



**A PLACE OF
EXCELLENCE**

PROCESS PLAN

to guide the planning, drafting, adoption and
review of the

DRAKENSTEIN INTEGRATED DEVELOPMENT PLAN

for 1 July 2017 to 30 June 2022



DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALE WASE

IDP Process Plan

Compiled in terms of
Sections 28 and 29 of the Municipal Systems Act, No 32 of 2000

Adopted by the Council on 31 August 2016

The **INTEGRATED DEVELOPMENT PLAN** is a municipality's principal strategic plan that deals with 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 **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 and coordination of actions across sectors and spheres of government.

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1 INTRODUCTION & BACKGROUND

1.1 Point of departure

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

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

Figure 1 below illustrates the Municipal Accountability Cycle in South Africa. The municipal financial management and accountability cycle consists of:

- **Integrated development plan (IDP):** Sets out the municipality's goals and development plans. Council adopts the IDP and undertakes an annual review and assessment of performance.
- **Budget:** The IDP informs the budget. The budget sets out the revenue raising and expenditure plan of the municipality for approval by council. It is linked to the service delivery and budget implementation plan (SDBIP). The budget and the SDBIP lay the basis for the performance agreements of the municipal manager and senior management.
- **In-year reports:** Council monitors financial and non-financial performance through quarterly and midyear reports produced by the administration and tabled in Council.
- **Annual financial statements:** These are submitted to the Auditor-General who issues an audit report on financial and non-financial audits undertaken simultaneously.
- **Annual report:** Reports on implementation performance in relation to the budget and the SDBIP.
- **Oversight report:** Council adopts an oversight report based on outcomes highlighted in the annual report and actual performance.
- **Audit committee:** Provides independent specialist advice on financial and non-financial performance and governance.

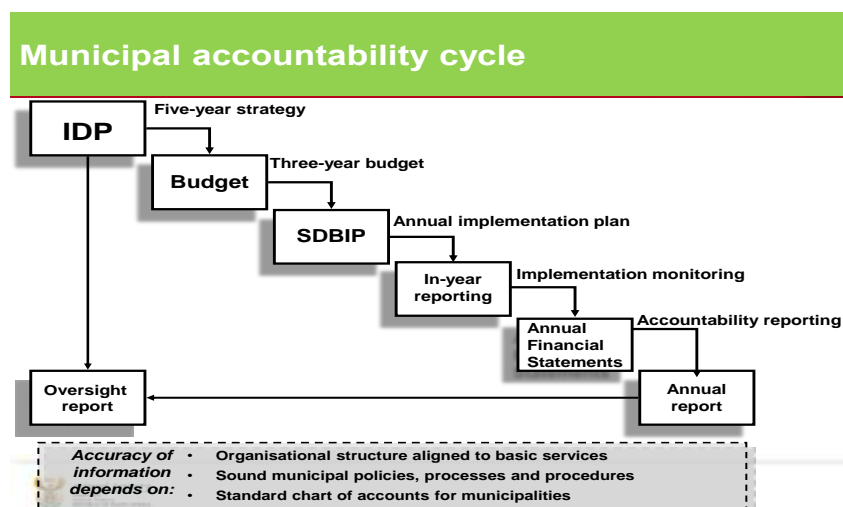


Figure 1: Municipal Accountability Cycle

1.2 Area of the IDP

The IDP will be applicable to the Drakenstein Municipal Area which includes the following towns and settlements: Paarl, Wellington, Gouda, Saron, Mbekweni and Simondium. The Drakenstein Municipality stretches from just south of the N1 freeway including Simondium in the south up to and including Saron in the north. The Klein Drakenstein, Limiet and Saron Mountain range from its eastern edge and the agricultural area immediately to the west of the R45 its western border. Paarl and Wellington are the main urban centres in the Municipality located in close proximity to the N1 in the south with smaller rural settlements at Saron and Gouda in the north and Hermon in the mid-west.

1.3 Five year cycle of the IDP

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty of the Municipal Manager and Senior Management. The preparation process will be referred to as the "Process Plan" and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The IDP drives the strategic development of Drakenstein Municipality. The Municipality's budget is influenced by the strategic objectives identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

In addition to the above, Risk Management forms an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Drakenstein Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

