



**TSWELOPELE**  
LOCAL MUNICIPALITY  
A MUNICIPALITY IN PROGRESS

**INTEGRATED DEVELOPMENT  
PLANNING AND BUDGET  
PROCESS PLAN**

2022/ 2023

OFFICE OF THE MUNICIPAL MANAGER

THE PROCESS PLAN FOR THE TSWELOPELE LOCAL MUNICIPALITY HAS BEEN DRAFTED IN TERMS OF SECTION 28 (1) AND 34 OF THE MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000).

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## **1. INTRODUCTION AND LEGISLATIVE BACKGROUND**

The Municipal Systems Act 32, 2000 (Act No. 32 of 2000) mandates Municipalities to review Integrated Development Plans annually in accordance with an assessment of its performance measurements. Integrated Development Plan is therefore defined as a: "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" Municipal Systems Act 32, 2000, Chapter 5 section 35 1(a).

Integrated Development Plan plays a pivotal role in informing all planning processes of the other spheres of government (National and Provincial) as well as all state owned enterprises, which implies a dire need for joint and coordinated effort by these parties in the IDP development processes. It is therefore essential that IDP must be formulated in accordance with a business plan, detailing roles and responsibilities, time frames and cost estimates, to ensure that the Integrated Development Plans gives effect to the Constitutional mandate.

The Municipal Finance Management Act 56, 2003 requires a municipal council to review the Integrated Development annually. The review of IDP should consider past financial and budgetary performance and changing circumstances. The council is therefore required to amend IDP based on its annual review.

Integrated planning helps local government transcends its traditional service delivery functions to cope with the contemporary and pressing demand that it plays as an active development role. It is the principal strategic instrument guiding all planning, management, investment, development and implementation of decisions in the medium-term, taking into account inputs from all stakeholders, including the community and elected public representatives.

According to the Constitution (section 152 and 153), local government is in charge of the development process of the municipality, and it is in charge of municipal planning. The Constitutional mandate relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purpose of municipal integrated development planning:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities.

In terms of Chapter 5 of the Municipal Systems Act, 2000, as amended and section 28 (1) requires that: Each municipal council must, within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan for the development of the entire municipality that:-

- Consults the local community on the Process Plan;
- Gives Public Notice on the process the Municipality intended to follow

In terms of the core components of Integrated Development Plans, Chapter 5 and Section 26) of the Municipal Systems Act (2000) indicates that: An integrated development plan must be reflective.

- 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;
- 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;
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for land use management system of the municipality;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of section 41.

## **2. PURPOSE OF THE IDP & BUDGET PROCESS PLAN**

The purpose of formulating a Process Plan is to ensure the following:

- The Involvement of the local community in the development, implementation and review of the municipality's performance.
- To allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality.
- To depict and commit on time frames for smooth running and sequence of activities,
- Cost estimates with dedicated involvement from specific role players in the municipality.

The Process Plan therefore aims to address the following aspects:

- Distribution of roles and responsibilities in the IDP Process;
- Organizational Structures / Institutional Arrangements for the IDP Process;
- Action Plan with time frames and resource requirements;
- Mechanisms and procedures for community and stakeholder participation; as well as mechanisms and procedures for alignment;

The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential to realizing a system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and organizational change. These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments with municipalities own capacities and processes, including alignment with district initiatives.

Therefore, the purpose of this document is to outline the operational plan (an integrated Process plan) for the development of Integrated Development Plan for Tswelopele Local Municipality.

### What is a Process Plan?

The Process Plan is a timetable for all the milestones and activities that will be realized to review the IDP in the context of the budget, Performance Management System, Spatial Development Framework and all other sector plans, with an emphasis to four core sector plans such as the Disaster Management Plan, the Financial Plan, Spatial Development Plan and the Institutional Management Plan. This Process Plan is based on the circumstances of Tswelopele Local Municipality, taking cognizance of the process plan requirements as outlined in the Municipal Systems Act (S 34) and guidelines for Integrated Development Planning.

