

Swartland Integrated Development Plan

for the five year period

1 July 2012 - 30 June 2017



Process Plan

August 2011

IDP Process Plan

Compiled in terms of
Section 28 of the Municipal Systems Act, No 32 of 2000
Including a time schedule in terms of
Section 21 of the Municipal Finance Management Act No 56 of 2003

Adopted by the Council on 25 August 2011

The Integrated Development Plan is a municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The Integrated Development Plan –

- is adopted by council within one year after a municipal election and remains in force for the council's elected term (a period of five years);*
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;*
- guides and informs all planning and development, and all decisions with regard to planning, management and development;*
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and*
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.*

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1 Introduction

1.1 POINT OF DEPARTURE

Integrated development planning is the key tool for local government to cope with its role and function in terms of the SA Constitution and other applicable legislation. In contrast to the role municipal strategic planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budget priorities, land management, social and economic development and institutional transformation in a consultative, systematic and strategic manner.

The integrated development planning process has to provide a forum for identifying, discussing and resolving the **real issues** in a municipality (which may be over-arching issues for the whole municipality, as well as issues of specific communities or stakeholder groups) to a level of detail which is required for realistic costing and which helps manage the implementation process without much delay.

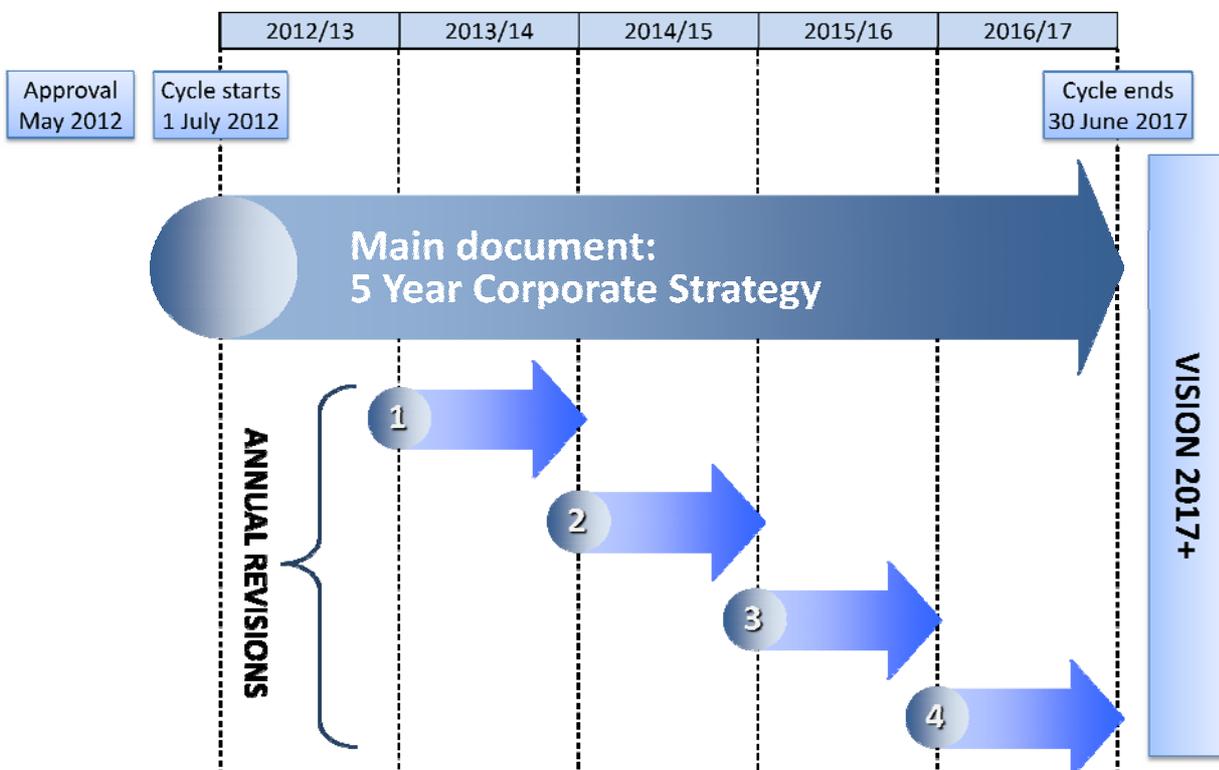
The **Process Plan** fulfils the function of a business plan or an operational framework for the IDP process. It says in a simple and transparent manner what has to happen when, by whom, with whom, and where, and it includes a budget.

