
THE PROCESS PLAN

IDP REVIEW AND
BUDGET
FORMULATION

2010

MANGAUNG LOCAL MUNICIPALTY

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SECTION ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

The Integrated Development Plan (IDP) process is a process through which the municipalities prepare strategic development plans for a five-year period. An IDP is one of the key instruments for local government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In order to ensure certain minimum quality standards of the IDP Review process and proper coordination between and within spheres of government, municipalities need to prepare IDP review process plan and formulate budget to implement the IDP. The IDP and Budget Process Plan has to include the following:

- A programme specifying the timeframes 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 review and budget formulation processes; and
- Cost estimates for the review process.

The preparation of IDP process plan is in essence the formulation of the IDP and Budget processes, set out in writing and requires the adoption by Council.

1.2 Legal planning context

The preparation of the IDP and Budget processes are regulated by the Municipal Systems Act, No 32 of 2000 and the Municipal Finance Management Act, No 56 of 2003. This is to ensure certain minimum quality standards of the integrated development planning and budget process and proper coordination between and within the spheres of government.

As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local level.

The Municipal Systems Act, No 32 of 2000 (as amended) and the Municipal Finance Management Act, No 56 of 2003 confer the responsibility on the Executive Mayor to provide political guidance over the budget process and the priorities that must guide the preparation of the annual budgets. In terms of section 53 of the Municipal Finance Management Act the Executive Mayor must also coordinate 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 purpose of the budget. The Municipal Systems Act further requires the following regarding the IDP process:

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicate 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.

In terms of the core components of the integrated development plan, Chapter 5 and Section 26 of the Municipal Systems Act (2000) indicate that:

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 and 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 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.

Section 27 stipulates that:

- 1) Each district municipality, within a prescribed period after the start of its elected terms and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole;
- 2) A framework referred to in subsection (1) binds both the district municipality and the local municipalities in the area of the district municipalities;
- 3) The framework must ensure proper consultation, co-ordination and alignment of the IDP Process of the district municipality and the various local municipalities.

1.3 Alignment between IDP, Budget and PMS

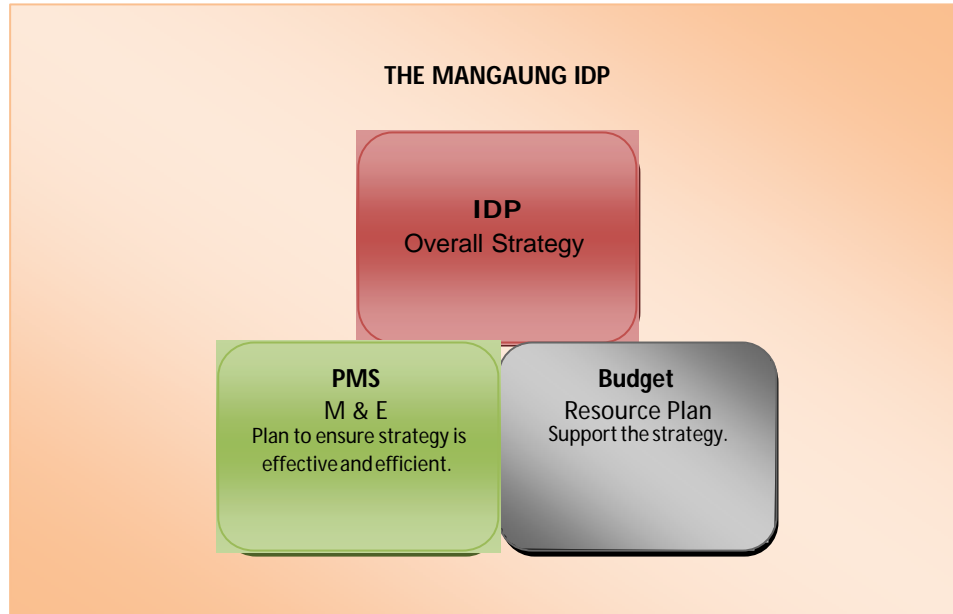
In terms of the Municipal Systems Act, municipalities are required to prepare organisational performance management system that must be linked to the IDP. Tremendous progress has been made with the process of aligning the IDP, Budget and Performance Management System (PMS). Every endeavor is made in the 2010-11 financial year to link and integrated these three processes to an even greater extent through the Process Plan. It should however, be noted that the PMS on its own requires an in-depth process comparable to that of the IDP. Such PMS is tightly linked and guided by the IDP and Budget processes.

The PMS process will address the following issues:

- Alignment of the PMS, Budget and IDP processes;
- Implementation of individual performance management system at managerial level.

The IDP, performance management systems (PMS) and budget are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims. As indicated earlier, every attempt has been made in this process plan to align the IDP and PMS formulation and/or review, and the budget preparation process. The linkages of the three processes are summarised in the following diagram:

Fig 1: The linkages between IDP, Budget and PMS



1.4 The purpose of the process plan

Mangaung Local Municipality needs to plan, direct and manage its capacity and resources to support the successful implementation of its integrated development planning process and the budget. Most importantly, the Municipality need to take into account pertinent issues of the transition to metropolitan status and beyond which will encompass change management, and thus lead to a more refined strategy in terms of getting into the metropolitan arena. The reality of limited capacity and resources in Mangaung demands innovation and the need for greater intergovernmental cooperation between various spheres of government.