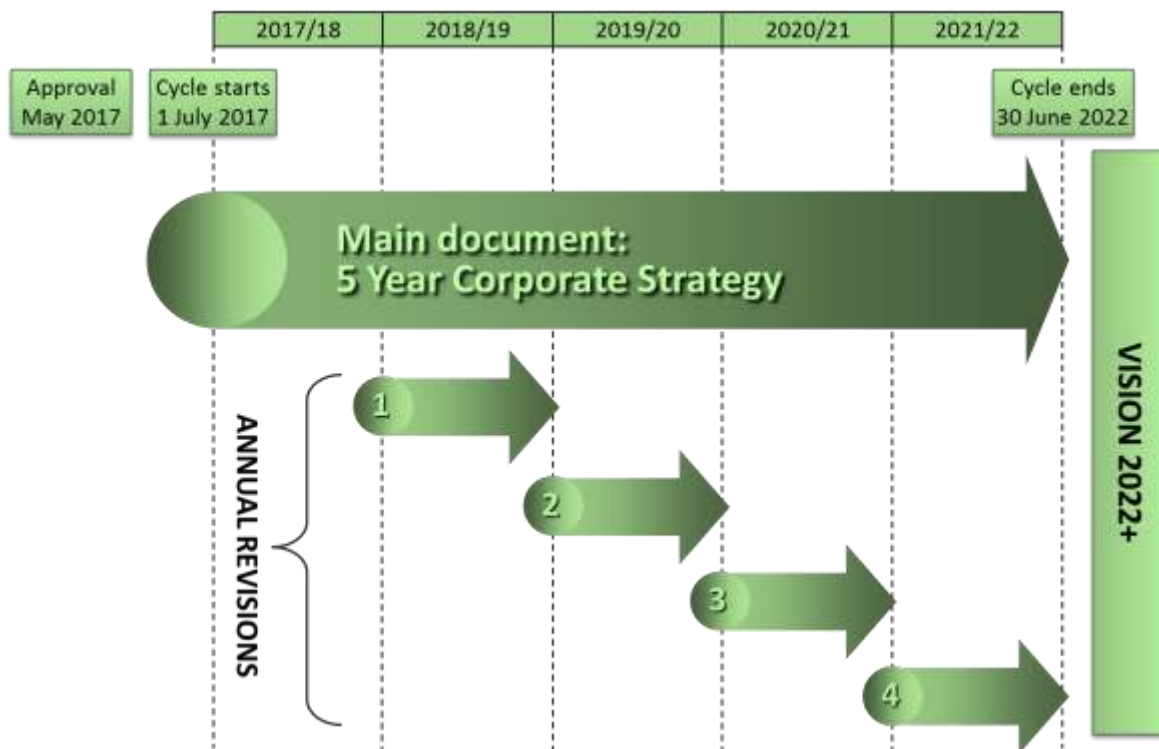


Figure 2: 5 Year Corporate Strategy

1.4 Phases of the annual process

Drakenstein Municipality's commitment to developing a "Place of Excellence" has been the focal point of the 2012-2017 IDP (and outer years 2017-2021), with a specific emphasis to translate the Municipality's strategy into action.

The aim of the new 5-Year IDP for Drakenstein is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the Municipality which is aligned with national, provincial and district development plans and planning requirements binding on the Municipality in terms of legislation.

The IDP process normally goes through the following phases during the course of a year:

Phase	Tasks	Mechanisms
Analysis	External analysis:	
	<ul style="list-style-type: none"> ▪ Spatial ▪ Social ▪ Economic ▪ Environmental ▪ Sector needs and issues 	<ul style="list-style-type: none"> ▪ Sector plans ▪ Spatial Development Framework ▪ Stakeholders discussions ▪ Annual customer satisfaction survey
	Compilation of area plans:	
	<ul style="list-style-type: none"> ▪ Ward profiles ▪ Services backlogs ▪ Priority issues 	<ul style="list-style-type: none"> ▪ Ward committee/ ward meetings and workshops ▪ Inputs by departments
	Internal analysis:	
	<ul style="list-style-type: none"> ▪ Critical issues / challenges ▪ Minimum service levels 	<ul style="list-style-type: none"> ▪ In-house exercise by departments ▪ Performance assessment
	Inter-governmental alignment:	
	Align with National and Provincial Policies	Desk top study by Manager: IDP/PMS
Strategy and action plan	Council and Management discuss strategic issues such as vision and mission, future directions, strategic goals and objectives, as well as programmes, actions, key performance indicators and targets for each strategic objective.	<ul style="list-style-type: none"> ▪ Strategy workshops ▪ Stakeholder discussions ▪ In-house exercise by Management Team
Approval of draft IDP and draft annual budget	Finalise and approve draft IDP and draft annual budget	In-house preparation of the relevant documentation and submission to Council
Consultation and refinement	<ul style="list-style-type: none"> ▪ Make public the draft IDP and draft annual budget for comments and submissions. ▪ 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. ▪ Consult the Cape Winelands District Municipality on the draft IDP. ▪ Consult the local community and other stakeholders 	<ul style="list-style-type: none"> ▪ In-house exercise by Chief Financial Officer and Manager: IDP/PMS ▪ Public meetings & workshops ▪ IDP Representative Forum meeting
Final approval	<ul style="list-style-type: none"> ▪ Council approves the final IDP and final annual budget 	In-house preparation of the relevant documentation and submission to Council

Table 1: Phases of the Annual IDP Process

1.5 Key Elements to be addressed in this process

The following is a summary of the main activities to be undertaken during this IDP Process:

1.5.1 ASSESSMENT ISSUES

- The comments on the 2016/17 (Revised) IDP provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act;
- LGMTEC 3 Report by Provincial Treasury and the Provincial Department of Local Government assessing the Draft IDP and Budget during April 2017; and
- Shortcomings and weaknesses identified through self-assessment.

1.5.2 REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

- Review of the Strategic elements of the IDP and integrating the strategic intent throughout the budget process and the finalizing of the Service Delivery and Budget Implementation Plan;
- Review of elements of the Spatial Development Framework;
- Review of the Disaster Management Plan;
- Update of Master Plans and Sector Plans;
- Review of the Strategic Elements of the IDP, particularly in the context of Organisational Re-design; and
- The update of the Financial Plan.

1.5.3 INCLUSION OF NEW INFORMATION WHERE NECESSARY

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the compilation of the 2012/13-2016/17 IDP and all following revisions conducted in accordance with the relevant legislation (i.e. MFMA Regulatory Circulars);
- Update of the Socio-Economic Profile;
- Public Participation Input and revision of Ward Plans; and
- The implication of the implementation of the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013 (on the IDP Process and significance for municipal planning generally).

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 following legislation:

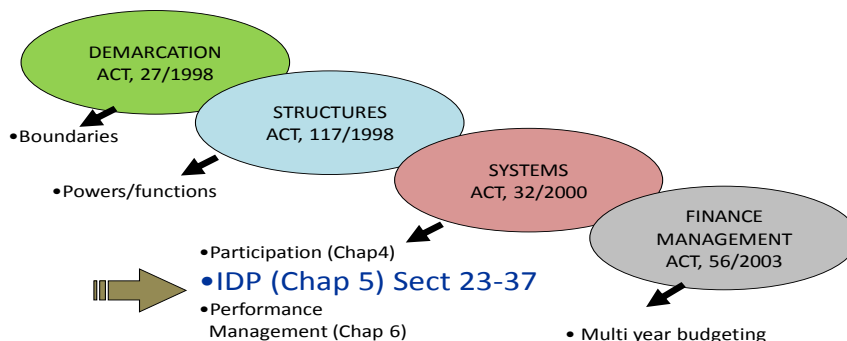


Figure 3: Municipal Legislative Background

2.1 The Integrated Development Plan (IDP)

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

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- (a) *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- (b) *Aligns the resources and capacity of the municipality with the implementation of the plan;*
- (c) *Complies with the provisions of this Chapter; and*
- (d) *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

2.1.2 In accordance with the Municipal Systems Act, No 32 of 2000 (MSA) Section 28:

- (1) *Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.*
- (2) *The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.*
- (3) *A municipality must give notice to the local community of particulars of the process it intends to follow.*

2.1.3 Section 29(1) of the Municipal Systems Act, No 32 of 2000 (MSA) instructs that:

The process must -

- (a) be in accordance with a predetermined programme specifying timeframes for the different steps;*
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for -*
 - (i) the local community to be consulted on its development needs and priorities;*
 - (ii) the local community to participate in the drafting of the integrated development plan; and*
 - (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*
- (d) be consistent with any other matters that may be prescribed by regulation.*

2.2 The Annual Budget

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004).