In order to ensure certain minimum quality standards of the Integrated Development Plan, 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, sector departments, Stakeholders and other role players in the IDP Process;
- An indication of the organizational or institutional arrangements for the IDP Process;
- Binding Process and planning requirements, i.e. policy and legislation and Mechanisms and procedures for vertical and horizontal alignment.

Tswelopele Local Municipality IDP Process Plan has been aligned to Lejweleputswa District Municipality Framework Plan and legislative requirements. The Process Plan will be submitted to the Council for consideration and adoption, also to the MEC for COGTA. Draft and the final Integrated Development Plan & Budget will be sent to the aforementioned stakeholders at the end of the planning process.

### **3. INSTITUTIONAL ARRANGEMENTS**

#### **DISTRIBUTION OF ROLES AND RESPONSIBILITIES IN THE INTEGRATED DEVELOPMENT PLAN PROCESS**

##### **Tswelopele Municipal Council**

The role of the Tswelopele Municipal Council will be:

- To adopt a process plan;
- Be responsible for the overall management and coordination of the planning process;
- Adopt and approve the final IDP and;
- Ensure that annual business plans, budget and related development activities are based on approved IDP.

##### **The Executive Committee**

- Manage through the Municipal Manager review process
- Recommend the IDP review process to the Council
- Recommend the IDP revisions to the Council
- Allocate resources for reviewing the IDP

##### **The IDP Steering Committee**

- The Municipal Manager
- The Chief Financial Officer
- The Director Technical Services
- The Director Community Services
- The Director Corporate Services
- Manager Strategic Services
- Representatives from IMATU and SAMWU
- Manager Budget and Revenue
- Manager Speakers office
- Public Participation Officer
- Internal Auditor
- Youth Development Officer
- Special Programmes Officer
- Disaster Management Officer
- Other officials as recommended by HOD's

The role of the Tswelopele Municipal IDP Steering Committee will be to:

- Provide terms of reference for all reviewing and planning activities
- Commission IDP planning studies, programs and projects
- Process, summarize and document outputs from subcommittees, teams etc.
- Recommend amendments to the contents of the IDP
- Prepare, facilitate and document meetings and workshops
- Ensure alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance.
- Prepare and submit report to the IDP Representative Forum

## **The IDP Representative Forum**

While the need for broad public participation in the IDP Process is by no means underscored, it is also recognized that a smaller, purpose-made vehicle for more intensive public participation is required. The IDP Representative Forum is the structure which institutionalizes and guarantees representative participation in the IDP process. The selection of members to the IDP Representative Forum has to be based on criteria which will ensure the geographical, economic and social representation.

Thus the IDP Representative Forum comprising of the following members will be constituted:

- Mayor as the political head of the institution
- Members of the Executive Committee
- Ward Committee Chairpersons
- Heads of Departments
- Representatives from organized stakeholder groups (NGO's, CBO's, SMME's etc.)
- Other interested and affected parties identified from the broad public participation process such as community representatives (CPF and Taxi associations etc.).

The Mayor chairs this Forum. The IDP Representative Forum represents the interests of the community. It provides a vehicle for discussion and communication between all stakeholders. This Forum is intensively involved in the identification of needs, formulation of objectives and strategies, identification of projects and formulation of the Spatial Development Framework. The Forum is also responsible for monitoring the implementation of the IDP. The Forum meets frequently through the course of the formulation of the IDP, to provide input. It is also expected to meet regularly after the IDP had been submitted to the MEC for Local Government to monitor progress made in the implementation of the IDP.

## **Ward Councilors**

Ward councillors will play a pivotal role in the preparation of the IDP process, both in terms of the technical and community participation process. They will act as the main interface between the council and communities.

Primary responsibilities would include:

- Organizing public consultation and participation at ward level;
- Dissemination of the information from council to constituents and vice versa;
- Identification of issues and projects at a ward level;
- Participating in the approval and ongoing monitoring of approved IDP;
- Identify and encourage unorganized groups to participate in the IDP process.