The Mangaung process plan is seen as a document that describes how the municipality will develop and implement the integrated development plan through budget in its area of jurisdiction. Therefore, it will have a meaningful bearing on the current IDP document once completed and/or most importantly, it may lead to the process of the development of a new and all-inclusive integrated development planning methodology to plan and actualize future development in Mangaung through our budgetary allocations. The process plan is thus similar to business plan and deals with the allocation of municipality capacity and resources in support of and serve as a guideline in terms of which Mangaung Local Municipality will carry out its mandate with regard to integrated development planning.

This plan is meant to ensure the proper management of the planning process through the following:

- Setting the scene to manage the planning process and legal requirements in planning for the implementation of the integrated planning system;
- A programme specifying time schedule that guide IDP and budget planning processes and various planning steps;
- Outlining appropriate mechanisms, processes and procedures on how the public, stakeholders, state organs can participate in the drafting of the IDP and formulation of the budget structures that will be used to ensure this participation
- Indicate necessary organisational arrangements to ensure the successful implementation of the integrated development planning process;
- Binding plans and planning requirements, i.e. policy and legislation;
- Mechanisms and procedures for vertical and horizontal alignment;
- A programme specifying how will the process be monitored in order to manage the progress of the IDP and budget processes.

1.5 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). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate 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).*

This document constitutes the Process Plan of the IDP Review 2010-13 and Budget formulation 2010-13 for the Mangaung Local Municipality and essentially fulfils the function of a business plan and/or operational plan for the IDP process and presents, in a simple and transparent manner **what** should happen **when**, by **whom**, with **whom** and **where** during the process of formulating an IDP for the Mangaung Local Municipality.

SECTION TWO: IDP DEVELOPEMENT PROCESS

2.1 Key elements to be addressed in this process

In 2009-10 IDP and Budget consultative sessions, the IDP Steering Committee under the leadership of the Executive Mayor committed to address service delivery challenges across the municipality dating as far back as 2006-07. This will be undertaken in conjunction with the task of fulfilling Constitutional mandate and effect strategic partnerships to coordinate development process .

The Municipality will pursue the following strategic goals during this term of local government that are informed by the 10 National Electoral Mandate, Medium-Term Strategic Framework and Five Year Local Government Strategic Agenda (2006-2011):

- To ensure service excellence within and around Mangaung Local Municipality;
- To stimulate integrated and sustainable economic development;
- To improve and sustain financial, human resource and management excellence;
- To evolve institutional excellence through a thoroughgoing institutional re-engineering, effective leadership and effective long range development planning.

The municipality will accelerate implementation to roll back existing service delivery backlog identified during the IDP review process as well as in consultation with community, and in line with the financial situation of the municipality.

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

2.1.1 Refine and/or develop the strategic elements of the IDP in terms of council's new priorities

- Refine and/or develop the vision and objectives;
- Refine and/or develop the strategy elements of the IDP;
- Determining new programmes to achieve the strategic intent;
- Refine and enhance institutional plans ;
- Refine and/or develop the spatial development framework ;
- Tightened performance management system;
- Develop organisational scorecard;
- The preparation and review of relevant sector plans;
- Implementation of the resolution of the strategic session held in February 2009 at Xhariep.

2.1.2 Assessment issues

- Comments received from Councillors, Ward Committees and other various role-players in the presentation and assessment of the IDP Review for 2009-10, particularly during the IDP Screening Session and IDP/Budget Conference;
- Gaps in terms of shortcomings and weaknesses identified through self-assessment
- Current status of the implementation process.
- Consideration, review and inclusion of any relevant and new information

2.1.3 Details of activities to accomplish outputs

- *Incorporation of role-players inputs in planning process*

In developing the IDP for the remaining term of the current Council, the Municipality need to assess the impact on the achievement of the IDP development priorities. This includes reviewing the projects and programme since 2006 and also those that are coming from various role-players in different engagements, so that they are linked to MTREF. In this way the Municipality will focus on the implementation for the coming three years, while on the other hand is able to monitor and evaluate implementation progress on those programmes, projects and services.

- *Review of progress with lessons for the future*

The starting point in understanding the current developmental situation is the review of the relevance or fit of the strategies employed to achieve the set goals. Secondly we need to determine the extent of implementation with regard to projects, programmes and services against IDP plans for the previous years. Some of this can be from secondary data (e.g previous annual reports). The review of the organisational performance for the 2009-10 financial year would provide an opportunity to review progress for the IDP Review and also assist in making information for the annual report readily available, as well as determining the implications for the future. It is suggested that the two processes are integrated, and a format used which ensures that directorates provide lessons learned and implications for the future, as well as analysis of what they have done. This will build on refining and/or developing section 3.2 as part presentation and discussion, so that we are able to come up with coherent recommendations across the Municipality.

- *Core elements of the IDP preparation*

The core elements of the IDP preparation correspond to the core functions of the municipalities as outlined in the Municipal Systems Act and other legislations, including the critical elements that came up during the IDP review in the past years.

The core components of the integrated development plan are as follows:

- the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include the identification of communities which do not have access to basic municipal services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- the key performance indicators and performance targets determined in terms of section 41 of Municipal Systems Act.

2.1.4 Inclusion of new information where necessary

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA);
- Alignment of the IDP with newly completed Mangaung Statutory Plans;
- Alignment with the work of Transitional Management Committee in preparing the Municipality for the metropolitan transition and beyond;
- Review of the Strategic elements of the IDP;
- The ongoing alignment of the Mangaung Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;

- The update of the Financial Plan, the list of projects (both internal and external), and the capital investment framework;
- Incorporate final Ward Projects in term of Medium Term Revenue and Expenditure Framework (MTREF).

