



2020 – 2021

IDP AND BUDGET PROCESS PLAN

MANGAUNG METROPOLITAN MUNICIPALITY

Table of Content

| | |
|---|-----------|
| Section One: Introduction and Background | 2 |
| 1.1 Introduction | 2 |
| 1.2 Legal planning context | 3 |
| 1.3 Process of reviewing the IDP | 4 |
| 1.4 Synchronizing IDP, BEPP, Budget and PMS | 5 |
| 1.4.1 Integrated Development Plan | 5 |
| 1.4.2 Built Environment Performance Plan | 6 |
| 1.4.3 Budget | 6 |
| 1.4.4 Performance Management | 7 |
| Section Two: IDP Development Process | 12 |
| 2.1 Policy parameters that guide MMM process in the development of IDP | 12 |
| 2.2 National Development Plan (NDP) | 12 |
| 2.3 Free State Growth and Development Strategy (FSGDS) | 13 |
| 2.4 Integrated Urban Development Framework (IUDF) | 14 |
| 2.5 Sustainable Development Goals (SDGs) | 15 |
| Section Three: Roles, Responsibility and Key Activities | 15 |
| 3.1 Role Players | 15 |
| 3.1.1 Internal Role Players | 15 |
| 3.1.2 External Role Players | 18 |
| 3.2 IDP, Budget and Performance Management Activity Plan 2020/2021 financial year | 19 |

SECTION ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

The statutory requirement (which is obligatory) expressed in the Municipal Systems Act (Act 32 of 2000) provides for each municipal council, within a prescribed period after the start of its elected term, to adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan (IDP). Accordingly, as per section 34 of the Municipal Systems Act (Act 32 of 2000) a municipal council must review its IDP annually.

The rationale for 2020/2021 IDP Review is to assess and evaluate the Municipal 5-year Integrated Development Plan and municipal performance. In meeting this, it is important to facilitate the review procedure by developing a Process Plan. The Process Plan outlines how the process will unfold (i.e. the planning process to be undertaken, organisational structures and the distribution of roles and responsibilities etc) in the review process.

The review of the 2020/2021 IDP will inform the Municipal Performance Management and Monitoring (PMS), the Built Environment Performance Plan, Spatial Development Framework, individual performance plans for senior managers and the Medium-Term Expenditure Framework (Budgets).

Based on the information provided by the line departments, the municipality will also prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation tool as stipulated in the Municipal Finance Management Act of 2003 to be approved by the Mayor of the municipality in terms of sections 53 (1) (c) (ii) for implementing municipal services and its annual budget.

The endeavour by the city is to achieve a legally-compliant IDP. Amongst others, the city's IDP will contain the core components of IDP. The core components of the IDP as indicated in Section 26 of the Municipal Systems Act (Act 32 of 2000) are:

- the municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to municipal services;
- the council's development priorities and objectives for its elected term, including its local economic aims and is 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;
- the 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.

1.2 Legal planning context

As indicated, the development of the IDP and Budget Process Plan is 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.

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 corresponding 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 considered 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.

Section 21 (1) of the MFMA (Act 56 of 2003), which requires the mayor of a municipality to:

(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) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii), and (iii).

The purpose of the IDP and Budget Process Plan is to set out and recommend a process to produce these strategies and plans for the consideration of Council, in compliance with the legislative requirements set out above.

1.3 Process of reviewing the IDP

In order to ensure certain minimum quality standards of the development of an IDP, and proper coordination between and within spheres of government, municipalities need to prepare an *IDP and Budget Process Plan* and formulate a budget to implement the IDP.

The IDP and Budget Process Plan should 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

The IDP and Budget Process Plan needs to be set out in writing and the law requires that the plan should be adopted by a municipal council.

National Treasury has issued a generic process plan framework to assist metropolitan municipalities in mainstreaming planning in cities. The proposed generic planning process is geared towards enhancing the following challenges that afflict the planning and budgeting processes in municipalities.

- Weak stakeholder participation and consultation;
- Weak co-ordination of sectoral strategies and policies;
- Weak alignment with plans of national and provincial departments and State-Owned Enterprises (SOEs);

- Spatial strategy to overcome deficiencies in spatial form is not funded;

Importantly, the said generic process framework outlines the following noticeable features to characterize the mentioned planning process:

- 1) Multi-stakeholder visioning processes to emerge with city vision endorsed by communities and stakeholders;
- 2) Adopting a research-based approach to constituency and stakeholder consultation to collect qualitative data and information on constituency and stakeholder views;
- 3) Extensive inter-governmental (National and Provincial departments, SOE and other development protagonists) engagement processes to process and ascertain planned investments in the City;
- 4) A strategic orientation workshop for councillors;
- 5) Strategic planning Lekgotla

1.4 Synchronizing IDP, BEPP, 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. In the Mangaung Metropolitan Municipality, an affirmative progress has been made with the process of aligning the IDP, Built Environment Performance Plan, Budget and Performance Management System (PMS).

