

# **BERGRIVIER MUNICIPALITY**

## **PROCESS PLAN FOR THE FOURTH GENERATION INTEGRATED DEVELOPMENT PLAN**

**1 July 2017 - 30 June 2022**



June 2016

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## 1.1 Points of Departure

The Integrated Development Plan is a municipality's principle strategic plan that addresses the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus). The Municipal Systems Act, 2000 (Act 32 of 2000) states clearly that the Integrated Development Plan –

- *“is adopted by council within one year after a municipal election and remains in force for the council's elected term (a period of five years);*
- *is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;*
- *guides and informs all planning and development, and all decisions with regard to planning, management and development;*
- *forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and*
- *seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.”*

The **integrated development planning process** has to provide a platform for identifying, discussing and resolving the **real issues and needs** in a municipality to a level of detail which is required for realistic costing and which helps manage the implementation process without much delay.

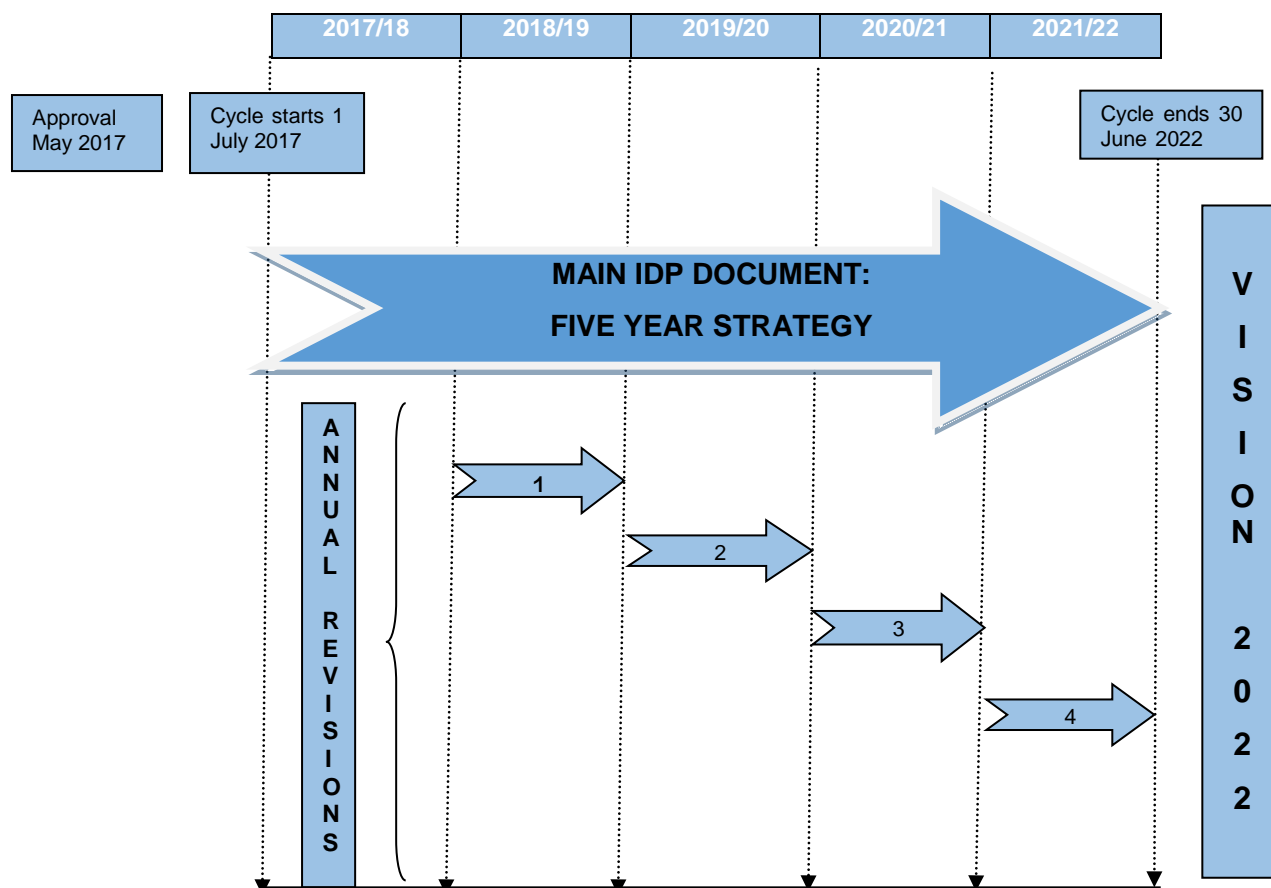
The **Process Plan** fulfils the function of a business plan or an operational framework for the IDP process. It states in a transparent manner what has to happen when, by whom, with whom, and where.

## 1.2 Geographic Area of the IDP

The 4<sup>th</sup> Generation IDP for Bergrivier Municipal Area includes the following towns and settlements: Porterville, Piketberg, Eendekuil, Redelinghuys, Aurora, Velddrif and the private Moravian towns of Goedverwacht and Wittewater.