## **The Municipal Manager and Manager Strategic Services Responsibilities**

The Municipal Manager assisted by Manager Strategic Services will be responsible for overall management of the IDP process but remains accountable for the overall IDP process as dictated by Municipal Systems Act 2000. The Municipal Manager is responsible for spearheading the IDP, Budget, SDBIP & PMS Process within Tswelopele Local Municipality and ensuring coordination between councilors, officials and stakeholders in the process. In particular integrated planning, budgeting, monitoring service delivery performance is the responsibility of the accounting officer. Amongst others, the following responsibilities have been allocated to the Manager Strategic Services for the IDP Process:

- To ensure that the Process Plan is finalized and adopted by Council;
- To adjust the IDP according to the proposals of the MEC;
- To identify additional role-players to sit on the IDP Representative Forum;
- To ensure the continuous participation of role players;
- To monitor the participation of role players;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- 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.

### **Officials**

The officials of Tswelopele Local Municipality will ultimately be responsible for the implementation of the IDP Process and as such will play a key role in the development of the IDP's specific activities that will be undertaken by the officials.

This would include:

- Provision of relevant technical and financial information;
- Development of strategies and project plans;
- Providing inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees.

### **Budget Steering Committee / Finance committee.**

In line with Municipal Budget and Reporting Regulations as issued by the National Treasury, the Municipality must establish a budget steering committee. This committee will be responsible for ensuring that the budget as well as the IDP processes are related and do comply with MFMA. Activities of this committee will be reported to the council regularly.



## Senior Management Committee

### 4. CODE OF CONDUCT FOR MEMBERS

- Meeting schedule (frequency and attendance) at least once for every phase
- Agenda, facilitation and documenting of meetings – IDP management
- Understanding by members of their roles and responsibilities in respect of their constituencies
- Feed back to constituents
- Require simple majority for decisions

### 5. PROPOSED CO-ORDINATION PROCESS

PHASES	KEY OUTPUTS	ACTIVITY	TIME-FRAMES
1 – Analysis	<ul style="list-style-type: none"> <li>• Assessment of existing level of development;</li> <li>• Priority issues or problems;</li> <li>• Information on causes of priority issues /problems;</li> <li>• Information on available resources.</li> </ul>	Compiling existing data. Review Situational Analysis Analyzing progress made in the context of priority issues. Meeting with stakeholders' representatives	3 months
2 – Strategies	<ul style="list-style-type: none"> <li>• The Vision;</li> <li>• Objectives;</li> <li>• Strategies;</li> <li>• Identified Projects</li> </ul>	Considering the relevance & application of policy guidelines in the local context	2 months
3 – Projects	<ul style="list-style-type: none"> <li>• Performance indicators;</li> <li>• Project outputs, targets and ward location;</li> <li>• Project related activities &amp; time schedule;</li> <li>• Cost &amp; budget estimates</li> </ul>	Formulation of project proposals	2 months
4 – Integration	<ul style="list-style-type: none"> <li>• Financial plan;</li> <li>• Capital investment programme (CIP);</li> <li>• Integrated Spatial Development framework;</li> <li>• Integrated sectoral programme (LED, HIV, Poverty alleviation, gender equity etc.);</li> <li>• Consolidated monitoring/performance management system;</li> <li>• Disaster management plan;</li> <li>• Institutional plan;</li> <li>• Reference to sector plans.</li> </ul>	Presentation of objectives & Projects proposals to the IDP Representative Forum and discussion. Compilation of revised proposals Inviting and incorporating comments from the public & MEC	6 weeks (1,5 months)
5 – Approval	<ul style="list-style-type: none"> <li>• The output of this phase is an approved IDP for the municipality</li> </ul>	Adoption of IDP, Budget, SDBIP, PMS, Policies & By-Laws, Sector Plans by the Council	6 weeks –

		<ul style="list-style-type: none"> <li>▪ Council Strategic session for prioritization &amp; alignment of IDP objectives with budget (SDBIP),</li> <li>▪ Development &amp; review of sector plans, policies &amp; by-laws</li> <li>▪ Development of institutional &amp; individual scorecard (PMS)</li> </ul>	
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## 6. PLANNING AND PUBLIC PARTICIPATION

The process to be undertaken based on IDP guidelines. The process will ensure that each phase complied with the required legislation and municipal needs and is within the municipality's available financial and human resources.

