

CAPE WINELANDS DISTRICT MUNICIPALITY

2022 – 2027

IDP PROCESS PLAN



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SECTION ONE: INTRODUCTION & BACKGROUND

1.1 INTRODUCTION AND BACKGROUND

The IDP Process Plan is a process that guides the planning, drafting, adoption and review of its IDP. It also provides a time schedule of activities and events to be undertaken in the process of developing the actual District IDP and supporting IDP processes of the Local Municipalities to ensure alignment.

The Process plan is an organized activity plan that outlines the process of development of the IDP/Budget and Performance. This process plan outlines the manner in which the 2022-2027 IDP development and Budget process will be undertaken. It has been prepared in line with the 2022-2027 District Framework Plan.

Section 153 of the Constitution of the Republic of South Africa provides that a municipality must “structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”. This constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions.

The IDP of a municipality is developed for a five year period and is reviewed annually. Section 25 of the Municipal Systems Act, No 32 of 2000 states that: “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.

The IDP, as a municipality’s strategic plan, informs Municipal decision-making as well as all the business processes of the Municipality. The IDP must inform the Municipality’s financial and institutional planning and most importantly, the drafting of the annual budget.

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). The preparation of a Process Plan, which is in essence the IDP Process set out in writing, requires the adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

1.2 LEGAL CONTEXT

In term of Section 28 and 29 of the Municipal Systems Act (2000) indicates that:

28 Adoption of process

(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.

(3) A municipality must give notice to the local community of particulars of the process it intends to follow.

29 Process to be followed

(1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must-

(a) be in accordance with a predetermined programme specifying timeframes for the different steps;

(b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for-

(i) the local community to be consulted on its development needs and priorities;

(ii) the local community to participate in the drafting of the integrated development plan; and

(iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;

(c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and

(d) be consistent with any other matters that may be prescribed by regulation.

(2) A district municipality must-

(a) plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipalities in that area;

(b) align its integrated development plan with the framework adopted in terms of section 27; and

(c) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the local municipalities in that area.

(3) A local municipality must-

(a) align its integrated development plan with the framework adopted in terms of section 27; and

(b) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the district municipality

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. The preparation, tabling and approval of the annual budget;*
 - ii. 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.*
 - iii. The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
 - iv. The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

1.3 HORIZONTAL AND VERTICAL ALIGNMENT

FRAMEWORK PLAN

In terms of Chapter 5 and Section 26 of the Municipal Systems Act (2000), Districts are required to prepare and adopt a Framework Plan which indicates how the District and Local Municipalities will align their IDP's. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the region, and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

Section 27 of the Municipal Systems Act 32 of 2000 provides further guidance on the compilation of the district framework for integrated planning. Accordingly, the section requires that a district municipality must develop and adopt a framework for integrated development planning in consultation with local municipalities under its jurisdiction intended to guide the development of the district IDP and the IDPs of local municipalities. The Act mandates that this framework must be consulted with the local municipalities within its area in order to ensure consensus and buy-in on the framework. The consultation is important as the contents of the framework will be implemented by the local municipalities.

The District Framework will serve as a coordination tool to ensure that priorities, programmes and projects of local municipalities and the district are aligned with national priorities and programmes in order to facilitate integrated development. The framework is for a five-year period, aligned to the IDP cycle and electoral mandate and can be reviewed annually. The framework should therefore provide direction to the local municipalities on development priorities through the IDP. This will ensure that the local IDPs are coordinated and aligned to maximize the limited resources and respond to the identified needs of the local communities. According to Section 27(2) of the Act, the District IDP Framework is binding on both the district and the local municipalities in the area of the district municipality. To this effect the

act provides the minimum requirements of the framework plan.

1.4 DISTINCTION BETWEEN PROCESS PLAN AND TIME SCHEDULE

Process Plan (Five Year)	Time Schedule (Annually)
The IDP Process Plan in accordance with Section 28 of the MSA is a process set out in writing to guide the planning, drafting, adoption and review of its initial 5-year IDP after the start of Councils elected term. It contains events to be undertaken in the process of developing the actual IDP and supporting IDP processes of the Local municipalities to ensure alignment.	In accordance with Section 21 of the MFMA the Council must adopt a time schedule outlining key deadlines for the tabling and adoption of the annual review/amendment of the IDP, any amendments to the IDP and consultative processes which form part of the annual IDP and Budget review.