SECTION THREE: HORIZONTAL AND VERTICAL ALIGNMENT

3.1. Framework plan

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

Alignment with service providers is essential to ensure that the district and local municipality's priorities can be reflected in the service providers' project prioritisation process and in turn the service providers' projects can be reflected in the IDP document. Regular meetings with service providers would be required in the course of IDP review process.

Cross-border alignment with neighbouring municipalities is also necessary to ensure the spatial coordination of development effort. This can be achieved by using the existing Provincial Coordinating Committee as well as strategic discussions between neighbouring local municipalities.

3.2. Alignment with stakeholders

Alignment with stakeholders is essential in order that the Motheo District Municipality and Mangaung's priorities can be reflected in their project prioritisation process, as well as reflecting those projects in the IDP. It is anticipated that the IDP and Budget Conference and IDP Programme Workshops which will be led by MAYCO and Executive Directors (EDs) will create such a platform as well as a series of individual meetings with key organs of the state.

3.3 Stakeholders in the IDP process

- *Municipality*

The IDP guides the development plans of the local municipality.

- *Councillors*

The IDP gives councillors an opportunity to make decisions based on the needs and aspirations of their constituencies.

- *Communities and other stakeholders*

The IDP is based on community needs and priorities. Communities have the chance to participate in identifying their most important needs. The IDP process encourages all stakeholders who reside and conduct business within a municipal area to participate in the preparation and implementation of the development plan.

- *National and provincial sector departments*

Many government services that affect communities at local level are delivered by provincial and national government departments -for example: police stations, clinics and schools. Municipalities must take into account the programmes and policies of these departments. The departments should participate in the IDP process so that they can be guided how to use their resources to address local needs.

SECTION FOUR: PUBLIC PARTICIPATION IN THE IDP PROCESS

4.1. Community-based planning

A fundamental and statutory component of the IDP process is community engagement and the public participation. Participation in the integrated development planning process is only one of the several arenas of participatory interaction between local government and citizens. The municipality's approach in participatory interaction is based on its innovative ward based planning process or community-based planning (CBP) process where all 45 wards will be involved in the confirmation of their development priorities. CBP as a form of participation in the development of Mangaung IDP is seen within the context that it must be people-focused and empowering, led and owned by Ward Councillors and ward committee members, based on vision and strengths of the ward, and should be holistic and promote mutual accountability between elected public representatives, community and municipal administration.

- Through CBP, communities and stakeholders highlight and/or confirm their development priorities that should be included in the IDP in the form of projects, services and programmes.

SECTION FIVE: ORGANISATIONAL ARRANGEMENTS

5.1 IDP institutional and management arrangements

The IDP Review and Budget formulation process will be guided and undertaken within the following organizational management mechanisms:

- Municipal Council is the final decision-making/approval of IDP and will continuously monitor progress of the development and implementation of its IDP;
- Councillors will be responsible for linking integrated development planning process to their constituencies/wards;
- MAYCO as IDP Steering Committee of politicians to drive the process, and make key strategic decisions needed at various points on the way;
- EMT chaired by the City Manager to drive the administrative part of the process;
- IDP Task Team across directorates and Centlec to drive the IDP;
- Programme task teams including external stakeholders to revise the programmes;
- IDP Representative Forum/Budget Conference to consult with stakeholders.

MAYCO and EMT meet alternately on a two weekly basis. Special MAYCO will also be needed to devote to the IDP/CDS, with a standing item on the agenda for other MAYCO meetings in the month. Similarly one EMT a month could be devoted to IDP and the Budget, and potentially involving Directors and General Managers as well, and the other EMTs could have a standing item on the agenda. MAYCO members will also play a leading role in the revisions to programmes, working closely with their directorates.

The IDP Stakeholder Forum is also required in terms of legislation to bring in external stakeholders at key decision points in the process, who have a statutory right to be involved in the decision-making process around the IDP. Wards will be making their proposals and inputs through the community-based planning process, but will also form part of the Stakeholder Forum. Programme Task Teams will be established by respective directorates involving external stakeholders in the review of development programmes.

5.1.1 IDP Steering Committee

The IDP Steering Committee is a strategic, political and technical working team making political and technical decisions and inputs that must ensure a smooth compilation and implementation of the IDP. The IDP Steering Committee has been operational since the

inception of the IDP preparation process. The IDP SC and the Stakeholder Forum will be reconstituted for the preparation of the IDP process. As part of the IDP review and budget formulation process, the Steering Committee which support the City Manager, the Director: IDP and the Budget Office should remain as follows:

Institutional composition:

- The IDP Steering Committee will be chaired by the Executive Mayor and in his absence, by the MMC: Public Participation and IDP or Finance.
- Members of the IDP Steering Committee will consist of MAYCO, EMT, Centlec Executive Committee and Board Members, the Directors responsible for the preparation of the IDP, PMS and Budget and any other members as the Executive Mayor may deem fit.
- Secretariat will be provided by the Committee Services.