2.2.1 Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. The preparation, tabling and approval of the annual budget;*
 - ii. The annual review of-*
 - aa) The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - bb) The budget related policies.*
 - iii. The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
 - iv. The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

2.3 The Service Delivery and Budget Implementation Plan (SDBIP)

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

2.3.1 Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

(a) projections for each month of-

- (i) revenue to be collected, by source; and*
- (ii) operational and capital expenditure, by vote;*

(b) service delivery targets and performance indicators for each quarter

3 PREPARATION FOR THE PROCESS

The result of the preparation process should not only be a document (the Process Plan), but also a well prepared council and management, confident about the task ahead. In the Process Plan -

- Organisational arrangements are established and the membership of committees and forums is clarified.
- Roles and responsibilities are clarified and internal human resources allocated accordingly.
- The legal requirements, principles and functions of community and stakeholder participation during the IDP process are clarified.
- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, districts and other spheres of government are looked at.
- An example of a table of contents for the IDP is provided.
- Legislation and policy requirements that have to be considered in the course of the IDP process are provided. The list contains documents, guidelines, plans and strategies from the provincial and national sphere of government.

This preparation for the IDP compilation process is a task of municipal management. Individual tasks may be delegated but the process remains the accountability of the Management Team.

4 INVOLVEMENT OF THE COMMUNITY AND STAKEHOLDERS

4.1 Organisational arrangements

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

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

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

4.1.1 THE BUDGET STEERING COMMITTEE

Section 4 of the Municipal Budget and Reporting Regulations requires that the mayor of a municipality establish a budget steering committee. This committee's role is to provide technical assistance to the mayor in discharging his or her responsibilities set out in section 53 of the MFMA. These responsibilities include providing political guidance to the IDP and budget processes and the priorities that must guide the preparation of the budget, ensuring the budget gets approved before 1 July, that a SDBIP is produced and that senior managers' annual performance contracts are signed, submitted to council and made public on time.

The prescribed membership of the committee emphasises the technical nature and role of the committee. It includes all senior managers within the municipality that need to be involved in the IDP and budget processes to ensure that they are aligned and relate directly to the service responsibilities of the municipality. The members of the committee will also ultimately be accountable for the implementation of the IDP and budget, through the SDBIP and their annual performance agreements.

The budget steering committee is not a committee of council, or a subcommittee of the mayor's executive committee. Council may decide to establish a separate council committee to exercise oversight of the IDP and budget, and the mayor may decide to establish a separate subcommittee of the executive committee to provide political guidance to the IDP and budget processes. These committees would need to work closely with the budget steering committee.

The Budget Steering Committee will be constituted for the IDP preparation/revision process. In the context of the Drakenstein Municipality it is important to note that the Mayoral Committee may, on discretion of the Executive Mayor, perform the functions of the Budget Steering as defined in this IDP Process Plan.

The composition of the Budget Steering Committee is as follows:

- a. the Executive Mayor or his nominee (the Portfolio Chair for Finance)
- b. the Mayoral Committee
- c. the Municipal Manager
- d. the Chief Financial Officer
- e. the Executive Manager: Planning and Economic Development
- f. the Executive Manager: Community Services
- g. the Executive Manager: Infrastructure Services
- h. the Executive Manager: Corporate Services
- i. the Senior Manager: Financial Services
- j. the Manager: Budget Office
- k. the Manager: IDP/PMS
- l. any technical experts of various areas
- m. 2 x Councillors from an opposition political party

Terms of Reference for the Budget Steering Committee

The committee in conjunction with the mayor will be accountable for executing the responsibilities as mentioned in section 53 of the Municipal Finance Management Act, which reads as follows:

53. (1) The mayor of a municipality must –

- (a) provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;
- (b) co-ordinate the annual revision of the integrated development plan in terms of Section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and
- (c) take all reasonable steps to ensure –
 - (i) that the municipality approves its annual budget before the start of the budget year;
 - (i) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
 - (ii) that 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 –
 - (aa) comply with this Act in order to promote sound financial management;

- (bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and
 - (cc) are concluded in accordance with section 57(2) of the Municipal Systems Act.
- (2) The mayor must promptly report to the municipal council and the MEC for finance in the province any delay in the tabling of an annual budget, the approval of the service delivery and budget implementation plan of the signing of the annual performance agreements.
- (3) The mayor must ensure –
- (a) 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; and
 - (b) that the performance agreements of the 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. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

4.1.2 THE MANAGER: IDP/PMS AND RESPONSIBILITIES

Amongst other, the following responsibilities have been allocated to the Manager: IDP/PMS for the IDP Process:

- i. To ensure that the Process Plan is finalised and adopted by Council;
- ii. To adjust the IDP according to the proposals of the MEC;
- iii. To ensure the continuous participation of role players;
- iv. To monitor the participation of role players;
- v. To ensure appropriate procedures are followed;
- vi. To ensure documentation is prepared properly;
- vii. To carry out the day-to-day management of the IDP process;
- viii. To respond to comments and enquiries;
- ix. To ensure alignment of the IDP with the IDP of the District Municipality and neighbouring municipalities;
- x. To co-ordinate the inclusion of Sector Plans into the IDP documentation;
- xi. To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP;
- xii. To submit the reviewed IDP to the relevant authorities; and
- xiii. Coordinate the operations of the IDP Task Team.