<b>Preparation Phase</b>	Adverts on Notice boards and municipal public places
<b>Monitoring and Evaluation Phase</b>	Representative Forum Meetings
<b>Objectives, strategies and Projects Phase</b>	Representative Forum Meetings
<b>Reviewed IDP Phase</b>	Public Hearings and Representative Forum Meetings
<b>Approval Phase</b>	Adverts on Notice boards and municipal public places Representative Forum Meetings Public Hearings

### Analysis Phase

To ensure that decisions are based on:

- Community's priority needs and problems
- Knowledge on available and accessible resources
- Proper information and on a profound understanding of the dynamics influencing the development in a municipality.

### Strategies Phase

To ensure that there is a broad inter-sectoral debate on the most appropriate ways and means of tackling priority issues. Consideration of policy guidelines and principles, available resources, inter-linkages, competing requirements and an agreed vision.

### Project Phase

To ensure a smooth planning/delivery link by providing an opportunity for a detailed and concrete project planning process. This phase gives the sector specialists their appropriate roles in the planning process, thereby contributing to a smooth planning –implementation link.

### Integration Phase

To ensure that the results of project planning are checked for their compliance with vision, objectives, strategies and resources and that they are all in harmony. Various sector plans are considered at this phase.

### Approval Phase

To ensure that before adoption of IDP, Budget, SDBIP and PMS, all relevant stakeholders and interested parties, including other spheres of government have been given an opportunity to

comment on the draft plan. The final IDP document with all inputs from various stakeholders incorporated into the report and with budget is tabled before Council for approval and adoption.



## 7. KEY PRIORITIES AND TARGETS FOR CONSIDERATION

In an endeavour to meet the National Development Plan targets of eradicating poverty, increasing employment, creating sustainable livelihoods and reducing inequality by 2030, the municipality should ensure that our planning and priorities addresses the following areas;

NATIONAL PERFORMANCE AREAS	KEY GOVERNMENT TARGETS	MUNICIPAL FOCUS AREAS
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> <li>-Promote decent work and strengthen measures to speed up employment equity.</li> <li>-Empower, educate and create jobs for youth through job placement and internship schemes.</li> <li>-Improve and expand education and training by eradicating adult illiteracy.</li> </ul>	<ul style="list-style-type: none"> <li>-Capacity building</li> <li>-Organisational Policies</li> <li>-Institutional reparation</li> <li>-Human Resources and admin</li> <li>-Performance management</li> <li>-Information and Communication Technology</li> <li>-Record Management System</li> <li>-Safety &amp; security</li> <li>-Fleet management</li> <li>-Safety and security</li> </ul>
Infrastructure Development & Basic Services	<ul style="list-style-type: none"> <li>-Transform our rural areas.</li> <li>-Implement rural development focusing on meeting basic needs and land reform.</li> <li>-Ensure decent living conditions and sustainable human settlements.</li> <li>-Accelerate provision of basic services and infrastructure in all existing informal settlements.</li> <li>-Continue work to achieve universal access to running water and decent sanitation.</li> <li>-Ensure quality health care for all by intensifying the campaign against HIV and AIDS.</li> <li>-To continuously rollout existing social grants to those who qualify.</li> </ul>	<ul style="list-style-type: none"> <li>-Waste Management</li> <li>-Sanitation</li> <li>-Disaster Management</li> <li>-Electricity</li> <li>-Roads</li> <li>-Human Settlement</li> <li>-Community amenities</li> <li>-Spatial Development Planning (SPLUMA)</li> <li>-Environmental Management</li> <li>-Parks development and recreation</li> <li>-Traffic management</li> </ul>
Local Economic Development	<ul style="list-style-type: none"> <li>-Build an inclusive economy that creates jobs.</li> <li>-Unlock economic opportunities, create jobs and improve people's quality of life.</li> <li>-Increase investment in agricultural infrastructure in support of small-holder farmer development.</li> </ul>	<ul style="list-style-type: none"> <li>-Agriculture support</li> <li>-Tourism development</li> <li>-SMME development and support</li> <li>-Sports, Arts and culture</li> <li>-Cooperative support</li> <li>-Emerging contractors</li> </ul>
Municipal Financial Viability & Management	<ul style="list-style-type: none"> <li>-Promote local procurement to support small enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>-Revenue collections and Debt management</li> </ul>