The geographic size of the municipal area is approximately 4 407.04 square kilometres.

### 1.3 Five Year Cycle of the 4<sup>th</sup> Generation IDP



### 1.4 Phases of the Annual Process

The IDP process contains broadly the following phases during the course of a financial year:

Phase	Tasks	Mechanisms
Analysis	<b>External analysis:</b>	
	<ul style="list-style-type: none"> <li>Spatial</li> <li>Social</li> <li>Economic</li> <li>Environmental</li> <li>Sector needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>Scan sector plans</li> <li>Surveys if necessary</li> <li>Spatial Development Framework</li> <li>Discussions with major sector role-players</li> </ul>
	<b>Compilation / revision of ward plans:</b>	
	<ul style="list-style-type: none"> <li>Ward profiles</li> <li>Services backlogs</li> <li>Priority issues</li> </ul>	Ward committee meetings and workshops with inputs by directors and line managers
	<b>Internal analysis:</b>	
	<ul style="list-style-type: none"> <li>Critical issues / challenges</li> <li>Minimum service levels</li> <li>Institutional</li> <li>Financial</li> <li>Performance</li> </ul>	<ul style="list-style-type: none"> <li>In-house exercise by all directors and line managers</li> <li>In-house exercise by Director Corporate Services</li> <li>In-house exercise by Director Financial Services</li> <li>Annual customer satisfaction survey</li> <li>Performance assessment</li> </ul>
	<b>Intergovernmental alignment:</b>	
Obtain inputs from National and Provincial Government and other major service providers	District level meeting(s) facilitated by the West Coast District Municipality	

Phase	Tasks	Mechanisms
<b>Strategy</b>	Council and Management discuss strategic issues, including vision and mission, strategic outcomes and outputs, as well as measures and targets for each strategic output.	<ul style="list-style-type: none"> <li>•Strategy workshops</li> <li>•Stakeholder workshop</li> </ul>
<b>Programmes, projects &amp; preliminary capital budget</b>	<ul style="list-style-type: none"> <li>•Review programmes and projects and provide for priorities for next 3 years with updated cost estimates;</li> <li>•Finalise strategic priorities and preliminary budget allocations</li> </ul>	In-house exercise by Director Financial Services, Strategic Manager, all directors and line managers
<b>Operating budget</b>	Prepare a draft operating budget	In-house exercise by Director Financial Services, all directors and line managers
<b>Approval of draft IDP and draft annual budget</b>	Finalise and approve draft IDP and draft annual budget	In-house preparation of the relevant documentation and submission to Mayoral Committee and Council
<b>Consultation and refinement</b>	<ul style="list-style-type: none"> <li>•Make public the draft IDP and draft annual budget for comments and submissions.</li> <li>•Submit the draft annual budget to National and Provincial Treasury, prescribed national or provincial organs of state and to other municipalities affected by the budget.</li> <li>•Consult the West Coast District Municipality on the draft IDP.</li> <li>•Consult the local community and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>•In-house exercise done by Director Financial Services and Strategic Manager</li> <li>•Public meetings &amp; workshops</li> </ul>
<b>Final approval</b>	Council approves draft IDP and draft annual budget	In-house preparation of relevant documentation and submission to Mayoral Committee and Council

## 2 LEGAL REQUIREMENTS

In order to ensure certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government, the IDP process is regulated by the Municipal Systems Act, 2000 (Act 32 of 2000 (MSA)). The Act requires the following regarding **the process**:

### **Section 28:**

- “(1) Each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP.*
- (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.”*

### **Section 29(1):**

*“The process must—*

- (a) be in accordance with a predetermined programme specifying timeframes for the different steps;*
- (b) through appropriate mechanisms, processes and procedures 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 IDP; 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.”*

### 3 PREPARATION FOR THE PROCESS

The Process Plan should ensure that -

- Organisational arrangements are established and membership of committees and forums are confirmed;
- Roles and responsibilities are clarified and internal human resources allocated;
- The legal requirements, principles and functions of community and stakeholder participation during the IDP process are adhered to;
- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, districts and other spheres of government are addressed; and
- Legislation and policy requirements in drafting and approving the Process Plan and IDP are adhered to.

### 4 INVOLVEMENT OF THE COMMUNITY AND STAKEHOLDERS

#### 4.1 Activities and Outputs

The municipality needs to establish a set of organisational arrangements to -

- institutionalise the participation process;
- effectively manage outputs; and
- give affected parties access to contribute to the decision-making process.

The Municipality should consider existing arrangements and avoid duplication of mechanisms. This section deals with the organisational structure and the terms of reference for each of the arrangements/structures.