5.1.2 Terms of Reference for the IDP and Budget Steering Committee

The terms of reference for the IDP and Budget Steering Committee are as follows:

- Facilitate terms of reference for the various planning activities associated with the IDP;
- Commission studies necessary as may be required for the successful compilation of the IDP;
- Processes and documents:
 - Inputs from sub-committee/s, study teams;
 - Inputs from provincial sector departments and support providers;
 - Processes, summarise and document outputs;
 - Makes content and technical recommendations;
 - Prepare, facilitate and documents meetings;
 - Facilitate control mechanisms regarding the effective and efficient implementation, monitoring and amendment of the IDP;
 - Ensure coordination and integration of sectoral plans and projects; and
 - Ensure that the municipal budget is in line with the IDP.

5.1.3 City Manager

As a head administration, the City Manager is responsible and accountable for the implementation of the municipality's IDP, and the monitoring of progress with implementation of the plan. He is also the responsible person for championing the integrated development planning process.

5.1.4 Director: IDP and Organisational Performance

Amongst others, the following responsibilities have been allocated to the Director: IDP and Organisational Performance for the IDP Process:

- Ensure that the Process Plan is finalised and adopted by Council;
- Adjust the IDP according to the proposals of the MEC;
- Identify additional role-players to sit on the IDP Stakeholder Forum;
- Ensure the continuous participation of role players;
- Monitor the participation of role players;
- Ensure appropriate procedures are followed;
- Ensure documentation is prepared properly;
- Carry out the day-to-day management of the IDP process;
- Respond to comments and enquiries;
- Ensure alignment of the IDP with other IDP's within the District Municipality;
- Co-ordinate the inclusion of Sector Plans into the IDP documentation;
- Co-ordinate the inclusion of the Performance Management System (PMS) into the IDP;
- Submit the reviewed IDP to the relevant authorities.

5.2. IDP and Budget Forum

5.2.1 Composition of IDP and Budget Forum

The IDP and Budget Forum will facilitate and co-ordinate participation as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the IDP and Budget Forum is potentially municipal stakeholders.

5.2.2 Terms of Reference for the IDP Representative Forum

The terms of reference for the IDP Representative Forum are as follows:

- Represent the interest of the municipality's constituency in the IDP process;
- Form a structures link between the municipality and representatives of the public;
- Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government;
- Ensure communication between all the stakeholder representatives including the municipal;
- Monitor the performance of the planning and implementation process;

- Integrate and prioritise issues, strategies, projects and programmes and identify budget requirements; and
- Monitor the performance of planning and implementation process.

5.3 Ward-based Planning Forum

5.3.1 Composition of Ward-Based Planning Forum

The Ward Planning Forums is where representative participation at ward level in the IDP process really takes place. Because these Forums will be the formal communication channel between the community and the Council, representation on the Forums must be inclusive as possible, for example, Councillors/Ward Committee members, officials, representatives of organised stakeholder groups, advocates for unorganised groups, etc.

5.3.2 Terms of Reference for the Ward-Based Planning Forum

The role of Ward Planning Forums is to:

- Identify critical issues facing the area;
- Provide mechanism for discussions, negotiations and decision-making between the stakeholders including municipal government;
- Form a structured link between the IDP Representative Forum and the community of each area; and
- Monitor the performance of the planning and the implementation process concerning its area.

5.4 IDP Task Team

5.4.1 Composition of IDP Task Team

There will be an IDP Task Team to drive the preparation and development of the IDP. This should ideally a small technical team constituted by relevant municipal and Centlec's line function officials. The IDP Task Team should be chaired by the City Manager and/or the Deputy Executive Director and the secretary should be the Director: IDP and Organisational Performance. It will work full-time for the period of the preparation of the IDP, and should meet formally with the City Manager and/or the Deputy Executive Director Officer on a weekly basis. Additional project teams may be needed to develop specific projects.

5.4.2 Terms of Reference for the Ward-Based Planning Forum

The IDP Task Team will be involved in the management, discussion of the contents of IDP by:

- Providing inputs related to the various planning steps;
- Summarising/digesting/processing inputs from participation process;
- Providing technical and sector related expertise and information; and
- Preparing draft projects proposals.

5.5 Roles and Responsibilities of Different Spheres of Government in the IDP Process

The responsibility to prepare and adopt IDPs lies with Mangaung Local Municipality. However IDP is seen as a key measure to identify and respond timeously and effectively to local developmental challenges and priorities, in a manner that leverages involvement and responses of all stakeholders including across sectoral basis and contributions by the district, provincial and national governments. It is therefore a requisite for all stakeholders to be fully aware of their own responsibilities and of other role-players' responsibilities so that the planning process is smooth and well-organised.

In order to ensure that there is a clear understanding of all required roles and responsibilities between the three spheres, the following are highlighted:

SPHERE OF GOVERNMENT	ROLES AND RESPONSIBILITIES
Local	
Local municipality and Entity	Prepare an IDP
	Adopt an IDP
District municipality	Prepare an IDP
	Adopt an IDP
	Provide support to poorly capacitated local municipalities
	Facilitate the compilation of a framework which will ensure coordination and alignment between local municipalities and the district
Metros	Prepare an IDP
	Adopt an IDP
Provincial	
Department of Local Government	Coordinate training
	Provide financial support
	Provide general IDP guidance
	Monitor the process in the province
	Facilitate coordination and alignment between district

	municipalities
	Facilitate resolution of disputes between municipalities
	Facilitate alignment of IDPs with sector department policies and programmes
	Assess IDPs
Sector Departments	Provide relevant information on sector department's policies, programmes and budgets
	Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies
	Be guided by municipal IDPs in the allocation of resources at the local level
National	
	Issue legislation and policy in support of IDPs
	Issue Integrated Development Planning Guidelines
Department of Cooperative Governance and Traditional Affairs	Provide financial assistance
	Provide a national training framework
	Establish a Planning and Implementation Management Support System
Sector Departments	Provide relevant information on sector department's policies, programmes and budgets
	Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies
	Be guided by municipal IDPs in the allocation of resources at the local level