4.1.3 THE IDP TASK TEAM

The internal coordination of cross-sectoral alignment between the assorted sectoral plans informing the municipality's IDP is critical for successful collaborative planning with other spheres of government and neighbouring municipalities. To facilitate internal cooperation between the diverse business units, an IDP Task Team will be established with representatives from all directorates with the following key responsibilities:

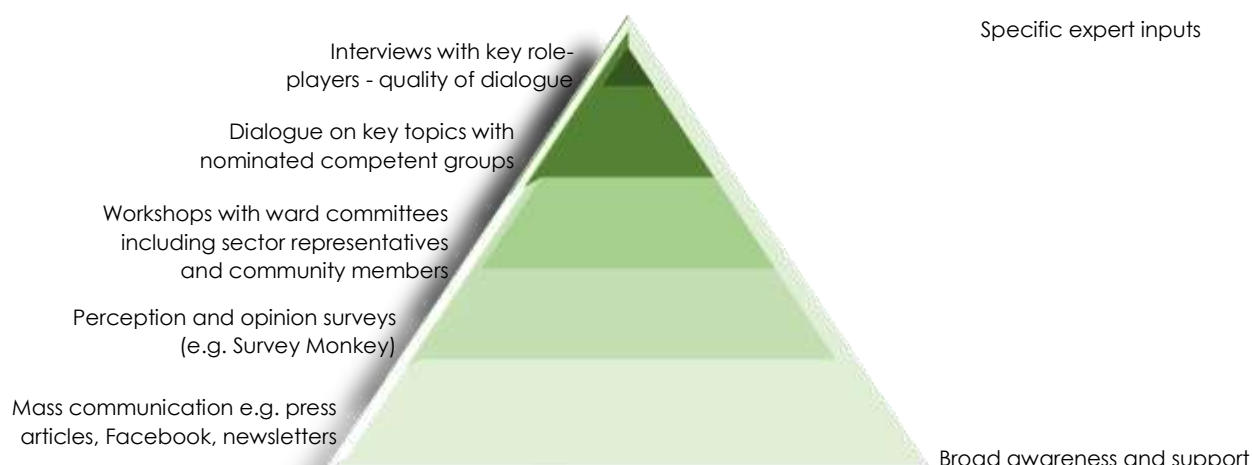
- i. Act as liaison between directorate and IDP Unit;
- ii. Coordinate directorate's response to request for information from IDP Unit;

- iii. Assist IDP Unit with preparing presentation/report content for all public and IGR related engagements;
- iv. Attend meetings in tune with the strategic management of the IDP Process Plan – all directorates must be represented; and
- v. Assist the IDP Unit with quality assurance process of IDP content.

4.2 Structured participation

The IDP process and the participation of the community in this process have to be **structured**.

Table 2: Structured Participation



The involvement and inputs of the community and stakeholders will be obtained in the manner depicted in the following picture:

4.3 Ward committees

The role of the Ward Committees in respect of the IDP is defined in the *Public Participation Policy* of the Drakenstein Municipality (approved by Council on 25 March 2016) to be as follows:

- (a) Mobilise communities to attend IDP/Budget meetings;
- (b) All committee members must be present at the IDP community meetings to assist marginalised groups and those who cannot read or write;
- (c) Participate in driving of the Ward Based Planning process;
- (d) Prioritise the community inputs and determine the top five (5) priorities of the ward;
- (e) Give details on priority issues and problems; and
- (f) Monitor and evaluate IDP projects.

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

4.4 Drakenstein IDP Representative Forum

An IDP Representative Forum will be established in order to engage with the draft Integrated Development Plan (IDP), Budget and Performance Management System of the Drakenstein Municipality.

By broadening the scope of the IDP Representative Forum to include the budget, performance management and service agreement requirements for public participation, the municipality asserts that budgeting ought to be linked to development planning, which clearly impacts the definition of performance areas, indicators and targets, as well as service delivery.

4.4.1 Composition of the IDP Representative Forum

The IDP Representative Forum shall consist of:

STAKEHOLDER	MEMBERS
Drakenstein Municipality	<ul style="list-style-type: none"> ▪ Municipal Manager ▪ Members of the Executive Management Team ▪ Manager: IDP/PMS ▪ Joint Planning Initiative (JPI) Champions ▪ Support Officials
Cape Winelands District Municipality	<ul style="list-style-type: none"> ▪ Municipal Manager ▪ Director: IDP/PMS and Risk Management ▪ Joint Planning Initiative (JPI) Members ▪ Executive Director
Government Departments	<p><u>Provincial Government</u></p> <ul style="list-style-type: none"> ▪ Joint Planning Initiative (JPI) Members <ul style="list-style-type: none"> ✓ Department of Agriculture ✓ Provincial Treasury ✓ Department of Economic Development and Tourism ✓ Department of Social Development ✓ Department of Local Government ✓ Department of Human Settlements ✓ Department of Transport and Public Works ✓ Department of Environmental Affairs and Development Planning ✓ Department of Community Safety ✓ Department of Education <p><u>National Government</u></p> <ul style="list-style-type: none"> ▪ Statistics South Africa ▪ South African Police Services ▪ Department of Rural Development and Land Reform ▪ Department of Correctional Services ▪ Department of Home Affairs ▪ Department of Labour ▪ Department of Justice and Constitutional Development
Community Stakeholders	<ul style="list-style-type: none"> ▪ Representatives of Organised Groups ▪ Advocates of Un-organised Groups ▪ Representatives of Organised Business ▪ Advocates of Informal Business
Neighbouring Municipalities (<i>ad hoc membership</i>)	<ul style="list-style-type: none"> ▪ City of Cape Town (south-west); ▪ Stellenbosch Local Municipality, Cape Winelands District (south) ; ▪ Breede Valley Local Municipality, Cape Winelands District Municipality (south-east); ▪ Bergrivier Local Municipality, West Coast District Municipality (north); ▪ Witzenberg Local Municipality; and ▪ Swartland Local Municipality, West Coast District Municipality (north-west).

4.4.2 Roles and Responsibilities of the IDP Representative Forum

Roles of the IDP Representative Forum

- (i) Represent the interest of the municipality's constituency in the IDP Process.
- (ii) Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government.
- (iii) Ensure communication between all the stakeholder representatives inclusive of municipal government.
- (iv) Monitor the performance of the planning and implementation process.

Responsibilities of the IDP Representative Forum

- (i) Form a structural link between the municipality and the public by informing interest groups, communities and organisations on relevant planning activities and their outcomes.
- (ii) Analyse and integrate issues affecting the various sectors, determine priorities, strategies, projects and programmes and identify budget requirements.
- (iii) Discuss and comment on the draft IDP/Budget.
- (iv) Monitor performance of the planning and implementation process through the Quarterly and Mid-year Performance Reports and the Annual Report of the municipality.

