



**2014/15 IDP & Budget
Process Plan**

July 2013

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1. LEGISLATIVE BACKGROUND

1.1. The Integrated Development Plan

Section 35 (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 (MSA) states that the IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in a municipal area.

As stipulated in Section 25 of the MSA, an IDP adopted by a municipal council must:

- Link, integrate and coordinate plans and take into account proposals for the development of the municipality.
- Align the resources and capacity of the municipality with the implementation plan;
- Form the policy framework and general basis on which annual budget must be based;
- Complies with the provisions of the MSA, with the particular reference to Chapter 5; and
- Be compatible with national and provincial plans and planning requirements binding on the municipality in terms of legislation.

1.2. Adoption of the Municipal Process Plan

In terms of Section 28 of the Local Government: Municipal Systems Act, 32 of 2000:

- (1) each municipality 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.

1.3. Process to be followed

In terms of Section 29 (1) of the Local Government: Municipal Systems Act, 32 of 2000, the process to be followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must:-

- (a) be in accordance with a predetermined programme specifying time-frames 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 IDP; and
 - (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP;
- (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

1.4. Management of the drafting process

In terms of Section 30 of the Local Government: Municipal Systems Act, 32 of 2000, the Executive Committee of the municipality must, in accordance with section 29:-

- (a) manage the drafting of the municipality's IDP;
- (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.

2. SECTOR PLANS AND BINDING PLANS TO BE INCLUDED IN IDPS

Various Local Government legislation and regulations provide, among others, for the key sector plans that must be developed, approved implemented by municipalities. Table A below reflects some of the key sector plans that are required.

2.1. KEY SECTOR PLANS

Table A: Compulsory sector plans to be included in IDPs

NO	SECTOR PLANS
1	Spatial Development Framework
2	Financial Plan
3	Applicable Disaster Management Plan
4	Integrated Transport Plan
5	Housing Sector Plan/Strategy
6	Environmental Management Plan
7	Water Services Development Plan
8	(Integrated) Waste Management Plan
9	Public Participation Strategy/Plan (Stakeholder Engagement Strategy/Plan)
10	Communication Strategy/Plan
11	Workplace Skills Development Plan
12	Employment Equity Plan
13	Human Resources Plan
14	Human Resource Development Strategy
15	Performance Management Framework and Policy
16	Recruitment and Selection Strategy
17	Scarce Skills Attraction and Retention Strategy
18	Succession Plan
19	Occupational Health And Safety Plan
20	Anticorruption and Antifraud Strategy
21	LED Strategy
22	Comprehensive Infrastructure Plan
23	Delegations Framework

The legislation requires that if a municipality that has not yet developed its municipal specific sector plans or strategies, it may adopt the relevant District plan or strategy through a Municipal Council Resolution.

2.2. OTHER PLANS AND ISSUES TO BE CONSIDERED

In terms of Section 153 of the Constitution of the Republic of South Africa, 1996 municipalities must participate in national and provincial development programmes. Moreover, section 25 (1) (a) of the MSA states that an IDP adopted by the Municipality must be compatible with national and provincial development plans and planning requirements binding on the municipality. Thus the following plans and issues must also be considered when drafting the municipal IDP:

- The National Development Plan
- New Growth Path
- National Spatial Development Perspective

- Medium Term Strategic Framework
- Provincial Strategic Framework
- Provincial Growth and Development Plan
- Mandate of Local Government
- Millennium Development Goals
- National and Provincial Service Delivery targets
- Municipal Turn Around Strategies
- Comments and inputs emanating from IDP processes
- Comments emanating from IDP engagement sessions
- Consideration of outcomes and inputs emanating from stakeholder engagements
- Amendments due to changing circumstances
- Need for general improvements of current processes and systems.
- Resource re-allocation and prioritization
- Organizational development and its intricacies
- Alignment with National and Provincial frameworks and plans
- Review of the previous years plans and lessons learnt
- Reviewed sector plans;
- Council's strategic planning sessions
- National Key Performance Indicators
- Credible IDP Framework

The table B below summarises some other matters that must be considered during the review of the IDPs.