1.2 AREA OF THE IDP

The IDP will be applicable to the Swartland Municipal Area which includes the following towns and settlements: Malmesbury, Abbotdale, Kalbaskraal, Chatsworth, Riverlands, Moorreesburg, Koringberg, Darling, Yzerfontein, Riebeeck West and Riebeeck Kasteel.

The geographic size of the municipal area is approximately 3 700 square kilometres.

1.3 FIVE YEAR CYCLE OF THE IDP



1.4 PHASES OF THE ANNUAL PROCESS

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

Phase	Tasks	Mechanisms
Analysis	External analysis:	
	<ul style="list-style-type: none"> • Spatial • Social • Economic • Environmental 	<ul style="list-style-type: none"> • Scan sector plans • Surveys if necessary • Spatial Development Framework
	<ul style="list-style-type: none"> • Sector needs and issues 	<ul style="list-style-type: none"> • Discussions with major sector role-players
	Compilation / revision of area based / ward plans:	
	<ul style="list-style-type: none"> • Ward profiles • Services backlogs • Priority issues 	Ward committee/ ward meetings and workshops with inputs by directors and line managers
	Internal analysis:	
	<ul style="list-style-type: none"> • Critical issues / challenges • Minimum service levels 	<ul style="list-style-type: none"> • In-house exercise by all directors and line managers
	<ul style="list-style-type: none"> • Institutional 	<ul style="list-style-type: none"> • In-house exercise by Director Corporate Services
	<ul style="list-style-type: none"> • Financial 	<ul style="list-style-type: none"> • In-house exercise by Director Financial Services
	<ul style="list-style-type: none"> • Performance 	<ul style="list-style-type: none"> • Annual customer satisfaction survey • Performance assessment
Inter-governmental alignment:		
Obtain inputs from National and Provincial Government and other major service providers	District level meeting(s) facilitated by the West Coast District Municipality	
Strategy	The Mayoral Committee and Management discuss strategic issues such as vision and mission, future directions, strategic outcomes and outputs, as well as measures and targets for each strategic output.	<ul style="list-style-type: none"> • Strategy workshops • Stakeholder workshop • SMAF meeting(s)
Programmes, projects and preliminary capital budget	<ul style="list-style-type: none"> • Review programmes and projects and provide for priorities and outputs desired for next 3 years with updated cost estimates • Finalise strategic priorities and preliminary budget allocations 	In-house exercise by Director Financial Services, Strategic Manager, all directors and line managers
Operating budget	Prepare a draft operating budget	In-house exercise by Director Financial Services, all directors and line managers
Approval of draft IDP and draft annual budget	Finalise and approve draft IDP and draft annual budget	In-house preparation of the relevant documentation and submission to Mayoral Committee and Council

Phase	Tasks	Mechanisms
Consultation and refinement	<ul style="list-style-type: none"> • Make public the draft IDP and draft annual budget for comments and submissions. • Submit the draft annual budget to National and Provincial Treasury, prescribed national or provincial organs of state and to other municipalities affected by the budget. • Consult the West Coast District Municipality on the draft IDP. • Consult the local community and other stakeholders 	<ul style="list-style-type: none"> • In-house exercise done by Director Financial Services and Strategic Manager • Public meetings & workshops • SMAF meeting
Final approval	<ul style="list-style-type: none"> • Council approves the draft IDP and draft annual budget 	In-house preparation of the relevant documentation and submission to Mayoral Committee and Council

2 Legal requirements

In order to ensure certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government, the IDP process is regulated by the Municipal Systems Act, No 32 of 2000 (MSA). The Act requires the following regarding the process:

Section 28:

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

Section 29(1):

The process must—

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

3 Preparation for the process

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

- Organisational arrangements are established and the membership of committees and forums is clarified.
- Roles and responsibilities are clarified and internal human resources allocated accordingly.
- The legal requirements, principles and functions of community and stakeholder participation during the IDP process: Who has to be involved, consulted and informed in which stage of the process by which means?
- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, districts and other spheres of government are looked at. Such alignment is co-ordinated on district level.

- An example of a table of contents for the IDP is provided.
- Legislation and policy requirements that have to be considered in the course of the IDP process are provided. The list contains documents, guidelines, plans and strategies from the provincial and national sphere of government.

This preparation task for IDP is a task of municipal management. The preparation process should contribute to the institutional preparedness of the municipality for the IDP process. Nobody else, therefore, can make the management decisions involved in it.

4 Organisational arrangements

4.1 ACTIVITIES AND OUTPUTS

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

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

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

4.2 STRUCTURED PARTICIPATION

The IDP process and the participation of the community in this process have to be **structured**. Swartland Municipality covers a geographical area of approximately 3 700 square kilometres and has a population of ±84 000. It is not possible to allow for direct participation of people in an unstructured way. The directive from national government on how community participation should be structured is the ward committee system. Most of the IDP liaison with communities will be done through ward committee meetings and ward meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups will be done mainly through the Swartland Municipal Advisory Forum (SMAF) and workshops.

