .

How do technocrats adapt to understand community issues and needs?

- EThekweni Municipality tries to shy away from interpreting communities. Everything that is raised is taken at face value. However, understanding plays a crucial role. Officials need to determine what the issues are, when they occurred, and how long they have been a burden to the community. It is also important to note that writing down is not interpretation but for continuity.

Ward Councillors vs Traditional Leaders - How are the gaps bridged?

- In 2002 eThekweni Municipality incorporated Traditional Leaders. The KwaXimba was the first community under Traditional Authority to embrace the municipality. The setting was a prototype of what would come in the future if Traditional Leaders partnered with Municipalities. They were given an office-an informal structure with Chairperson. It is vital to observe protocol and get their permission first. It is also advisable for them to be allocated time in the beginning of the programme. The reality is that they have authority over land and their status must be respected.

What is the balance between technocrat and political Approach To public engagements?

- Those that are seen as leadership in communities should lead and Technocrats should come in as a support mechanism. Political leaders (i.e. Councillors) should determine the logistics – the time, venue and determine the critical role-players and this should be applicable to all sectors. However, technocrats must not abdicate their duties to inform advice and assist in driving the process. Public participation is the Speaker's responsibility, as s/he is capacitated to monitor and implement the various programs. Role-players, such as the Mayor should be consulted extensively. CPAS Unit responsible for implementation

13. IDP and Budget: Key Themes and Lessons Learnt

During a robust debate, the practitioners pointed out that funding is sourced from ratepayers and equitable shares, as well as other municipal taxes. Staff salaries, water and electricity, and infrastructure maintenance are deemed as unavoidable costs. The budget is a determining factor in addressing the needs of the community. However, there must be a paradigm shift in first determining the needs before adopting a budget.

14. Monitoring and Evaluation of the Strategic Plan

In an effective presentation by Nirmala Govender (Head: PME), she expressed that monitoring, evaluation and reviewing is a necessary process of assessing the performance of any municipality. PME was deemed to be a yardstick for addressing challenges. Similarly, KPIs are about monitoring individual competencies. The various departments must be able to realise their significance through M & E. In the discussion, it was raised that since the impact and outcomes are long term, only five year cycle achievements are considered. Participants were advised that project plans are not the same as SOPs. Projects are characterised by specific start and end dates, milestones, budgets, risks, and so forth. A number of municipalities are faced with the challenge of lack of accountability and compliance. To avert this obstacle, eThekweni Municipality adopted a carrot and stick approach. It is essentially the combination of obtaining buy-in from EXCO and senior management; and linking every indicator on the responsible person for performance. Furthermore, participants were advised to ensure that indicators are well aligned with strategy. It is important for officials to be placed correctly institutionally. For example, the IDP should report to the MM/CM as accountable officer who is responsible for driving vision and strategy.

15. Way Forward and Conclusion

After dynamic interactions and thorough engagements, participants had the opportunity to reflect on the discussions in an effort to practically apply them in their respective municipalities. Moving forward, the following areas were identified and need to be addressed:

- The relationship between COGTA-KZN, SALGA and MILE will be further cemented.
- Knowledge Management and preserving institutional memory was emphasized. In this regard, Municipalities should feel free to connect with MILE in addressing this.