



IDP & BUDGET PROCESS PLAN 2016-2017

Vision

By 2020 Maluti-A-Phofung will be technologically advanced and have unlocked the indigenous entrepreneurial spirit of all of her people within an equitable, sustainable, healthy, crime-free and moral society. Based in the most beautiful part of the world, where unemployment and poverty will be unheard of and the rest of the world will discover our unique African cultural heritage.

Mission

The municipality will strive towards the attainment of the vision through the following mission objectives statements:

- ❖ Encouraging self-reliance*
- ❖ Ensuring co-ordination and collaboration of various stakeholders in the delivering of development in an integrated and sustainable manner*
- ❖ Promoting a healthy and vibrant community with high moral standards*
- ❖ Unlocking the development potential of the area, particularly tourism and indigenous knowledge and mobilizing investment because of our uniqueness.*
- ❖ Ensuring that everyone will be active in the economy and utilize technology to our advantage.*
- ❖ Utilizing our highly skilled workforce and ensuring that literacy and numeracy levels are above average.*
- ❖ Enabling all communities to have access to basic services and land.*
- ❖ Ensuring a safe, healthy and secure environment,*
- ❖ Caring for our disabled and aged to be independent*
- ❖ Promoting gender equity and developing our youth as our future asset and*
- ❖ Being an accountable government to its entire people.*

Developmental Objectives and Priorities

Following an extensive and iterative consultation processes between the elected leaders, municipal administration, communities and stakeholders the municipality has agreed to the following developmental priorities that should be achieved in the next three years. These development priorities are steeped within the overall cluster system of government.

SUSTAINABLE INFRASTRUCTURE AND SERVICES	ECONOMIC DEVELOPMENT AND JOB CREATION
Water Sanitation Electricity Waste management Roads, streets, storm- water Housing Cemeteries Land development	Agricultural development Tourism development Land reform Industrial development Skills development SMME development
SOCIAL DEVELOPMENT AND COMMUNITY SERVICES	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Health services Environmental management Education and training Parks , Sports and recreation services Library services Transport	Increased revenue base from rates and taxes Corporate governance Institutional transformation Community-based planning
PUBLIC SAFETY	
Disaster Management Safety and Security Traffic Control Emergency services	

1. Process Plan

❖ Integrated Development Planning Processes

In terms of Section 28(1) of the Municipal Systems Act (Act 32 of 2000), the Municipal Council needs to adopt a process set out in writing to guide the planning, drafting, adoption of their Integrated Development Plan. The Process Plan fulfills the function of assessing the functioning of a business plan or an operational plan during the IDP processes. Section 34 of the MSA embodies and relates to the essence and objectives of the process plan, i.e. assessing the Municipality's performance against organisation objectives as well as implementation of projects and programmes of municipality, and also taking cognisance of new information and changed circumstances.

Municipal Systems Act (Act 32 of 2000) defines Integrated Development Planning as a process through which Municipalities prepare a strategic development plan for a five year period. Every new Council that assumes power into municipal Council must after elections prepare its own IDP which will guide them for their five year term of office. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. It has a legal status and supersedes all other plans that guide development at Local Government level. Integrated development planning is an interactive and participatory process which requires involvement of all municipal stakeholders. The IDP processes do, however, inform other components of the Municipal business process including institutional and financial planning and budgeting.

The Municipal Systems Act (MSA), Section 25 provides that:

- (1) *Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—*
- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;*
 - (b) aligns the resources and capacity of the municipality with the implementation of the plan;*
 - (c) forms the policy framework and general basis on which annual budgets must be based;*
 - (d) complies with the provisions of this Chapter; and*
 - (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

The IDP will primarily deal with the following:

- ❖ During compilation of an IDP, the following activities have been embarked upon:-
 - Distribution of Roles and Responsibilities
 - Organisational Arrangements
 - Mechanisms and Procedures for Community and Stakeholder Participation
 - Action Programme with Timeframe and Resource Requirements
 - Mechanisms and Procedures for Alignment
 - National and Provincial Binding Legislation and Planning Requirements
 - Budget Implications

❖ Process Plan Committee and Steering Committee

The Council should appoint a Section 80 Committee which will be known as the Process Plan Committee to continue with the preparation of the Process Plan. This committee comprises of the following members:

Councillors:

Executive Mayor

MMC Public Safety, Roads & Transport

MMC Special Programmes
MMC LED & Tourism
MMC Community Services
MMC Finance
MMC Electricity, Waste and Environmental Management
MMC Corporate Services
MMC Human Settlement and Spatial Development Planning
MMC Sports, Arts & Culture

Officials:

Municipal Manager
Director LED & Tourism
Director Infrastructure
Director Corporate Services
Director Public, Safety and Transport
Director Sport, Arts & Culture
Director Community Services
Dir. Human Settlement, Spatial Development Planning
Chief Financial Officer
Manager IDP and Performance Management Systems
Senior Internal Auditor
Senior Manager Budget & Revenue
Manager Risk

❖ **Roles and Responsibilities**

The Mayoral Committee clarifies the roles which external role players will play in the IDP Process and this is in line with Section 84 of the Municipal Structures Act.