SECTION SIX: ROLES, RESPONSIBILITIES AND KEY ACTIVITIES

6.1 Role Players

The Municipality will confirm the identification of the following role players in the IDP and Budget processes:

Internal Role-players

- Council and the MAYCO;
- Nominated Councillors;
- Executive Mayor;
- City Manager;
- Board Member of Centlec
- Municipal and Centlec's officials;

- Director: IDP;
- IDP Steering Committee; and
- Stakeholder Forum/Civil Society.

External Role -players

1. Relevant Government Departments;
2. Municipal officials; and
3. Representative Forum/Civil Society.

6.2 Key Activities

Below are a summary of the key activities to take place in terms of the IDP, Budget and PMS for the 2010-11 IDP Process:

6.2.1 Cyclical Linkages of the 2010 IDP-PMS-Budget

MONTH	ACTIVITIES			BUDGET
	IDP	PMS		
July	<p>Finalise, publicise and submit 2009-10 to the National Treasury, DLG&H for approval by the MEC. District adopts a binding framework for IDP in the area as a whole ensuring alignment of the IDP process of the district and various local municipalities, MSA s 27.</p> <p>Development of IDP Process Plan that guide the planning, drafting, adoption and review of the plan, MSA s 28.</p>	<p>City Manager submits draft service delivery and implementation plan to Executive Mayor no later than 14 days after approval of budget.</p> <p>Executive Mayor ensures that service delivery and budget implementation plan is approved within 28 days of approval of budget.</p> <p>Executive Mayor to ensure that the following is made public within 14 days of approval of service delivery and budget implementation plan.</p> <p>City Manager submits draft performance agreements to Mayor no later than 14 days after approval of budget, s 69 of the MFMA and s 57 of the MSA.</p> <p>Executive Mayor to ensure that performance agreements comply with MFMA to promote sound financial management.</p> <p>Executive Mayor to ensure that agreements are linked to the measurable performance objectives approved with the budget and service delivery implementation plan.</p> <p>Executive Mayor to ensure that agreements are linked to the measurable performance objectives approved with</p>	<p>Executive Mayor and Council / Centlec Board Executive Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process, MFMA s 53.</p> <p>Planning includes review of the previous year budget process and completion of the Budget Evaluation Checklist forwarded to Mangaung by National Treasury.</p>	<p>Municipal Administration and Centlec City Manager/ CEO Centlec and senior officials of MLM and Centlec begin planning for next three-year budget, MFMA s 68, 77.</p> <p>City Manager/ CEO Centlec and senior officials of MLM and Centlec review options and contracts for service delivery, MSA s 76-81.</p>

<p>October</p>	<p>Integration of information into IDP where necessary including incorporation of Service Plans from Directorates.</p> <p>Initiate the process of reviewing Spatial Development Framework.</p> <p>Updating and review of the strategic elements of the SDF in line with the MAYCO focus.</p> <p>Public consultation in terms of CBP continues. Refinement of Statutory Plans initiated by directorates.</p> <p>Continue with integration of information from Service Plans into the IDP.</p> <p>MAYCO Lekgotla to review and update the IDP Vision, Objectives and Strategies. Setting new strategic agenda for the IDP in light of the new focus of Council.</p> <p>Initiate the process of reviewing Spatial Development Framework.</p> <p>Initiate CBP Community-based planning launched. Engage in a process of developing ward plans in line with MTREF.</p>	<p>Appointment of the Audit Committee, MPPR Reg. 14.</p> <p>Sect 57 Managers' quarterly assessments (for first quarter of 0 10/11)</p>		<p>2007).</p> <p>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.</p> <p>Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc).</p> <p>City Manager 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</p>
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<p>November</p>	<p>Updating and review of the strategic elements of the SDF in line with the MAYCO focus.</p> <p>Continue with integration of information from Service Plans, Statutory Plans into the IDP.</p> <p>Initiate the process of reviewing Spatial Development Framework. Confirming municipal priority areas for the next 5 years.</p> <p>High level programmes from all wards integrated into IDP.</p> <p>Refining municipal Strategies, Objectives, KPA's, KPI's and targets so as to influence the budget. Set and agree on three IDP priority projects.</p> <p>Stakeholder Forum to refine, amend and/or confirm the above.</p>	<p>Quarterly SDBIP (for first quarter of 09-10, MPPR Reg. 14.</p> <p>Quarterly Audit Committee meeting (for the first quarter of 09-10 MFMA Sect 166 & MPPR Reg. 14(3)(a).</p>		<p>City Manager reviews and drafts initial changes to IDP, MSA s 34.</p> <p>Auditor-General to return audit report due by 30 November, MFMA 126(4).</p>
<p>December</p>	<p>Institutional plan refined to deliver on the municipal strategy. Horizontal and vertical alignment with District, Province and other stakeholders begins.</p> <p>Directorates identifying programmes and projects with external stakeholders. Financial Plan and Capital Investment Plan are developed.</p>	<p>Compile annual report for 08-09, MFMA s 121.</p>	<p>Council finalises tariff (rates and service charges) policies for next financial year, MSA s 74, 75.</p>	<p>Audit report returned to the City Manager by 31 December, MFMA s 133(2).</p> <p>On receipt of the audit report MLM must address issues raised by the Auditor-General and prepare action plans to address issues and include these in the annual report, MFMA s 131(1).</p> <p>Centlec submits annual report to the City Manager by 31 December, MFMA s 127(1).</p>