Table B: Framework Guide for credible IDPs

Focus Area	Delivery Area	Focus	Performance Definition ¹
1. Service Delivery	Sanitation		What is the plan, in collaboration with the DM, to achieve the national targets on sanitation and needs of the area?
	Water		What is the plan, in collaboration with the DM, to achieve the national targets on water provision and management needs of the area?
	Electricity		What is the plan, in collaboration with Eskom, to achieve the national targets on electricity provision and needs of the area?
	Refuse Removal		What is the plan to achieve the national targets on waste removal and management needs of the area?
	Municipal Roads		What plans are in place to address access roads as well as existing roads maintenance?
	Infrastructure plans		Other bulk infrastructure plans for this year.
	EPWP		Projects to be undertaken this financial year and number of job opportunities to be created.
2. Institutional Arrangements	Human Resource Strategy	Resource	What is your Human Resource Management Strategy? Organogram, number of posts vacant, when do you expect to fill them, any gaps etc.
	Skills Development Plan		Skills development and attraction strategy to address the delivery needs experienced by the municipality.
	Performance Management System		How is the system aligned to the IDP delivery targets, plans to monitor the implementation of the SDBIP. Is performance management implemented with respect to all relevant officials?
	Operations and Maintenance		What is the plan of maintaining existing infrastructure (i.e. buildings)
3. Local Economic Development	Alignment (NSDP; PGDS)	(NSDP; PGDS)	What is your LED plan, elements of alignment to the NSDP, PGDS, ASGI-SA projects (where relevant)?

	DM / LM interface	What contribution do we make to the Provincial and National growth and/or vice versa? Local LED contribution to the District economic growth.
	Special groups	Does the LED and the empowerment plans empower the local economy with women, youth and the disabled to participate in the economy?
	1 st and 2 nd Economies	Plans to ensure economic linkages and benefit between the local first and second economies. Specific second economy plans and possible number of beneficiary households.
4. Financial Management and Corporate Governance (Compliance with MFMA and MSA)	Submission of FS	Are the financial statements timeously (two months after end of financial year) submitted to the Office of the Auditor-General?
	Audits	Have the observations of the AG been acted upon in terms of corrective governance procedures and approaches on: a) the financial audit b) the performance audit
	Financial Plan (MSA s 26h)	Is there a financial plan that includes a budget projection for at least three years?
	Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 . 26? Are there measurable performance objectives for each vote in the budget, taking into account the IDP?
	Duties of office bearers re budget (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)	Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act? Is the budget timetable adhered to (July to June)?
	Service Delivery and Budget Implementation Plan (SDBIP) (MFMA: Section 53)	The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative?
	SDBIP: Political and executive accountabilities	Has a Section 53 document been adopted by Council and are systems in place for effective strategic management?
	Division of Revenue DORA Equitable Share: Schedules 2 and 3 MIG (infrastructure transfers) Schedule 4B Capacity building Section 14	Municipalities need to demonstrate financial planning aligned to DORA (ES; MIG; Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.
	Revenue Management MFMA: s 61; MSA: s 95)	Check that the accounting officer is taking all reasonable steps to comply with legal requirements.
	Project Consolidate interventions	Is the role of CDW _g articulated and incorporated into the IDP? Check budget for skills and capacity development projects.
	Community participation budget (MFMA Section 22 . 23)	Has the draft budget been made public and a meeting held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?
Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?	
5. Governance	Public Participation	Check compliance with MSA:

		<p>Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and review of the municipality's performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?</p>
	Code of Conduct for Councillors and municipal staff members (Sections 1 and 2, MSA)	<p>Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to re general conduct, duties disclosures? Does the community have access to the Codes of Conduct?</p>
	Ward Committees	<p>Total number of Ward Committees established as per the number of demarcated municipal wards; Are Ward Committee functional; do they comply with Terms of Reference of establishment? Does the IDP report on their contribution to development in the municipality?</p>
	Communication	<p>Is the municipality complying with MSA (S21) directives regarding communication to the local community? E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement); Website or public place must contain documents to be made public in terms of the MPFMA and MSA. Are there indications of a positive interface between council, ward committee and community? Does the IDP demonstrate a commitment to communication?</p>
6. Intergovernmental relations	Cooperative governance	<p>MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?</p>
	Establishment of IGR Forums: Provincial Premier's Forum Interprovincial forums; Local: District forums; Inter-municipality forums	<p>The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a) provinces and local government, and b) district and local municipalities. Is the IDP benefiting from intergovernmental dialogue?</p>
	Role of IGR Forums to promote service delivery	<p>The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does the IDP reflect engagement with forums?</p>
	Reporting and sector involvement in planning	<p>The Premier of a province must report to PCC on the implementation of national policy and legislation within the province. The role of sectors in local delivery must be clearly articulated. Is the IDP aligned to these obligations?</p>
	Assignment of Powers and functions	<p>Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality?</p>
7. Spatial Development Framework	Sustainable Human Settlements	<p>Check that municipalities are familiar with Housing dept policy on SHS and implications of new accreditation framework. Municipalities need to be working inter-governmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services.</p>
	National Spatial Development Perspective (NSDP)	<p>The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans to ensure these are incorporated into joint planning initiatives aligned to the NSDP economic and social profile for that province / region.</p>
	Provincial Growth and Development Strategy (PGDS)	<p>New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.</p>
	Economic profile	<p>Has the NSDP overview been extrapolated and integrated into</p>

		local economic development initiatives based on local and regional economic realities?
	Geographic profile	Are studies undertaken to understand environmental and geographic characteristics of the region and the implications for economic spatial choices?
	Demographic profile	Have the demographics of the region in terms of household size, poverty statistics, migration, labour preferences, birth and death rates been factored into the spatial strategy of the municipality?

3. TIME SCHEDULE OF KEY DEADLINES

The National Treasury Department provides guidance in terms of the key deadlines and activities for the IDP- Budget process applicable to municipalities as per the Municipal Systems Act of 2000 and the Municipal Finance Management Act of 2003 as reflected in table C below:

Table C: Time Schedule key deadlines and activities.

Mayor to Table in Council 10 Months Prior to Start of Budget Year		
Month	Mayor and Council / Entity Board	Administration - Municipality and Entity
July	Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process MFMA s 53 Planning includes review of the previous years budget process and completion of the Budget Evaluation Checklist	Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Ch 4 as amended Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)
October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalises tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36

February	<p>Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)</p>	<p>Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report</p> <p>Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)</p>
March	<p>Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2)</p> <p>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34</p>	<p>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended</p> <p>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42</p>
April	<p>Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21</p>	<p>Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>
May	<p>Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. MFMA s 23, 24; MSA Ch 4 as amended</p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87</p>	<p>Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</p>
June	<p>Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year MFMA s 16, 24, 26, 53</p> <p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2)</p> <p>Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65</p>	<p>Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1) (b) of the MSA. MFMA s 69; MSA s 57</p> <p>Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87</p>
<p>Abbreviations: IDP - Integrated Development Plan; MFMA - Local Government: Municipal Finance Management Act, No. 56 of 2003; MSA - Local Government: Municipal Systems Act, No. 32 of 2000, as amended; MTBPS - National Treasury annual publication, Medium Term Budget and Policy Statement; NT - National Treasury; PT - Provincial Treasuries; SDBIP - Service Delivery and Budget Implementation Plan</p>		

4. THE 2014/15 IDP COMPILATION PROCESS

4.1. COMPILATION PHASES

The compilation of the 2014/15 IDPs in the municipality will comprise of the following phases; preparation, analysis, strategies, projects, integration and approval phase (see figure 1 below).