SECTION TWO: ROLES AND RESPONSIBILITIES

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Internal Stakeholders	<p>Council:</p> <ul style="list-style-type: none"> • Adoption of a District Framework and Process Plan. • Ensure the amendment of the IDP under changing circumstances. • Adoption of the IDP and Budget <p>Executive Mayor:</p> <ul style="list-style-type: none"> • General management of the drafting of the IDP • Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees. • Recommend the draft IDP and Budget to the Council for adoption/Approval. <p>Municipal Manager:</p> <ul style="list-style-type: none"> • Decide on planning process; • Monitor the process of IDP/SDF Review; • Overall Management and co-ordination; • Provide the necessary resources for the compilation and implementation of the IDP/SDF. • Ensure that the Budget and SDBIP is informed by the approved IDP. <p>Head of Departments:</p>

	<ul style="list-style-type: none">• Provide technical/ sector expertise• Identify strategic gaps in the existing plans, and advise accordingly• Prepare and review selected Sector Plans.• Prepare draft progress reports and proposals. <p>Co-ordinator: IDP</p> <ul style="list-style-type: none">• Day-to-day management of the process• To ensure that the Process Plan is finalised and adopted by Council;• To adjust the IDP according to the proposals of the MEC;• To ensure the continuous participation of role players;• To monitor the participation of role players;• To ensure appropriate procedures are followed;• To ensure documentation is prepared properly;• To carry out the day-to-day management of the IDP process;• To respond to comments and enquiries;
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	<ul style="list-style-type: none"> • To ensure alignment of the IDP with other IDP's within the District Municipality; • To co-ordinate the inclusion of Sector Plans into the IDP documentation; • To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP • To submit the reviewed IDP to the relevant authorities. <p>Budget Steering Committee:</p> <ul style="list-style-type: none"> • The IDP/Budget Steering Committee will be chaired by the Portfolio Chairperson: Financial Services; • Secretariat will be provided by the Administration; • Members of the IDP/Budget Steering Committee will comprise the Senior Management of the DM, the staff responsible for the preparation of the IDP and Budget (IDP, PMS and Budget and any other members as the Municipal Manager may deem fit). • Provide terms of reference for the various planning activities associated with the IDP and Budget; • Considers and comments on: <ul style="list-style-type: none"> • Inputs from sub-committee/s, focal groups and consultants; • Inputs from provincial sector departments and support providers; and • Public inputs. • Processes, summarises and documents outputs; • Makes content and technical recommendations; and • Prepare, facilitate and documents meetings.
External Stakeholders	Community, Organisations ,Businesses and Sector Departments

	<ul style="list-style-type: none">• Must participate in the drafting of the IDP• Must have an equal opportunity during the Public Participation process• Must participate in the drafting of the budget
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SECTION THREE: IDP PROCESS PLANNING

3.1 The Integrated Development Plan

3.1.1 Chapter 5 and Section 25(1) of the Municipal Systems Act (2000) indicates that:

(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 budgets 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.

3.1.2 Section 26 of the Municipal Systems Act (2000): Core components of Integrated Development Plan

An integrated development plan must reflect-

(a) the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

(b) an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;

(c) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;

(d) the council's development strategies which must be aligned with any

national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;

(e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;

f) the council's operational strategies;

(g) applicable disaster management plans;

(h) a financial plan, which must include a budget projection for at least the next three years; and

(i) the key performance indicators and performance targets determined in terms of section 41.

3.1.3 Regulation 3 of the Municipal Planning and Performance Management Regulations of 2001

Detail of integrated development plan

A municipality's integrated development plan must at least identify the institutional framework, which must include an organogram, required for-

(i) the implementation of the integrated development plan; and

(ii) addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan;

(b) any investment initiatives in the municipality;

c) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development;

(d) all known projects, plans and programs to be implemented' within the municipality by any organ of state; and

(e) the key performance indicators set by the municipality.

An integrated development plan may

(a) have attached to it maps, statistics and other appropriate documents; or

*(b) refer to maps, statistics and other appropriate documents *hat are not*

attached, provided they are open for public inspection at the Offices of the municipality in question.

A financial plan reflected in a municipality's integrated development plan must at least-

- (a) include the budget projection required by section 26(h) of the Act;*
- (b) indicate the financial resources that are available for capital project developments and operational expenditure; and*
- (c) include a financial strategy that defines sound financial management and expenditure control: as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:*
 - (i) Revenue raising strategies;*
 - (ii) asset management strategies;*
 - (iii) financial management strategies;*
 - (iv) capital financing strategies;*
 - (v) operational financing strategies; and*
 - (vi) strategies that would enhance cost-effectiveness.*

A spatial development framework reflected in a municipality's Integrated development plan must

- (a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995);*
- (b) set out objectives that reflect the desired spatial form of the municipality;*
- (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-*
 - (i) indicate desired patterns of land use within the municipality;*
 - (ii) address the spatial reconstruction of the municipality; and*