<p>January</p>	<p>Horizontal and vertical alignment with District, Province and other stakeholders continues.</p> <p>Directorates identifying programmes and projects with external stakeholders. Capital Investment and Financial Plans refined.</p>	<p>Annual Customer Satisfaction survey (to be consolidated to 08/09 annual report), MSA s 40.</p> <p>Executive Mayor tables annual reports of MLM and Centlec for 08/09, MFMA Sect 127(2).</p> <p>Make public annual report and invite community inputs into report (MFMA s 127 & MSA s 21a).</p> <p>s 57 Managers' quarterly assessments (for second quarter of 09/10).</p>	<p>Centlec board of directors must approve and submit proposed budget and plans for next three-year budgets to MLM at least 150 days before the start of the budget year, MFMA s 87(1).</p>	<p>City Manager and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year performance as per audited financial statements.</p> <p>Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January), MFMA s 36.</p> <p>Immediately after the annual report is tabled, the City Manager make public annual report and invite community inputs into report (MFMA s 127 & MSA s 21a).</p>
<p>February</p>	<p>Horizontal and vertical alignment with District, Province and other stakeholders continues.</p> <p>Directorates identifying programmes and projects with external stakeholders. Capital Investment and Financial Plans refined.</p>	<p>Quarterly SDBIP (for second quarter of 09/10) MPPR Reg. 14</p> <p>Quarterly Audit Committee meeting (for the second quarter of 09/10, MFMA Sect 166 & MPPR Reg. 14(3)(a)</p> <p>Submit annual report to Auditor General, MECs for Local Government and Treasury, MFMA s 127.</p>	<p>Council considers Centlec proposed budget and service delivery plan and accepts or makes recommendations to Centlec, MFMA s 87(2).</p>	<p>City Manager 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>City Manager 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> <p>City Manager publishes tabled budget, plans, and proposed revisions to IDP,</p>
<p>March</p>	<p>Prepare service delivery and budget implementation plans linked to the</p>	<p>Council to consider and adopt an oversight report, due by 31 March, MFMA</p>	<p>Centlec board of directors considers recommendations of MLM and submit revised budget, MFMA s 87(2).</p>	<p>City Manager publishes tabled budget, plans, and proposed revisions to IDP,</p>

	<p>IDP strategies, objectives, KPI's and targets.</p> <p>Finalise Capital Investment Plan and Financial Plans.</p> <p>Conclusion of Service Plans and integration into the IDP document.</p> <p>Tabling of draft IDP, budget, plans and related policies with resolutions before Council (MLM and Centlec)</p> <p>Publication of the tabled IDP, budget, plans and invitation to local community and stakeholders for comments and inputs and submission to National and Provincial treasuries.</p>	<p>Sec 129(1).</p> <p>Set performance objectives for revenue for each budget vote, MFMA s 17.</p>	<p>Executive 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>invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 (as amended).</p> <p>City Manager reviews any changes in prices for bulk resources as communicated, MFMA s 42.</p>
<p>April</p>	<p>Portfolio Committee and Council Hearings launched through series of public representations by community and stakeholders on the IDP and Budget.</p> <p>Prepare service delivery and budget implementation plans linked to the IDP strategies, objectives, KPI's and targets.</p>	<p>Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into 2010/13 IDP report.</p> <p>s 57 Managers' Quarterly Performance Assessments</p> <p>Publicise Annual Oversight Report within seven day of adoption, MFMA Sec 129(3) and s 21A MSA.</p> <p>Within seven days of adoption of Oversight Report submit to the Provincial Legislature/MEC Local Government the annual report of MLM and Centlec and the oversight reports on those annual reports, MFMA Sec 132(2).</p>	<p>Consultation with national and provincial treasuries and finalise service 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 in to account the results from the third quarterly review of the current year.</p>
<p>May</p>	<p>IDP Budget Conference to consider the revisions and amendments to the IDP and budget.</p>	<p>Quarterly SDBIP Report (for third quarter of 09/10) MPPR Reg. 14</p>	<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</p>	<p>City Manager assists the Executive Mayor in preparing the final budget documentation for consideration for</p>

	<p>Consultative Workshop with the entire Council on the final draft IDP and the budget.</p> <p>MAYCO recommends adoption of the IDP to Council.</p> <p>Council sitting to approve IDP, budget and related policies.</p>	<p>Quarterly Audit Committee meeting (for third quarter of 09/10, MFMA s 166 & MPPR Reg. 14(3)(a).</p> <p>Annual review of organisational KPIs, MPPR Reg 11.</p> <p>Review annual organisational performance targets, MPPR Reg 11.</p>	<p>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>Centlec 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 MLM, MFMA s 87.</p>	<p>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>Submission of draft 2010-11 SDBIP and annual performance agreements by City Manager to the Executive Mayor for consideration.</p> <p>Executive Mayor approves 2010-11 SDBIP and annual performance agreements for City Manager and senior managers (s 57).</p>	<p>Community input into organisation KPIs and targets.</p>	<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>Executive 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.</p> <p>Executive Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP.</p> <p>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>City Manager submits to the Executive 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 and MFMA s 69; MSA s 57.</p> <p>City Manager and CEO of Centlec publish adopted budget and plans, MFMA s 75, 87.</p>

