

# “IDP AS LEADERSHIP CHALLENGE”

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# Integrated Development Plan

Municipal Systems Act, 32/2000  
(Section 35)

principal strategic planning  
instrument for the Municipality –  
it guides & informs all planning &  
development within the  
Municipality

# Context & Challenges of IDP Evolution

- A mayoral responsibility
- Evolves concurrently with the process of institutional transformation  
(from esta, consolidation, integration – thru to sustainability)
- Though an instrument, but it is equally subject of a dialectical influence by other institutional & contextual factors such as:
  - ✓ Leadership & community capacity to comprehend with the methodology & processes  
(both political & administrative)
  - ✓ Political / administrative dichotomy  
(fuelled also by varied experience in the L.G. sector)
  - ✓ Dichotomy also entrenching attitudes to cultural change

# Context & challenges of IDP Evolution

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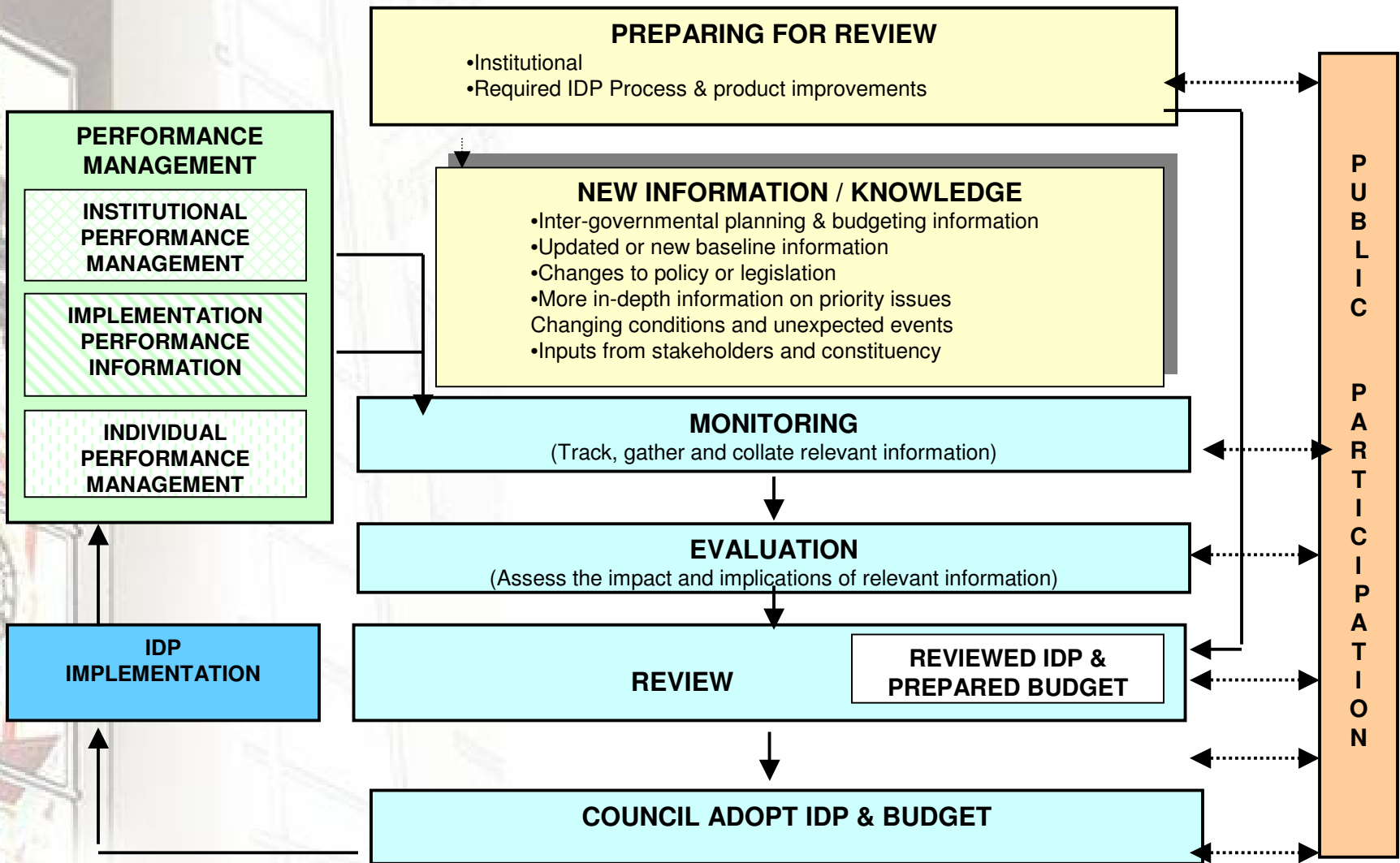
- ✓ Stabilization / regularization of systems e.g. information management systems  
(internal planning/budgeting, integration & communication)
- ✓ Leadership hegemony  
(cohesion & authority of leadership directives)
- ✓ Leadership ability to moderate community demands vs. the municipal resource envelopes  
(during Strategising & prioritization)
- ✓ Popular embrace of authoritative instructions; like implementation of council resolutions without fail  
(everyone should fear to flout council resolutions)
- ✓ Synchronization, strategic coordination & housing of the transformation initiatives  
(delegations & reporting mechanisms should be succinct)

# **IDP REVIEW PHASES:**

## **CRITICAL LEADERSHIP FOLLOW THROUGH**

- **Preparation phase**
  - ✓ Council, Management (Tech. SC) & Stakeholders (IDP Rep Forum) provide leadership for this phase [consensus & ownership of Process Plans]
- **Monitoring & Evaluation – updated Analysis**
  - ✓ Stakeholders, Ward Committees (e.g. thru ward surveys) & Tech. SC
- **Refining Objectives, Strategies, Programs & Projects**
  - ✓ NB: Developing KPIs !
  - ✓ Leadership of the Mayor, Municipal manager come-together in a Strategising session – lift-up the lid on strategic direction of the city (e.g. engage discussion on CDS, SDS-Services Offerings)
  - ✓ This process is enhanced by Tech. SC & ultimately reported to the Stakeholders (i.e. Rep. Forum).