Key dates and activities of the IDP Representative Forum are as follows:

IDP Representative Forum Key Dates	
September	IDP Public Participation Roadshow – Community Needs Analysis
November	The provision of feedback on the status quo and strategic framework components of the IDP; Presentation of the 1 st Quarter Top Layer SDBIP Report; and Consider Community Needs Analysis and make recommendations to Executive Mayor.
January	Circulate Mid-year
April	Presentation of the Draft IDP and Budget as part of the public participation; Presentation of the 2 nd Quarter Top Layer SDBIP Report; Presentation of the Draft Top Layer SDBIP; and Presentation of the Annual Report.
May	Feedback on comments received during the 21 day advert period on the Budget and IDP as well as the public participation process and suggested ways of addressing these issues; Recommendation by the IDP Representative Forum for adoption of the IDP by Council; and Presentation of the 3 rd Quarter Top Layer SDBIP Report.

Table 3: Key Dates of IDP Representative Forum

The sole purpose of the IDP REPRESENTATIVE FORUM will be to advise the Executive Mayor on matters relating to the IDP. It will not have any decision making powers.

5 ROLES AND RESPONSIBILITIES

5.1 Activities and outputs

It is one of the pre-requisitions of a smooth and well organised IDP process that all role players are fully aware of their own and of other role players' 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. This section deals with:

- The roles which the municipality has to play in the IDP process in relation to the roles which external role players are expected to play.
- The further specification of roles within the Municipality and the responsibilities related to that role in detail.

5.2 Roles and responsibilities within Government

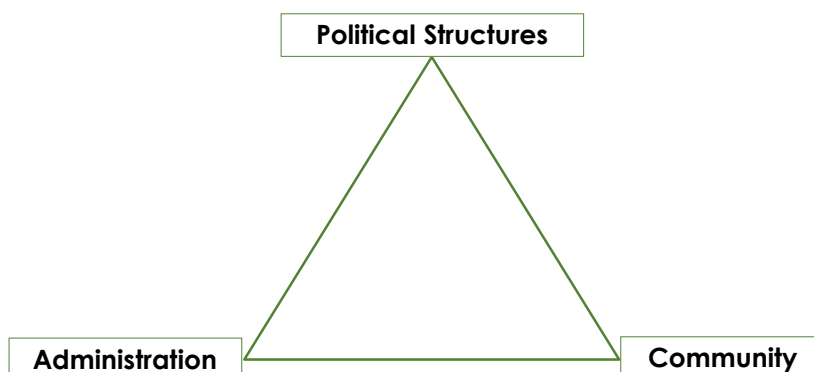
Role Player	Roles and Responsibilities
Local Municipality	<ul style="list-style-type: none"> ▪ Prepare and adopt the IDP Process Plan. ▪ Undertake the overall management and co-ordination of the IDP process which includes ensuring that : <ul style="list-style-type: none"> - all relevant role-players are appropriately involved; - appropriate mechanisms and procedures for community participation are applied; - events are undertaken in accordance with the approved time schedule; - the IDP relates to the real burning issues in the municipality; and - the sector planning requirements are satisfied. ▪ Prepare and adopt the IDP. ▪ Adjust the IDP in accordance with the MEC's proposal. ▪ Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.
District Municipality	<ul style="list-style-type: none"> ▪ Same roles and responsibilities as local municipalities but related to the preparation of a District IDP. The District Municipality must also prepare a District Framework (Sec 27 of the MSA). ▪ Fulfil a coordination and facilitation role by - <ul style="list-style-type: none"> - ensuring alignment of the IDP's of the municipalities in the district council area; - ensuring alignment between the district and local planning; - facilitation of alignment of IDP's with other spheres of government and sector departments; and - preparation of joint strategy workshops with local municipalities, provincial and national role-players and other subject matter specialists.
Provincial Government	<ul style="list-style-type: none"> ▪ Ensure horizontal alignment of the IDP's of the district municipalities within the province. ▪ 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"> - guiding the provincial sector departments' participation in and their required contribution to the municipal IDP process; and - guiding them in assessing draft IDP's and aligning their sector programmes and budgets with the IDP's. ▪ Efficient financial management of provincial IDP grants. ▪ Monitor the progress of the IDP processes. ▪ Facilitate resolution of disputes related to IDP. ▪ Assist municipalities in the IDP drafting process where required. ▪ Organise IDP-related training where required. ▪ Co-ordinate and manage the MEC's assessment of IDP's.

Table 4: Roles and Responsibilities within Government

5.3 Roles and responsibilities - Municipality and stakeholders

Systems Act Section 2(b) - A municipality consists of -

- (i) the political structures and administration of the municipality; and
- (ii) the community of the municipality



POLITICAL STRUCTURES:

Structures Act Section 56(2) - Functions and powers of executive mayors

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.

Systems Act Section 30 - Management of drafting process

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:

Systems Act Section 55(1) - 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:

Systems Act Section 29(1) - 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.

The table below indicates the roles and responsibilities of the different role players.

Role Player	Roles and Responsibilities	Objectives	Objectives for all role players
Executive Mayor (together with the Mayoral Committee) (process "owner", accountable)	<ul style="list-style-type: none"> ▪ Decide on planning process: nominate persons in charge ▪ Monitor planning process ▪ Responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP (to make sure that all relevant actors are involved) 	<ul style="list-style-type: none"> ▪ Increased ownership and accountability ▪ More appreciation of the merit of the process/ plan ▪ More openness to new / different ideas ▪ Greater commitment to the process / plan ▪ Be more accessible to the public ▪ Obtain buy-in from the community ▪ Communicate limited resources 	<ul style="list-style-type: none"> ▪ Greater participation / involvement ▪ High quality dialogue ▪ As simple and easy as possible to participate / contribute
Proportional councillors, ward councillors, ward committee members	<ul style="list-style-type: none"> ▪ Link IDP process to their constituencies/wards ▪ Organise public participation 	<ul style="list-style-type: none"> ▪ Credible and qualitative input submission to the IDP and Budget Process 	
Municipal Manager and Management Team (Responsible)	<ul style="list-style-type: none"> ▪ Provide technical/sector expertise and information ▪ Provide inputs related to the various planning steps ▪ Summarise / digest / process inputs from the participation process ▪ Discuss / comment on inputs from specialists 	<ul style="list-style-type: none"> ▪ Preparation of aligned IDP, Budget and SDBIP based on assessment of all inputs/needs received and strategic prioritization exercise 	
IDP/PMS Office (Process facilitator)	Day-to-day management of the drafting process on behalf of the Municipal Manager (to ensure a properly managed planning process)	More productive and efficient process management	
Strategic Partners <ul style="list-style-type: none"> ▪ Public sector organisations ▪ Key business people ▪ Business and agricultural societies ▪ NGO's and NPO's ▪ Sector representatives 	Represent interests and contributing knowledge and ideas		
Citizens	Represent interests and contributing knowledge and ideas		