6.2.2 Key IDP and budget time schedule of events

IDP PHASES	DELIVERABLE AND PROCESS MANAGEMENT	RESPONSIBLE	OUTPUT	DATES
PREPARATION PHASE	Development of IDP/Budget Process Plan	IDP	Approved IDP and budget process plan	
	EMT to consider Process Plan	IDP		11 Sep 2009
	Draft Process Plan to IDP and Budget Steering Committee/MAYCO	IDP		21 Oct 2009
	Tabling of the IDP and Budget Process Plan to Council	EM		25 Nov 2009
	Advertisement of IDP and Budget Process Plan	IDP		26 Nov 2009
ANALYSIS PHASE	Committees and consultation forums for the budget process	MMCs: IDP and Finance	Determine and assess the current level of development and what are the emerging challenges, opportunities and priority issues	9 Dec 2009
	Briefing session with Budget Committee	CFO and City Manager		17 Dec 2009
	One day self assessment dialogue with EMT, MAYCO and Councillors	City Manager		14 Jan 2010
	Current status of the implementation progress	City Manager		14 Jan 2010
	Consideration, review and inclusion of any relevant and new information	IDP		19 Jan 2010
STRATEGIES PHASE	IDP Steering Committee to review emerging issues/changes and to prioritize IDP and budget items	EM, MMCs: IDP and Finance	Develop and/or refine objective for priority issues Determine ne programmes to achieve strategic intent Develop organisational scorecard	27 Jan 2010
	Preparation of budget framework to provide parameters and request budget inputs for the 2010 MTREF	CFO		24 Nov 2009
	EMT to submit budget inputs on capital projects	City Manager		21 Dec 2009
	Centlec submit draft budget and business plans	Centlec		28 Jan 2010
	Refining municipal Strategies, Objectives, KPA's, KPI's and targets so as to influence the budget	EM		4 Feb 2010
	Initiate Public Participation process in line with MTREF	Office of the Speaker		8 Feb 2010
	MLM provides Centlec with comments on draft business plan and budget	EM and City Manager		12 Feb 2010
	MAYCO Lekgotla to confirm IDP, SDBIP and Budget priorities	EM		19 Feb 2010

IDP PHASES	DELIVERABLE AND PROCESS MANAGEMENT	RESPONSIBLE	OUTPUT	DATES
	MAYCO approves municipal objectives, strategies, KPIs and targets	EM		25 Feb 2010
	Review tariffs and budget policies	CFO		26 Feb 2010
PROJECT PHASE	Set and agree on IDP priority programme/projects	EM and City Manager	Identify projects and set output, target	25 Feb 2010
	Review and align National and Provincial allocation for inclusion in the draft IDP and MTREF budget	City Manager and CFO	Agree on the spatial location of the projects	26 Feb 2010
	Draft MTREF budget developed	CFO	Develop draft budget	26 Feb 2010
	Directorates develop draft 2010/11 SDBIP and present to Portfolio Committees	IDP		9 Mar 2010
	One and multi-year scorecard revised and presented to MAYCO	City Manager		16 Mar 2010
INTEGRATION PHASE	Institutional plan refined to deliver on the municipal strategy	City Manager	Integrate and align with sector plans	18 Mar 2010
	Directorates identifying programmes and projects with external stakeholders	Deputy ED	Incorporate programmes and projects into IDP	23 Mar 2010
	Integration of sector plans and institutional programmes	IDP		23 Mar 2010
	Horizontal and vertical alignment with District, Province and other stakeholders	Deputy ED		23 Mar 2010
	Financial plan and capital investment plan are developed	CFO		23 Mar 2010
	Presentation of service plans and integration into the IDP document to MAYCO	City Manager		23 Mar 2010
APPROVAL PHASE	Tabling of the Draft IDP including proposed revisions and MTREF Budget and related resolutions – MLM and Centlec	EM	Approved IDP, budget and SDBIP	25 Mar 2010
	Submission of draft IDP and MTREF to MECs Treasury and Cooperative Governance, Traditional and Human Settlements, and National	IDP and Budget Office		26 Mar 2010
	Public participation process including hearings on Draft IDP and Budget	IDP		30 Mar to 9 Apr 2010
	IDP Budget Lekgotla	IDP		14 Apr 2010

IDP PHASES	DELIVERABLE AND PROCESS MANAGEMENT	RESPONSIBLE	OUTPUT	DATES
	Special Council considers submissions, representations and recommendations from hearings. Executive Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for Council consideration.	Council		22 Apr 2010
	Executive Mayor with support of MAYCO to recommend approval by Council after considering inputs from Council and all sectors	EM		29 Apr 2010
	Council meeting to approve MTREF 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	Council		27 May 2010
	Publication of approved IDP and budget on the website and in local newspapers	IDP		2 Jun 2010
	Compilation and submission of draft 2010-11 SDBIP and annual performance agreements by City Manager to the Executive Mayor	City Manager		
	Executive Mayor approves the 2010/11 SDBIP and annual performance agreements of the City Manager and senior managers within 28 days after the approval of IDP and budget. Executive Mayor ensures that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP.	Executive Mayor	Approved SDBIP and annual performance agreements	15 Jun 2010
	The Executive Mayor submits the approved SDBIP and performance agreements to Council, MEC for Cooperative Governance, Traditional Affairs and Human Settlements and makes public within 14 days after approval.	Council, EM, City Manager and IDP		30 Jun 2010
MONITORING AND EVALUATION PHASE	Quarterly SDBIP performance progress report for first quarter of 09-10, MPPR Reg. 14 , to Internal Audit, Audit Committee, EMT, MAYCO, Section 80 Committees and Council	IDP	Approved SDBIP performance reports	Oct 2009
	Sect 55 (57) Managers' quarterly assessments for first quarter of	City Manager	Service delivery performance	Oct 2009