The Development of Built Environment Performance Plan (BEPP) is one of the requirements of accessing the grant and the plan should primarily focus on few and manageable catalytic projects that potentially would yield a positive knock-on effect on transforming the distorted spatial built environment.

Given the above, it is important that the IDP, BEPP, PMS and Budget processes be aligned to each other. *BEPP should be perceived as a sub-set of IDP.*

The IDP, BEPP, PMS and Budget are all components of one overall development planning and management system. The IDP and BEPP 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, BEPP and PMS formulation and/or review, and the budget preparation processes.

1.4.1 Integrated Development Plan

The Municipal Systems Act provides for the development of core municipal processes planning (IDP); monitoring (PMS) and budgeting that are critical for the attainment of developmental local government. Section 25 (1) of the Municipal Systems Act stipulates that “*Each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality*”. The Act dictates that the plan should: link, integrate and co-ordinate plans and should take into account proposals for the development of the municipality. In addition, the plan should align the resources and capacity of the municipality with the implementation of the plan. Moreover, the plan must form the policy framework and general basis on which annual budgets must be based. Furthermore, the plan should be compatible with national and provincial development planning requirements binding on the municipality in terms of legislation.

From the above, it can be inferred that, the city will recognise all the statutory requirements which relates to strategic planning.

1.4.2 Built Environment Performance Plan

The Mangaung Metropolitan Municipality’s Built Environment Performance Plan (BEPP) is a strategic plan that aims to improving the performance of metro built environment over the long term. It also serves as an instrument to enhancing inter-governmental relations and is not only an eligible requirement for the Integrated City Development Grant (ICDG), but also covers all infrastructure grants including the Urban Settlements Development Grant (USDG), Human Settlements Development Grant (HSDG), Public Transport Infrastructure Grant (PTIG), Neighbourhood Development Partnership Grant (NDPG) and Integrated National Electrification Grant (INEP).

The overall aim of the BEPP is to ensure that spatial transformation and restructuring through targeting capital expenditure in areas that will maximise the positive impact on citizens, leverage private sector investment, and support growth and development towards a transformed spatial form and a more compact city is realised.

More specifically, the BEPP relates to the long term growth and development strategies, as well as financial and investment frameworks of the Municipality. Consequently, the BEPP is a change instrument that informs several existing statutory policy plans of the Municipality, including the Integrated Development Plan (IDP), the Metropolitan Spatial Development Framework (MSDF), the medium term revenue and expenditure framework (MTREF), the Service Delivery and Budget Implementation Plans (SDBIP), reporting requirements in terms of the Municipal Finance Management Act No 56 of 2003 (MFMA), as well as several other performance management and

sector plan requirements. BEPP will illustrate how the metro will be deploying the MTEF capital budget and other regulatory resources to transform the urban space.

1.4.3 Budget

The 2020/21 budget will be prepared in compliance with the MFMA (No 56 of 2003). The MTREF is a financial plan that enables the municipality to achieve its vision and mission through the IDP Strategy which is informed by the development agenda and community/stakeholder inputs.

During the drafting of 2019/2020 IDP, the process of aligning the Strategic Development Review (SDR) with the IDP as well as the budget was undertaken. One of the key outcomes of the SDR process was the development of the Financial Recovery Plan (FRP) to deal with the precarious financial health the city and to implement a roadmap towards financial viability and sustainability.