- (iii) provide strategic guidance in respect of the location and nature of development within the municipality;*
- (d) set out basic guidelines for a land use management system in the municipality;*
- (e) set out a capital investment framework for the municipality's development programs;*
- (f) contain a strategic assessment of the environmental impact of the spatial development framework;*
- (g) identify programs and projects for the development of land within the municipality;*
- (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and*
- (i) provide a visual representation of the desired spatial form of the municipality, which representation -*
 - (i) must indicate where public and private land development and infrastructure investment should take place;*
 - (ii) must indicate desired or undesired utilisation of space in a particular area;*
 - (iii) may delineate the urban edge;*
 - (iv) must identify areas where strategic intervention is required; and*
 - (v) must indicate areas where priority spending is required.*

3.2 IDP Review Process

The Municipal Systems Act 32 of 2000, in Section 34 outlines legislative prescripts in respect of the annual review and amendment of integrated development plan.

A municipal council:

(a) must review its integrated development plan:

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand;

(ii) may amend its IDP in accordance with a prescribed process.

3.2.1 Purpose of a review

For the IDP to remain relevant the municipality must assess implementation performance and the achievement of its targets and strategic objectives. In the light of this assessment the IDP is reviewed to reflect the impact of successes as well as corrective measures to address problems. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, outcomes and outputs of the IDP.

The IDP has to be reviewed annually in order to:

- Ensure its relevance as the municipality's strategic plan;
- inform other components of the municipal business process including institutional and financial planning and budgeting; and
- inform the cyclical inter-governmental planning and budgeting cycle.

The annual review must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget. It must be completed in time to properly inform the latter.

The purpose of the annual review is therefore to:

- reflect and report on progress made with respect to the strategy in the 5-year IDP
- make adjustments to the strategy if necessitated by changing internal and

external circumstances that impact on the appropriateness of the IDP;

- determine annual targets and activities for the next financial year in line with the 5-year strategy; and
- inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

3.2.2 What the review is not

- The Review is not a replacement of the 5-year IDP; and
- The Review is not meant to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands.

3.2.3 Amendment of the IDP

In terms of Section 34(b) of the MSA, a municipal council may amend its IDP in accordance with the prescribed process. The need to amend the IDP could arise from the 2 different scenarios:

- (a) The annual performance review; or
- (b) Changing circumstances.

Based on the findings of the annual performance review of the IDP, the Municipality may decide to amend its IDP. The following factors within the annual performance review may be evaluated when considering to amend the IDP:

- Whether the aims and objectives of the IDP are reached by the Municipality;
- Whether the direction provided within the IDP is incorporated within the sectoral plans; and

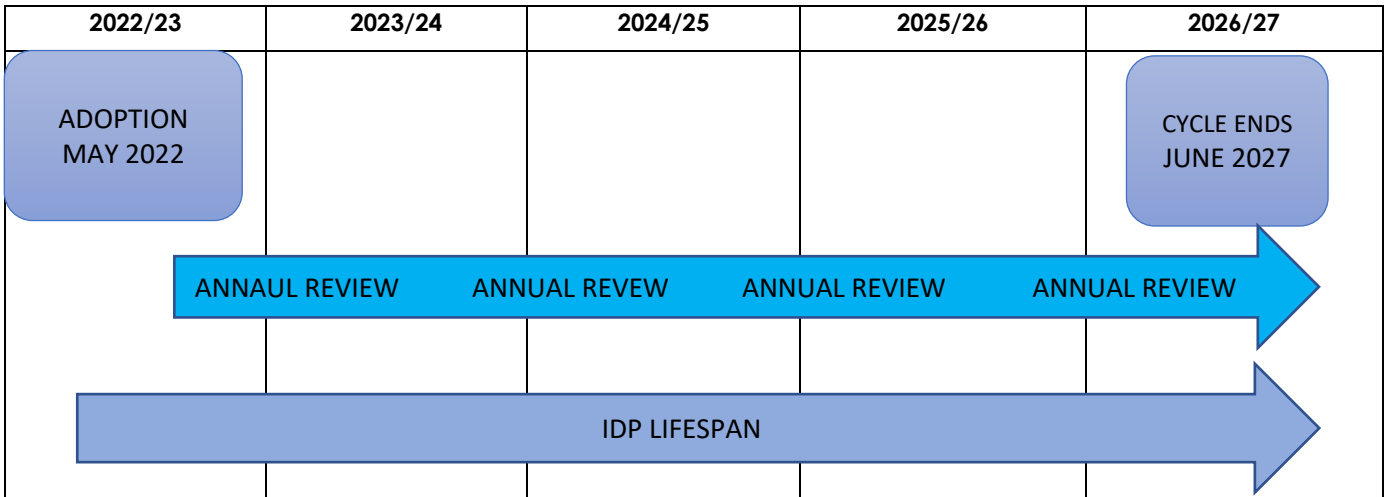
- Whether the Municipal budget being spent is in line with the planned expenditure.