## **4.2 Structured Participation**

The IDP process and the participation of the community in this process have to be **structured**. Bergrivier Municipality covers a geographical area of approximately 4 407, 04 square kilometres and has an estimated population of 61 896. The directive from national government on how community participation should be structured is through the ward committee system. Most of the IDP liaison with communities will be done through ward committee and ward meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not necessarily covered by ward committees, such as education, business and agriculture. Liaison with and involvement of such sector groups is crucial and will be done mainly through the Bergrivier IDP Forum.

## **4.3 Ward Committees**

The role of the Ward Committees with respect to the IDP is to -

- Assist the ward councillor in identifying challenges and needs of residents;
- Provide a mechanism for discussion and negotiation between stakeholders within the ward.
- Advise and make recommendations to the ward councillor on matters affecting the ward;
- Disseminate information in the ward;
- Ensure constructive and harmonious interaction between the Municipality and community;
- Interact with other forums and organisations on matters affecting the ward;
- Draw up a ward plan on how to improve service delivery in the particular ward;
- Monitor the implementation process concerning its area.

The chairperson of the Ward Committee is the Ward Councillor of that particular ward.

## **4.4 Bergrivier IDP Forum**

The Bergrivier IDP Forum comprises out of the leaders of the various sectors in Bergrivier. The Executive Mayor and the Municipal Manager are responsible for facilitating the IDP Forum meetings which are held on a bi-annual basis.

### 5.1 Activities and Outputs

It is one of the pre-requisites of a well organised IDP process that all role players are fully aware of their responsibilities. Therefore, it is one of the first preparation requirements for the IDP process to ensure that there is a clear understanding of all required roles, and of the persons or organisations that can assume those roles.

According to the Municipal Systems Act, Section 2(b), a municipality consists out of:

- (i) the political structures;
- (ii) the administration, and
- (iii) the community.

#### **POLITICAL STRUCTURES:**

According to Section 56(2) of the Structures Act, 1998 (Act 117 of 1998) the functions and powers of executive mayors are:

*“The executive mayor must –*

- (a) identify the needs of the municipality;*
- (b) review and evaluate those needs in order of priority;*
- (c) recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and*
- (d) recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.”*

According to the Municipal Systems Act (MSA), the executive mayor of a municipality must, in accordance with Section 29:

- (a) “manage the drafting of the municipality’s integrated development plan;*
- (b) assign responsibilities in this regard to the municipal manager; and*
- (c) submit the draft plan to the municipal council for adoption by the council”.*

#### **ADMINISTRATION:**

Section 55(1) of the Municipal Systems Act (MSA) determines that Municipal managers:

*“As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for-*



- (a) *the formation and development of an economical, effective, efficient and accountable administration-*
  - (i) *equipped to carry out the task of implementing the municipality's **integrated development plan** in accordance with Chapter 5*
  - (ii) *operating in accordance with the municipality's performance management system in accordance with Chapter 6; and*
  - (iii) *responsive to the needs of the local community to participate in the affairs of the municipality;*
- (b) *the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality;*
- (c) *the implementation of the municipality's **integrated development plan**, and the monitoring of progress with implementation of the plan”.*

**COMMUNITY:**

Section 29(1) of the Municipal Systems Act (MSA) determines the process to be followed

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

- (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”.*

## **5.2 Proposed distribution of roles and responsibilities**

Role Player	Roles and Responsibilities
Local Municipality	<ul style="list-style-type: none"> <li>• Prepare and adopt the IDP Process Plan.</li> <li>• Undertake the overall management and co-ordination of the IDP process which includes ensuring that : <ul style="list-style-type: none"> <li>- all relevant role-players are appropriately involved;</li> <li>- appropriate mechanisms and procedures for community participation are applied;</li> <li>- events are undertaken in accordance with the approved time schedule;</li> <li>- the IDP relates to the real burning issues in the municipality; and</li> <li>- the sector planning requirements are satisfied.</li> </ul> </li> <li>• Prepare and adopt the IDP.</li> <li>• Adjust the IDP in accordance with the MEC's proposal.</li> <li>• Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.</li> </ul>
Local residents, communities and stakeholders	<p>Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the Ward Committees or IDP Forum to -</p> <ul style="list-style-type: none"> <li>• analyse issues, determine priorities, and provide input;</li> <li>• keep their constituencies informed on IDP activities and their outcomes; and</li> <li>• discuss and comment on the draft IDP.</li> </ul>
District Municipality	<ul style="list-style-type: none"> <li>• District Municipality prepare a District Framework (Sec 27 of the MSA).</li> <li>• Fulfil a coordination and facilitation role by - <ul style="list-style-type: none"> <li>- ensuring alignment of the IDP's of the municipalities in the district council area;</li> <li>- ensuring alignment between the district and local planning;</li> <li>- facilitation of alignment of IDP's with other spheres of government and sector departments; and</li> <li>- preparation of joint strategy workshops with local municipalities, provincial and national role-players and other subject matter specialists.</li> </ul> </li> </ul>
Provincial Government	<ul style="list-style-type: none"> <li>• Ensure horizontal alignment of the IDP's of the district municipalities within the province;</li> <li>• Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by - <ul style="list-style-type: none"> <li>- guiding the provincial sector departments' participation in and their required contribution to the municipal IDP process; and</li> <li>- guiding them in assessing draft IDP's and aligning their sector programmes and budgets with the IDP's.</li> </ul> </li> <li>• Efficient financial management of provincial IDP grants;</li> <li>• Monitor the progress of the IDP processes;</li> <li>• Facilitate resolution of disputes related to IDP;</li> <li>• Assist municipalities in the IDP drafting process where required;</li> <li>• Organise IDP-related training where required;</li> <li>• Co-ordinate and manage the MEC's assessment of IDP's.</li> </ul>