4.3 WARD COMMITTEES

The role of the Ward Committees with respect to the IDP is to -

- Assist the ward councillor in identifying challenges and needs of residents.
- Provide a mechanism for discussion and negotiation between the stakeholders within the ward.
- Advise and make recommendations to the ward councillor on matters and policy affecting the ward.
- Disseminate information in the ward.
- Ensure constructive and harmonious interaction between the Municipality and community.
- Interact with other forums and organisations on matters affecting the ward.
- Draw up a ward plan that offers suggestions on how to improve service delivery in the particular ward.
- Monitor the implementation process concerning its area.

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

4.4 SWARTLAND MUNICIPAL ADVISORY FORUM

The Swartland Municipal Advisory Forum (SMAF) functions as the IDP Representative Forum and comprises of two members from each ward committee (24 members) as well as any other role players or stakeholders the Executive Mayor wishes to co-opt onto the Forum for one or more meetings or for a specific purpose.

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

5 Roles and responsibilities

5.1 ACTIVITIES AND OUTPUTS

It is one of the pre-requisites of a smooth and well organised IDP process that all role players are fully aware of their own and of other role players' responsibilities. Therefore, it is one of the first preparation requirements for the IDP process to ensure that there is a clear understanding of all required roles, and of the persons or organisations that can assume those roles. This section deals with:

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

5.2 PROPOSED DISTRIBUTION OF ROLES AND RESPONSIBILITIES BETWEEN THE MUNICIPALITY AND EXTERNAL ROLE PLAYERS

Role Player	Roles and Responsibilities
Local Municipality	<ul style="list-style-type: none"> • Prepare and adopt the IDP Process Plan. • Undertake the overall management and co-ordination of the IDP process which includes ensuring that : <ul style="list-style-type: none"> - all relevant role-players are appropriately involved; - appropriate mechanisms and procedures for community participation are applied; - events are undertaken in accordance with the approved time schedule; - the IDP relates to the real burning issues in the municipality; and - the sector planning requirements are satisfied. • Prepare and adopt the IDP. • Adjust the IDP in accordance with the MEC's proposal. • Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.
Local residents, communities and stakeholders	<p>Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the Ward Committees or SMAF to -</p> <ul style="list-style-type: none"> • analyse issues, determine priorities, and provide input; • keep their constituencies informed on IDP activities and their outcomes; and • discuss and comment on the draft IDP.
District Municipality	<ul style="list-style-type: none"> • Same roles and responsibilities as local municipalities but related to the preparation of a District IDP. The District Municipality must also prepare a District Framework (Sec 27 of the MSA). • Fulfil a coordination and facilitation role by - <ul style="list-style-type: none"> - ensuring alignment of the IDP's of the municipalities in the district council area; - ensuring alignment between the district and local planning; - facilitation of alignment of IDP's with other spheres of government and sector departments; and - preparation of joint strategy workshops with local municipalities, provincial and national role-players and other subject matter specialists.

Role Player	Roles and Responsibilities
Provincial Government	<ul style="list-style-type: none"> • Ensure horizontal alignment of the IDP's of the district municipalities within the province. • Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by - <ul style="list-style-type: none"> - guiding the provincial sector departments' participation in and their required contribution to the municipal IDP process; and - guiding them in assessing draft IDP's and aligning their sector programmes and budgets with the IDP's. • Efficient financial management of provincial IDP grants. • Monitor the progress of the IDP processes. • Facilitate resolution of disputes related to IDP. • Assist municipalities in the IDP drafting process where required. • Organise IDP-related training where required. • Co-ordinate and manage the MEC's assessment of IDP's.
Sector Departments and Corporate Service Providers	<ul style="list-style-type: none"> • Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner. • Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects. • Engage in a process of alignment with district municipalities. • Participate in the provincial management system of co-ordination.

5.3 PROPOSED DISTRIBUTION OF ROLES AND RESPONSIBILITIES WITHIN THE MUNICIPALITY

Role Player	Roles and Responsibilities
Municipal Council	<ul style="list-style-type: none"> • Consider and approve the IDP. • Consider and approve the Budget.
Executive Mayor and Mayoral Committee	<ul style="list-style-type: none"> • Responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP. • Assign and delegate responsibilities in this regard to the municipal manager. • Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting. • Submit the draft IDP to the Council for adoption.
Ward Councillors	<ul style="list-style-type: none"> • Form a link between the municipal government and the residents. • Link the IDP process to their constituencies and/or wards. • Assist in organising public consultation and participation (with particular reference to the functioning of ward committees). • Monitor the implementation of the IDP with respect to their particular wards.
Municipal Manager and/or Strategic Manager	<ul style="list-style-type: none"> • Prepare the IDP Process Plan. • Undertake the day to day management and co-ordination of the IDP process. • Ensure that all relevant actors are appropriately involved and timeously informed. • Nominate persons in charge of different roles. • Ensure that the IDP process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements. • Respond to comments on the draft IDP. • Ensure proper IDP documentation. • Adjust the IDP in accordance with the MEC's proposals.