Changing circumstances can be regarded as general circumstances that are out of the control of the Municipality that have a substantive impact on the Municipality's policies and/or plans and could include:

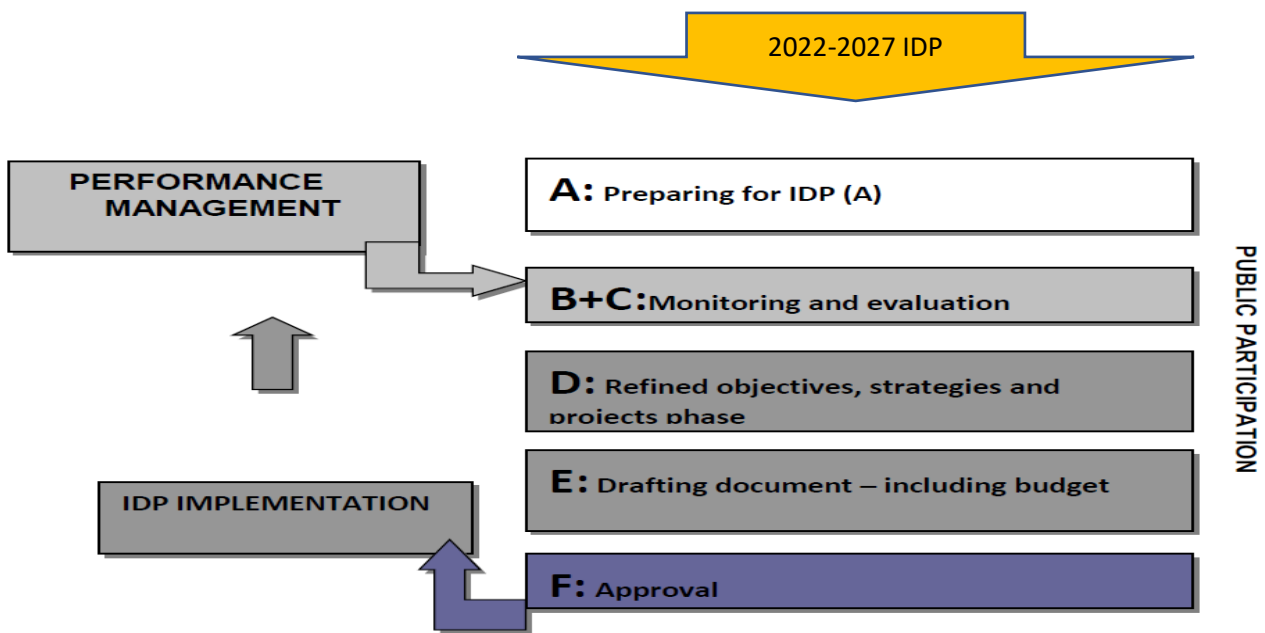
- Changes in legislation, policy, norms or standards;
- Disaster (e.g. drought, pandemics, etc.);
- Thresholds being reached in terms of certain parameters (e.g. air quality standard, water quality standard, water supply level, etc.);
- Significant proposal for development in the municipal area that will result in significantly changed human settlement needs, socio-economic needs or altered natural environments;
- Drastic change in population growth;
- Change in political leadership resulting in the change of priorities; and
- New information that gives rise to the need for new or additional or changed policies, programmes and projects or adapted proposals

3.3 IDP PLANNING CYCLE

This illustration represents the continuous cycle of planning, implementation and review throughout the five-year lifespan of the IDP.



Below illustration captures a summary of the IDP process.



3.4 PHASES OF IDP PROCESS

Phase	Activities	Timeframe
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Analysis	Community issues brought to Municipality's attention through ward committees, public meetings or stakeholder meetings.	Feb 2022
Strategies	Determine Vision, Mission, Strategic Objectives, outcomes, measurable outputs and targets.	Jan - Feb 2022
Projects, Programmes	Details of the possible solutions are discussed to determine what is needed (budget, timing, how long, when, by who).	March - April 2022
Integration	Screening, revision and integration of programmes, projects, sector plans, operational and business plans are integrated and budgeted for.	March - April 2022
Approval	Plan to table at Council and discuss at ward committees, public meetings or stakeholder meetings. Finalise and approve the IDP and budget. Publicise the IDP and budget for public comment and submissions, Consultation and final approval.	March - May 2022 Final Approval May 2022

SECTION FOUR: PUBLIC PARTICIPATION: IDP PROCESS

Chapter 4, of the Municipal Systems Act (2000), Community Participation (ss 16-22), indicates the importance of Public Participation.