	<ul style="list-style-type: none"> <li>-Promote investment and access to credit in the productive economy from the financial sector.</li> </ul>	<ul style="list-style-type: none"> <li>-Financial controls and financial statements</li> <li>-Supply Chain Management</li> <li>-Revenue enhancement</li> <li>-Valuation roll development</li> </ul>
<p>Good Governance &amp; Public Participation</p>	<ul style="list-style-type: none"> <li>-Fight corruption and crime.</li> <li>-Restrict public servants from doing business and holding public officials liable for losses arising from corrupt actions.</li> <li>-Strengthen participatory democracy in workplaces, schools, hospitals, clinics and in our communities.</li> <li>-Promote a culture of dialogue across society as part of the national effort to build a social compact for growth and development.</li> <li>-Ensure public representatives are constantly in touch with the people and listen to people's concerns and needs</li> </ul>	<ul style="list-style-type: none"> <li>-Integrative planning</li> <li>-Special programmes</li> <li>-Community based planning</li> <li>-Communication management</li> <li>-SDBIP development and monitoring</li> <li>-Ward Committee support</li> <li>-Audit Committee Oversight</li> <li>-Risk management</li> <li>-By-law development</li> </ul>

## 8. IDP, PMS AND BUDGET LINKAGES

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
JULY 2021	<ul style="list-style-type: none"> <li>▪ Preparation of the Draft IDP / Budget and PMS Process Plan.</li> <li>▪ Consultation with Budget and Treasury Office for alignment purposes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Signing of new performance contracts for Section 57 Managers Roll out of the SDBIP</li> <li>▪ Prepare Departmental Business/Sectional Plans for the 2022/23 financial year.</li> <li>▪ 2020/21 Final Section 57 Managers' Performance Assessments.</li> <li>▪ Preparation of s46 Reports by various HOD's.</li> </ul>	<b>Mayor and Council</b>	<b>Administration - Municipality</b>	<b>Budget Review Activities</b>
			<ul style="list-style-type: none"> <li>▪ Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accounting officer and senior officials of municipality begin planning for next three-year budget <b>MFMA s 68, 77</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Approve and announce new budget schedule and set up committees and forums.</li> <li>▪ Consultation on performance and changing or priority needs.</li> </ul>
AUG 2021	<ul style="list-style-type: none"> <li>▪ Tabling of IDP Process Plan to EXCO for comments</li> <li>▪ IDP Process Plan tabled to Council for approval.</li> <li>▪ Advertisement of the IDP Process Plan in order to meet AG audit requirements</li> <li>▪ IDP preparation process initiated.</li> <li>▪ Self-assessment to identify gaps in the IDP process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Submission of the Annual Performance Reports prepared in terms of s46 of MSA 2000 to Council</li> <li>▪ Submission of s46 Report to AG</li> <li>▪ Quarterly Audit Committee meeting on August (for the last</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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 timelines. <b>MFMA s 21,22, 23;</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Accounting Officer to submit AFS to Auditor-General [Due by 31 August, <b>MFMA Sec 126(1)(a)</b>]</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation on performance and changing needs.</li> <li>▪ Review performance and financial position.</li> </ul>