Role Player	Roles and Responsibilities
Heads of Departments and Officials	<ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues. • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects. • Provide departmental operational and capital budgetary information. • Responsible for the preparation of project proposals, the integration of projects and sector programmes.

6 Inter-governmental alignment

The IDP requires alignment with other spheres of government at different stages during the process. Before starting with the IDP process municipalities need to understand where alignment should take place and through which mechanism this can best be achieved. Alignment is the instrument to synchronize and integrate the IDP process between different spheres of government. The alignment process must reveal how National and Provincial Government and the District Municipality could tangibly assist this Municipality in achieving its developmental objectives.

The desired outcome of inter-governmental alignment is –

- to make government as a whole work together;
- to improve the impact of its programmes; and
- to work towards achieving common objectives and outcomes,

particularly with respect to economic growth for job creation and addressing the needs of the poor.

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

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

7 IDP content

7.1 LEGALLY REQUIRED CONTENT OF A FIVE YEAR IDP

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

An integrated development plan must reflect-

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

**Regulation 2 of the 2001 Municipal Planning and Performance Management Regulations:
Detail of integrated development plan**

- (1) A municipality's integrated development plan must at least identify-
 - (a) the institutional framework, which must include an organogram, required for-
 - (i) the implementation of the integrated development plan; and
 - (ii) addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan;
 - (b) any investment initiatives in the municipality;
 - (c) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development;
 - (d) all known projects, plans and programmes to be implemented within the municipality by any organ of state; and
 - (e) the key performance indicators set by the municipality.
- (2) An integrated development plan may-
 - (a) have attached to it maps, statistics and other appropriate documents; or
 - (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the Offices of the municipality in question.
- (3) A financial plan reflected in a municipality's integrated development plan must at least-
 - (a) include the budget projection required by section 26(h) of the Act;
 - (b) indicate the financial resources that are available for capital project developments and operational expenditure; and
 - (c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) Revenue raising strategies;
 - (ii) asset management strategies;
 - (iii) financial management strategies;
 - (iv) capital financing strategies;
 - (v) operational financing strategies; and
 - (vi) strategies that would enhance cost-effectiveness.
- (4) A spatial development framework reflected in a municipality's integrated development plan must-
 - (a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995);
 - (b) set out objectives that reflect the desired spatial form of the municipality;
 - (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-
 - (i) indicate desired patterns of land use within the municipality;
 - (ii) address the spatial reconstruction of the municipality; and
 - (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
 - (d) set out basic guidelines for a land use management system in the municipality;
 - (e) set out a capital investment framework for the municipality's development programs;
 - (f) contain a strategic assessment of the environmental impact of the spatial development framework;
 - (g) identify programs and projects for the development of land within the municipality;
 - (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
 - (i) provide a visual representation of the desired spatial form of the municipality, which representation -
 - (i) must indicate where public and private land development and infrastructure investment should take place;
 - (ii) must indicate desired or undesired utilisation of space in a particular area;
 - (iii) may delineate the urban edge;

- (iv) must identify areas where strategic intervention is required; and
- (v) must indicate areas where priority spending is required.

7.2 SUGGESTED TABLE OF CONTENTS

The form and content of a five year IDP are largely subject to the discretion of a Municipality. The following table of contents is based on the above-mentioned act and regulations, the IDP Guide Pack, National and Provincial directives as well as the 2010 Provincial IDP assessment template. It serves only as a guide and the eventual table of contents will most likely be a combination and/or rearrangements of the different components.