Table 5: Roles and Responsibilities of different role players

6 INTER-GOVERNMENTAL ALIGNMENT

The IDP requires alignment with other spheres of government at different stages during the process. Before starting with the IDP process municipalities need to understand where alignment should take place and through which mechanism this can best be achieved. Alignment is the instrument 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 this Municipality in achieving its developmental objectives.

The desired outcome of inter-governmental alignment is –

- to make government as a whole work together;
- to improve the impact of its programmes; and
- to work towards achieving common objectives and outcomes, particularly with regards to economic growth for job creation and addressing the needs of the poor.

Efficient performance of government, integration and alignment across all spheres of government can be realized through focused implementation.

6.1 Horizontal and Vertical Alignment

6.1.1 HORIZONTAL ALIGNMENT

Our commitment towards improving the integration of district projects and cross-border collaboration will be demonstrated through intensified participation in the district planning imperatives and efforts to enhance our relationship with our neighbouring municipalities, particularly in the context of the National Development Plan and Provincial and Regional initiatives to grow our economy.

6.1.2 VERTICAL ALIGNMENT

Our participation in provincial and national joint planning initiatives will be intensified and deepened as we venture towards finding synergy with provincial and national plans and programmes.

Alignment with Sector Departments will take place through:

- The existing LG-MTEC and MGRO Structures or as initiated by Provincial and National Government in consultation with the Western Cape Provincial Department of Local Government.
- Provincial IDP Indaba 1 and 2
- District and local based IGR forums.
- One-on-one meetings with government departments where necessary and improved coordination of such engagements.

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

7 IDP CONTENT

7.1 Legally required content of a five year IDP

Section 26 of the MSA: Core components of integrated development plans

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:
Detail of 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 serves only as a guide:

- Foreword by the Executive Mayor
- Foreword by the Municipal Manager
- Introduction and Background
 - Context
 - Integrated development planning
 - Legal status of the IDP
 - Third generation IDP's
 - Relationship between the IDP, budget, performance management and risk management
 - The IDP and area plans
- The planning process
 - Roles and responsibilities
 - Five year cycle of the IDP
 - First year process followed
- The Organisation
 - Section 53 role clarification
 - The council and council committees
 - The administration
- Intergovernmental policy alignment
 - National
 - Provincial
 - District Municipality
- Sector plan alignment
- Status Quo information
 - Current reality
 - Opportunities
 - Intergovernmental initiatives
 - Challenges
- Strategy
 - The Municipality's vision and mission
 - Leadership philosophy and values
 - The Municipality's five year strategy and action plan
 - General indicators in terms of the Municipal Planning and Performance Management Regulations, 2001
- Expenditure frameworks: all spheres of government
 - Provincial spending in the municipal area
 - Allocations in terms of the Division of Revenue Bill (DORA)
 - Allocations in terms of Provincial Gazette Extraordinary
 - Capital budget per department

- Capital budget per IDP strategic outcome
- Operating budget per IDP strategic outcome

ANNEXURES

- Profile of Drakenstein
 - Demographics
 - Social development and well-being
 - Access to housing
 - Access to municipal services
 - Economic performance
- External analysis
 - Client satisfaction survey
 - Area plans
- Status of sector plans and policy

8 ANNUAL REVISION OF THE IDP

8.1 Legal requirements

MSA Section 34: Annual review and amendment of integrated development plan

A municipal council-

- (a) *must review its integrated development plan-*
- (i) *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) *to the extent that changing circumstances so demand; and*
- (b) *may amend its integrated development plan in accordance with a prescribed process.*

8.2 Purpose of a review

The IDP has to be reviewed annually in order to:

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

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.

8.3 What the review is not

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

9 IDP SOURCE DOCUMENTS

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)
Spatial Planning and Land Use Management Act (16 of 2013)

Regulations

Municipal Planning and Performance Management Regulations (Aug 2001)
Municipal Budget and Reporting Regulations (April 2009)
Regulations in terms of the Spatial Planning and Land Use Management Act (March 2015)

National policy

National Development Plan (2012)
Medium-Term Strategic Framework: 2014 – 2019
Back to Basics Approach - September 2014

Provincial policy

Western Cape's Provincial Strategic Plan: 2014-2019
Western Cape Provincial Spatial Development Framework - March 2014

10 AMENDMENT OF IDP PROCESS PLAN

The following procedures and principles will apply to addressing any departure/amendment to the IDP Process Plan and/or the planning process as such:-

- i. The Budget Steering Committee meets after each phase in the IDP process to evaluate progress and to identify where changes, amendments or departures to/from both the Framework and the planning process are required.
- ii. The Budget Steering Committee must request the Municipal Manager's permission to depart from the Action Plan, particularly if the request may delay the implementation of the IDP/Budget Process Plan.
- iii. Requests to amend the Framework must include:-
 - o The wording of the proposed amendment;
 - o Motivation for the amendment;
 - o Expected implications of the amendment.

- iv. The Manager: IDP/PMS deals with the process and ensures that all proposals for departure/amendment are reported to role-players and that their comment is invited.
- v. Where deemed necessary by the Municipal Manager, the Manager: IDP/PMS submit a formal request to Council to approve the amendment.
- vi. The Budget Office must work closely with the Department: IDP/PMS of the municipality in planning and executing any technical and public participation tasks related to the compilation of the IDP, Budget and Service Delivery and Budget Implementation Plan.