4.1 FUNCTION AND CONTEXT OF PUBLIC PARTICIPATION

Four major functions can be aligned with the public participation process namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

4.2 MECHANISMS FOR PARTICIPATION

The following mechanisms for participation will be utilised:

- Joint Public Participation Engagements between the district and local municipalities

A district wide calendar of events will be drawn up with the local municipalities. These events, though initiated by the local municipalities, will be supported in principle and administratively by the district municipality. All inputs raised by stakeholders will be minuted and provided to the district municipality to be considered as part of the Analysis Phase of the IDP. These specific meetings will be sector based and excludes Ward-based meetings by the local municipalities.

- IDP Public Participation Forums / Stakeholder Forums

The Forum will represent all stakeholders, business and community organisation and additional organizations will be encouraged to participate in the forum throughout the process.

- Media
- The Local press will be used to inform the community of the progress with respect to the IDP Reviews

- Radio broadcasts covering the area of the municipality
 - Municipal notice boards, including; satellite offices, municipal websites, etc.
Imbizo
 - This will target our internal representation which also forms part of the CWDM.
- The District Website and Facebook
The Districts website and Facebook page will be utilised to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for communities and service providers to download.

4.3 PROCEDURES/PROCESS FOR PARTICIPATION

COUNCIL APPROVAL

The IDP will be tabled at MAYCO for consideration by mid-March 2022. Council will then adopt the 5TH Generation IDP and Budget by the end of May 2022.

MATTERS, MECHANISMS AND PROCEDURES FOR ALIGNMENT AND CONSULTATION

The IDP planning process is a local process, which requires the input and support from other spheres of government at different stages. Alignment is the instrument to synthesize and integrate the top-down and bottom-up planning process between different spheres of government.

Mechanisms and procedures are important to note that the planning processes need to be coordinated and addressed jointly. The District Municipality must ensure that alignment between local municipalities takes place, and the Western Cape Department of Local Government should play a coordinating role in ensuring that all other spheres and especially sector departments understand the need for alignment and their role within the local and District IDP processes.

Two kinds of alignment are required, namely:–

- Between CWDM and the five local municipalities as well as with other municipalities sharing borders with the district municipalities;

- Between the local government institutions and the CWDM on the one hand and national and provincial spheres of government and corporate service providers on the other hand.

Each municipality will need to ensure internally that IDP projects that have commenced already are aligned with new projects and that the continuation thereof is safeguarded within the new process. Each municipality will be responsible for addressing such cases themselves.

The CWDM accepts responsibility for all alignment processes at local government level in the district.

If special alignment needs arise, e.g. in case of cross-border alignment activities between local municipalities in the CWDM and those in adjacent districts these will be referred to the Mayoral Committee who will decide how a specific matter will be dealt with.

Special attention must be given to the following overall aspects during all phases of the planning process and in all alignment actions: –

- Horizontal alignment between the IDPs of the local municipalities.
- Ensuring vertical alignment between district and local IDPs.
- Facilitation of alignment of district and local IDPs with the policies and strategies/programmes of other spheres of government and sector departments, to ensure that they qualify for allocations from departmental budgets and allocations.
- Facilitation of alignment between IDP strategies and programmes of the CWDM and local municipalities on the one hand and corporate service providers on the other hand.
- The joint promotion of regional vision and cultivating an IDP focus and awareness throughout the region.
- Special attention to addressing agency services rendered by the CWDM on behalf of the provincial authority.
- Dealing with conflict during alignment processes.
- Integration between the SPLUMA and IDP processes (The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA))

Joint strategic sessions will also consider the following aspects:–

- Regional economic development;
- Human development in the region;
- The Spatial Development Framework for the region, keeping in mind the new SPLUMA regulations;
- The sustainable utilisation of scarce resources, with special reference to environmental viability;
- Proactive consultation and coordination between district and local municipalities on delivery programmes and projects in the district, to ensure an integrated approach throughout and the achievement of common district objectives in the process;
- Action-specific principles, e.g. bioregional planning principles, will be fundamental to all spatial planning in the district;
- Information sharing among municipalities in the region;
- Priorities identified by more than one local municipality which as such can be regarded as partial regional priorities;
- Proactive definition of components, strategies and programmes of the IDP/IDPs arising from non-municipal line functions, as well as crosscutting dimensions such as poverty, gender issues, etc. that have to be addressed;
- Coordination of actions and implementation of IDP strategies.