Table of contents:

Foreword by the Executive Mayor

Foreword by the Municipal Manager

Definitions

Introduction and Background

- Integrated Development Planning
- Third generation IDP's
- Relationship between the IDP, budget, performance management and risk management
- The IDP and area based / ward plans

The planning process

- Institutional arrangements/roles and responsibilities
- Five year cycle of the IDP
- 1st year process followed

The Organisation

- Section 53 role clarification
- The council and council committees
- The administration

The challenge

- Summary of priority issues
- Five year capital needs
- Major restraining factors and risks

Strategic directives and intergovernmental alignment

- National and Provincial Government
- Financial (from the Financial Plan)
- Spatial and Environmental (from the local SDF)
- Other (including from other sector plans)

Strategy

- The Municipality's vision, mission, core values and guiding principles
- 5 Year capital investment strategies of departments
- The Municipality's sustainable long term strategy (major outcomes, outputs, indicators, targets and interventions/actions)

Implementation

- How and what do we monitor?
- Performance management – Organisation as a whole
- Performance management – Departments and Divisions
- The SDBIP

ANNEXURES

Profile of Swartland

- The municipal area
- Demographics
- Existing level of development

External analysis

- Spatial (from the local SDF)

- Environmental (from the local SDF)
- Social
- Economic
- Client satisfaction survey
- Area based / Ward Plans
- Other meetings with stakeholders

Internal analysis

- Critical issues / challenges with respect to every service / department
- Minimum service levels
- Institutional
- Financial
- Performance

Summary of relevant sector plans and policy

8 Annual revisions of the five year IDP (annual plans)

8.1 LEGAL REQUIREMENTS

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

A municipal council-

(a) must review its integrated development plan-

- (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and*
- (ii) to the extent that changing circumstances so demand; and*

(b) may amend its integrated development plan in accordance with a prescribed process.

8.2 PURPOSE OF A REVIEW (ANNUAL PLAN)

The IDP has to be reviewed annually in order to:

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

For the IDP to remain relevant the municipality must assess implementation performance and the achievement of its targets and strategic objectives. In the light of this assessment the IDP is reviewed to reflect the impact of successes as well as corrective measures to address problems. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, outcomes and outputs of the IDP.

The annual review must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget. It must be completed in time to properly inform the latter.

The purpose of the annual review is therefore to -

- reflect and report on progress made with respect to the strategy in the 5 year IDP;
- make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the 5 year strategy; and
- inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

THE MINIMUM (IF ANY) STRATEGIC CHANGES SHOULD TAKE PLACE DURING THE ANNUAL REVIEW.

8.3 WHAT THE REVIEW IS NOT

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

9 IDP source documents

The Integrated Development Planning process is guided by a number of legal and policy documents that impose a range of demands and requirements on the Municipality. The list below contains the some of the most important IDP source documents:

Acts

Constitution of South Africa (1996)

Municipal Structures Act (117 of 1998)

Municipal Systems Act (32 of 2000)

Disaster Management Act (57 of 2002)

Municipal Finance Management Act (56 of 2003)

Regulations

Municipal Planning and Performance Management Regulations (Aug 2001)

White Papers

Batho Pele White Paper (Oct 1997)

White Paper on Local Government (Mar 1998)

National policy

National Spatial Development Perspective (2006)

Medium Term Strategic Framework (2009)

The 12 Outcomes adopted by the Cabinet Lekgotla in January 2010

Provincial policy

Provincial Spatial Development Framework (2009)

Provincial Strategic Plan (2011)

District Policy

Regional Economic Development Strategy (2007)

IDP AND BUDGET TIME SCHEDULE IN TERMS OF SECTION 21(1)(B) OF THE MFMA

Task	Date	Legal Reference
August 2011		
Women's Day	9 Aug	
Table in council the IDP Process Plan (<i>Happens once every 5 years. The time schedule in terms of Section 21(1)(b) of the Municipal Finance Management Act (MFMA) - <u>which is this annexure</u> - is replaced every year.</i>)	24 Aug	MSA Section 28: (1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. (2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process. (3) A municipality must give notice to the local community of particulars of the process it intends to follow.
Table in council a budget and IDP time schedule of key deadlines (<i>Happens every year - at least 10 months before the start of the budget year</i>)	24 Aug	MFMA Section 21(1)(b): The mayor of a municipality must 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).
Submit annual financial statements and annual performance report to the Auditor-General for auditing (<i>within two months after the end of the financial year</i>)	Before 31 Aug	MSA Section 126(1)(a): The accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing

Task	Date	Legal Reference
September – October 2011		
Heritage Day	24 Sep	
School holiday	30 Sep - 10 Oct	
Submit process plan and time schedule to the West Coast District Municipality and the Provincial Government	25 Aug - 2 Sep	
Give notice of the approved process plan and time schedule through local media	7 & 8 Sep	
Constitute the Swartland Municipal Advisory Forum	During Sep	
Internal Analysis – <ul style="list-style-type: none"> critical issues / challenges with respect to every service minimum service levels institutional financial performance 	Sep & Oct	
Compile a Financial Plan	Sep & Oct	MSA Section 26(h): <i>An integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years.</i>
External Analysis – <ul style="list-style-type: none"> Spatial Social Economic Environmental <p><i>This process should be combined as far as possible with the compilation of area based / ward plans and must involve the local community and other stakeholders</i></p>	Sep & Oct	MSA Section 29(1)(b): <i>The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for-</i> <ul style="list-style-type: none"> <i>(i) the local community to be consulted on its development needs and priorities;</i> <i>(ii) the local community to participate in the drafting of the integrated development plan; and</i> <i>(iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan.</i>
Commence with the multi-year capital and operating budget	Sep	
Obtain inputs from directors and division heads on preliminary capital and operating budget (including review of salary, fleet and equipment budget and tariffs)	Sep / Oct	
Commence with the compilation of new area based / ward plans	Oct	
Workshop with SMAF members and other invited stakeholders	Oct / Nov	

Task	Date	Legal Reference
November 2011		
Preparation of departmental operational plans and SDBIP aligned to strategic priorities in IDP and inputs from other stakeholders including government and bulk service providers (and NER)	Nov & Dec	
Strategic session with Management and Mayoral committee	17 & 18 Nov	
Receive audit report on annual financial statements from the Auditor-General	During Nov	MFMA Section 126(3): <i>The Auditor-General must-</i> <i>(a) audit those financial statements; and</i> <i>(b) submit an audit report on those statements to the accounting officer of the municipality or entity within three months of receipt of the statements.</i>
Ensure the Accounting Officer addresses any issues raised by the Auditor-General in the audit report - prepare action / audit plans to address and incorporate into the annual report.	During Nov	
December 2011		
Schools close	9 Dec	
Day of Reconciliation	16 Dec	
Christmas Day	25 Dec	
Day of Goodwill	26 Dec	
Finalise inputs from bulk resource providers (and NER) & agree on proposed price increase	During Dec	
Review whether all bulk resource providers have lodged a request with National Treasury & SALGA seeking comments on proposed price increases of bulk resources	During Dec	
Finalise first draft of departmental operational plans and SDBIP for review against strategic priorities	Dec / Jan	
Finalise first draft of annual report incorporating financial and non-financial information on performance, audit reports and annual financial statements	15 Dec	
Submit draft adjustments budget to Budget Steering Committee	During Dec	
January 2012		
New Year's Day	1 Jan	
Public holiday	2 Jan	
Schools open	11 Jan	
Adjustments Budget - <ul style="list-style-type: none"> • Submit to Mayoral Committee • Submit to Council • Submit the approved adjustments budget to the provincial treasury and National Treasury 	18 Jan 26 Jan 27 Jan - 3 Feb	

Task	Date	Legal Reference
Ensure any written comments made to bulk resource providers by the municipality on the proposed increase of bulk resources are included in any submission made by the bulk resource providers to the required organs of state	During Jan	
Review whether comments from National Treasury and SALGA have been received on proposed price increases of bulk resources	During Jan	
Finalise detailed operating & capital budgets in the prescribed formats incorporating National & provincial budget allocations, integrate & align to IDP documentation & draft SDBIP, finalise budget policies including tariff policy	Jan / Feb	
Review the KPI's and annual performance targets	Jan / Feb	
February 2012		
Finalise the draft capital and operating budget and budget related policies	Feb / Mar	
Finalise area based / ward plans	During Feb	
Note any provincial and national allocations to municipalities for incorporation into budget	During Feb	
Finalise corrective measures from audit report	During Feb	
SMAF Meeting	28 or 29 Feb	
Receive notification of any transfers that will be made to the municipality from other municipalities in each of the next three fin years (by no later than 120 days before the start of its budget year)	Before 29 Feb	MFMA Section 37(2): In order to enable municipalities to include allocations from other municipalities in their budgets and to plan effectively for the spending of such allocations, the accounting officer of a municipality responsible for the transfer of any allocation to another municipality must, by no later than 120 days before the start of its budget year, notify the receiving municipality of the projected amount of any allocation proposed to be transferred to that municipality during each of the next 3 fin years.
March 2012		
Human Rights Day	21 Mar	
School holiday	23 Mar - 10 Apr	
Receive bulk resource providers' price increases as tabled in Parliament or the provincial legislature	During Mar	
Submit draft 90 days budget to Budget Steering Committee	Before 14 March	