11 ANNEXURE A: PROGRAMME WITH TIMEFRAMES IN TERMS OF SECTION 29 OF THE MSA

ACRONYMS

MSA	Municipal Systems Act 32 of 2000
MPPMR	Municipal Planning and Performance Management Regulations, 2001
MFMA	Municipal Finance Management Act 56 of 2003
MPR	Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
MBRR	Municipal Budget and Reporting Regulations, 2009

AUGUST 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1	2	3	4	5	6	3 Aug: Municipal elections
7	8	9	10	11	12	13	9 Aug: National Women's Day
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	24 Aug: Council
28	29	30	31				

Task	Date	Legal Reference
IDP Process Plan:		MSA Section 28:
<ul style="list-style-type: none"> Submit to Council 	27 Jul 24 Aug	(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.
<ul style="list-style-type: none"> Submit to Department of Local Government and the Cape Winelands District Municipality for comments 	25 Aug	(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
<ul style="list-style-type: none"> Advertise in local press 	28 Jul to 20 Aug	
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>)	By 31 Aug	MSA Section 126(1)(a): 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

SEPTEMBER 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	
18	19	20	21	22	23	24	21 Aug: Executive Mayoral Committee; 24 Sep: Heritage Day
25	26	27	28	29	30		28 Sep: Council; 30 Sep - 10 Oct: School holiday

Task	Date	Legal Reference
IDP Process Plan:		MSA Section 28:
<ul style="list-style-type: none"> Consult the local community 	Up to 20 Aug	(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.
<ul style="list-style-type: none"> Adoption by Council 	24 Aug	(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
<ul style="list-style-type: none"> Give notice of the approved process plan through local media 	1 Sep	(3) A municipality must give notice to the local community of particulars of the process it intends to follow.

Task	Date	Legal Reference
Commence with the multi-year capital and operating budget	Sep	
Submit draft 2015/16 annual report to EMT	Sep according to AG meeting	
Commence with the review of the Long term Financial Plan	Sep-Nov	MSA Section 26(h): An integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years.
Community involvement <ul style="list-style-type: none"> Interviews with key role-players Dialogue on key topics with nominated competent groups Customer satisfaction survey (Survey Monkey) Mass communication e.g. press articles, Facebook, newsletters 	Sep-Oct	MSA Section 29(1)(b): 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- <ul style="list-style-type: none"> (i) the local community to be consulted on its development needs and priorities; (ii) the local community to participate in the drafting of the integrated development plan; and (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan.

OCTOBER 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	30 Sep - 10 Oct: School holiday
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	19 Oct: Executive Mayoral Committee
16	17	28	19	20	21	22	
23	24	25	26	27	28	29	26 Oct: Council
30	31						

Task	Date	Legal Reference
Council Lekgotla* (councillors, municipal manager, executive managers and selected senior managers) to reconcile views and opinions of the political structures and administration.	Sep	
Strategy Workshop 1 (Mayoral Committee, municipal manager, executive managers and selected senior managers) to reconcile views and opinions of the political structures and administration.	Sep	MSA Section 56(2) The executive mayor must - <ul style="list-style-type: none"> (a) identify the needs of the municipality; (b) review and evaluate those needs in order of priority
Strategy Workshop 2 (municipal manager, executive managers and selected senior managers) to suggest solutions that contribute most to the Strategic Goal(s) applicable to each department.	Oct	
Internal Analysis – <ul style="list-style-type: none"> critical issues / challenges with respect to every service minimum service levels institutional financial performance 	Oct&Nov	

* In South African English, a **lekgotla** is a meeting called by government to discuss strategy planning. The term is a loan word from Sesotho, **meaning** court.

NOVEMBER 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
		1	2	3	4	5	
6	7	8	9	10	11	12	23 Nov: Executive Mayoral Committee
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	30 Nov: Council
27	28	29	30				

Task	Date	Legal Reference
Election and Establishment of Ward Committees	Oct&Nov	MSA Section 72-78: Regulate the establishment, vacation of office and meeting frequency of ward committees as well as their term of office. The Municipal Council is responsible for the formulation of its own rules to regulate the election, operation and administration of ward committees.
Workshop with IDP REPRESENTATIVE FORUM members, Cape Winelands District Municipality and sector departments	Nov	MSA Section 24(1): The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.
Sessions with WARD COMMITTEES	Nov&Dec	MSA Section 29(1)(b): 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) the local community to be consulted on its development needs and priorities; (ii) the local community to participate in the drafting of the integrated development plan; and (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan.

DECEMBER 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	
4	5	6	7	8	9	10	7 Dec: Schools close; 7 Dec: Executive Mayoral Committee; 9 Dec: Council
11	12	13	14	15	16	17	16 Dec: Day of Reconciliation
18	19	20	21	22	23	24	
25	26	27	28	29	30	31	25 Dec: Christmas Day; 26 Dec: Day of Goodwill

Task	Date	Legal Reference
Commence with first draft five-year performance scorecard for review against strategic priorities	Dec&Jan	
Strategy Workshop 3 (Mayoral Committee, municipal manager, executive managers and selected senior managers) to consolidate all strategic inputs and to formulate the first draft of a new Strategy Chapter of the IDP.	1&2 Dec	

JANUARY 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
1	2	3	4	5	6	7	1 Jan: New Year's Day; 2 Jan: Public holiday
8	9	10	11	12	13	14	
15	16	17	18	19	20	21	18 Jan: Schools open; 18 Jan: Executive Mayoral Committee
22	23	24	25	26	27	28	25 Jan: Council
29	30	31					

Task	Date	Legal Reference
Budget: <ul style="list-style-type: none"> Integrate and align to IDP documentation and draft SDBIP Finalise budget policies 	Jan&Feb	
Submit draft adjustments budget to Budget Steering Committee	Jan/Feb	

FEBRUARY 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
			1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	15 Feb: Executive Mayoral Committee
19	20	21	22	23	24	25	22 Feb: Council
26	27	28					