The MAYCO Lekgotla resolved to consolidate the institutional strategic focus areas and priorities under the following strategic themes:

- ***Spatial Transformation:*** Implement an integrated and targeted strategy that transforms the spatial and economic apartheid legacy of Mangaung.
- ***Economic Growth:*** Boost economic development in Mangaung by strengthening organisational performance.
- ***Service Delivery Improvement:*** Strengthen service delivery as a top priority for economic growth.
- ***Financial Health Improvement:*** Implement a financial recovery plan that rebuilds financial strength
- ***Organisational Strength:*** Strengthen the organisation – the heart of it all

1.4.4 Performance Management

The city has during the 2019/2020 financial year started to develop the PMS framework which seeks to establish an effective performance measurement tool that will be used to monitor the performance of Mangaung Municipality on a quarterly and annual basis. This process will aid in tracking progress in achieving the objectives in the strategic development review as per the Municipality's Integrated Development Plan which are:

- Spatial Transformation
- Economic Growth
- Service Delivery Improvements
- Financial Health Improvements
- Organisational Strength

The Mangaung's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of the IDP, and to gauge the progress made in achieving the objectives set out in the IDP. It further links the municipal-wide objectives to individual level of performance management. That is, the

IDP informs the budget as well as development of key areas of performance and targets across all performance levels.

Succinctly, Performance management forms part of a strategic management approach to ensure integration with the municipal strategy, planning and budgeting. This process enables the Municipality to improve planning and budgeting, effectively monitor and measure performance, and transparently and convincingly report on achievements and challenges.

The document will be utilised as a Performance Monitoring guide by Councillors, management and officials at Mangaung Municipality. This framework is also applicable to the Entity of the Mangaung Municipality. Its purpose is to ensure the standardised implementation of the Organisational Performance Monitoring process. It should be used by all officials for the development of the service delivery and budget implementation plans (SDBIP), as well as for training on Organisational Performance Monitoring. Other stakeholders, which will include the community can utilise this framework for insight on the organisational performance monitoring process

Performance management systems is obligatory. The regulations address both the Employment Contract of a municipal manager and managers directly accountable to municipal managers, as well as the Performance Agreement that is entered into between respective municipal managers and managers directly accountable to municipal managers.

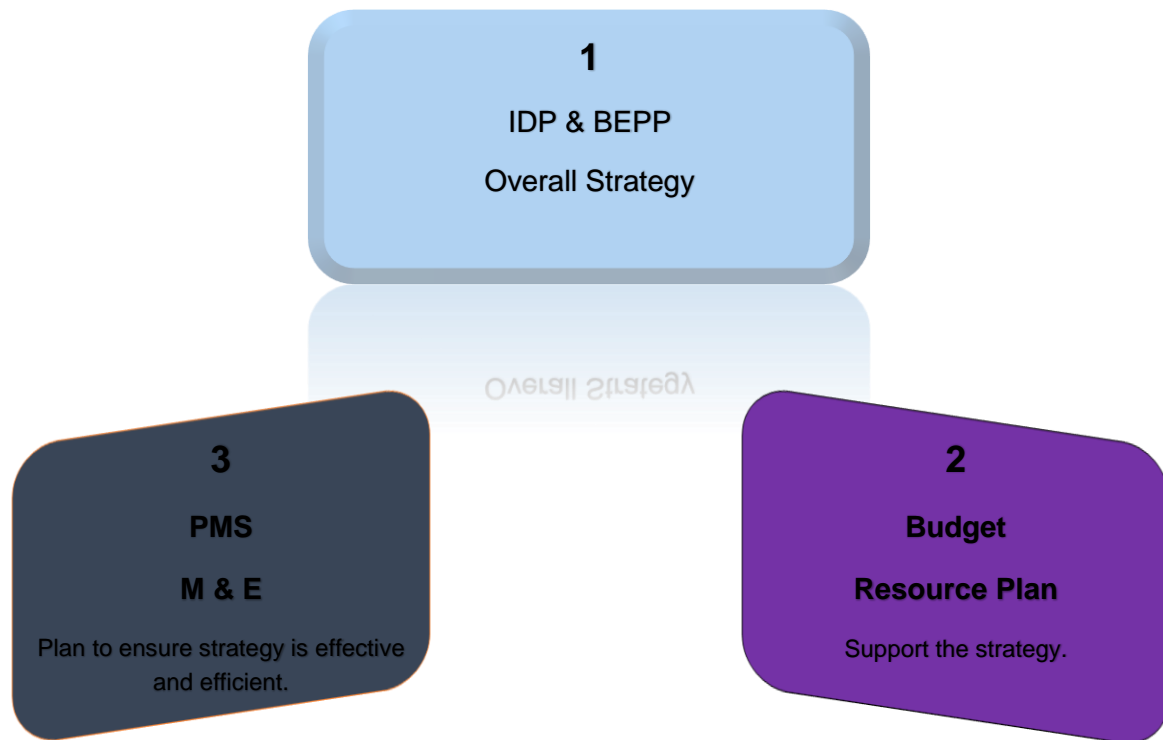
In responding to the Auditor-General’s findings on the non-existence of the Assessment Panel, the city has established this important committee to ensure a basis for performance and continuous improvement in the city. Furthermore, this is to monitor and assess the progress of both the integrated development plan as well as the budget (both as summarised in the Service Delivery Budget and Implementation Plan of the city). A draft schedule is provided below and will be in line with timeframes of the council:

| Evaluation | Period | Date |
|-------------------|--------------------|--|
| First quarter | July – September | To be determined in line with the council schedule and can also be done verbally if performance is satisfactory. |
| Second quarter | October – December | To be determined in line with the council schedule |
| Third quarter | January – March | To be determined in line with the council schedule and can also be done verbally if performance is satisfactory |
| Fourth quarter | April – June | To be determined in line with the council schedule |

| | | |
|---------------------------|-------------|---|
| Annual Performance Review | July – June | To be determined in line with the council schedule for the 2019/20 financial year |
|---------------------------|-------------|---|

The linkages of the three processes are summarised in the following diagram:

Fig 1: Linkages between IDP, Budget and PMS



The city has recognised the Auditor’s General finding in terms of compliance and monitoring processes. Hence a need to develop mechanism of timeous reporting of the various reports by departments and validation of such reports through the supporting document (POE). This table will serve to strengthen the submission of the quarterly reports as part of SDBIP as part of section 13 (1) of the Municipal Planning and Performance Management Regulations, 2001.

Furthermore, the Municipal Finance Management Act 56 of 2003, Chapter 7, Section 52 (b) provides “the Mayor of a municipality – must, within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget and the financial state of the municipality”.

Based on the above, the departments will be expected to submit their **SDBIP quarterly reports** and **Portfolio of Evidence** as per the schedule below:

First Quarter (01 July 2019 – 30 September 2019)

| Name of department | Quarter 1 SDBIP and POE Submission date | Verification Date and Time | |
|-----------------------------------|---|------------------------------|---------------|
| Planning | 04 October 2019 | 08 October 2019 (Tuesday) | 09:00 – 09:30 |
| Economic and Rural Development | | | 09:30 – 10:00 |
| Engineering Services | | | 10:00 – 11:00 |
| Fleet and Waste | | | 11:00 – 11:30 |
| Centlec | | | 11:30 – 12:00 |
| Human Settlement | | | 12:00 – 12:30 |
| Corporate Services | | | 13:30 – 14:00 |
| Finance | | | 14:00 – 14:30 |
| Social Services | | | 14:30 – 15:00 |
| Office of the City Manager (IPTN) | | | 15:00 – 15:30 |

Second quarter (01 October 2019 – 31 December 2019) and;
Mid-Year reports (01 July 2019 – 31 December 2019)

| Name of department | Quarter 2 SDBIP and POE Submission date | Verification Date and Time | |
|-----------------------------------|---|--------------------------------|---------------|
| Planning | 06 January 2020 | 08 January 2020 (Wednesday) | 09:00 – 09:30 |
| Economic and Rural Development | | | 09:30 – 10:00 |
| Engineering Services | | | 10:00 – 11:00 |
| Fleet and Waste | | | 11:00 – 11:30 |
| Centlec | | | 11:30 – 12:00 |
| Human Settlement | | | 12:00 – 12:30 |
| Corporate Services | | | 13:30 – 14:00 |
| Finance | | | 14:00 – 14:30 |
| Social Services | | | 14:30 – 15:00 |
| Office of the City Manager (IPTN) | | | 15:00 – 15:30 |

Third quarter (01 January 2020 – 31 March 2020)

| Name of department | Quarter 3 SDBIP and POE Submission date | Verification Date and Time | |
|-----------------------------------|---|------------------------------|---------------|
| Planning | 06 April 2020 | 08 April 2020 (Wednesday) | 09:00 – 09:30 |
| Economic and Rural Development | | | 09:30 – 10:00 |
| Engineering Services | | | 10:00 – 11:00 |
| Fleet and Waste | | | 11:00 – 11:30 |
| Centlec | | | 11:30 – 12:00 |
| Human Settlement | | | 12:00 – 12:30 |
| Corporate Services | | | 13:30 – 14:00 |
| Finance | | | 14:00 – 14:30 |
| Social Services | | | 14:30 – 15:00 |
| Office of the City Manager (IPTN) | | | 15:00 – 15:30 |

Fourth quarter (01 April 2020 – 30 June 2020) and;

Annual Performance Report (01 July 2019 – 30 June 2020)

| Name of department | Quarter 4 SDBIP and POE Submission date | Verification Date and Time | |
|-----------------------------------|---|-----------------------------|---------------|
| Planning | 06 July 2020 | 08 July 2020 (Wednesday) | 09:00 – 09:30 |
| Economic and Rural Development | | | 09:30 – 10:00 |
| Engineering Services | | | 10:00 – 11:00 |
| Fleet and Waste | | | 11:00 – 11:30 |
| Centlec | | | 11:30 – 12:00 |
| Human Settlement | | | 12:00 – 12:30 |
| Corporate Services | | | 13:30 – 14:00 |
| Finance | | | 14:00 – 14:30 |
| Social Services | | | 14:30 – 15:00 |
| Office of the City Manager (IPTN) | | | 15:00 – 15:30 |

SECTION TWO: IDP DEVELOPEMENT PROCESS

2.1. Policy parameters that guide MMM process in the development of IDP

It is important to ensure that the IDP and BEPP goals are aligned to developmental goals of both national and provincial government. The Constitution stipulates that all three spheres of governance are autonomous but *interdependent*.

This therefore calls for closer collaboration between all these spheres of government. A number of national policies and planning frameworks have a particular bearing on the provincial and local spheres of government. A few critical ones are highlighted below and the list is not exhaustive.

The city together with the provincial government has recognised the priorities as outlined by National government as articulated in the State of the Nation Address namely:

- Economic transformation and Job Creation
- Education and Skills for the employees of the city
- Consolidating the quality basic services to the communities
- Spatial Integration, human settlement and good governance
- Social cohesion and safe communities
- Building a capable, ethical and developmental local government

2.2 National Development Plan (NDP)

The South African Government, through the Presidency, has published a *National Development Plan*. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

1. Creating jobs and improving livelihoods
2. Expanding infrastructure
3. Transition to a low-carbon economy
4. Transforming urban and rural spaces
5. Improving education and training
6. Providing quality health care
7. Fighting corruption and enhancing accountability
8. Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth.

More importantly for efficiency in local government, the NDP proposes 8 targeted actions listed below:

1. Stabilise the political- administrative interface
2. Make public service and local government careers of choice
3. Develop technical and specialist professional skills
4. Strengthen delegation, accountability and oversight
5. Improve interdepartmental coordination
6. Take proactive approach in improving national, provincial and local government relations
7. Strengthen local government
8. Clarify the governance of SOE's

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-Term Revenue and Expenditure Frameworks.

In recognising the commitment by the Presidency on the Medium Term Strategic Framework which indicated that 1 100 indicators were part of the 2014-2019 MTSF, the city will await the new targets to be set for the next 5-year term of the current national administration. The city will therefore align its commitment with the new targets.

2.3 Free State Growth and Development Strategy (FSGDS)

The provincial government of Free State has developed a Free State Provincial Growth and Development Strategy (PGDS) Free Sate Vision 2030. The PGDS is the fundamental policy framework for the Free State Provincial Government. It is the embodiment of the broad strategic policy goals and objectives of the province in line with national policy objectives. The Strategy addresses the key and most fundamental issues of development, spanning the social, economic and political environment. It constantly takes into account annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service delivery and public service transformation.

The Strategy has identified six priority areas of intervention by the province, namely;

- 1) Inclusive Economic growth and sustainable job creation;
- 2) Education innovation and skills development
- 3) Improved quality of life
- 4) Sustainable Rural Development
- 5) Efficient Administration and Good Governance
- 6) Building social cohesion

Importantly, the FSGDS identifies drivers, strategies and measurable performance targets (five year, ten year, fifteen year and twenty year targets) to ensure that there is performance in relation to the identified six priority areas. Equally, Mangaung Metro should align its Development Strategy and the five-year development plans with those of the provincial government of Free State.

2.4 Integrated Urban Development Framework (IUDF)

The Department of Cooperative Governance and Traditional Affairs has issued the “*Integrated Urban Development Framework – A new deal for South African Cities and Towns*” as a policy framework to guide future growth and the management of urban areas.

The framework outlines the following key strategic goals, namely:

- 1) **Spatial Integration** – to forge new spatial forms in settlement, transport, social and economic areas;
- 2) **Inclusion and access** – ensuring that people have access to social and economic services, opportunities and choices;
- 3) **Growth** – harnessing urban dynamism for inclusive, sustainable economic growth and development; and
- 4) **Governance** – enhancing the capacity of the state and its citizens to work together to achieve spatial and social integration

The Framework outlines nine policy levers that will be used as instruments to achieve the afore-mentioned strategic goals. The city will align its strategic document with all the nine (9) levers of this important document.

2.5 Sustainable Development Goals (SDGs)

The sustainable development goals (SDGs) are universal set of goals, targets and indicators that the United Nations' member states will be expected to use to frame their agendas and political policies. The SDGs follow and expand on the millennium development goals (**MDGs**), which were agreed by governments in 2001 and expired in 2015. These goals were concluded on 25 September 2015. On 1 January 2016, the world officially began with the implementation of the 2030 Agenda for Sustainable Development — The **Sustainable Development Goals (SDGs)**. These are therefore a Post 2015 Development Agenda (successor to the Millennium Development Goals).

These 17 goals with 169 targets covers a broad range of sustainable development issues. These includes amongst others, ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests. During the 2020/2021, the city will show a synergy between these goal and the strategic intends of the municipality.

SECTION THREE: ROLES, RESPONSIBILITIES AND KEY ACTIVITIES

3.1 Role Players

The following role players have been identified in the IDP and Budget processes:

3.1.1. Internal Role-players

- a) City's Council;
- b) Executive Mayor;
- c) Deputy Executive Mayor
- d) MAYCO
- e) Ward Councillors
- f) City Manager;
- g) Deputy Executive Director
- h) Head of departments and CENTLEC CEO
- i) Office responsible for IDP and Performance Management;
- j) IDP Steering Committee

| | |
|-------------------------------|---|
| City's Council | <p>The Council is the political decision-making body of the municipality and the Council has the responsibility to:</p> <ul style="list-style-type: none"> ▪ consider and adopt the IDP Process Plan & time schedule for the preparation, tabling & approval of the annual budget; ▪ consider and adopt the IDP and annual Budget; ▪ ensure the city's budget is coordinated with and based on the IDP; ▪ adopt a Performance Management System (PMS) ▪ Monitor progress on the implementation of IDP |
| The Executive Mayor | <p>The Executive Mayor has the responsibility for the preparation and implementation of the IDP, Budget & Performance Management including:</p> <ul style="list-style-type: none"> ▪ the responsibility of the overall oversight, development and monitoring of the process or delegate IDP, Budget & PMS ▪ responsibilities to the Municipal Manager; ▪ ensuring that the budget, IDP & budget related policies are mutually consistent & credible; ▪ submitting the revised IDP & the Budget to the municipal Council for adoption; ▪ Submitting the proposed Performance Management System to the municipal council for adoption. |
| Deputy Executive Mayor | Assist the Executive Mayor with the duties cited above |
| Mayoral Committee | <p>The role of the Mayoral Committee is to provide political and strategic guidance and direction to the IDP, Budget, Performance Management processes and IDP implementation.</p> |
| Ward Councillors | <p>Ward Councillors are the major link between the municipality and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> ▪ link the planning process to their constituencies and/or wards; ▪ ensure communities understand the purpose and the key mechanisms of the IDP, Budget process, Performance Management and are motivated to actively participate; ▪ facilitate public consultation and participation within their wards. |

| | |
|--|--|
| City Manager | <p>The City Manager has the responsibility of providing guidance and ensure that the administration actively participates and supports the development and review of the IDP and Budget and works towards its implementation. This amongst others includes:</p> <ul style="list-style-type: none"> ▪ Facilitate the development of the IDP review; ▪ Co-ordinates and Manage the process of the review in accordance with the necessary legislation; ▪ Identify the stakeholders in the IDP process; ▪ Ensure integration of strategic planning, budgeting and monitoring and evaluation processes. |
| Deputy Executive Directors | <p>Support the City Manager with the responsibilities cited above</p> |
| Head of Departments and CENTLEC CEO | <ul style="list-style-type: none"> ▪ Participate in the Planning of IDP ▪ consider and advise on IDP/ Budget content and process; ▪ ensure inter-directorate co-operation, co-ordination, communication and strategic thinking to address priority issues ▪ ensure sector and spatial co-ordination and alignment ▪ ensure IDP & budget linkage ▪ ensure Performance Management is linked to the IDP ▪ ensure time-frames set for the review are met. ▪ Implement the IDP and Budget as per the approved SDBIP ▪ Adhere to the timeous reporting periods and fulfil all the obligations thereof |
| Office responsible for IDP and Performance Management | <p>The IDP/PMS Unit reports to the City Manager and is required to manage and co-ordinate the IDP process, ensure budget integration, the roll out of Performance Management and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> ▪ preparing the Process Plan for the development of the IDP; ▪ undertaking the overall management and co-ordination of the planning and review process under consideration of time, resources and people ▪ ensuring that the review process is participatory, strategic, implementation-oriented, integrated with the |