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
	<ul style="list-style-type: none"> <li>▪ Integration of information from adopted Sector Plans into the IDP Review document.</li> <li>▪ Initiation of new sector plans into the IDP, if any.</li> <li>▪ Updating and review of the strategic elements of the IDP in light of the new focus of Council.</li> <li>▪ Convene IDP Representative Forum</li> <li>▪ IDP Steering Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>quarter of 2020/21) MFMA Sect 166)</li> <li>▪ Evaluation Panel meeting (for evaluation of Sect 57 Managers final assessments)</li> </ul>			<ul style="list-style-type: none"> <li>▪ Start Planning for next three years.</li> </ul>
<b>SEPT 2021</b>	<ul style="list-style-type: none"> <li>▪ Integration of information from adopted Sector Plans into the IDP Review document if possible</li> <li>▪ Review and updating of the IDP Vision, Mission and Objectives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Auditor General audit of performance measures</li> <li>▪ Reminder to be sent to HOD's to submit their Q1 SDBIP Reports in terms of s41 MSA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budget office of municipality 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Update policies, priorities and objectives.</li> <li>▪ Determine revenue projections and policies.</li> </ul>



MONTH	ACTIVITIES			
	IDP	PMS	BUDGET	
				<ul style="list-style-type: none"> <li>Engages with Provincial and National sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc.)</li> </ul>
<b>OCT 2021</b>	<ul style="list-style-type: none"> <li>Integration of information from adopted Sector Plans into the IDP Review document.</li> <li>Integration of Spatial Development Framework</li> <li>Updating and review of the strategic elements of the IDP in light of the new focus of Council.</li> <li>IDP Steering Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Submission of Q1 Reports by HOD's</li> <li>Q1 Reports tabled to Council (for first quarter of 2021/22)</li> <li><b>MPPR Reg. 14</b></li> <li>Sect 57 Managers' quarterly <b>informal</b> assessments (for first quarter of 2021/22)</li> </ul>		<ul style="list-style-type: none"> <li>Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials</li> <li><b>MFMA s 35, 36, 42;</b></li> <li>Determine revenue projections and policies.</li> <li>Engagement with sector departments, share and evaluate plans, national policies.</li> <li>Draft initial allocations to functions.</li> <li>Draft initial changes to IDP.</li> </ul>

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
<b>NOV 2021</b>	<ul style="list-style-type: none"> <li>▪ Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>▪ Identification of priority IDP projects.</li> <li>▪ Project alignment between the DM and LM</li> <li>▪ Convene IDP Representative Forum.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly Audit Committee meeting (for the first quarter of 2021/22) MFMA Sect 166</li> </ul>		<ul style="list-style-type: none"> <li>▪ Accounting officer reviews and drafts initial changes to IDP <b>MSA s 34</b></li> <li>▪ Auditor-General to give the audit report [Due by 30 November, <b>MFMA 126(4)</b>]</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft initial changes to IDP.</li> <li>▪ Consolidation of budgets and plans.</li> </ul>
<b>DEC 2021</b>	<ul style="list-style-type: none"> <li>▪ Departments to comment on the reviewed Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>▪ Project alignment between the DM and LM.</li> <li>▪ Identification of priority IDP projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing compilation of annual report for 2020/21 (MFMA Sect 121)</li> <li>▪ Reminder to be sent to HOD's to submit their Q2 SDBIP Reports in terms of s41 MSA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council finalizes tariff (rates and service charges) policies for next financial year <b>MSA s 74, 75</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Executive determines strategic choices for next three years.</li> <li>▪ Finalize tariff policies.</li> </ul>
<b>JAN 2022</b>	<ul style="list-style-type: none"> <li>▪ Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>▪ Identification of priority IDP projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Submission of Q2 Reports by HOD's</li> <li>▪ Q2 Reports tabled to Council (for second quarter of 2021/22) <b>MPPR Reg. 14</b></li> </ul>		<ul style="list-style-type: none"> <li>▪ Accounting officer reviews proposed national and provincial allocations to municipality for</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare detailed budgets and plans for the next three years.</li> </ul>

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
	<ul style="list-style-type: none"> <li>IDP Steering Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Mayor tables draft annual report for 2020/21 MFMA Sect 127(2)</li> <li>Make public annual report and invite community inputs into report (MFMA Sect 127 &amp; MSA Sect 21a)</li> <li>Municipal Manager submits Mid-year Report to the Mayor (in terms s72 MFMA)</li> </ul>		<p>incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)</p> <p><b>MFMA s 36</b></p>	
<b>FEB 2022</b>	<ul style="list-style-type: none"> <li>Continuous Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>Identification of priority IDP projects.</li> <li>IDP Steering Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Project Implementation Report (for second quarter of 2021/22) MPPR Reg. 14</li> <li>Quarterly Audit Committee meeting (for the second quarter of 2021/22) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>Submit draft annual report to AG, Provincial COGTA (MFMA Sect 127)</li> </ul>		<ul style="list-style-type: none"> <li>Accounting officer finalizes 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</li> </ul>	<ul style="list-style-type: none"> <li>Prepare detailed budgets and plans for the next three years.</li> <li>Exco adopts budget and plans and changes to IDP.</li> </ul>