Task	Date	Legal Reference
Finalise the draft capital and operating budget	Feb&Mar	
Note any provincial and national allocations to municipalities for incorporation into budget	Feb	
Budget: <ul style="list-style-type: none"> Finalise in the prescribed formats incorporating National & provincial budget allocations 	Jan&Feb	

MARCH 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
			1	2	3	4	
5	6	7	8	9	10	11	22 Mar: Executive Mayoral Committee
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	21 Mar: Human Rights Day; 29 Mar: Council
26	27	28	29	30	31		31 Mar: Schools close

Task	Date	Legal Reference
Table draft IDP and budget in Council (<i>at least 90 days before the start of the budget year</i>)		MFMA Section 16: (1) The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. (2) 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.
<ul style="list-style-type: none"> Budget Steering Committee 	15 Mar	
<ul style="list-style-type: none"> Submit to Mayoral Committee 	22 Mar	
<ul style="list-style-type: none"> Submit to Council 	29 Mar	

Task	Date	Legal Reference
<ul style="list-style-type: none"> Submit the draft IDP and budget to the Local Government, Provincial Treasury, National Treasury and other affected organs of state Make public the draft IDP and budget and invite the community to submit representations 	30 Mar	<p>MFMA Section 22: 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 draft IDP to the District Municipality	30 Mar	<p>MSA Section 29(3)(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>

APRIL 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	10 Apr: Schools open; 19 Apr: Executive Mayoral Committee; 14 Apr: Good Friday
16	17	18	19	20	21	22	17 Apr: Family Day
23	24	25	26	27	28	29	26 Apr: Council; 27 Apr: Freedom Day
30							

Task	Date	Legal Reference
Process of consultation and meetings with local community and stakeholders, Provincial and National Treasury and other organs of state	3-28 Apr	<p>MFMA Section 23(1): When the annual budget has been tabled, the municipal council must consider any views of –</p> <p>(a) the local community; and</p> <p>(b) the National Treasury, the relevant provincial treasury and any provincial or national organs of state or municipalities which made submissions on the budget.</p> <p>MSA Section 29(1)(b): 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-</p> <p>(i) the local community to be consulted on its development needs and priorities;</p> <p>(ii) the local community to participate in the drafting of the integrated development plan; and</p> <p>(iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan.</p>
IDP REPRESENTATIVE FORUM meeting	Before 28 Apr	

MAY 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1	2	3	4	5	6	1 May: Workers Day
7	8	9	10	11	12	13	24 May: Executive Mayoral Committee
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	31 May: Council
28	29	30	31				

Task	Date	Legal Reference
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	MFMA Section 23(2): 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	
Table final IDP and budget in Council (<i>at least 30 days before the start of the budget year</i>)		MFMA Section 24(1): The Council must at least 30 days before the start of the budget year consider the approval of the annual budget.
▪ Submit to Budget Steering Committee	17 May	
▪ Submit to Mayoral Committee	24 May	
▪ Submit to Council	31 May	
Place the 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 3 Jun	MFMA Section 75(1): The accounting officer of a municipality must place on the website the following documents of the municipality: (a) the annual and adjustments budgets and all budget-related documents; and (b) all budget-related policies MSA Section 21A(1)(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. MFMA Section 75(2): 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.

JUNE 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	14 June: Executive Mayoral Committee; 16 Jun: Youth day
18	19	20	21	22	23	24	28 Jun: Council; 23 Jun: Schools close
25	26	27	28	29	30		

Task	Date	Legal Reference
Submit a copy of the IDP to the MEC for local government as well as Provincial Treasury (<i>within 10 working days of the adoption of the plan</i>)	Before 14 Jun	MSA Section 32(1)(a): 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.

Task	Date	Legal Reference
Submit approved budget to the Provincial Treasury and National Treasury (within 10 working days after approval of the budget)	Before 14 Jun	<p>MFMA Section 24(3): The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.</p> <p>MBRR Reg 20: 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>
Give notice to the public of the adoption of the IDP (within 14 days of the adoption of the plan)	14 Jun	<p>MSA Section 25(4)(a): 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> <ul style="list-style-type: none"> (i) of the adoption of the plan; and (ii) that copies of or extracts from the plan are available for public inspection at specified places; <p>MSA Section 21A(1)(a) and (c): 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> <ul style="list-style-type: none"> (a) by displaying the documents at the municipality's head and satellite offices and libraries; (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.
Publicise a summary of the IDP (within 14 days of the adoption of the plan)	14 Jun	<p>MSA Section 25(4)(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) (within 10 working days after approval of the budget)	14 Jun	<p>MBRR Reg 18:</p> <ul style="list-style-type: none"> (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 the Municipal Systems Act make public the approved annual budget and supporting documentation and the resolutions referred to in section 24(2)(c) of the Act. (2) The municipal manager must also make public any other information that the municipal council considers appropriate to facilitate public awareness of the annual budget, including- <ul style="list-style-type: none"> (a) summaries of the annual budget and supporting documentation in alternate languages predominant in the community; and (b) information relevant to each ward in the municipality. (3) All information contemplated in subregulation (2) must cover: <ul style="list-style-type: none"> (a) the relevant financial and service delivery implications of the annual budget; and (b) at least the previous year's actual outcome, the current year's forecast outcome, the budget year and the following two years.

Task	Date	Legal Reference
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>)	Before 14 Jun	MFMA Section 69(3): (a) The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor a draft service delivery and budget implementation plan for the budget year. (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.
Place the performance agreements and all service delivery agreements on the website	Before 28 Jun	MFMA Section 75(1): The accounting officer of a municipality must place on the website the following documents of the municipality: (d) performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act; and (e) all service delivery agreements MBRR Reg 19: The accounting officer must place on the website all performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act.
Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (<i>within 28 days after approval of the budget</i>)	28 June	MFMA Section 53(1)(c)(ii): 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.
Submit copies of the performance agreements to the -		MFMA Section 53(3)(b): Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.
▪ Mayoral Committee	19 July	
▪ MEC for local government	Before 28 Jun	
Submit the SDBIP to National and Provincial Treasury (<i>within 10 working days approval of the plan</i>)	Before 28 Jun	MBRR Reg 20(2)(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.
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 28 Jun	MFMA Section 53(3)(a): 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. MBRR Reg 19: 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.
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 28 Jun	MFMA Section 53(3)(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.