# IDP REVIEW PROCESS



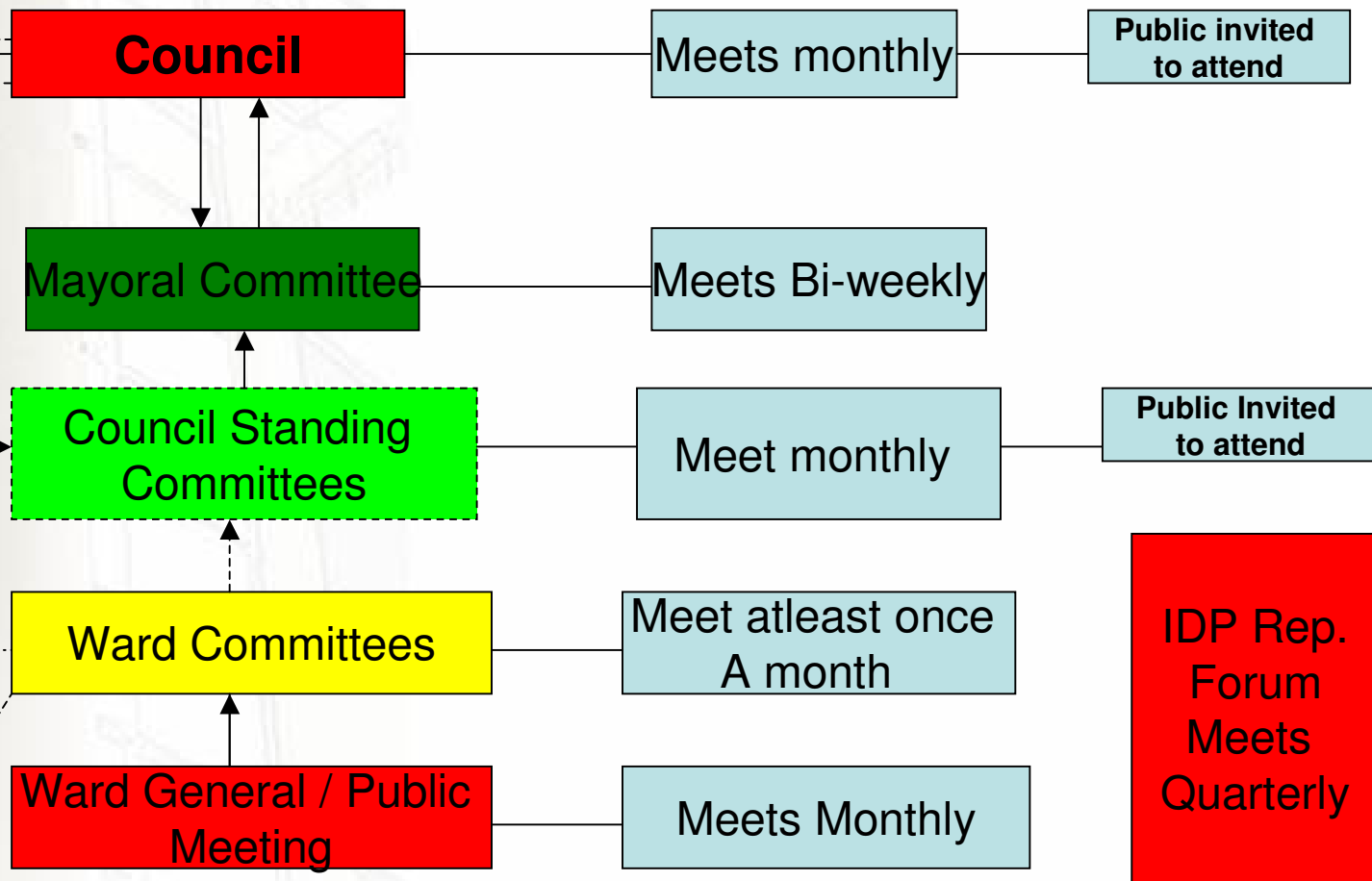
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## Public Participation & Integrated Development Plan

- A municipality must develop a culture of municipal governance the compliments representative government with a system of participatory governance:
  - ✓ Encourage & create conditions for the local community to participate
  - ✓ Contribute to building the capacity of the local community, councillors & staff
  - ✓ Use it resources and annually allocate funds in its budget for creation of conditions & building of capacity.

# Public participation is a continuous process - not a seasonal event



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# Way Forward & Opportunities

- Deal with the leadership dichotomy issue  
(clarify the singularity of purpose)
- Therefore ensure single message centre and multiple transmission points without fear of contradiction
- Ensure maximum compliance to regulatory authority i.e. legislation, council policies  
(internal audit should be able to give account & show red-light before AG)
- Deal with poor budget expenditure alongside poor performance
- Lead internal road-shows on IDP/Budget/PMS to ensure internalisation

# Thank You



Buffalo City Municipality