<b>Role Player</b>	<b>Roles and Responsibilities</b>
Sector Departments and Corporate Service Providers	<ul style="list-style-type: none"> <li>• Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.</li> <li>• Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects.</li> <li>• Engage in a process of alignment with district municipalities.</li> <li>• Participate in the provincial management system of co-ordination.</li> </ul>

### 5.3 Proposed Distribution of roles and responsibilities within the Municipality

<b>Role Player</b>	<b>Roles and Responsibilities</b>
Municipal Council	<ul style="list-style-type: none"> <li>• Consider and approve the IDP.</li> <li>• Consider and approve the Budget.</li> </ul>
Executive Mayor and Mayoral Committee	<ul style="list-style-type: none"> <li>• Responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP.</li> <li>• Assign and delegate responsibilities to the municipal manager.</li> <li>• Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.</li> <li>• Submit the draft IDP to the Council for adoption.</li> </ul>
Ward Councillors	<ul style="list-style-type: none"> <li>• Form a link between the municipal government and the residents.</li> <li>• Link the IDP process to their constituencies and/or wards.</li> <li>• Assist in organising public consultation and participation (with particular reference to the functioning of ward committees).</li> <li>• Monitor the implementation of the IDP with respect to their particular wards.</li> </ul>
Municipal Manager and /or Strategic Manager	<ul style="list-style-type: none"> <li>• Prepare the IDP Process Plan.</li> <li>• Undertake the day to day management and co-ordination of the IDP process.</li> <li>• Ensure that all relevant role-players are appropriately involved and timeously informed.</li> <li>• Ensure that the IDP process is participatory, strategic and implementation orientated and is aligned with sector planning requirements.</li> <li>• Respond to comments on the draft IDP.</li> <li>• Ensure proper IDP documentation.</li> <li>• Adjust the IDP in accordance with the MEC's proposals.</li> </ul>
Heads of Departments and Officials	<ul style="list-style-type: none"> <li>• Provide relevant technical, sector and financial information for analysis for determining priority issues.</li> <li>• Contribute technical expertise in the consideration and finalisation of strategies and identification of projects.</li> <li>• Provide departmental operational and capital budgetary information.</li> <li>• Responsible for the preparation of project proposals, the integration of projects and sector programmes.</li> </ul>

Alignment is the mechanism to synchronize and integrate the IDP process between different spheres of government. The alignment process must reveal how National and Provincial Government and the District Municipality could tangibly assist the Municipality in achieving its developmental objectives.

The desired outcome of inter-governmental alignment include –

- to make government as a whole work together;
- to improve the impact of its programmes; and
- to work towards achieving common objectives and outcomes.

The alignment process is co-ordinated by the West Coast District Municipality. Alignment meetings take place on district level, but with the involvement of all local municipalities.

## 7 IDP CONTENT

### 7.1 Legally required content of the Five Year IDP

**Section 26 of the MSA determines the core components of an integrated development plan as:**

*“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.”*

**Regulation 2 of the 2001 Municipal Planning and Performance Management Regulations provide the following details of the integrated development plan**

- “(1) A municipality’s integrated development plan must at least identify-*
- (a) 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 programmes to be implemented within the municipality by any organ of state; and*
  - (e) the key performance indicators set by the municipality.*
- (2) 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 that are not attached, provided they are open for public inspection at the Offices of the municipality in question.*
- (3) 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.*
- (4) 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."*

## **7.2 Suggested Table of Contents**

The form and content of a five year IDP are largely subject to the discretion of a Municipality. The following table of contents is based on the above-mentioned act and regulations, the IDP Guide Pack and National and Provincial directives. It serves only as a guide and the eventual table of contents will most likely be a combination and/or rearrangements of the different components.