Task	Date	Legal Reference
Table draft IDP and budget in Council (<i>at least 90 days before the start of the budget year</i>) <ul style="list-style-type: none"> • Submit to Mayoral Committee • Submit to Council 	14 Mar 29 Mar	MFMA Section 16: (1) <i>The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.</i> (2) <i>In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.</i>
Approval of NERSA tariffs	29 Mar	
April 2012		
Good Friday	6 Apr	
Family Day	9 Apr	
Freedom Day	27 Apr	
Submit the budget as well as the IDP to the Provincial Treasury, National Treasury and other affected organs of state	2 - 6 Apr	MFMA Section 22: <i>Immediately after an annual budget is tabled in a municipal council, the accounting officer of the municipality must</i> (a) <i>in accordance with Chapter 4 of the Municipal Systems Act -</i> (i) <i>Make public the annual budget and the documents referred to in Section 17(3); and</i> (ii) <i>invite the local community to submit representations in connection with the budget;</i> (b) <i>submit the annual budget -</i> (i) <i>in both printed and electronic formats to the National Treasury and the relevant provincial treasury; and</i> (ii) <i>in either formats to any prescribed national or provincial organs of state and to other municipalities affected by the budget.</i>
Submit the proposed revised IDP to the District Municipality	2 - 6 Apr	MSA Section 29(3)(b): <i>A local municipality must draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the district municipality.</i> MPPM Regulation 3(6): <i>A local municipality that considers an amendment to its integrated development plan must-</i> (a) <i>consult the district municipality in whose area it falls on the proposed amendment; and</i> (b) <i>take all comments submitted to it by the district municipality into account before it takes a final decision on the proposed amendment.</i>

Task	Date	Legal Reference
Make public the annual budget and invite the community to submit representations	11 & 12 Apr	MFMA Section 22: Immediately after an annual budget is tabled in a municipal council, the accounting officer of the municipality must (a) in accordance with Chapter 4 of the Municipal Systems Act - (i) Make public the annual budget and the documents referred to in Section 17(3); and (ii) invite the local community to submit representations in connection with the budget; (b) submit the annual budget - (i) in both printed and electronic formats to the National Treasury and the relevant provincial treasury; and (ii) in either formats to any prescribed national or provincial organs of state and to other municipalities affected by the budget.
Publish the proposed IDP for public comment	11 & 12 Apr	MPPM Regulation 3(4)(b): No amendment to a municipality's integrated development plan may be adopted by the municipal council unless the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment.
Process of consultation and meetings with local community and stakeholders, Provincial and National Treasury and other organs of state	16 - 26 Apr	MFMA Section 23(1): When the annual budget has been tabled, the municipal council must consider any views of – (a) the local community; and (b) the National Treasury, the relevant provincial treasury and any provincial or national organs of state or municipalities which made submissions on the budget.
May 2012		
Workers Day	1 May	
SMAF meeting	2 or 3 May	
Confirm National budget for provincial and National allocations to municipalities for incorporation into budget	2 - 11 May	
Review provincial & national legislation including DoRA to establish potentially new reporting requirements including annual, monthly & quarterly grant & performance reports for specific new allocations & programmes (10 working days after end of month deadlines)	2 - 11 May	

Task	Date	Legal Reference
Council must give the mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments for consideration by the council	2 - 11 May	MFMA Section 23(2): After considering all budget submissions, the council must give the mayor an opportunity- (a) to respond to the submissions; and (b) if necessary, to revise the budget and table amendments for consideration by the council.
Completion of Annual Budget amendments / refinements	Before 11 May	
Submit draft 30 days budget to Budget Steering Committee	Before 16 May	
Table final IDP and budget in Council (<i>at least 30 days before the start of the budget year</i>) <ul style="list-style-type: none"> • Submit to Mayoral Committee • Submit to Council 	16 May 31 May	MFMA Section 24(1): The Council must at least 30 days before the start of the budget year consider the approval of the annual budget. MPPM Regulation 3(3): An amendment to a municipality's integrated development plan is adopted by a decision taken by a municipal council in accordance with the rules and orders of the council.
June 2012		
Youth Day	16 Jun	
School holiday	22 Jun - 16 Jul	
Place the IDP, annual budget, all budget-related documents and all budget-related policies on the website (<i>within 5 days of the adoption of the plan</i>)	Before 5 Jun	MFMA Section 75(1): The accounting officer of a municipality must place on the website the following documents of the municipality: (a) the annual and adjustments budgets and all budget-related documents; and (b) all budget-related policies MSA Section 21A(1)(b): All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B. MFMA Section 75(2): A document referred to above must be placed on the website not later than five days after its tabling in the council or on the date on which it must be made public, whichever occurs first.
Submit a copy of the revised IDP to the MEC for local government as well as Provincial Treasury (<i>within 10 days of the adoption of the plan</i>)	Before 8 Jun	MSA Section 32(1)(a): The municipal manager of a municipality must submit a copy of the integrated development plan as adopted by the council of the municipality, and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan.