| | |
|-----------------------------------|---|
| | <p>budget process, is horizontally and vertically aligned and satisfies sector planning requirements;</p> <ul style="list-style-type: none"> ▪ linking the IDP to the SDBIP |
| The IDP Steering Committee | <p>The IDP Steering Committee is chaired by the Executive Mayor and comprises of the City Manager and HODs/CEO who are also the technical experts in the various Clusters. The task of the Steering Committee is to:</p> <ul style="list-style-type: none"> ▪ provide technical oversight and support to the IDP/ Budget review and its implementation <p><i>*The Ex. Mayor can delegate the function of chairing the IDP Steering Committee to the MMC responsible for Finance and Performance or any other member of the Mayoral Committee</i></p> |

3.1.2. External Role-players

- COGTA as a co-ordinating department
- National and Provincial Government Departments and State Owned Enterprises
- Chamber of commerce
- Traditional leaders
- Representative Forum from various civil organisations.

| | |
|---|---|
| COGTA | Assist the city with the execution of section 154 of Constitution and other related activities |
| National and Provincial Government Departments and State Owned Enterprises | The city's planning must undertake, align and complement the development plans and strategies of other organs of state to give effect to the principles of co-operative government. This will be done through joint planning with these protagonist |
| Chamber of Commerce | They are identified as key stakeholders in the development of the city strategy, as such the process allows for engagement with the Chamber of commerce and Business. |
| Traditional leaders | The city has only one (1) Traditional Council (Barolong ba Seleke) that must play a critical role in the development process of the city's homestead (Trust). They will assist |

| | |
|---------------------------------|--|
| | with the mobilisation of the communities within Thaba-Nchu area |
| IDP Representative Forum | <p>The IDP Representative Forum serves as the interface for community participation during the IDP process and therefore participates in the annual review of the municipality's IDP. The IDP Representative Forum is chaired by the Executive Mayor (or his delegate) and consists of the following participants:</p> <ul style="list-style-type: none"> ▪ Members of the Mayoral Committee ▪ Ward Councillors ▪ Ward Committee members ▪ Community Development Workers ▪ NGOs/CBOs ▪ Business chambers ▪ Sector departments (provincial and national) ▪ Religious organisations ▪ Municipal officials, to mention but a few |

Key dates IDP, Budget and Performance Management Activity Plan 2020/2021 financial year

Preparation Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|-------------------|---------------------------------|--|--|---|---|
| July /August 2019 | MFMA 21 (1)(b) | Tabling of IDP/Budget Process Plan 2020/2021 | | | Ex. Mayor |
| July 2019 | MFMA 53 (1) (c) (iii) MSA 57 | | | Conclude the Annual Performance Agreements for 2019/2020 | Ex. Mayor City Manager HODs |
| July 2019 | MFMA 21 (1) MFMA Guidance | Commence the departmental planning and Business support sessions in preparation for the overall organisational strategic support | Commence the departmental planning and Business support sessions in preparation for the overall organisational strategic support | Commence the departmental planning and Business support sessions in preparation for the overall organisational strategic support | City Manager HODs Centlec Management |
| August 2019 | MFMA Guidance | | Submission of the Annual Financial Statement to the Auditor General | Submission of the Annual Performance Report to the Auditor General | CM CFO |
| Sept 2019 | MSA 28(3) | Advertisement of the Process Plan 2020/2021 | | | City Manager |
| Oct 2019 | MFMA 52 (d) | | | 1 st quarter section 52 report for the period ending 30 September 2019 on the implementation of the budget and financial state of affairs of the municipality. | CFO City Manager HODs |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|--------------------|--|--|-------------------------------|---|
| Oct 2019 | MFMA Guidance | | MAYCO to provide budget priorities for the Budget | | Exc. Mayor CM CFO |
| Oct 2019 | MFMA Guidance | | Preparation of Budget Framework to provide parameters and request inputs for 2020/2021 MTREF period. | | CFO |
| Nov 2019 | MSA 29 (1) (b) | Undertake Public participation sessions per Wards to: <ul style="list-style-type: none"> ▪ Provide implementation of the IDP and Budget ▪ Solicit inputs on community needs ▪ Review the Spatial Development Framework and discuss intended spatial commitments | | | Speaker City Manager Centlec Management HODs |
| Nov 2019 | MFMA Guidance | | EMT to submit budget inputs on capital projects | | HOD's Centlec Management |
| Nov 2019 | MFMA Guidance | | Capital investment and sectoral plans are developed and reviewed | | HOD's Centlec Management |
| Dec 2019 | MFMA Guidance | | EMT reviews and approves tentative capital budget | | City Manager, CFO and HODs |

Strategy Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|----------|-----------------------|---|---|--|---|
| Jan 2020 | MFMA Guidance | | Submission of final tariffs proposal and revenue forecast | | GM Revenue Management/ HOD – Engineering Centlec Management |
| Jan 2020 | MFMA 52 (d) | Centlec submit draft business plan | Centlec submit draft budget | 2nd quarter section 52 report for the period ending 31 December 2019 on the implementation of the budget and financial of the municipality | CFO City Manager HODs and Centlec CEO |
| Jan 2020 | MFMA 72 (1)(b) | | Table in council the mid-year budget report | Table in council the SDBIP mid-year performance assessment report for period 01 July 2019 – 31 December 2019 | CFO City Manager |
| Jan 2020 | MFMA Guidance | Commence the overall organisational strategic session | | | City Manager Ex. Mayor Centlec Management |
| Jan 2020 | SCM Reg 6 (3) and (4) | | EMT/CM reviews the first draft of the MTREF BEPP report | Submission of Mid – Year Budget and Performance Assessment Report | City Manager HODs Centlec Management |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|----------|-----------------|---|--|--|---------------------------|
| | | | Submit 2nd quarter report ending 31 December to the Ex. Mayor and make report public | for 2019/2020 financial year to National Treasury | |
| Jan 2020 | MFMA 127 (2) | | | Table in Council the Annual Report of the city and CENTLEC | Ex. Mayor |
| Feb 2020 | MFMA 28(4) | | Council approve Adjustment Budget. | | Ex. Mayor City Manager |
| Feb 2020 | MFMA Guidance | IDP and Budget Steering Committee | IDP and Budget Steering Committee | | Ex. Mayor City Manager |
| Feb 2020 | MFMA 75 (1) (c) | | Place 2018/19 annual report on the city's website | | City Manager |
| Feb 2020 | MFMA Guidance | Facilitate the overall organisational planning session | Consider the proposed budget for 2020/2021 financial year | Finalise corrective measures from the 2018/19 Audit Report | City Manager Ex. Mayor |
| Feb 2020 | MSA 24 (2) | Facilitate the joint planning sessions with: <ul style="list-style-type: none"> ▪ Provincial and National depts. ▪ SoEs ▪ Business communities ▪ CBOs | | | City Manager |

Project Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|----------|---------------|---|---|------------------------|--|
| Feb 2020 | MFMA Guidance | Incorporate the proposed projects and programs on the Draft IDP | Discuss the monetary terms of the proposed projects and programmes | | City Manager CFO HODs Centlec Management |
| Feb 2020 | MFMA Guidance | | Finalisation of Capital investment and development/review process of sectoral plans | | HOD's Centlec Management |

Approval Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|------------|-------------|---|--|--|--|
| March 2020 | MFMA 16 (2) | Tabling of the 2020/21 Draft IDP, Sectoral Plans including proposed revisions | Tabling of 2020/21 Draft MTREF Budget and budget related policies – MMM and Centlec. | Adopt an oversight report providing comments on the 2018/19 Annual Report | City Manager Council |
| April 2020 | MFMA 52(d) | | | 3 rd quarter section 52 report for the period ending 31 March 2020 on the implementation of the budget and financial state of affairs of the municipality | CFO City Manager HODs Centlec Management |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|----------------------|---|---|-------------------------------|--|
| April 2020 | MFMA 22(a)(ii) | Commence process of consultation on the tabled draft IDP | Commence process of consultation on the draft tabled Budget | | Speaker City Manager HODs Centlec Management |
| April 2020 | MFMA Guidance | IDP and Budget Steering Committee | IDP and Budget Steering Committee | | Ex. Mayor City Manager |
| May 2020 | MFMA Guidance | IDP and Budget Conference | IDP and Budget Conference | | Speaker |
| May 2020 | MFMA 24(1) | Approve the annual 2020/2021 IDP and related sectoral plans | Approve the annual 2020/2021 Budget and related budget policies | | Council |
| June 2020 | MFMA 53 (1) (c) (ii) | | | Approval of SDBIP 2020/201 | Ex. Mayor |