IDP PHASES	DELIVERABLE AND PROCESS MANAGEMENT	RESPONSIBLE	OUTPUT	DATES
	09/10		assessed	
	Quarterly Audit Committee meeting (for the first quarter of 09-10) MFMA Section 166 & MPPR Reg. 14(3)(a) and for evaluation of s 55 (57) Managers final assessments MPPR Reg. 14(3)(b)	Internal Audit		Oct 2009
	Quarterly SDBIP performance progress report for second quarter of 09-10, MPPR Reg. 14 , to Internal Audit, Audit Committee, EMT, MAYCO, Section 80 Committees and Council	IDP	Approved SDBIP performance reports	Jan 2010
	Sect 57 Managers' quarterly assessments for second quarter of 09/10	City Manager	Service delivery performance assessed	Jan 2010
	Quarterly Audit Committee meeting (for the second quarter of 09-10) MFMA Section 166 & MPPR Reg. 14(3)(a) and for evaluation of s 57 Managers final assessments MPPR Reg. 14(3)(b)	Internal Audit		Jan 2010
	Mid-term budget and performance assessment MFMA Sec 72 (1)(2)(3)	IDP	Mid-term finance and service delivery performance report compliant to MFMA	25 Jan 2010
	Review of current budget and preparation of adjustment budget for approval by Council	CFO	Approved adjustment budget	28 Jan 2010
	Publicise adjustment budget on the website and in local newspapers	Budget Office		3 Mar 2010
	Quarterly SDBIP performance progress report for third quarter of 09-10, MPPR Reg. 14 , to Internal Audit, Audit Committee, EMT, MAYCO, Section 80 Committees and Council	IDP	Approved SDBIP performance reports	Apr 2010
	Sect 57 Managers' quarterly assessments for third quarter of 09/10	City Manager	Service delivery performance assessed	Apr 2010
	Quarterly Audit Committee meeting (for the third quarter of 09-10) MFMA Section 166 & MPPR Reg. 14(3)(a) and for evaluation of s 57 Managers final assessments MPPR Reg. 14(3)(b)	Internal Audit		Apr 2010
	Quarterly SDBIP performance progress report for fourth quarter of 09-10, MPPR Reg. 14 , to Internal Audit, Audit Committee, EMT,	IDP	Approved SDBIP performance reports	Jul 2010

IDP PHASES	DELIVERABLE AND PROCESS MANAGEMENT	RESPONSIBLE	OUTPUT	DATES
	MAYCO, Section 80 Committees and Council			
	Sect 57 Managers' quarterly assessments for fourth quarter of 09/10	City Manager	Service delivery performance assessed	Jul 2010
	Quarterly Audit Committee meeting (for the fourth quarter of 09-10) MFMA Section 166 & MPPR Reg. 14(3)(a) and for evaluation of s 57 Managers final assessments MPPR Reg. 14(3)(b)	Internal Audit		Jul 2010
	Auditor General audit of performance measures	Auditor General	Audited service delivery performance	Sept 2010
	Compile annual report for 08-09, MFMA s 121 and forward it to Auditor General	IDP	Compile annual report	Sept 2009
	Annual report 08-09 presented to MAYCO and Section 80 Committees	EM and City Manager		Nov 2009
	Executive Mayor tables annual reports of MLM and Centlec for 08/09, MFMA Sect 127(2) , to Council	EM		28 Jan 2010
	Executive Mayor tables an adjustment budget in Council MFMA s 28	EM	Annual report 2008-09 approved	28 Jan 2010
	Advertise annual report on the website and in local newspapers	IDP		3 Feb 2010
	Make public annual report and invite community inputs into report (MFMA s 127 & MSA s 21a)	IDP		3 Feb 2010
	Submit annual report to Auditor General, MECs for Local Government and Treasury, MFMA s 127 .	IDP		3 Feb 2010
	Council to consider and adopt an oversight report, due by 31 March, MFMA Sec 129(1)	Office of the Speaker		Mar 2010
	Publicise Annual Oversight Report within seven day of adoption, MFMA Sec 129(3) and s 21A MSA	IDP	Oversight report approved	Apr 2010
	Within seven days of adoption of Oversight Report submit to the Provincial Legislature/MEC Local Government the annual report of MLM and Centlec and the oversight reports on those annual reports, MFMA Sec 132(2)	IDP		Apr 2010

IDP PHASES	DELIVERABLE AND PROCESS MANAGEMENT	RESPONSIBLE	OUTPUT	DATES
PREPARATION PHASE FOR 2011/12 MTREF period	Annual review of organisational KPIs, MPPR Reg 11	IDP	Develop and/or review performance measures	Jun 2010
	Review annual organisational performance targets, MPPR Reg 11	IDP		Jun 2010
	Community input into organisation KPIs and targets	IDP		Jun 2010