Task	Date	Legal Reference
Give notice to the public of the adoption of the IDP (<i>within 14 days of the adoption of the plan</i>)	13 & 14 Jun	<p>MSA Section 25(4)(a): A municipality must, within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3) give notice to the public-</p> <ul style="list-style-type: none"> (i) of the adoption of the plan; and (ii) that copies of or extracts from the plan are available for public inspection at specified places; <p>MSA Section 21A(1)(a) and (c): All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community -</p> <ul style="list-style-type: none"> (a) by displaying the documents at the municipality's head and satellite offices and libraries; (c) by notifying the local community, in accordance with section 21, of the place, including the website address, where detailed particulars concerning the documents can be obtained.
Publicise a summary of the IDP (<i>within 14 days of the adoption of the plan</i>)	13 & 14 Jun	<p>MSA Section 25(4)(b): A municipality must, within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3) publicise a summary of the plan.</p>
Make public the approved annual budget and supporting documentation (including tariffs) (<i>within 10 working days after approval of the budget</i>)	13 & 14 Jun	<p>BUDGET & REPORTING REGULATIONS 2009, Reg 18:</p> <ul style="list-style-type: none"> (1) Within ten working days after the municipal council has approved the annual budget of a municipality, the municipal manager must in accordance with section 21A of the Municipal Systems Act make public the approved annual budget and supporting documentation and the resolutions referred to in section 24(2)(c) of the Act. (2) The municipal manager must also make public any other information that the municipal council considers appropriate to facilitate public awareness of the annual budget, including- <ul style="list-style-type: none"> (a) summaries of the annual budget and supporting documentation in alternate languages predominant in the community; and (b) information relevant to each ward in the municipality. (3) All information contemplated in subregulation (2) must cover: <ul style="list-style-type: none"> (a) the relevant financial and service delivery implications of the annual budget; and

Task	Date	Legal Reference
		<i>(b) at least the previous year's actual outcome, the current year's forecast outcome, the budget year and the following two years.</i>
Submit approved budget to the provincial treasury and National Treasury (<i>within 10 working days after approval of the budget</i>)	Before 14 Jun	MFMA Section 24(3): <i>The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.</i> BUDGET & REPORTING REGULATIONS 2009, Reg 20: <i>The municipal manager must comply with section 24(3) of the Act within ten working days after the municipal council has approved the annual budget.</i>
Submit to the Executive Mayor the draft SDBIP and draft annual performance agreements for the next year (<i>within 14 days after approval of the budget</i>)	13 Jun	MFMA Section 69(3): <i>(a) The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor a draft service delivery and budget implementation plan for the budget year.</i> <i>(b) The accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor drafts of the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers.</i>
Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (<i>within 28 days after approval of the budget</i>)	13 Jun	MFMA Section 53(1)(c)(ii): <i>The mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after approval of the budget.</i>
Place the performance agreements and all service delivery agreements on the website	Before 18 Jun	MFMA Section 75(1): <i>The accounting officer of a municipality must place on the website the following documents of the municipality:</i> <i>(d) performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act; and</i> <i>(e) all service delivery agreements</i> BUDGET & REPORTING REGULATIONS 2009, Reg 19: <i>The accounting officer must place on the website all performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act.</i>

Task	Date	Legal Reference
Submit copies of the performance agreements to Council and the MEC for local government as well as the national minister responsible for local government (<i>within 14 days after concluding the employment contract and performance agreement</i>)	Before 27 Jun	MFMA Section 53(3)(b): Copies of such performance agreements must be submitted to the council and the MEC for local government in the province. PERF REGS 2006 Reg(5): The employment contract and performance agreement must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government within fourteen (14) days after concluding the employment contract and performance agreement
Submit the SDBIP to National and Provincial Treasury (<i>within 10 working days approval of the plan</i>)	Before 27 Jun	BUDGET & REPORTING REGULATIONS 2009, Reg 20(2)(b): The municipal manager must submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form the approved service delivery and budget implementation plan within ten working days after the mayor has approved the plan.
Make public the projections, targets and indicators as set out in the SDBIP (<i>within 10 working days after the approval of the SDBIP</i>)	Before 27 Jun	MFMA Section 53(3)(a): The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan. BUDGET & REPORTING REGULATIONS 2009, Reg 19: The municipal manager must in accordance with section 21A of the Municipal Systems Act make public the approved service delivery and budget implementation plan within ten working days after the mayor has approved the plan in terms of section 53(1)(c)(ii) of the Act.
Make public the performance agreements of Municipal Manager and senior managers (<i>no later than 14 days after the approval of the SDBIP</i>)	Before 27 Jun	MFMA Section 53(3)(b): The mayor must ensure that the performance agreements of municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan.