



MANGAUNG METRO

IDP & BUDGET PROCESS PLAN 2023/24



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SECTION ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

The development of this IDP and budget process plan is a product of the council which came into power post the 2021 local government elections. As such, this council is obligated by the laws governing the processes and procedures as stipulated in several prescripts. The mandatory statutory requirement contained in the Municipal Systems Act (Act 32 of 2000) requires each municipal council to adopt a written process to guide the planning, drafting, adoption, and review of its Integrated Development Plan within a specified period following the start of its elected term (IDP). As a result, municipal councils are required to evaluate their IDP yearly under section 34 of the Municipal Systems Act (Act 32 of 2000).

The 2023/2024 Integrated Development Plan will influence the Municipal Performance Management and Monitoring System (PMS), the Spatial Development Framework, senior management individual performance goals, and the Medium-Term Revenue and Expenditure Framework (MTREF).

The municipality will also prepare a Service Delivery and Budget Implementation Plan (SDBIP) based on information provided by line departments as a tool for implementing municipal services and its annual budget, as specified in the Municipal Finance Management Act of 2003 and to be approved by the municipality's Mayor in accordance with section 53 (1) (c) (ii).

The city's goal is to create an IDP that complies with applicable laws. According to Section 26 of the Municipal Systems Act (Act 32 of 2000), the IDP's main components include the following:

- 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 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;
- 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 uniformity and minimum quality standards of the integrated development planning and budget process and the proper coordination between and within the three 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) provides 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. The table below shows the timelines on the annual reviews for the remaining years of the current IDP circle

| Reviews | Years | Period |
|---------------------------------------|-----------|-----------------------------|
| Development Phase | 2022/2023 | Completed |
| 1 st Review and Amendments | 2023/2024 | 01 July 2023 – 30 June 2024 |
| 2 nd Review and Amendments | 2024/2025 | 01 July 2024 – 30 June 2025 |
| 3 rd Review and Amendments | 2025/2026 | 01 July 2025 – 30 June 2026 |
| 4 th Review and Amendments | 2026/2027 | 01 July 2026 – 30 June 2027 |

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* that guides the formulation a budget to implementation of 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.

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.

Furthermore, this process will take into considerations the new IDP guidelines as introduced by the Department of Cooperative Governance and Traditional Affairs.

The noticeable features to characterise the planning process includes amongst others:

- 1) Multi-stakeholder visioning processes to emerge with city vision;
- 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 and Coordination on the district development Plan/One Plan with; to mention but a few.

1.4 Synchronizing IDP, Budget and PMS

Organisational performance management systems must be connected to the Integrated Performance Planning Process (IDP) to meet the requirements of the Municipal Systems Act. There has been a significant forward movement in harmonising the IDP, budget, and performance management system in the Mangaung Metropolitan Municipality.

Every part of a development plan and management system is linked to the IDP, PMS, and budget. The IDP defines the municipality's long-term goals, as well as how these goals will be accomplished. The use of the PMS is to examine performance against the set objectives, and it is an important step which ought to be observed by the city. The budget serves as a resource plan for budget allocation in order to meet the developmental objectives of the municipality.

1.4.1 Integrated Development Plan

The Municipal Systems Act in particular, calls for the establishment of planning, monitoring, and budgeting systems which are essential for local government to achieve developmental status. Section 25 (1) of the Municipal Systems Act dictates that each municipal council shall establish a single, comprehensive and long-term vision for the development of the municipality within a certain length of time after taking office.

The plan should have three requirements: connect, integrate, and coordinate plans and include plans for the municipality's growth and development. The execution of the plan should use the capability and resources of the municipality. To be successful, the plan must serve as the foundation for MTREF yearly budgets. Furthermore, the municipal strategy should be able to fit in and support with existing national and provincial development plans, which are obligatory on the municipality in the spirit of cooperative governance.

1.4.2 Budget

The 2023/2024 budget will be prepared in compliance with the provisions MFMA (No 56 of 2003) and associated regulations. The MTREF is a financial strategy 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.

This process will be aligned to the strategic development objectives of the IDP as well as the budget as outlined below:

- ***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

1.4.3 Performance Management

The adopted PMS framework of the municipality seeks to establish an effective performance measurement tool that will be used to monitor the performance of Mangaung Municipality on a quarterly, mid-term and annual basis. This process will aid in tracking progress in achieving the strategic development objectives as per the Municipality's Integrated Development Plan which are:

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

The main method used to manage, evaluate, and enhance the implementation of the IDP is the Mangaung PMS. It is used to assess the progress in implementing the goals set forth in the IDP. It helps establish and support the municipal-wide strategic goals by connecting individual performance management to the performance management of the organisation as a whole. In other words, the IDP not only informs the budget, but it also directs how funding is used to grow important areas of performance and to identify measurable performance goals at all levels.

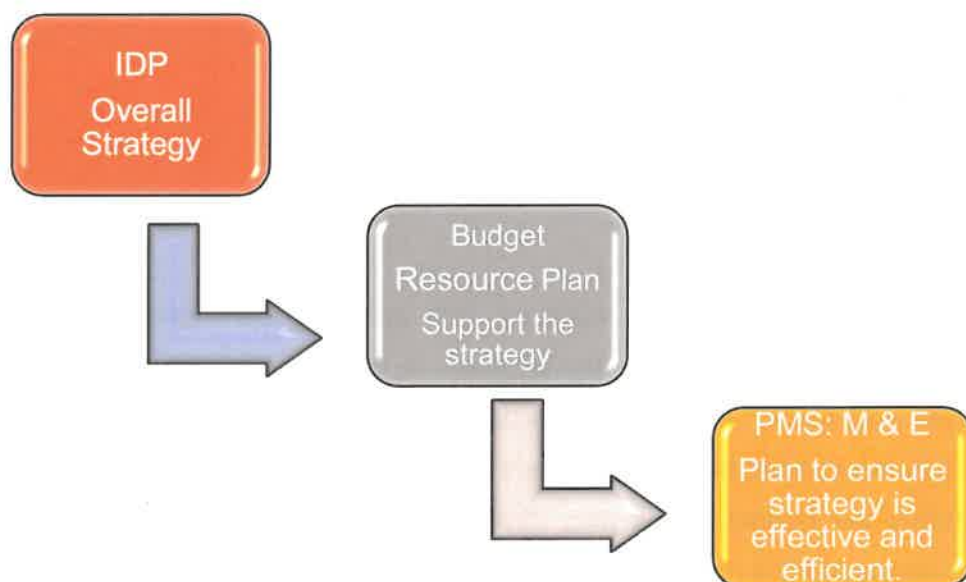
Performance management is part of a broader strategic management approach aimed at improving overall integration with the city's strategic planning, budgeting, and administration. This procedure supports the Municipality in streamlining the planning and budgeting process, as well as closely monitoring and measuring performance. The PMS tools will be used by Council members, management, and authorities at Mangaung to conduct performance monitoring. External stakeholders can use this framework to understand the performance monitoring approach and process inside the organization.

In line with the provisions of the Municipal Systems Act and Performance Management Regulations, the performance review committee for senior management is established for performance review purposes. The purpose of this committee will be to examine how effective the integrated development plan and budget are progressing (both as summarised in the Service Delivery Budget and Implementation Plan of the city). Following the timeline outlined by the council, the timetable is included here:

| Evaluation | Period | Review Dates of Senior Managers |
|---------------------------|--------------------|---------------------------------|
| First quarter | July – September | October – December |
| Second quarter | October – December | January – March |
| Third quarter | January – March | April – June |
| Fourth quarter | April – June | July – September |
| Annual Performance Review | July – June | |

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

Fig 1: Linkages between IDP, Budget and PMS



This table will assist in improving the quarterly reports' overall strength and consistency by participating in the subsection of section 13 (1) of the Municipal Planning and Performance Management Regulations, 2001.

Section 52 (b) of the Municipal Finance Management Act 56 of 2003 requires the mayor of a municipality to develop a report to the council on the execution of the budget and the financial status of the municipality within 30 days of the end of each quarter.

Given what is listed above, it is expected that the departments will be required to submit their SDBIP and Portfolio of Evidence as per the below schedule:

Note: All Portfolio of Evidence (POEs) to be Submitted Electronically (PDF, WORD, EXCELetc.)

First Quarter (01 July – 30 September)

| Name of department | Quarter 1 SDBIP and POE Submission date | Verification Date and Time | |
|-----------------------------------|---|---|---------------|
| Planning | First week of each October (5 days after end of quarter) | First week of each October (5 days after end of quarter) | 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 and Metro Police | | | 14:30 – 15:30 |
| Office of the City Manager (IPTN) | | | 15:30 – 16:00 |

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

| Name of department | Quarter 2 and Mid-year SDBIP and POE Submission date | Verification Date and Time | |
|--------------------------------------|--|---|---------------|
| Planning | First week of each January (5 days after end of quarter) | First week of each January (5 days after end of quarter) | 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 and Metro Police | | | 14:30 – 15:30 |
| Office of the City Manager (IPTN) | | | 15:30 – 16:00 |

Third quarter (01 January – 31 March)

| Name of department | Quarter 3 SDBIP and POE Submission date | Verification Date and Time | |
|--------------------------------------|--|---|---------------|
| Planning | First week of each April (5 days after end of quarter) | First week of each April (5 days after end of quarter) | 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 and Metro Police | | | 14:30 – 15:30 |
| Office of the City Manager (IPTN) | | | 15:30 – 16:00 |

Fourth quarter (01 April– 30 June) and;

Annual Performance Report (01 July – 30 June)

| Name of department | Quarter 4 SDBIP and POE Submission date | Verification Date and Time | |
|-----------------------------------|--|--|---------------|
| Planning | First week of each July (5 days after end of quarter) | First week of each July (5 days after end of quarter) | 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 and Metro Police | | | 14:30 – 15:30 |
| Office of the City Manager (IPTN) | | | 15:30 – 16:00 |

SECTION TWO: IDP DEVELOPEMENT PROCESS

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

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

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 sphere 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 adopted published a *National Development Plan (NDP)*. 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 NDP 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 to 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

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 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.

The Medium-Term Strategic Framework 2019–2024 (MTSF 2019-2024), is the manifestation of an implementation plan for the NDP Vision 2030 and for the implementation of the electoral mandate of the sixth administration of government. The **MTSF 2019-2024** lays out the package of interventions and programmes that will achieve outcomes that ensure success in achieving Vision 2030 and the seven electoral priorities adopted by government as:

PRIORITY 1: Building a capable, ethical and developmental state

PRIORITY 2: Economic transformation and job creation

PRIORITY 3: Education, skills and health

PRIORITY 4: Consolidating the social wage through reliable and quality basic services

PRIORITY 5: Spatial integration, human settlements and local government

PRIORITY 6: Social cohesion and safe communities

PRIORITY 7: A better Africa and world

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 State Vision 2030. The PGDS is the fundamental policy framework for the Free State Provincial Government and 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 considers 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 long-term development plans and the five-year development plans with those of the provincial government of the 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 aforementioned 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 the 1st 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. The goals 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 2022/2027 municipal term, the city will continue to ensure alignment and synergy between these goals and the strategic intends of the municipality.

2.6 District Development Plan “An Intergovernmental Relations Perspective”

The foundation of a constitutional democracy in South Africa as laid and articulated in the Constitution of the Republic of South Africa, 1996 and the implications thereof, poses unique capabilities by the local sphere of government. It is expected that municipalities must take responsibility to engage various sectors and development protagonists, such as the national and provincial governments, State Owned Enterprises, business forums, to mention but a few. This means that, joint planning is important for the attainment of the shared outcome. Whilst section 40(1) of the Constitution established three distinctive, yet interdependent and inter-related spheres of government, municipalities remain at the center of development, given the responsibilities enshrined in sections 151-154, 156 and schedule 5 (part B) of the Constitution.

The city has successfully established the internal procedures of intergovernmental structures as per Section 33(1) of the Intergovernmental Relations Framework Act, 2005(Act 13 of 2005). The terms of reference for the establishment of Mangaung metropolitan municipal technical IGR forum; and rules to govern procedures for the functioning of Mangaung metropolitan technical IGR forum were approved by Council as instrument to strengthen and harness joint planning.

The new guidelines for the development of Integrated Development Plan for the Metropolitan municipalities advocates for decisive leadership by both the political and administrative structures in realizing joint planning, implementation, monitoring and evaluation. For example:

- The Chairperson of the Technical IGR Forum presides over the meetings of the forum, but if the chairperson is absent from the meeting, the primary members present must elect another primary member to preside over the meeting.
- The forum must hold meetings of the forum at least four times in a year and adopt the schedule/roster of meetings for each financial year.
- The forum must adopt procedures for the adoption of resolutions and recommendations.
- Majority of members of the forum may in writing request the Chairperson to convene a meeting of the forum at a time and venue set out in the request.
- The meeting of the forum should determine deadlines for the submission of documentation to the members in order to afford members adequate time to prepare for the meeting of the forum.

2.6.1 Introduction to the District Development Model (DDM)/ One Plan

The District Development Model (DDM) is an all-of-government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The DDM is aimed at facilitating integrated planning, provisioning, and monitoring of Government's development programmes through the concept of a joint "One Plan" in relation to 52 development spaces / impact zones through the establishment of national technical capacity as well as district hubs that will drive implementation of the programme. This approach will not only accelerate local economic development, urbanization, economic activities but also the provision of basic services.

The DDM embodies an approach by which the three spheres of government and state entities work in unison with other development partners in an impact-oriented way and where there is higher performance and accountability for coherent service delivery and development outcomes. It influences spatialisation and reprioritisation of government planning, budgeting, implementation and reporting in

relation to jointly agreed outcomes and commitments in the 52 districts and metropolitan spaces. This is facilitated through and anchored around the 'One Plan', 'One Budget', 'One District'. Below is a summary of the specific objectives of the DDM:

- ✓ Solve the Silos at a horizontal and vertical level;
- ✓ Maximise impact and align plans and resources at our disposal through the development of One District, One Plan, and One Budget;
- ✓ Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels;
- ✓ Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level;
- ✓ Build government capacity to support to municipalities;
- ✓ Strengthen monitoring and evaluation at district and local levels;
- ✓ Implement a balanced approach towards development between urban and rural areas;
- ✓ Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality; and
- ✓ Exercise oversight over budgets and projects in an accountable and transparent manner. These objectives are all set to accelerate service delivery challenges.

The Mangaung Metro One Plan is based on the DDM Theory of Change which postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities and joint and coherent way of addressing them within the socio-economic and inclusive and integrated placemaking dynamics within specified spaces. These six DDM Transformation Focal Areas are:

- (a) *People Development and Demographics* – the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management).
- (b) *Economic Positioning* – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.

- (c) *Spatial Restructuring and Environmental Sustainability* – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.
- (d) *Infrastructure Engineering* – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- (e) *Integrated Services Provisioning* – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods
- (f) *Governance and Management* – the process by which leadership and management is exercised, in particular, that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

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

1. City's Council;
2. Executive Mayor;
3. Deputy Executive Mayor
4. MAYCO
5. Ward Councillors
6. City Manager;
7. Deputy Executive Director
8. Head of departments and CENTLEC CEO
9. Office responsible for IDP and Organisational Performance Management;
10. IDP Steering Committee

| | |
|-------------------------------|--|
| 1. 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 |
| 2. 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 of the Municipal Manager;▪ ensuring that the budget, IDP & budget related policies are mutually consistent & credible; |

| | |
|---|---|
| | <ul style="list-style-type: none"> ▪ submitting the revised IDP & the Budget to the municipal Council for adoption; ▪ Submitting the proposed Performance Management System to the municipal council for adoption. |
| 3. Deputy Executive Mayor | Assist the Executive Mayor with the duties cited above |
| 4. Mayoral Committee | 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. |
| 5. 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. |
| 6. 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. |
| 7. Deputy Executive Directors | Support the City Manager with the responsibilities cited above |
| 8. 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 |

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| | <ul style="list-style-type: none"> ▪ 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 |
| 9. 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 budget process, is horizontally and vertically aligned and satisfies sector planning requirements; ▪ linking the IDP to the SDBIP |
| 10. 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 or Performance or any other member of the Mayoral Committee</i></p> |

3.1.2. External Role-players

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

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| 1. COGTA | Assist the city with the execution of section 154 of Constitution and other related activities |
| 2. 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 |
| 3. 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. |
| 4. 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 |
| 5. 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

3.2 IDP, Budget and Performance Management Activity Plan 2023/2024 financial year

Preparation Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|--------------------|---------------------------------|--|--|--|-----------------------------------|
| July – August 2022 | MFMA 21 (1)(b) | Tabling of IDP/Budget Process Plan 2023/2024 | | | Ex. Mayor |
| July 2022 | MFMA 53 (1) (c) (iii) MSA 57 | | | Conclude the Annual Performance Agreements for 2022/2023 | Ex. Mayor City Manager HODs |
| August 2022 | MFMA Guidance | | Submission of the Annual Financial Statement to the Auditor General | Submission of the Annual Performance Report to the Auditor General | CM CFO |
| October 2022 | MFMA 52 (d) | | Submission of 1 st quarter section 52 Financial report to Council for approval. | Submission of 1 st quarter SDBIP section 52 report to Council for approval. | CFO City Manager HODs |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|-------------------------------|----------------|--|--|---|--|
| December 2022 - February 2023 | MSA 29 (1) (b) | <p>Undertake public participation sessions to:</p> <ul style="list-style-type: none"> Solicit inputs on community needs Review the Spatial Development Framework and discuss intended spatial commitments District Development Plan/One Plan <p>NB: Various possible methods of communication and Participation will be used in meeting this milestone. i.e. Print Media, Social Media to mention but a few.</p> | <p>Undertake public participation sessions on Budget and Budget Related Policies</p> | <p>Public participation on performance Management</p> <ul style="list-style-type: none"> Provide feedback on implementation of the IDP and Sectoral Plans and Progress on One Plan | <p>Speaker City Manager Centlec Management HODs Provincial Departments</p> |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|---------------|---|--|------------------------|---------------------------------------|
| December 2022 | MFMA Guidance | Sectoral plans are developed and reviewed | Provide budget parameters and solicit inputs from directorates | | HOD's CFO Centlec Management |

Strategy Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|--------------|----------------|---------------------------------|---|---|--|
| January 2023 | MFMA Guidance | | Submission of final tariffs proposal and revenue forecast | | CFO HODs Centlec Management |
| January 2023 | MFMA 52 (d) | | Submission of 2nd quarter section 52 Financial report to Council for approval | Submission of 2nd quarter SDBIP section 52 report to Council for approval | CFO City Manager HODs and Centlec CEO |
| January 2023 | MFMA 72 (1)(b) | | Table in council the mid-year budget report | Submission of the SDBIP mid-year performance | CFO City Manager |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|---|--|---|---|---|
| | | | | assessment report section 72 to Council for approval | |
| January 2023 | MFMA Guidance | | <ul style="list-style-type: none"> Submission of Mid – Year Budget to National Treasury | Submission of Mid – Year Performance Report to National Treasury | City Manager HODs Centlec Management |
| January 2023 | MFMA 127 (2) | | Table in Council the 2021/2022 Annual Financial Statements of the City / CENTLEC and Publish on the Website | Table in Council the 2021/2022 Annual Report of the City / CENTLEC and Publish on the Website | Ex. Mayor |
| February 2023 | <ul style="list-style-type: none"> MFMA 28(4) Municipal System Act, Section 25 (1)(e) | Align MMM priorities to SONA, SOPA, APPs and SOEs priorities | Council approve Adjustment Budget. | Council approve Revised SDBIP | Ex. Mayor City Manager CFO HODs |
| February 2023 | MFMA Guidance | IDP and Budget Steering Committee | | | Ex. Mayor City Manager |

Project Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|---------------|---|--|------------------------|--|
| February 2023 | 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 |
| February 2023 | MFMA Guidance | | Finalisation of Draft Capital Projects and Operational Budget | | CFO HODs Centlec Management |

Integration Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|---------------|---|--|------------------------|-----------------------------|
| February 2023 | MFMA Guidance | Incorporate the National / Provincial Departments and SOEs proposed | Incorporate the National and Provincial Departments proposed funding on Draft Budget | | City Manager CFO HODs |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|---------------|---------------|---|---|--|--------------------------|
| | | projects and programs on the Draft IDP | | | Centlec Management |
| February 2023 | MFMA Guidance | Incorporate the Developed or reviewed draft sectoral plans into the draft IDP | Development or review of all draft budgets related policies | Finalisation of the review of draft Performance Management Framework | HOD's Centlec Management |

Approval Phase

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|------------|-------------|---|---|---|--|
| March 2023 | MFMA 16 (2) | Tabling of the 2023/2024 Draft IDP, Sectoral Plans including proposed revisions | Tabling of 2023/2024 Draft MTREF Budget and budget related policies – MMM and Centlec. | Adopt an oversight report providing comments on the 2021/2022 Annual Report | Executive Mayor City Manager MPAC Council |
| April 2023 | MFMA 52(d) | | Submission of 3 rd quarter section 52 Financial report to Council for approval | Submission of 3 rd quarter SDBIP section | CFO City Manager HODs |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|------------|----------------|---|--|--|---|
| | | | | 52 report to Council for approval | Centlec Management |
| April 2023 | MFMA 22(a)(ii) | Commence process of consultation on the tabled draft IDP with: 1. Communities 2. Councillors 3. SOEs 4. National and Provincial Departments 5. Business Sector and other Forums NB: Various possible methods of communication and participation will be used in meeting this milestone | Commence process of consultation on the draft tabled Budget and Budget related policies including session with councillors | Commence process of consultation on the draft Performance Management Framework | Speaker City Manager HODs Centlec Management |
| April 2023 | MFMA Guidance | IDP and Budget Steering Committee | | | Ex. Mayor City Manager |

| Period | Legislation | Integrated Development Planning | Budget Process | Performance Management | Responsibility |
|-----------|----------------------|--|--|-----------------------------|----------------|
| May 2023 | MFMA 24(1) | Approve the 2023/2024 IDP and related sectoral plans | Approve the 2023/2024 Budget and related budget policies | | Council |
| June 2023 | MFMA 53 (1) (c) (ii) | | | Approval of SDBIP 2023/2024 | Ex. Mayor |