4.4 PROCEDURES AND PRINCIPLES FOR MONITORING THE PLANNING PROCESS AND AMENDMENT OF THE FRAMEWORK

PROCEDURES AND PRINCIPLES FOR MONITORING THE PLANNING PROCESS

The following procedures and principles will apply to the monitoring of the planning process:–

- Each municipality is responsible for monitoring its own process and for ensuring that the agreed principles and programmes for the Framework are adhered to.
- Each municipality will use its IDP Steering Committee together with the IDP Coordinator concerned as the responsible monitoring agent. The monitoring agent is responsible for reporting on progress/problems upward to the Council and Mayoral Committee concerned and downward to departmental heads, officials and functionaries.
- Sections 83 and 84(1)(a) of the Municipal Structures Act (2000), empower the CWDM to monitor the process at district and local level.

The IDP Coordinator of the CWDM monitors the processes at local municipalities by way of regular liaison and enquiries.

AMENDMENT OF FRAMEWORK

The following procedures and principles will apply to addressing any departure/amendment to the Framework and/or the planning process as such:–

- The committee of IDP Managers meets after each phase in the IDP process to evaluate progress and to identify where changes, amendments or departures to/from both the Framework and the planning process are required.
- Each municipality must notify the CWDM within five (5) working days of any departure from its Action Plan that may have an impact on district-level activities and programmes (e.g. the identification of local priorities are delayed and therefore the district-level strategic workshop on priorities would have to be postponed).

Requests to amend the Framework must include: –

- The wording of the proposed amendment;
- Motivation for the amendment;

- Expected implications of the amendment.
- CWDM's IDP Coordinator deals with the process and ensures that all proposals for departure/amendment are reported to role-players and that their comment is invited.
- The District IDP Managers Forum responsible for the preparation of the Framework continues with the mandate to consider proposals for the amendment of the Framework, to define proposals for amendment and to approve these.
- CWDM's IDP Coordinator amends the Framework and submits it to the various Councils for final approval to the District Coordinating Forum.

4.5 COMPONENTS FOR INCLUSION IN INTEGRATED DEVELOPMENT PLANS

CLEAR ANALYSIS OF MUNICIPAL REALITY & CLEAR DEVELOPMENT STRATEGY

- Socio-economic analysis of municipal area: (Ward-based profiling within the municipal area)
- Clear development vision
- Clear economic development strategy (to broaden economic participation skills development and higher investment rate)
- Clear strategy for people development (skills / health / education)
- Clear actions for development of natural resource base
- Action for integrated human settlement (spatial planning logic)
- Sectoral plans in support (water, transport, energy, land reform)

TARGETED BASIC SERVICES AND INFRASTRUCTURE INVESTMENT

- Basic service provision that addresses national targets for basic service provision (water, sanitation, electricity, waste removal/sanitation)
- Clear medium to long term infrastructure provision strategy: Targeting of services and infrastructure to specific areas
- Maintenance of infrastructure is addressed, MIG and other infrastructure grants

are optimally utilized

COMMUNITY INVOLVEMENT IN PLANNING AND DELIVERY

- Municipal-wide engagement on IDP and related task teams
- Communication on IDP through council and ward structures

INSTITUTIONAL DELIVERY CAPACITY WITHIN MUNICIPALITY

- Clear project and service delivery plans
- Budget linked to IDP priorities and projects
- Clear performance indicators for IDP implementation: services/project.
- Internal skills, systems and implementation responsibilities.

- National Linkages:

The national sphere of Government should at least provide a framework for the preparation of the Sector Plans, and where possible funding for such plans. The national sphere should also coordinate and prioritise programmes and budgets between sectors and the national sphere in line with the framework.

- Provincial Level:

As with the National Government, the Provincial Government should prepare Sectoral Guidelines and funding for the preparation of Sector Plans. This will contribute to the creation of a normative framework and consistency between municipalities. The development of the Sector Plans programmes needs to be coordinated, aligned and cascaded down to local level.

ALIGNMENT OF THE IDP, BUDGET AND PERFORMANCE MANAGEMENT PROCESSES

Every attempt has been made in this Process Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS) review.

KEY ACTIVITIES

Below is a summary of the key activities to take place in terms of the IDP, Budget and PMS for the 2022/23 – 2026/2027 IDP Process

CYCLE FOR THE 2022/23 – 2026/2027 IDP INCLUDING THE PMS AND BUDGET LINKAGES

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET	Administration - Municipality and Entity	Budget Review Activities
JULY 2021	<ul style="list-style-type: none"> ▪ IDP Process Plan Drafted (year 1) ▪ Time schedule (annually) ▪ SDF - Establish Project Committee- ▪ Compile amendments to MSDF – 1 July – 30 September 2021 	<ul style="list-style-type: none"> ▪ Signing of new performance contracts for Section 57 Managers and submission to MAYCO (Section 69 of the MFMA and Section 57 of the MSA). ▪ Final S57 Managers' Performance Assessments 	<p>Mayor and Council / Entity Board</p> <ul style="list-style-type: none"> ▪ Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process MFMA s 53 ▪ Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist 	<p>Administration - Municipality and Entity</p> <ul style="list-style-type: none"> ▪ Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 ▪ Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81 	<p>Budget Review Activities</p> <ul style="list-style-type: none"> ▪ Approve and announce new budget schedule and set up committees and forums. ▪ Consultation on performance and changing needs.
AUGUST 2021	<ul style="list-style-type: none"> ▪ Compile amendments to MSDF – 1 July – 30 September 2021 ▪ IDP Process Plan tabled at MAYCO and Council for approval. ▪ IDP preparation process initiated. ▪ Review of comments received on the 2022/23-2026/27 IDP document. ▪ Self-assessment to identify gaps in the IDP process. ▪ Integration of information from adopted Sector Plans into the IDP document. ▪ Provincial IDP JPI ▪ Initiation of new sector plans into the IDP. ▪ Start review and updating of the IDP Vision, Mission and Objectives. ▪ Start review of the strategic elements of the IDP in light of the new focus of Council. 	<ul style="list-style-type: none"> ▪ Quarterly Project Implementation Report (for last quarter of 2020/21) MPPR Reg. 14 ▪ Quarterly Audit Committee meeting (for the last quarter of 2015/16 MFMA Sect 166 & MPPR Reg. 14(3)(a)) ▪ Compile annual report for 2019/20 (MFMA Sect 121) ▪ Submission of 2019/20 Draft Annual Report to Auditor General 	<ul style="list-style-type: none"> ▪ Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Ch 4 as amended ▪ Mayor establishes committees and consultation forums for the budget process 	<ul style="list-style-type: none"> ▪ Accounting Officer to submit AFS to Auditor-General [Due by 31 August, MFMA Sec 126(1)(a)] 	<ul style="list-style-type: none"> ▪ Consultation on performance and changing needs. ▪ Review performance and financial position. ▪ Review external mechanisms. ▪ Start Planning for next three years.

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
SEPTEMBER 2021	<ul style="list-style-type: none"> Integration of information from adopted Sector Plans into the IDP document. Finalisation of review of Elements of Spatial Development Framework. Updating and review of the strategic elements of the IDP in light of the new focus of Council Compile amendments to MSDF – 1 July – 30 September 2021 Submit draft amendment MSDF to Project Committee for comments – 30 September 2021 	<ul style="list-style-type: none"> Auditor General audit of performance measures 	Mayor and Council / Entity Board <ul style="list-style-type: none"> Council through the IDP process reviews strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans 	Administration - Municipality and Entity <ul style="list-style-type: none"> Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans 	Budget Review Activities <ul style="list-style-type: none"> Update policies, priorities and objectives. Determine revenue projections and policies.
OCTOBER 2021	<ul style="list-style-type: none"> Integration of information from adopted Sector Plans into the IDP Review document.. Updating and review of the strategic elements of the IDP in light of the new focus of Council. 	<ul style="list-style-type: none"> Sect 57 Managers' quarterly assessments (for first quarter of 2019/20) 		<ul style="list-style-type: none"> Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS 	<ul style="list-style-type: none"> Determine revenue projections and policies. Engagement with sector departments, share and evaluate plans, national policies, MTBPS. Draft initial allocations to functions. Draft initial input to IDP.
NOV 2021	<ul style="list-style-type: none"> Submit Draft amendment of MSDF to Council to approve the publication thereof for public comment in media and to request comment from the Provincial Minister 				

<p>DECEMBER 2021</p>	<ul style="list-style-type: none"> ▪ Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. ▪ Project alignment between the DM and LM's. ▪ Identification of priority IDP projects. 		<ul style="list-style-type: none"> ▪ Council finalises tariff (rates and service charges) policies for next financial year MSA s 74, 75 	<ul style="list-style-type: none"> ▪ Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years' performance as per audited financial statements 	<ul style="list-style-type: none"> ▪ Council determines strategic choices for next three years. Finalise tariff policies
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MONTH	ACTIVITIES				
	IDP	PMS	BUDGET	BUDGET	BUDGET
JANUARY 2022	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. Identification of priority IDP projects. <p>SDF - Public Participation period [60 days] - 15 January-15 March 2022</p> <ul style="list-style-type: none"> Advertise in media x2 newspapers inviting comment Government Gazette Submit to provincial minister 	<ul style="list-style-type: none"> Mayor tables annual report for 2015/16 MFMA Sect 127(2) Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 21a) Sect 57 Managers' quarterly assessments (for second quarter) 	<p>Mayor and Council / Entity Board</p> <ul style="list-style-type: none"> Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1) 	<p>Administration - Municipality and Entity</p> <ul style="list-style-type: none"> Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36 	<p>Budget Review Activities</p> <ul style="list-style-type: none"> Prepare detailed budgets and plans for the next three years.
	FEBRUARY 2022	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. Identification of priority IDP projects. <p>SDF - Public Participation period [60 days] - 15 January-15 March 2022</p> <ul style="list-style-type: none"> Advertise in media x2 newspapers inviting comment Government Gazette Submit to provincial minister IDP Public Participation - CWDM 	<ul style="list-style-type: none"> Quarterly Project Implementation Report (for second quarter of 2016/17) MPPR Reg. 14 Quarterly Audit Committee meeting (for the second quarter) MFMA Sect 166 & MPPR Reg. 14(3)(a) 	<ul style="list-style-type: none"> Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2) 	<ul style="list-style-type: none"> Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)