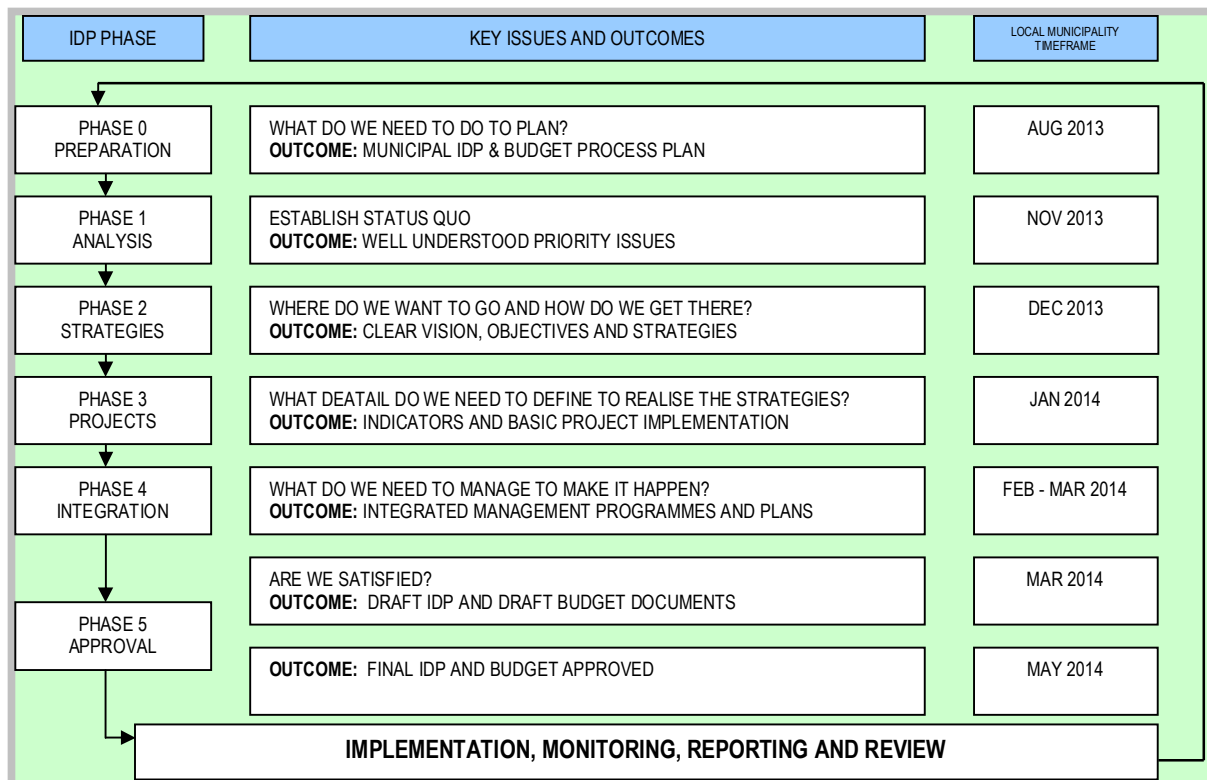


Figure 1: Compilation of the 2014/15 IDP & BUDGET

4.2. SUBMISSION OF APPROVED IDP TO MEC FOR LOCAL GOVERNMENT AND TRADITIONAL LEADERSHIP

In terms of Section 32 (1) of the MSA states that:-

- (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.
- (b) The copy of the IDP to be submitted must be accompanied by:-
 - (i) a summary of the process in terms of Section 29 (1);
 - (ii) a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement;

4.3. DRAFTING AND ADOPTION OF MUNICIPAL BUDGET

The drafting of the municipal budget is regulated in terms of the Local Government: Municipal Finance Management Act of 2003 (MFMA).

Section 21(1) of the MFMA states that the mayor of a municipality must:

- (a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible.

- (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 IDP 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 IDP and the budget-related policies; and
 - (iv) any consultative process forming part of the processes referred to in (i), (ii) and (iii) above.

In order for the municipal council to adopt the budget of the municipality, 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 in terms of Section 16 (2) of the MFMA, which annual budget must be approved by the Council, in terms of Section 16 (1) of the same Act, before the start of that financial year.

4.4. IMPLEMENTATION MANAGEMENT & MONITORING

Chapter 6 of the MSA requires municipalities to develop and implement performance management systems. A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players. A performance management system must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan. The system further provides the municipality with a mechanism of early warning for under-performance and promotes accountability and good corporate governance.

In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's service delivery and budget implementation plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must be linked to the performance agreement that must be concluded in terms of the Municipal Manager and managers reporting to him, in terms of S57 of the MSA. In order to continually review municipal performance,

In terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 a municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it. The mechanisms, systems and processes for monitoring and must:

- provide for reporting to the municipal council at least twice a year;
- be designed in a manner that enables the municipality to detect early indications of under-performance; and
- provide for corrective measures where under-performance has been identified.

A municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. In order to fully execute the function of auditing performance, S14 (2) (a) of the Regulations require that a municipality must annually appoint and budget for a performance audit committee.

4.5. PROCESS ACTION PLAN

The IDP Process Action plan is depicted in table C overleaf:

IDP PROCESS ACTION PLAN FOR 2014/2015

Activities	Qtr 1				Qtr 2				Qtr 3				Qtr 4																																							
	July 2013		Aug. 2013		Sept. 2013		Oct. 2013		Nov. 2013		Dec. 2013		Jan. 2014		Feb. 2014		Mar. 2013		Apr. 2014		May 2014		Jun 2014																													
	5	12	19	26	9	16	23	30	6	13	20	27	4	11	18	25	8	15	22	29	6	13	20	27	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	9	16	23	30	6	13	20	27				
Prepare and approve IDP & Budget Process Plan																																																				
Advertise IDP Review Process																																																				
Preparation of Ward Based Plans																																																				
Public participation																																																				
Strategic Planning Session																																																				
Representative forum meetings																																																				
DM Representative Forum Meeting																																																				
Budget Steering Committee																																																				
Draft IDP and Budget adopted for comment																																																				
Draft SDBIP prepared																																																				
Draft IDP and Budget published for comment																																																				
Final IDP and Budget approved																																																				
Final IDP Submitted to MEC for Local Government (10 days)																																																				
Adopted IDP and Budget published for public information																																																				
SDBIP and draft performance agreements of Section 57 Managers submitted to Mayor																																																				
SDBIP and draft performance agreements of Section 57 Managers approved by Mayor																																																				
Approved SDBIP published																																																				
SDBIP submitted to Council and to MEC for Local Government, National and Provincial Treasury																																																				

5. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This ensures that the IDP addresses the real issues that are being experienced by the citizens. Both the Constitution of the Republic of South Africa, 1996 and the Municipal Systems Act of 2000 stipulate that one of the objectives of municipalities is to encourage the involvement of communities and community organizations in the matters of local government. The White Paper on Local Government also put emphasis on public participation.

Through the Municipal Systems Act, participation in the decision-making processes of the municipality, participation of communities, residents and ratepayers is determined to be a right. The IDP is, therefore, also emphasized as a special field of public participation.

It is therefore evident that public participation should be promoted in order to achieve, *inter alia*, the following objectives:

- Consult with the community on their developmental challenges
- Form basis for people-centred governance and bottom-up planning process
- Improve the relationship between council and the communities and thereby improve political accountability and transparency
- Empower communities through information dissemination/assimilation
- Establish the community feedback programme, which allows local leaders the opportunity to interact with communities on issues of service delivery.
- Provide communities with a platform to influence the developmental trajectory of municipalities and government in general
- Provides the municipality with a project/programme evaluation and implementation monitoring feedback mechanism

5.1. PARTICIPATION MECHANISM

Provisions of MSA Chapter 4 Section 17 provide for mechanisms for participation:

- IDP Rep Forum to verify and add data;
- District Municipality's Rep Forum to ensure that local priorities are adequately reflected on the District's IDP;
- Use Ward Councillors to call meetings to keep communities informed on IDP progress (including Ward Committees and CDWs);
- Publish annual reports on municipal progress;
- Advertise on local newspapers and community radios on the progress;
- Develop pamphlets and booklets on IDP where necessary;
- Making the IDP document available to all units and public places for public comments; and
- Making use of municipal notice boards; municipal website and municipal newsletter.

5.2. APPROPRIATE LANGUAGE USE

English will be used as a medium language; however, in community meetings languages that are spoken in that community will also be used.

5.3. APPROPRIATE VENUES AND TRANSPORT

- Officials will be responsible for arranging venues and transport for all wards;
- Transport will be arranged for Traditional Leaders, Designated Groups and Ward Committees;
- ELM will be responsible for the costs of these meetings
- ELM will prepare a budget outline for IDP & Budget meetings
- Refreshments will be provided at the discretion of the Municipal Manager.

5.4. INVOLVEMENT OF TRADITIONAL LEADERSHIP

Section 81 of the Local Government: Municipal Structures Act states that traditional authorities may participate in council matters through their leaders and those traditional leaders must be allowed to attend and participate in any meeting of the council. The act further stipulates that the Council should give traditional authorities a chance to express their views if the matter in question directly affects the area of a traditional authority. It is therefore of vital importance that they continue to contribute in enhancing community participation in council matters and in government at large.

5.5. INVOLVEMENT OF WARD COMMITTEES AND CDWS

Ward committees are key in this process as espoused both in the Municipal Structures Act and the MSA. Ward committees represent the development aspirations and needs of the wards they represent and also form an information assimilation/dissemination mechanism between a municipal council and the community. The ward committees are key in the development, implementation, monitoring and evaluation of municipal performance on service delivery as espoused in the municipal IDPs.

Ward committees as one formal element of public representation in government affairs, in terms of the Structures Act of 1998, should be established in each ward. This will deepen the involvement of local communities in local governance processes such as Integrated Development Planning (IDP), the budget, performance management and service delivery. This applies in respect of implementation, monitoring and evaluation as well as planning. Thus, ward committee members and ward councillors should play a key role in mobilising the communities as well as in the identification of the developmental matters concerning the wards they are representing in the municipalities.

6. ALIGNMENT BETWEEN THE DISTRICT AND LOCAL MUNICIPALITIES

Alignment is the instrument that synthesises and integrates the top-down and the bottom-up planning process between different spheres of government. Not only is alignment between the District and the Local Municipalities important, but also between the Local Municipalities within the jurisdiction of the District Municipality. The alignment procedures and mechanisms should be incorporated in the process plans of the Municipalities, while the responsibility for alignment rests with the District Municipalities.

The Assistant Manager: IDP/PMS of the municipality is responsible for ensuring smooth coordination of local municipal IDP reviews and their alignment with the district IDP compilation through the use of workshops and bilateral discussions with affected sector departments or municipalities. The Inter-Governmental Forum will also be used to ensure that beneficial alignment of programmes and projects occur.

7. ROLES AND RESPONSIBILITIES BETWEEN THE THREE SPHERES OF GOVERNMENT

Table D overleaf summarizes the distribution of roles and responsibilities between the spheres of government. Roles for the District and the role for local municipalities are also outlined.

It will be critical that the duties between council, administration and communities are clearly outlined. The summary of the roles and responsibilities of the discussed external and internal role players is depicted in table E.

Table D: Distribution of roles and responsibilities between the three spheres of government

Responsibility	Stakeholders			
	Local Government		Provincial Government	National Government
	District	Local Municipality		
	<ul style="list-style-type: none"> ▪ Ensuring vertical alignment between district and local planning; ▪ Facilitation of vertical alignment of IDPs with other spheres of government and sector departments; ▪ Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists ▪ Determine district scale issues, problems, potentials and priorities. ▪ Ensuring that all relevant actors are appropriately involved; ▪ Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied; ▪ Ensuring that the planning events are undertaken in accordance with the time schedule; ▪ Adopt and approve the IDP ▪ Adjust the IDP in accordance with the MEC for Local Government's proposal ▪ Ensure that the annual budget processes are undertaken 	<ul style="list-style-type: none"> ▪ Prepare, decide on and adopt a Process Plan. ▪ Ensuring that all relevant actors are appropriately involved; ▪ Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied; ▪ Ensuring that the planning events are undertaken in accordance with the time schedule; ▪ Adopt and approve the IDP ▪ Adjust the IDP in accordance with the MEC for Local Government's proposal ▪ Ensure that the annual budget processes are undertaken 	<ul style="list-style-type: none"> ▪ Ensuring horizontal alignment of the IDPs of the district municipalities within the province. ▪ Ensuring vertical/sector alignment between provincial sector departments 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 planning process; and - Guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with the IDPs. ▪ Assist municipalities in the IDP drafting process where required and Monitoring the progress of the IDP processes. ▪ Organise IDP . related training where required. ▪ Co-ordinate and manage the MEC's assessment of adopted IDPs. ▪ Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner; ▪ Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects 	<ul style="list-style-type: none"> ▪ Provide support to Provincial and Local Government ▪ Provide legal framework and policy guidelines and principles ▪ Provide a set of planning tools or methods; ▪ Cater for the elaboration of a general framework for training programmes and curricula development; ▪ Contribute to the planning costs; ▪ Provide a nation-wide planning support system; ▪ Monitor the planning and implementation process; and ▪ Provide opportunities for exchange of ideas and experiences.

Table E: Duties of council, administration and community

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF MUNICIPAL ADMINISTRATION	DUTIES OF COMMUNITIES
<ul style="list-style-type: none"> ▪ The council of a municipality has the right to govern on its own initiative the local government affairs of the local community; ▪ Exercise the municipality’s executive and legislative authority, and to do so without improper interference; ▪ Finance the affairs of the municipality by charging fees for services and imposing surcharges on fees, rates on property, other taxes, levies and duties ▪ Exercise the municipality’s executive and legislative authority and use the resources of the municipality in the best interests of the local community; ▪ Provide, without favour or prejudice, democratic and accountable government; ▪ Encourage the involvement of the local community in the affairs of the council; ▪ Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner; ▪ Give members of the local community equitable access to the municipal services to which they are entitled; ▪ Promote and undertake development in the municipality; ▪ Promote gender equity in the exercise of the municipality’s executive and legislative authority; ▪ Promote a safe and healthy environment in the municipality; ▪ Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in Sections 24 (safe and healthy environment), 25 (access to property), 26 (access to housing), 27 (access to Health care, food, water and social security and 29 (access to education) of the Constitution. 	<ul style="list-style-type: none"> ▪ Be responsive to the needs of the local community; ▪ Facilitate a culture of public service and accountability amongst staff ▪ Take measures to prevent corruption; ▪ Establish clear relationships, and facilitate co-operation and communication between it and the local community; ▪ Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive; ▪ Inform the local community how the municipality is managed of the costs involved and the persons in charge. ▪ Forms the machinery of a municipality ▪ Undertake the overall management and co-ordination of the planning process; ▪ Ensure that all relevant actors are appropriately involved in municipal planning processes, ▪ Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; ▪ Respond to comments from the public on the draft IDP and budget ▪ Horizontal alignment and other spheres of government to the satisfaction of the municipal council; ▪ Ensure that the needs and priorities of the community are reflected in the IDP. ▪ To ensure that the public participates fully and meaningfully in developing the municipal IDP process. 	<ul style="list-style-type: none"> ▪ Contribute to the decision-making processes of the municipality ▪ Submit written or oral recommendations, representations and complaints to the municipal council or to another political structure or a political office bearer or the administration of the municipality; ▪ To prompt responses to their written or oral communications, including complaints, to the municipal council or to another political structure or a political office bearer or the administration of the municipality; ▪ To be informed of decisions of the municipal council, or another political structure or any political office bearer of the municipality, affecting their rights, property and reasonable expectations; ▪ To regular disclosure of the state of affairs of the municipality including its finances ▪ To demand that the proceedings of the municipal council and those of its committees must be open to the public, subject to section, be conducted impartially and without prejudice; and be untainted by personal self-interest; ▪ To have access to municipal services which the municipality provides, ▪ Members of the local community have the duty when exercising their rights, to observe the mechanisms, processes and procedures of the municipality; ▪ Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality: ▪ To comply with by-laws of the municipality applicable to them. ▪ The community must fully participate in governing their municipality by attending IDP meetings ▪ The community must inform its municipality of their developmental needs, their problems, challenges and priorities (e.g. Lack of roads, housing, electricity, clean water, etc.). ▪ Participate and influence municipality’s budget ▪ To be fully involved in the planning processes ▪ To provide relevant information to the councillors, ward committees and CDWs ▪ To participate in ward and community meetings and raise their developmental aspirations, service delivery challenges and issues ▪ To assist in facilitating implementation and monitoring of projects ▪ To participate and inform government programmes such as community policing forums

8. ORGANIZATIONAL ARRANGEMENTS

The IDP preparation process requires an extensive consultation and participation of communities, all roleplayers and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms. Table F presents the institutional arrangements focusing on a structure, composition and terms of reference aspects.

Table F: ELM IDP Institutional Arrangements

STRUCTURE	MEMBERS	TERMS OF REFERENCE
IDP & Budget Steering Committee	<p>Chair: Mr. K. Gashi (Municipal Manager)</p> <p>Composition: EXCO: Mayor, Cllrs Leteba, Mqamelo, Baduza, Mgijima and Lehata.</p> <p>All HODs and Assistant Managers</p> <p>Secretariat: IDP Unit</p>	<ul style="list-style-type: none"> • Provide ToR for various planning activities • Commissions research studies • Considers and comments on: <ul style="list-style-type: none"> - inputs from sub-committee study teams and Service Providers - inputs from national and provincial sector departments and support providers • Processes, summaries and documents inputs. • Makes content recommendations • Prepares, facilitates and documents meetings
Finance Sub-committee	<p>Chair: Mr. S. Goodall (CFO) Ms F. Mbaliswana-Vellem (BTO)</p>	Considers budget proposals
IDP & Budget Rep Forum	<p>Chair: Mayor: Cllr Lengs</p> <p>Secretariat: IDP Unit</p> <p>Composition:</p> <ul style="list-style-type: none"> • All councillors • HODs and Assistant Managers • 2 Reps from Ward Committees • All CDWs • 2 Reps from Traditional Leaders • 1 Rep from Stakeholder representatives of organized groups • 2 Reps from Community representatives • Reps from Sector Depts. • 2 Reps from Advocates for unorganized groups 	<ul style="list-style-type: none"> • Represents interests of their constituencies in the IDP processes • Provide an organizational mechanism for discussion, negotiation and decision making between stakeholders including the municipal government. • Monitor performance of the planning and implementation processes • Participates in the process of setting up and monitoring KPIs
Assistant Manager: IDP/PMS	IDP Unit	<ul style="list-style-type: none"> • Responsible for preparing the Process Plan • Responsible for the day-to-day management of the planning process

<p>IDP & Budget Technical Committee</p>	<p>Chair: Mr. K. Gashi</p> <p>Composition: All HODs; Assistant Managers and officials reporting directly to the HODs</p>	<ul style="list-style-type: none"> • Must provide relevant technical, sector and financial information for analysis for determining priority issues • Must contribute technical expertise in the consideration and finalization of strategies and identification of projects • Must provide departmental operational and capital budgetary information • Must be responsible for the preparation of project proposals, the integration of projects and sector programmes • Must be responsible for preparing amendments to the draft IDP for submission to Municipal Council for approval
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9. PROCESS FOR AMENDING AN ADOPTED IDP

Any proposal for amending a municipality's integrated development plan must be aligned with the framework adopted in terms of S27 of the MSA.

- ◆ No amendment to a municipality's integrated development plan may be adopted by the municipal council unless:
 - ◆ All the members of the council have been given reasonable notice;
 - ◆ 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;
 - ◆ The municipality, if it is a district municipality, has consult all the local municipalities in the area of the district municipality on the proposed amendment and has taken all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment.
 - ◆ The municipality, if it is a local municipality, has consulted the district municipality in whose area it falls on the proposed amendment, and has taken all comments submitted to it by the district municipality into account before it takes a final decision on the proposed.

10. AMMENDMENT OF PROCESS PLAN

The Municipal Council, through the EXCO has a central role in monitoring the implementation of the Process Plan. Nevertheless, should there be a need to amend the municipal Process Plan the following process will be pursued:

- The ELM shall after each phase of the IDP to assess progress on the implementation of the Process Plan
- Each municipality must inform the District Municipality on likely deviations;
- A municipality must submit to the District a recommendation for amendment(s) to the District Framework Plan as and when required after the approval of the Municipal Council concerned;
- The approval of any amendment to the District Framework Plan is a competency of the District Council.

11. CONCLUSION

This Process Plan was compiled in terms of Section 28 of the Local Government: Municipal Systems Act, 32 of 2000 and therefore the provisions of this document shall be followed by the municipality in the compilation of its 2014/15 Process Plans and ultimately the compilation and adoption of the 2014/15 Integrated Development Plan and Budget.