# JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

# FINAL 2022/23 IDP/BUDGET/PMS FRAMEWORK AND PROCESS PLAN

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# 1. Introduction & Background

The 2021/22 Integrated Development Plans (IDP's) for all Municipalities in the District were prepared and adopted in terms of provisions of the Local Government: Municipal System Act of 2000 and the Local Government: Municipal Finance Management Act of 2003.

Since the IDP has a lifespan of 5 years that is linked directly to the term of office for Local councilors, after every Local government election, the new Council has to decide on the future of the IDP. The Council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans.

These strategic plans were reviewed and adopted in consultation with various stakeholders and communities to guide and inform all planning, budgeting, management and decision making in the District for the 2021/22 financial year.

Integrated Development Plans are not developed to inform the Municipalities only, but are also supposed to guide the activities of any agency, all spheres of government, NGO's and CBO's, private sector, State Owned Enterprises (SOEs) and any other interested entity within and outside the Municipal Area.

This Framework outlines the manner in which the John Taolo Gaetsewe District Municipality and its three constituent Local Municipalities will undertake the 2022/23 IDP Review Process.

# 2. Legal and Policy Context

In terms of Section 34 of the Municipal Systems Act, 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 4(i),
  (ii) to the extent that changing circumstances so demand,

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

Section 27 of the Local Government: Municipal Systems Act 32 of 2000 further states that each District Municipality must adopt a framework for integrated development planning in the area as a whole, and it must be agreed upon by both Local Municipalities and District Municipality. It is therefore against these requirements that it is important to develop the IDP review framework or approach to ensure coordination and alignment in the whole IDP review process by all role players.

# 3. District Framework

The IDP District Framework is informed by certain responsibilities entrusted to District and Local Municipalities in terms of legislation. It is therefore prepared jointly by all the Municipalities within the John Taolo Gaetsewe District with the District playing a leading role.

The objectives of this District IDP framework include:

i. To serve as a guiding model for the 2022/23 IDP process for John Taolo Gaetsewe and its three constituent Local Municipalities;
ii. To involve and integrate all relevant role players;
iii. To bring about cooperative governance, alignment and coordination of development planning at Local government level; and
iv. To ensure that needs and voices of communities and interested groups within John Taolo Gaetsewe District are identified, acknowledged and addressed.

The framework is binding on all Municipalities in the IDP process.

# 4. The Review Process

The annual IDP review process relates to assessing the Municipality's performance against organizational objectives as well as implementation delivery. An IDP is reviewed in the light of changing internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of the IDP. The annual revision of the IDP must inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

An IDP should be reviewed in order:

i. To ensure its relevance to the Municipal Strategic Plan;
ii. To inform other components of the Municipal Business Process, including institutional and financial planning and budgeting;
iii. To inform the cyclical intergovernmental planning and budgeting cycles; and
iv. To reflect the impact of successes as well as corrective measures to address problems.

As per legislative requirement, an adopted IDP is submitted to the MEC of Cooperative Governance, Human Settlement and Traditional Affairs for comments. These comments will be incorporated during the review process to influence the finalization of the process. However, it is necessary that they are

received in time to allow Municipalities' ample time to process and put them in effect.

The review process will be conducted according to the approved IDP/Budget/PMS process plans as developed by individual Municipalities.

Learning from the past experience, it is important to review the process plan where there's a need for improvement and adjustment. It is therefore important to highlight institutional issues, process issues and content issues that the review process should incorporate to ensure that the IDP process is:

- Strategic
- Implementation oriented
- Participatory
- Integrated

## 5. Institutional issues

- This might include revisiting the nature and terms of reference of existing IDP structures to ensure their functionality.
- Process issues include looking at the overall events and processes as they transpired during the IDP process. This also includes mechanisms to ensure co-ordination and overall alignment process.

## 6. Content Issues

The review will focus and be influenced by the following areas:

- COGHSTA MEC's comments
- Improvement on the IDP/Budget/PMS process and content based on the previous performance
- Change in legislation and policies
- Amendments in response to changing circumstances
- Adjustment of powers and functions

The output is a reviewed IDP comprising of a number of components including:

- Reviewed and developed Municipal Sector Plans
- Reviewed, reprioritized and new programmes and projects based on new information and availability of funding, in line with national targets.
- Improved system of performance management, monitoring and evaluation.

The DCoG IDP guide format should be used by all Municipalities to ensure standardization of IDPs.

# 7. Institutional Arrangements

Before the review process commences, it is important that certain institutional arrangements be made to ensure that the process is managed well. An action programme for the process indicating main activities, resources and time frames must be put in place, coupled with assigned roles and responsibilities.

The following are the proposed structures which will guide the IDP Review Process:

- **IDP Management Committee/Forum** (Management, IDP Managers/Officers)
- **Budget Management Committee/Forum** (Municipalities' Chief Financial officers/Budget officers)
- **District IDP/Budget Steering Committee/Management Team** (Executive Mayor, identified Members of Mayoral Committee, Municipal Manager, IDP/PMS Manager, Chief Financial Officer,)
- **District Planning Forum** (District and Local Managers responsible for planning (IDP and Spatial Planning), representatives from other forums such as the Integrated Infrastructure Forum and LED Forum, and representatives from Provincial and National Sector Departments)
- **IGR Forums** (Mayors Forum, Municipal Managers Forum)
- **IDP Lekgotla** (Mayors and Councillors from all Municipalities, Senior Management and Planners from all Municipalities, Public Sector (Sector Departments), Private Sector and Civil Society.
- **IDP Representative Forums** (Forums similar to the District Planning Forum, but aimed at the specific Local Municipal area concerned)
- **Cluster Teams** (Technical, LED, Social & Governance – Directors and Heads of Portfolios)

# 8. Roles and Responsibilities

| Structure(s)/Person(s) | Roles & Responsibilities |
|---|---|
| Council | -Adopts and approve the IDP.<br>-Responsible for the overall management, coordination and monitoring of the IDP review process |
| Executive Mayor | -Provides political guidance over the budget process and the priorities that must guide the preparation of a budget. |
| Members of Mayoral Committee | -Recommend the approval of the IDP to Council |
| Municipal Manager | -Manages and coordinates the review process.<br>-Ensures that all departments fit in the organizational vision |
| IDP Manager/officer | -Offer strategic guidance and management to the review process<br>-Ensures that implementation takes place within the available resources<br>-Ensures that all relevant stakeholders are appropriately involved. |
| IDP Management Committee | -Monitor, evaluate progress and provide feedback<br>-Provide technical guidance to review process in all Municipalities<br>-Ensure and maintain integration and alignment<br>-Standardize the planning processes<br>-Recommend corrective measures |
| Budget Management Committee | -Ensure alignment of proposed budget with IDP;<br>-Ensure that sufficient funding is provided on the budget for projects as per IDP;<br>-Record realistic revenue and expenditure projections for current and future years;<br>-Take cognizance of national, provincial budgets, DORA and national fiscal and macro-economic policy; |
| District Planning Forum | -Represents the interests of the constituencies in the IDP Review<br>-Ensures communication between all stakeholders<br>-Provide planning information<br>Assist in projects and budgeting linkages |
| Communities | -Participate in the IDP Representative Forum<br>-Identify and prioritize the needs<br>-Discuss and comment on the draft IDP review document |
| Private Sector | -Inclusion of their projects in the IDP of the Municipality<br>-Provide information on the opportunities that the communities may have in the private sector. |

# 9. Monitoring

Monitoring in the context of IDP review refers to the gathering of data and the subsequent organizing of data into sets of information about certain actions/situations throughout the year as well as monitoring the implementation of programmes during the course of the financial year.

The following three main bodies of information are important as input to the review process:

- Information about the achievement of objectives set in the IDP
- Information on the implementation of programmes and projects by all spheres of government through a series of indicators such as completion time frames, use of resources, etc.
- New or changed information such as:

    - Baseline data on demographics
    - New policy and legislation
    - Budget information from external sources and Municipal Budget Reviews
    - New development and trends
    - Changes in the existing situation due to unexpected events such as natural disasters
    - New investment opportunities
    - Inputs from stakeholders

This information needs monitoring and recording throughout the year for consideration in the review process. All Locals have responsibilities to monitor their own Process Plans and to ensure that the District Framework is properly followed. If deviation from the Framework is experienced, the following procedure should be adhered to:

- Each Municipality will inform the District on deviations from the Action Plan that affect District-wide activities.
- All Municipalities have to be consulted and agree on the framework before it can be amended.

# 10. Mechanism for alignment

Both **horizontal and vertical alignments** will be ensured in the review process. Horizontal alignment will be between the District and Local Municipalities to ensure that planning activities and processes are coordinated and addressed jointly. Vertical alignment on the other hand will be between Local government, the province and national governments, as well as SOE's or service providers to ensure that the IDP's are in line with the national and provincial policies and strategies, so that it is considered for the allocation of departmental budgets and conditional grants.

The District Municipality is given more responsibility to ensure that both alignments happen, however all role players should support and partake in the alignment process. The Province should also play an important role as a coordinator to ensure alignment above District level and between Districts within the province.

To manage alignment, all Municipal structures should actively play a major role in coordinating information including progress reports on all programmes implemented in the entire District. The office of the District Municipal Manager will ensure that the alignment mechanisms are properly followed and that all clusters are fully functional. Existing intergovernmental structures including clusters should be utilized to ensure integrated planning and alignment.

Sector departments should also be involved in the IDP process from the first phase to ensure improvement on all IDPs within the District; ensure that IDP Managers are well capacitated; that national and provincial programmes and projects are included in the Municipal IDP's; and most importantly that they are implemented. Cluster meetings, IDP Regional and Local IDP Representative Forum meetings will be used as platforms for information sharing and progress reporting on all programmes planned and implemented in the District.

IDP review programmes or actions from the Provincial Departments, e.g. Department of Cooperative Governance, Human Settlement and Traditional Affairs should be aligned with the activities as reflected in the Municipal process plans. It is also to ensure that all Municipalities within the District align their strategies with those of the National and Provincial government.

# 11. Communication

The following mechanisms and procedures for will be used to promote Stakeholder Participation during the IDP Review Process:

- Media such as the Local newspapers, ward meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time), Local radio stations, Municipal bills etc. will be utilized to inform communities and stakeholders of Council's intention to embark on the IDP process.
- The Mayoral Committee and the Political Office will be requested to identify a list of possible stakeholders.
- All messages/information will be conveyed in a language/s understood by the general community.
- The correct venues and times for public meetings will be communicated in advance.
- Furthermore, the Municipality intends to ensure that meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) are held at such times that all stakeholders can attend.
- Adequate time will be allowed within limits to representatives of organizations to report back to their relevant organisations.
- Adequate time will also be allowed for the community and organisations to report back on the draft IDP document.
- Stakeholders will be invited to the relevant Council meeting (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) and the approved IDP document will be available at all public libraries within the Municipal area of jurisdiction and where feasible on request after approval. In addition, the IDP can also be accessed on the website of the Municipality.
- Community Consultation on a regular basis, Council engages in community consultation meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) in an endeavor:

    - to give feedback on progress in relation to the level of development;
    - to gather inputs from communities in relation to service delivery needs; and
    - to disseminate information on the roles and responsibilities of the Municipality.

- The Local Municipalities do community consultation meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time). These community consultation meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) are normally held in all the wards between September and October of every financial year.

- IDP/PMS Representative Forum and District Planning Forums. It is envisaged that the IDP Representative Forum meetings (based on COVID-

19 regulations, guidelines and MFMA Circulars issued from time to time) will be held on a quarterly basis i.e. four (4) IDP Representative Forums per financial year. The schedule of these meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) will be included in the process plan of the Local Municipalities and the District IDP Framework. The District Municipality will not engage communities directly, but will rely on the consultation processes of the Local Municipalities as well the respective IDP and IGR Forums.

## 12. Binding Legislation, Policies, and Planning requirements at National, Provincial and District Spheres of Government

- The Constitution of the Republic of South Africa (Act 108 of 1996)
- National Spatial Development Perspective
- National Development Plan (Our Common Future)
- New Growth Path
- Provincial Growth and Development Strategy
- Provincial Manufacturing Strategy
- Water Services Act of 108 of 1997
- Northern Cape Provincial Spatial Development Framework 2013
- District Spatial Development Framework 2012
- White Paper on Local Government
- Local Government Municipal Systems Act (Act 32 of 2000) and Regulations
- Local Government Municipal Structures Act (Act 117 of 1998) and its amendments
- Local Government: Municipal Finance Management Act (Act 56 of 2003) as well as Regulations and Circulars.
- Property Rates Act (6 of 2004)
- Spatial Planning and Land Use Management Act (SPLUMA) (16 of 2013) and Regulations
- Provincial Spatial Planning and Land Use Management Act (when enacted)
- Housing Act (107 of 1997)
- National Environmental Management Act 107 of 1998
- Environmental Conservation Act 73 of 1998
- National Heritage Resources Act 25 of 1999
- Northern Cape Traditional Leadership, Governance and Houses of Traditional Leaders Act (Act 2/2007
- National House of Traditional Leaders Amendment Act 10 of 1997
- Intergovernmental Relations Framework Act 13 of 2005
- Disaster Management Act 57 of 2002
- District Disaster Framework
- District Sector Plans (such as Integrated Transport Plan, Integrated Environmental Management Framework and Plan, Integrated Waste

Management Programme, Local Economic Development Strategy, District Growth and Development Strategy, Groundwater Protocol, etcetera)
- Public Finance Management Act 01 of 199
- ABET Act 52 of 2000
- Skills Development Act 97 of 1998
- National Sports and Recreation Act 110 of 1998
- Rental Housing Act 50 of 1999
- National Water Act 36 of 1998
- Preferential Procurement Policy Framework Act 05 of 2000
- Skills Development Levies Act 09 of 1999
- Employment Equity Act 55 of 1998
- Medium Term Strategic Framework (MTSF) 2014
- Comprehensive Rural Development Programme (CRDP)
- Priority Districts Analyses for Economic Transformation – High Impact (catalytic) infrastructure intervention areas.
- Mineral and Petroleum Resources Development (Act 28 Of 2002) and Regulations

The above-mentioned legislation should be taken into consideration in the process of developing/reviewing the IDP's.

## 13. Project Identification

- Projects should be informed by the available sector plans, namely Spatial Development Frameworks, Integrated Waste Management Plan, Disaster Management Plan, Water Service Development Plan, Integrated Transport Plan, Integrated Infrastructure Plan, Human Settlements Sector Plan, etc.
- Project identification or allocation of resources should be in line with identified levels of service backlogs per Municipality.
- The IDP units in all Municipalities should submit/present needs analysis reports to their respective directorates to assist and guide in their projects' identification.
- The identified projects should also cater for vulnerable people, e.g. the youth, disabled and women. The projects must also address the issue of EPWP in all sectors.

## 14. Adoption of the IDP/Budget by the Council

The Municipal Councils will adopt the revised documents as legislated and within the timeframes provided.

## 15. IDP and PMS Framework

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| Preparation | Review and drafting of the 2021/22 IDP Framework and Process Plans in accordance with the relevant legislation | Inputs from departmental heads of both the District and Local Municipalities, then submission to Council for adoption | IDP managers, CFOs, Municipal MANCO | Aug 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Consultations on the Review and adoption of the 2021/22 process plans | Consultations and adoption of the IDP framework/ process plans | Portfolio Committees, MAYCO & Councils | Aug 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Consultations and adoption of the IDP framework/ process plans | MAYCO | Aug 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Consultations and adoption of the IDP framework/ process plans | Special Council | Aug 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Consultations on the IDP Framework and Process Plans | District Planning Forum | All stakeholders | July 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Compilation and submission of Draft Annual and Performance Reports and Annual Financial Statements | Desktop | Municipal Managers, Heads of Departments, IDP Managers, Audit Committee, MPAC, Councils | Aug 2021 | Desktop and Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | District Planning and IDP Representative Forum Meetings | Consultative meetings | All stakeholders | July 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Gamagara IDP Representative Forum | All stakeholders | Sept 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| | | Joe Morolong IDP Representative Forum | All stakeholders | Aug 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Ga-Segonyana IDP Representative Forum | All stakeholders | Sept 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | District Planning Forum | All stakeholders | July 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | District IGR | All stakeholders | Sept 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| Analysis | Status quo analysis: Community needs as submitted by the Locals to the District | Needs analysis sessions with communities at wards. Local IDP Managers to submit the consolidated community needs/issues to inform the District situational analysis | IDP managers, Offices of the Speakers and Mayors (Public Participation Units) communities and sector departments | Sept- Oct 2021 | Desktop and Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | IDP Context and Process | Desktop | IDP Managers | Sept 2021 | Office work (Desktop) |
| | Cluster collaboration and analysis (Key Performance Areas) | Consultative meetings | District Heads of Departments | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Basic Services and Infrastructure | Director with sector stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Community Development Services | Director with sector stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Economic Development Services | Director with sector stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| | | Financial Viability | Director with sector stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Governance | Municipal Manager with sector stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Institutional Transformation and Development | Director with sector stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Assessment of the previous IDP/Budget performance, level of development, backlogs & disaster | Review previous year's processes, what worked well, what didn't, where to improve and issues to address for legislative compliance and completion of the Budget Evaluation Checklist (BEC); Human resources challenges & gaps. | STROP Unit / Budget Steering Committee | Oct 2021 | |
| | Quarterly Performance Review for 1st Quarter 2019/20 | Desktop | Management | Oct 2021 | Desktop and Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | District Planning and IDP Representative Forum Meetings | Consultative meetings | All stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Gamagara IDP Representative Forum | All stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Joe Morolong IDP Representative Forum | All stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Ga-Segonyana IDP Representative Forum | All stakeholders | Nov 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| | | District Planning Forum | All stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | District IGR | All stakeholders | Oct 2021 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Presentation of the status quo to the various stakeholders / structures involved in the IDP process | IDP Lekgotla | All stakeholders | Oct 2021 | Meeting (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| Programmes & Strategies | Mid Term Budget and Performance Review and 2nd Quarter Performance Review | Desktop | Executive Mayors & Mayors, Members of Mayoral Committees, Municipal MANCO, & IDP Managers Audit Committee, MPAC, Councils | 25 Jan 2022 | Desktop and Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| Strategies | Review/development of strategic priorities & objectives;<br><br>Review/confirmation of Municipal Vision & Mission;<br><br>Alignment of LMs' priorities with those of DM. | Strategic Planning Sessions for all Municipalities (LMs/ DM) | Executive Mayors & Mayors, Members of Mayoral Committees, Municipal MANCO, & IDP Managers | Nov 2021 – Jan 2022 | Strategic Planning Sessions (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Policy reviews | Review budget related policies e.g. Tariff; Credit & Debtors control management, Rates, Indigent. | Senior Management | December 2021 - February 2022 | |
| | Cluster collaboration and Strategy formulation (Key Performance Areas) | Consultative meetings | District Heads of Departments | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| | | Basic Services and Infrastructure | Director with sector stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Community Development Services | Director with sector stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Development and Planning | Director with sector stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Financial Viability | Director with sector stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Governance | Municipal Manager with sector stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Institutional Transformation and Development | Director with sector stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | District Planning and IDP Representative Forum meetings (dealing with strategies and performance reporting) | Consultative meetings | All stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Gamagara IDP Representative Forum | All stakeholders | March 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Joe Morolong IDP Representative Forum | All stakeholders | March 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Ga-Segonyana IDP Representative Forum | All stakeholders | Feb 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | District Planning Forum | All stakeholders | Jan 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| Projects | Review or identification of the projects in line with reviewed objectives and priorities, as well as reviewed/new sector plans | Departmental sessions to identify projects | IDP Managers and all Service delivery Departments or MAYCO | Nov 2021 – Jan 2022 | Departmental Sessions (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Revision of the 2019/2020 approved MTREF (operating and capital budget) for adjustments. | CFO | Nov 2021 – Jan 2022 | |
| | | Submit Demand Management Plans (Business Plans, including feasibility, and costing) to Budget and Treasury Office | Management of all Municipalities | Jan 2022 | Demand Management Plans |
| | Presentation of Municipal priorities to Sector Departments and JTGDM projects by sector departments | District IGR | All stakeholders | Feb 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| Integration | Draft Municipal Plans | Consolidation & confirmation of programmes/projects from internal departments and stakeholders | Municipal Managers' Forum, CFOs & IDP Managers | Feb 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Prepare draft budget for the ensuing year 2020/2021 and the projections for the two outer years (MTREF). | CFOs, IDP Managers Municipal Manager and Directors | Mar 2022 | Desktop work |
| | | Issue notice of Council meeting to consider proposed IDP/Budget.<br><br>Tabling of draft IDP/Budget to Council.<br><br>The tabled documents are sent to prescribed organs of state. | All Municipalities | Mar 2022 | Council sittings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| | | Table Draft IDP, Budget, SDBIP in Council | Mayors | Mar 2022 | Council sittings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Adoption of Draft IDP, Budget, SDBIP | All Councils | Mar 2022 | Council sittings |
| | | Consultations on the drafts (both IDP & Budgets) to various stakeholders | All Municipalities | April 2022 | IDP /Budget consultation meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | | District Planning Forum members | April 2022 | IDP Rep Forum Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Quarterly Performance Review for 3rd Quarter 2020/21 | Desktop | Management | April 2022 | Desktop and Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | District Planning and IDP Representative Forum meetings (dealing with integration and performance reporting) | Consultative meetings and IDP Roadshows | All stakeholders | April 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Gamagara IDP Representative Forum | All stakeholders | April 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Joe Morolong IDP Representative Forum | All stakeholders | May 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | Ga-Segonyana IDP Representative Forum | All stakeholders | June 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | | District Planning Forum | All stakeholders | April 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |

| Phases | Target/Activity | Approach | Role Players Stakeholders | Time Frames | Mechanisms/ Tools |
|---|---|---|---|---|---|
| | | District IGR | All stakeholders | April 2022 | Meetings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| Approval | Final drafts to Political principals (structures) | Political inputs on the final draft.<br><br>Public comments and comments from other organs of state are taken into consideration and where necessary, amendments are made to the IDP/Budget.<br><br>Draft Service Delivery and Budget Implementation Plans (SDBIP's) are compiled and submitted with Budget. | IDP/Budget Steering Committee, Portfolio Committees, MAYCO | April 2022 | IDP/Budget Steering Committee, Portfolios and Mayoral Committee (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| | Final drafts to individual Councils for approval | Final Adoption of the IDP's, SDBIP's and Budgets. | Municipal Councils | May 2022 | Council sittings (based on COVID-19 regulations, guidelines and MFMA Circulars issued from time to time) |
| Submission to prescribed institutions | Submit final IDPs to prescribed institutions (Provincial and National Treasury, COGHSTA and SALGA) and make IDP's public. | Printed and electronic copies of the IDP, SDBIP and Budget to be submitted to prescribed institutions.<br><br>Final IDPs Budgets and SDBIPs to be published in printed media and on respective Municipal websites. Copies will also be availed to libraries in the District | IDP Managers, CFO's | June 2022 (within 10 days of adoption) | Post, courier or hand delivery.<br><br>Notices and publications to websites |

# 16. Budget Process Plan

The table below is a detailed further breakdown of the planned processes that will unfold during the 2021/22 Financial Year in preparation of budget and related documents for the 2022/23 Financial Year. It is both complimenting and detailing processes already provided for in the IDP/Budget and PMS Framework.

| ITEM NO. | STAGES IN THE IDP/BUDGET/PMS PROCESS | PROCESS RESPONSIBILITY | TIME FRAME |
|---|---|---|---|
| 1. | **ANALYSIS/PLANNING** | | |
| | • Re-establishment of the Budget & IDP Steering Committee and Technical Committee | Executive Mayor | 1 – 31 August 2021 |
| | Assessment:<br>• Assessment of the previous IDP/Budget performance, level of development, backlogs & disaster; Review previous year's processes, what worked well, what didn't, where to improve and issues to address for legislative compliance and completion of the Budget Evaluation Checklist (BEC); Human resources challenges & gaps. | IDP Office/Budget Steering Committee | 1 – 31 August 2021 |
| 2. | **STRATEGY/ STRATEGISING** | | |
| | • Review budget related policies e.g. Tariff; Credit & Debtors control management, Rates, Indigent. | Senior Management | December 2021 - February 2022 |
| 3. | **PROJECTS & INTEGRATION/ PREPARATION** | | |
| | • Revision of the 2021/22 approved MTREF (operating and capital budget) for adjustments. | Chief Financial Officer | November 2021 – 30 January 2022 |
| | • Consolidation, integration and prioritization of projects submitted in accordance with the IDP priorities. | Chief Financial Officer | 13 – 28 February 2022 |
| | • Prepare draft budget for the ensuing year 2022/2023 and the projections for the two outer years (MTREF). | All Departments | 1 – 31 March 2022 |
| | • Report on current year's budget implementation Mid-year budget and performance assessment sec 72 of the MFMA. (Second Quarter review). | Municipal Manager / mSCOA Technical Committee | 25 January 2022 |
| | • Mid-year Budget and Performance visits – Provincial Treasury Visit | Municipal Manager /CFO | 15 February 2022 |
| 4. | **APPROVAL/TABLING** | | |
| | • Tabling of 2021/2022 adjustments budget before Mayoral Committee. | Municipal Manager /CFO | February 2022 |
| | • Tabling of 2021/2022 adjustment budget before Council | Executive Mayor | February 2022 |

| ITEM NO. | STAGES IN THE IDP/BUDGET/PMS PROCESS | PROCESS RESPONSIBILITY | TIME FRAME |
|---|---|---|---|
| | • Tabling of the 2022/2023 draft Budget to IDP/Budget Steering Committee | Municipal Manager /CFO | March 2022 |
| | • Workshop for Councilors on 2022/2023 Draft Budget | Budget Steering Committee | March 2022 |
| | • Tabling of the 2022/2023 draft Budget to Mayoral committee | Municipal Manager /CFO | March 2022 |
| | • Tabling of the 2022/2023 draft operating and capital budget. Sec 16 (2) MFMA together with draft resolution and related policies before Council. | Executive Mayor | 29 March 2022 |
| | • 2022/23 Draft Budget Engagement with Provincial Treasury and other key Stakeholder | Technical IDP/Budget Steering Committee | 21 April 2022 |
| | • Make public the 2022/2023 tabled draft budget in Local newspapers, libraries, Municipal offices and invite public representations. | Municipal Manager /CFO | 1 - 30 April 2022 |
| **5.** | **APPROVAL - BUDGET PROCESS** | | |
| | • Consolidation of feedback from Treasury and public participation process and incorporation thereon into the final budget. | Budget Office/ mSCOA Technical Committee | 1 April – 17 May 2022 |
| | • Proposed 2022/23 Draft Budget Engagements – Provincial Treasury | Budget Office/ mSCOA Technical Committee | 19 April 2022 |
| | • Present the consolidated Budget to the IDP/Budget Steering Committee | Budget Office/ mSCOA Technical Committee | 11 May 2022 |
| | • Workshop for Councilors on final Budget | Executive Mayor / Municipal Manager | 13 May 2022 |
| | • Presentation of final Budget to stakeholders | Budget Steering Committee | 18 May 2022 |
| | • Tabling of final budget to Mayoral Committee. | Municipal Manager | 19 May 2022 |
| | • Council to consider approval of the operating and capital budget for the 2022/2023 – 2024/2025 financial years (MTREF) in terms of section 24 of the MFMA with Council resolution. | Executive Mayor | 27 May 2022 |
| | • Submit the approved operating and capital to National and Provincial Treasuries in both printed and electronic copies and publish the documents in the website of the Municipality. | Municipal Manager | 31 May - 10 June 2022 |
| | • Finalizing of all plans and budget working paper files to implement the approved budget. | CFO / MM | 13 - 24 June 2022 |

## 17. Priorities

The priorities for the District are as follows:

- Water & Sanitation
- Roads & Transport
- Local economic development (LED)
- Land development and reform
- Integrated human settlements
- Sustainable Development Orientated Municipality
- Environmental management and conservation and climate change management
- Promotion of health in the District
- Disaster management

These priorities are intended to guide development planning in the District. All stakeholders should align their planning with the above priorities.

## 18. Conclusion

This framework is binding on all Municipalities within the District. The whole process with timeframes, monitoring, alignment, binding legislations, policies and planning requirements will have to be followed by all Municipalities. The development priorities will guide all development planning in the District.