MONTH	ACTIVITIES				
	IDP	PMS	Mayor and Council / Entity Board	Administration - Municipality and Entity	Budget Review Activities
MARCH 2022	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. Initiate preparation of Capital Investment Plan. Initiate preparation of Financial Plan. Conclusion of Sector Plans initiated for the 2022/23 financial year and integration into the IDP. SDF – Consider proposed comments and follow SPLUMA, Sec 20(3) b process if necessary – 15 March – May 2022 Submit Draft 5th Generation IDP to Council 	<ul style="list-style-type: none"> Council to consider and adopt an oversight report [Due by 31 March MFMA Sec 129(1)] Set performance objectives for revenue for each budget vote (MFMA Sect 17) 	<ul style="list-style-type: none"> Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34 	<ul style="list-style-type: none"> Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42 	<ul style="list-style-type: none"> Mayor tables budget, resolutions, plans and changes to IDP at least 90 days before the start of the financial year.
APRIL 2022	<ul style="list-style-type: none"> Incorporation of DORA information into the IDP document. Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets. Identify departmental allocations from Municipality's Own Funds. Workshops with Portfolio Councillors to identify projects to which Own Funds will be allocated to. Preparation of Capital Investment Plan. Preparation of Financial Plan. Public participation process launched through series of public hearings on the IDP and Budget. Conclusion of Sector Plans initiated for the 2022/23 financial year and integration into the IDP SDF – Consider proposed comments and follow SPLUMA, Sec 20(3) b process if necessary – 15 March – May 2022 CWDM IDP/BUDGET meetings 	<ul style="list-style-type: none"> Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into IDP S57 Managers' Quarterly Performance Assessments Publicise Annual Report [Due by 7 April MFMA Sec 129(3)] Submit Annual Report to Provincial Legislature/MEC Local Government [Due by 7 April MFMA Sec 132(2)] 	<ul style="list-style-type: none"> Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21 Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other prov. and nat. organs of state and municipalities. Mayor to respond to submissions during consultation and table amendments for council consideration. Council to approve IDP and budget and plans at least 30 days before start of budget year. 	<ul style="list-style-type: none"> Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year 	<ul style="list-style-type: none"> Consultation with National and Provincial Treasuries and finalise sector plans, water and sanitation, electricity, etc. Public hearings on the Budget, Council Debate on Budget and Plans.

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
MAY 2022	<ul style="list-style-type: none"> Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets. IDP/Budget Steering Committee meeting to consider the amendments to the IDP. MAYCO recommends adoption of the 5th Generation IDP to Council. SDF – Submit to Council for approval with 5th Generation IDP 	<ul style="list-style-type: none"> Quarterly Project Implementation Report (for third quarter) MPPR Reg. 14 Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a) Annual review of organisational KPIs (MPPR Reg 11) Review annual organisational performance targets (MPPR Reg 11) 	Mayor and Council / Entity Board	Administration - Municipality and Entity	Budget Review Activities
			<ul style="list-style-type: none"> MFMA s 23, 24; MSA Ch 4 as amended Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87 	<ul style="list-style-type: none"> Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature 	<ul style="list-style-type: none"> Public hearings on the Budget, Council Debate on Budget and Plans. Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.
JUNE 2022	<ul style="list-style-type: none"> Adoption of the 5th Generation IDP by Council. SDF – Publish notice of approval within 14 days of approval in Government Gazette. 	<ul style="list-style-type: none"> Community input into organisation KPIs and targets Budget for expenses of audit committee 	<ul style="list-style-type: none"> Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year MFMA s 16, 24, 26, 53 Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2) MFMA s 59, 79, 82; MSA s 59-65 	<ul style="list-style-type: none"> Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA. MFMA s 69; MSA s 57 Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87 	<ul style="list-style-type: none"> Publish budget and plans. Finalise performance contracts and delegation