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
		<ul style="list-style-type: none"> <li>Sect 57 Managers' <b>formal</b> quarterly assessments (for second quarter of 2021/22)</li> </ul>		audited financial statements and annual report	
<b>MAR 2022</b>	<ul style="list-style-type: none"> <li>Finalization of Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>IDP Steering Committee Meeting</li> <li>Convene IDP Representative Forum</li> <li>Adoption of draft IDP and Budget 2022/23</li> <li>Publicize Draft IDP and Budget (Invite Local Community to make written comments in respect of the IDP and Budget)</li> <li>Conclusion of Sector Plans (if any) initiated for the 2022/23 financial year and integration into the IDP Review report.</li> </ul>	<ul style="list-style-type: none"> <li>Council to consider and adopt an oversight report [Due by 31 March <b>MFMA Sec 129(1)</b>]</li> <li>Council Adopts draft Annual Report</li> <li>Publicize Annual Report and MPAC Report</li> <li>Draft SDBIP's for 2022/23 developed and for incorporation into draft IDP 2022/23 FY</li> <li>Reminder to be sent to HOD's to submit their Q3 SDBIP Reports in terms of s41 MSA</li> </ul>	<ul style="list-style-type: none"> <li>Mayor tables municipality budget, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year <b>MFMA s 16, 22, 23, 87; MSA s 34</b></li> </ul>	<ul style="list-style-type: none"> <li>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed <b>MFMA s 22</b></li> <li>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March <b>MFMA s 42</b></li> </ul>	<ul style="list-style-type: none"> <li>Mayor tables budget, resolutions, plans and changes to IDP at least 90 days before the start of the financial year.</li> </ul>
<b>APR 2022</b>	<ul style="list-style-type: none"> <li>Review written comments in respect of the Budget and IDP</li> <li>Conclusion of Sector Plans initiated for the 2022/23</li> </ul>	<ul style="list-style-type: none"> <li>Q3 Reports tabled to Council (for third quarter of 2021/22) <b>MPPR Reg. 14</b></li> </ul>	<ul style="list-style-type: none"> <li><b>MFMA s 21</b></li> </ul>	<ul style="list-style-type: none"> <li>Accounting officer assists the Mayor in revising budget documentation in</li> </ul>	<ul style="list-style-type: none"> <li>Public hearings on the Budget, Council</li> </ul>

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
	<p>financial year and integration into the IDP Review report.</p> <ul style="list-style-type: none"> <li>▪ IDP Steering Committee Meeting</li> <li>▪ Public participation process launched through series of public hearings on the IDP and Budget.</li> <li>▪ Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into 2022/23 IDP Review report.</li> <li>▪ Sect 57 Managers' <b>informal</b> quarterly assessments (for third quarter of 2021/22)</li> <li>▪ Publicize Annual Report [Due by April <b>MFMA Sec 129(3)</b>]</li> <li>▪ Submit Annual Report to Provincial Legislature/MEC COGTA [Due by April <b>MFMA Sec 132(2)</b>]</li> <li>▪ Review annual organizational performance targets (MPPR Reg. 11)</li> </ul>		<p>accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>	<p>Debate on Budget and Plans.</p>
<b>MAY 2022</b>	<ul style="list-style-type: none"> <li>▪ Adoption of the IDP by Council.</li> <li>▪ Publicize IDP and Budget.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community input into organization KPIs and targets</li> <li>▪ Budget for expenses of audit committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council to consider approval of budget and plans at least 30 days before start of budget year. <b>MFMA s 23, 24;</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Accounting officer assists the Mayor in preparing the final budget documentation for consideration for</li> </ul>	

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
				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	
<b>JUNE 2022</b>	<ul style="list-style-type: none"> <li>▪ Submission of the Final IDP to COGTA</li> <li>▪ Submission of Final Budget to PT and NT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reminder to be sent to HOD's to submit their Q4 SDBIP Reports in terms of s41 MSA</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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</li> </ul> <p><b>MFMA s 16, 24, 26, 53</b></p>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ <b>MFMA s 69; MSA s 57</b></li> <li>▪ Accounting officer of municipality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish budget and plans.</li> <li>▪ Finalize performance contracts and delegation.</li> <li>▪ Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.</li> </ul>

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
			<p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with sect 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.</p>	<p>publishes adopted budget and plans <b>MFMA s 75</b></p>	

MONTH	ACTIVITIES			
	IDP	PMS	BUDGET	
			<ul style="list-style-type: none"> <li>▪ MFMA s 53; MSA s 38-45, 57(2)</li> </ul>	



## 9. PROCESS PLAN TIME-FRAMES AND ACTIVITIES

EVENTS	DATES
IDP & Budget Steering Committee to deliberate on draft IDP Process Plan <ul style="list-style-type: none"> <li>• Review Implementation</li> <li>• Prepare full IDP process</li> </ul>	August 2021
First IDP Representative Forum <ul style="list-style-type: none"> <li>▪ Presentation of the Process Plan</li> <li>▪ The provision of feedback on the <i>status quo</i> and strategic framework components of the IDP; i.e. Key issues, Strategies and Objectives and other programs</li> </ul>	August 2021
Presentation to Council for Adoption	August 2021
<ul style="list-style-type: none"> <li>• Advertisement of the IDP Process Plan to members of the public</li> <li>• Submission to PT and NT</li> </ul>	September 2021
IDP Representative Forum <ul style="list-style-type: none"> <li>▪ Presentation of Situational Analysis</li> <li>▪ IDP Vision and Mission</li> </ul>	November 2021
IDP and Budget Steering Committee	January 2022
Institutional Strategic Planning Session	February 2022
IDP Rep Forum <ul style="list-style-type: none"> <li>• Presentation of the draft IDP and Budget ahead of public participation process</li> <li>• Prioritised Projects and Programs</li> <li>• Draft Revised Analysis</li> <li>• Draft Revised Objectives and Strategies</li> <li>• Draft Projects and Programmes linked to budget</li> </ul>	February 2022
IDP and Budget Steering Committee Meeting <ul style="list-style-type: none"> <li>• Confirm contents of the IDP and Budget, and consider inputs from the Rep Forum</li> </ul>	March 2022
Table Draft IDP/Budget Council	March 2022
21 Days Advertisement Period for public comments	April 2022
<ul style="list-style-type: none"> <li>• Submission of draft IDP to COGTA</li> <li>• Submission of draft IDP, Draft Budget to PT and NT</li> </ul>	April 2022
Provincial IDP Assessment Week	April 2022
IDP/ Budget Road-shows	April 2022
IDP/ Budget Bilateral	April–May 2022
Review progress – IDP and Budget Steering Committee <ul style="list-style-type: none"> <li>• Public participation programme &amp; comments received</li> <li>• Present final draft to be adopted by council</li> </ul>	April 2022

<ul style="list-style-type: none"> <li>• Council adopts 2021/22 IDP Review - Submit copy of IDP to COGTA</li> <li>• Council adopts 2021/22 IDP Review - Submit copy of IDP to NT and PT</li> <li>• Council approves 2021/22 Budget – Submit a copy to NT and PT</li> </ul>	May 2022
Drafting of Service Delivery and Budget Implementation Plan(SDBIP)	May 2022
Submit draft SDBIP within 14 days after approval of the Budget	June -July 2022
Approval of SDBIP within 28 days After adoption of the Budget	June -July 2022
Signing of MM and Section 57 Managers Performance agreements	June 2022
Publicize SDBIP and Performance Agreements within 14 days after the approval	June -July 2022