SECTION/CHAPTER	DETAIL
Foreword	Foreword of Mayor & Municipal Manager
The purpose of the IDP	Definitions (as an Annexure)
	Purpose of IDP
	Legislative context (Brief overview)
	5-Year Cycle & Revisions per annum (Brief overview)
Future planning	Vision
	Mission
	Strategic Objectives
Bergrivier in Context: Situational analysis	An overview of current international, national and provincial economic, demographic, environmental, (esp. climate change), sustainable developmental debates
	A brief overview of the profile of Bergrivier – demographics, resource analysis, economic development and other tendencies
Ward plans	Situational analysis of ward
	Analysis of infrastructure spent
	Analysis of needs identified, but not addressed
Organisational structure/arrangement	The council and council committees
	The administration
	Analysis of capacity
	Bergrivier Economic Development Forum
Intergovernmental alignment	Sector plans
Financial Plan	As outlined above
Monitoring and Evaluation	Performance management

## 8 ANNUAL REVISION OF THE IDP

### 8.1 Legal Requirements

Section 34 of the Municipal Systems Act (MSA) determines the annual review and/or amendment of integrated development plan and states:

*“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; and*
- (b) *may amend its integrated development plan in accordance with a prescribed process.”*

## **8.2 Purpose of a Review (ANNUAL PLAN)**

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 intergovernmental planning and budgeting cycle.

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 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.



The Integrated Development Planning process is guided by a number of legal and policy documents that impose a range of demands and requirements on the Municipality. The list below contains the some of the most important IDP source documents:

### **Acts**

- Constitution of South Africa (1996)
- Municipal Structures Act (117 of 1998)
- Municipal Systems Act (32 of 2000)
- Disaster Management Act (57 of 2002)
- Municipal Finance Management Act (56 of 2003)

### **Regulations**

- Municipal Planning and Performance Management Regulations (Aug 2001)

### **White Papers**

- Batho Pele White Paper (Oct 1997)
- White Paper on Local Government (Mar 1998)

### **National policy**

- National Spatial Development Perspective (2006)
- Medium Term Strategic Framework (2009)

### **Provincial policy**

- Provincial Spatial Development Framework (2009)
- Provincial Strategic Plan (2011)

## Annexure A

### IDP AND BUDGET TIME SCHEDULE IN TERMS OF SECTION 21(1)(B) OF THE MFMA

Task	Date	Legal Reference
<b>Jul - August 2016</b>		
<b>Women's Day</b>	<b>9 Aug</b>	
Table in Council the IDP Process Plan ( <i>Happens once every 5 years. The time schedule in terms of Section 21(1)(b) of the Municipal Finance Management Act (MFMA) is replaced annually</i> ).	18 Jul	<p><b>MSA Section 28:</b></p> <p>(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.</p> <p>(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.</p> <p>(3) A municipality must give notice to the local community of particulars of the process it intends to follow.</p>
Advertise the draft IDP Process Plan for public inputs/comments. Copies in library and on website	19 Jul	<p><b>MSA Section 28</b></p> <p>(3) A municipality must give notice to the local community of particulars of the process it intends to follow</p>
Table in Council a budget and IDP time schedule of key deadlines ( <i>Annually - at least 10 months before the start of the budget year</i> )	23 Aug	<p><b>MFMA Section 21(1)(b):</b> The mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for -</p> <p>(i) the preparation, tabling and approval of the annual budget;</p> <p>(ii) the annual review of-</p> <p style="padding-left: 20px;">(aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and</p> <p style="padding-left: 20px;">(bb) the budget-related policies;</p> <p>(iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and</p> <p>(iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).</p>
Submit annual financial statements and annual performance report to the Auditor-General for auditing ( <i>within two months after the end of the financial year</i> )	Before 31 Aug	<p><b>MSA Section 126(1)(a):</b> The accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing</p>

Task	Date	Legal Reference
<b>September – October 2016</b>		
<b>Heritage Day</b>	<b>24 Sep</b>	
<b>School holiday</b>	<b>30 Sep -10 Oct</b>	
Submit process plan and time schedule to the West Coast District Municipality and the Provincial Government	24 Aug - 2 Sep	
Give notice of the approved process plan and time schedule through local media	7 & 8 Sep	
Internal Analysis – <ul style="list-style-type: none"> <li>▪ critical issues/challenges with respect to every service</li> <li>▪ minimum service levels</li> <li>▪ institutional</li> <li>▪ financial</li> <li>▪ performance</li> </ul>	Sep & Oct	
Compile a Financial Plan	Sep & Oct	<b>MSA Section 26(h):</b> <i>An integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years.</i>
External Analysis – <ul style="list-style-type: none"> <li>• Spatial</li> <li>• Social</li> <li>• Economic</li> <li>• Environmental</li> </ul> <p><i>This process should be combined with the compilation of ward plans and must involve the local community and other stakeholders</i></p>	Sep & Oct	<b>MSA Section 29(1)(b):</b> <i>The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for-</i> <ul style="list-style-type: none"> <li><i>(i) the local community to be consulted on its development needs and priorities;</i></li> <li><i>(ii) the local community to participate in the drafting of the integrated development plan; and</i></li> <li><i>(iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan.</i></li> </ul>
Commence with the multi-year capital and operating budget	Sep	
Ward committee meetings and town based public meetings on the IDP	Sept/Oct	
IDP Forum meetings	Sept/Oct	
Obtain inputs from directors and division heads on preliminary capital and operating budget (including review of salary, fleet and equipment budget and tariffs)	Sep / Oct	
Finalise the compilation of new ward plans	Oct	

Task	Date	Legal Reference
<b>November 2016</b>		
Strategic sessions of directorate: Alignment with strategic priorities in IDP	Nov & Dec	
Strategic session with Management and Mayoral committee	Nov/Dec	
Receive audit report on annual financial statements from the Auditor-General	Nov	<b>MFMA Section 126(3):</b> <i>The Auditor-General must-</i> <i>(a) audit those financial statements; and</i> <i>(b) submit an audit report on those statements to the accounting officer of the municipality or entity within three months of receipt of the statements.</i>
Ensure the Accounting Officer addresses any issues raised by the Auditor-General in the audit report - prepare action/audit plans to address and incorporate into the annual report.	During Nov	
<b>December 2016</b>		
<b>Schools close</b>	<b>9 Dec</b>	
<b>Day of Reconciliation</b>	<b>16 Dec</b>	
<b>Christmas Day</b>	<b>25 Dec</b>	
<b>Day of Goodwill</b>	<b>26 Dec</b>	
Finalise inputs from bulk resource providers (and NER) & agree on proposed price increase	During Dec	
Review whether all bulk resource providers have lodged a request with National Treasury & SALGA seeking comments on proposed price increases of bulk resources	During Dec	
Finalise first draft of departmental operational plans and SDBIP for review against strategic priorities	Dec / Jan	
Finalise first draft of Annual Report incorporating financial and non-financial information on performance, audit reports and annual financial statements	Dec	
Submit draft adjustments budget to Budget Steering Committee	Dec	
<b>January 2017</b>		
<b>New Year's Day</b>	<b>1 Jan</b>	
<b>Public holiday</b>	<b>2 Jan</b>	
<b>Schools open</b>	<b>11 Jan</b>	
Adjustments Budget - <ul style="list-style-type: none"> <li>• Submit to Mayoral Committee</li> <li>• Submit to Council</li> <li>• Submit approved adjustments budget to provincial treasury and National Treasury</li> </ul>	18 Jan 26 Jan 27 Jan 3 Feb	
Ensure any written comments made to bulk resource providers by municipality on proposed increase of bulk resources are included in any submission made by bulk resource providers to the required organs of state	Jan	
Review whether comments from National Treasury and SALGA have been received on proposed price increases of bulk resources	Jan	

Task	Date	Legal Reference
Finalise operating & capital budgets in prescribed formats incorporating National & provincial budget allocations, integrate & align to IDP & draft SDBIP, finalise budget policies including tariff policy	Jan / Feb	
Review the KPI's and annual performance targets	Jan/Feb	
<b>February 2017</b>		
Finalise the draft capital and operating budget and budget related policies	Feb/Mar	
Finalise ward plans	Feb	
Note any provincial and national allocations to municipalities for incorporation into budget	Feb	
Finalise corrective measures from audit report	Feb	
Receive notification of any transfers that will be made to the municipality from other municipalities in each of the next three fin years ( <i>by no later than 120 days before the start of its budget year</i> )	Before 29 Feb	<b>MFMA Section 37(2):</b> <i>In order to enable municipalities to include allocations from other municipalities in their budgets and to plan effectively for spending of such allocations, the accounting officer of a municipality responsible for transfer of any allocation to another municipality must, by no later than 120 days before the start of its budget year, notify the receiving municipality of the projected amount of any allocation proposed to be transferred to that municipality during each of the next 3 fin years.</i>
<b>March 2017</b>		
<b>Human Rights Day</b>	<b>21 Mar</b>	
<b>School holiday</b>	<b>23 Mar 10 Apr</b>	
Receive bulk resource providers' price increases as tabled in Parliament or the provincial legislature	Mar	
Submit draft 90 days budget to Budget Steering Committee	Before 14 March	
Table draft IDP and budget in Council ( <i>at least 90 days before the start of the budget year</i> ) <ul style="list-style-type: none"> <li>• Submit to Mayoral Committee</li> <li>• Submit to Council</li> </ul>	Mar Mar	<b>MFMA Section 16:</b> (1) <i>The council of a municipality must for each financial year approve an annual budget for the municipality before start of that financial year.</i> (2) <i>In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.</i>
Approval of NERSA tariffs	29 Mar	
<b>April 2017</b>		
<b>Good Friday</b>	<b>6 Apr</b>	
<b>Family Day</b>	<b>9 Apr</b>	
<b>Freedom Day</b>	<b>27 Apr</b>	

Task	Date	Legal Reference
Submit the budget and IDP to Provincial Treasury, National Treasury and other affected organs of state	2 - 6 Apr	<p><b>MFMA Section 22:</b> Immediately after an annual budget is tabled in a municipal council, the accounting officer of the municipality must</p> <p>(a) in accordance with Chapter 4 of the Municipal Systems Act -</p> <p>(i) Make public the annual budget and the documents referred to in Section 17(3); and</p> <p>(ii) invite the local community to submit representations in connection with the budget;</p> <p>(b) submit the annual budget -</p> <p>(i) in both printed and electronic formats to the National Treasury and the relevant provincial treasury; and</p> <p>(ii) in either formats to any prescribed national or provincial organs of state and to other municipalities affected by the budget.</p>
Submit the proposed revised IDP to the District Municipality	2 - 6 Apr	<p><b>MSA Section 29(3)(b):</b> A local municipality must draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the district municipality.</p> <p><b>MPPM Regulation 3(6):</b> A local municipality that considers an amendment to its integrated development plan must-</p> <p>(a) consult the district municipality in whose area it falls on the proposed amendment; and</p> <p>(b) take all comments submitted to it by the district municipality into account before it takes a final decision on the proposed amendment.</p>
Make public the annual budget and invite the community to submit representations	11 & 12 Apr	<p><b>MFMA Section 22:</b> Immediately after an annual budget is tabled in a municipal council, the accounting officer of the municipality must</p> <p>(a) in accordance with Chapter 4 of the Municipal Systems Act -</p> <p>(i) Make public the annual budget and the documents referred to in Section 17(3); and</p> <p>(ii) invite the local community to submit representations in connection with the budget;</p> <p>(b) submit the annual budget -</p> <p>(i) in both printed and electronic formats to the National Treasury and the relevant provincial treasury; and</p> <p>(ii) in either formats to any prescribed national or provincial organs of state and to other municipalities affected by the budget.</p>
Publish the proposed IDP for public comment	11 & 12 Apr	<p><b>MPPM Regulation 3(4)(b):</b> No amendment to a municipality's integrated development plan may be adopted by the municipal council unless the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment.</p>

Task	Date	Legal Reference
Process of consultation and meetings with local community and stakeholders, Provincial and National Treasury and other organs of state. Consultation will include ward committee meetings, town based public meetings and IDP Forum meetings.	16 - 26 Apr	<b>MFMA Section 23(1):</b> When the annual budget has been tabled, the municipal council must consider any views of – (a) the local community; and (b) the National Treasury, the relevant provincial treasury and any provincial or national organs of state or municipalities which made submissions on the budget.
<b>May 2017</b>		
<b>Workers Day</b>	<b>1 May</b>	
Confirm National budget for provincial and National allocations to municipalities for incorporation into budget	2 - 11 May	
Review provincial & national legislation incl DoRA to establish potentially new reporting requirements incl annual, monthly & quarterly grant & performance reports for specific new allocations & programmes (10 working days after end of month deadlines)	2 - 11 May	
Council must give the mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments for consideration by the council	2 - 11 May	<b>MFMA Section 23(2):</b> After considering all budget submissions, the council must give the mayor an opportunity- (a) to respond to the submissions; and (b) if necessary, to revise the budget and table amendments for consideration by the council.
Completion of Annual Budget amendments / refinements	Before 11 May	
Submit draft 30 days budget to Budget Steering Committee	Before 16 May	
Table final IDP and budget in Council (at least 30 days before the start of the budget year) • Submit to Mayoral Committee • Submit to Council	16 May 31 May	<b>MFMA Section 24(1):</b> The Council must at least 30 days before the start of the budget year consider the approval of the annual budget. <b>MPPM Regulation 3(3):</b> An amendment to a municipality's integrated development plan is adopted by a decision taken by a municipal council in accordance with rules and orders of the council.
<b>June 2017</b>		
<b>Youth Day</b>	<b>16 Jun</b>	
<b>School holiday</b>	<b>22 Jun - 16 Jul</b>	

Task	Date	Legal Reference
Place IDP, annual budget, all budget-related documents and all budget-related policies on the website ( <i>within 5 days of the adoption of the plan</i> )	Before 5 Jun	<p><b>MFMA Section 75(1):</b> The accounting officer of a municipality must place on the website the following documents of the municipality:</p> <p>(a) the annual and adjustments budgets and all budget-related documents; and</p> <p>(b) all budget-related policies</p> <p><b>MSA Section 21A(1)(b):</b> All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B.</p> <p><b>MFMA Section 75(2):</b> A document referred to above must be placed on the website not later than five days after its tabling in the council or on the date on which it must be made public, whichever occurs first.</p>
Submit a copy of the revised IDP to the MEC for local government as well as Provincial Treasury ( <i>within 10 days of the adoption of the plan</i> )	Before 8 Jun	<p><b>MSA Section 32(1)(a):</b> The municipal manager of a municipality must submit a copy of the integrated development plan as adopted by the council of the municipality, and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan.</p>
Give notice to the public of the adoption of the IDP ( <i>within 14 days of the adoption of the plan</i> )	13 & 14 Jun	<p><b>MSA Section 25(4)(a):</b> A municipality must, within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3) give notice to the public-</p> <p>(i) of the adoption of the plan; and</p> <p>(ii) that copies of or extracts from the plan are available for public inspection at specified places;</p> <p><b>MSA Section 21A(1)(a) and (c):</b> All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community -</p> <p>(a) by displaying the documents at the municipality's head and satellite offices and libraries;</p> <p>(c) by notifying the local community, in accordance with section 21, of the place, including the website address, where detailed particulars concerning the documents can be obtained.</p>
Publicise a summary of the IDP ( <i>within 14 days of the adoption of the plan</i> )	13 & 14 Jun	<p><b>MSA Section 25(4)(b):</b> A municipality must, within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3) publicise a summary of the plan.</p>
Make public the approved annual budget and supporting documentation (including tariffs) ( <i>within 10 working days after approval of the budget</i> )	13 & 14 Jun	<p><b>BUDGET &amp; REPORTING REGULATIONS 2009, Reg 18:</b></p> <p>(1) Within ten working days after the municipal council has approved the annual budget of a municipality, the municipal manager must in accordance with section 21A of Municipal Systems Act make public the approved annual budget and supporting documentation and resolutions referred to in section 24(2)(c) of the Act.</p> <p>(2) The municipal manager must also make public</p>



Task	Date	Legal Reference
		<p>any other information that the municipal council considers appropriate to facilitate public awareness of the annual budget, including-</p> <p>(a) summaries of the annual budget and supporting documentation in alternate languages predominant in the community; and</p> <p>(b) information relevant to each ward in the municipality.</p> <p>(3) All information contemplated in subregulation (2) must cover:</p> <p>(a) the relevant financial and service delivery implications of the annual budget; and</p> <p>(b) at least the previous year's actual outcome, the current year's forecast outcome, the budget year and the following two years.</p>
Submit approved budget to the provincial treasury and National Treasury ( <i>within 10 working days after approval of the budget</i> )	Before 14 Jun	<p><b>MFMA Section 24(3):</b> The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.</p> <p><b>BUDGET &amp; REPORTING REGULATIONS 2009, Reg 20:</b> The municipal manager must comply with section 24(3) of the Act within ten working days after the municipal council has approved the annual budget.</p>
Submit to the Executive Mayor the draft SDBIP and draft annual performance agreements for the next year ( <i>within 14 days after approval of the budget</i> )	13 Jun	<p><b>MFMA Section 69(3):</b></p> <p>(a) The accounting officer must no later than 14 days after approval of an annual budget submit to the mayor a draft service delivery and budget implementation plan for the budget year.</p> <p>(b) The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor drafts of the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers.</p>
Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved ( <i>within 28 days after approval of the budget</i> )	13 Jun	<p><b>MFMA Section 53(1)(c)(ii):</b> The mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after approval of the budget.</p>
Place the performance agreements and all service delivery agreements on the website	Before 18 Jun	<p><b>MFMA Section 75(1):</b> The accounting officer of a municipality must place on the website the following documents of the municipality:</p> <p>(d) performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act; and</p> <p>(e) all service delivery agreements</p> <p><b>BUDGET &amp; REPORTING REGULATIONS 2009, Reg 19:</b> The accounting officer must place on the website all performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act.</p>

Task	Date	Legal Reference
Submit copies of the performance agreements to Council and the MEC for local government as well as the national minister responsible for local government ( <i>within 14 days after concluding the employment contract and performance agreement</i> )	Before 27 Jun	<p><b>MFMA Section 53(3)(b):</b> Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.</p> <p><b>PERF REGS 2006 Reg(5):</b> The employment contract and performance agreement must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government within fourteen (14) days after concluding the employment contract and performance agreement</p>
Submit the SDBIP to National and Provincial Treasury ( <i>within 10 working days approval of the plan</i> )	Before 27 Jun	<p><b>BUDGET &amp; REPORTING REGULATIONS 2009, Reg 20(2)(b):</b> The municipal manager must submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form the approved service delivery and budget implementation plan within ten working days after the mayor has approved the plan.</p>
Make public the projections, targets and indicators as set out in the SDBIP ( <i>within 10 working days after the approval of the SDBIP</i> )	Before 27 Jun	<p><b>MFMA Section 53(3)(a):</b> The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan.</p> <p><b>BUDGET &amp; REPORTING REGULATIONS 2009, Reg 19:</b> The municipal manager must in accordance with section 21A of the Municipal Systems Act make public the approved service delivery and budget implementation plan within ten working days after the mayor has approved the plan in terms of section 53(1)(c)(ii) of the Act.</p>
Make public the performance agreements of Municipal Manager and senior managers ( <i>no later than 14 days after the approval of the SDBIP</i> )	Before 27 Jun	<p><b>MFMA Section 53(3)(b):</b> The mayor must ensure that the performance agreements of municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan.</p>