❖ External role players will have the following roles and responsibilities:

➤ **Civil Society**

Apart from the Ward Committee representatives (see Chapter 5) it is also imperative to engage other legitimate civil society structures to form part of the IDP Process that will represent different civil society groups. It can be announced that not all individuals and groups will participate in the Ward Committee system and it is therefore essential to provide mechanisms for other civil structures and interest groups to participate during the IDP Process. To ensure legitimacy of the process it is therefore essential to engage with existing non-governmental organisations (NGOs), community based organisations (CBOs) and faith based organisations (FBOs) in each of the concerned towns in the area of jurisdiction. The basis of understanding is that all existing organisations will be invited to participate during the process. The civil society is responsible to represent interests and contribute knowledge in the planning process by:

- participating in the IDP Representative Forum to:
- inform interest groups on relevant planning activities and their outcomes,
- analyse issues, determine priorities, negotiate and reach consensus,
- participate in the designing of project proposals and assess them,
- discuss and comment on the draft IDP,

- ensure that annual business plans and budgets are based on and linked to the IDP

❖ **District Municipality**

The District Municipality will be responsible to:

- ensure horizontal alignment with the IDP process of the Municipality,
- ensure vertical alignment between district and local planning,
- facilitate vertical alignment with other spheres of government and sector departments and to
- Prepare joint strategy workshops with the Local Municipality.

❖ **Provincial Government and Corporate Service Providers**

Although it is not compulsory to engage government departments throughout the process, it is advisable that government departments that are active in the area of jurisdiction should be consulted throughout the process.

- It is essential in order to comply with the principle of integrated planning and also considering that the budget for potential projects rest with provincial and national government departments.
- It is also imperative that national and provincial priorities and policies are applied at local level and the respective departments will be able to provide the linkage between national and local priorities.

The roles and responsibilities of the departments and service providers are as follows:

- Ensuring vertical / sector alignment between provincial sector departments / provincial strategic plans and the IDP Process at local level by:
 - guiding the provincial sector departments' participation in and their required contribution to the Municipal planning process and
- Guiding them in assessing the draft IDP and alignment of sectoral programmes with the IDP.
- Efficient financial management of provincial IDP grants.
- Monitoring the progress of the IDP Process.
- Facilitation and resolution of disputes related to the IDP Process of the Municipality.
- Assist the Municipality in the IDP where required.
- Co-ordinate and manage the MEC's assessment of the IDPs.
- Contribute relevant information on the provincial and national departmental plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.
- Contribute sector expertise and technical knowledge to the formulation of the Municipal strategies and projects.
- Engage in a process of alignment with the District Municipality.

❖ **Municipal Council**

This is the ultimate political decision-making body of the Municipality. The Municipal Council should adopt and approve the Process Plan.

- The Council should monitor the overall management and co-ordination of the planning process which includes ensuring that:
 - all relevant actors are appropriately involved,
 - appropriate mechanisms and procedures for public consultation and participation are applied,
 - the planning events are undertaken in accordance with the time schedule.

- the planning process is related to the real burning issues in the Municipality,
- it is a strategic and implementation-oriented process ;
- the sector planning requirements are satisfied and
- adopt and approve the IDP, ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.

❖ **Ward Councilors**

Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies. Ward Committees need to be instituted according to the prescribed legal framework to represent the views, needs and aspirations of the demarcated ward, as determined by the Municipal Demarcation Board. Each ward is represented by ward Councillors and the Ward Committee system will be a critical element of the IDP participation process. Ward councilors are the major link between the Municipal Government and the residents. Their role will therefore be to:

- link the planning process to their constituencies and / or wards,
- be responsible for organising public consultation and participation

❖ **Mayoral Committee**

As the senior governing body of the Municipality, the Executive Committee:

- submit the Process Plan of the IDP to the Municipal Council for adoption,
- is responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP together with the Municipal Manager,
- has to approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting and
- Submit the draft IDP to the Municipal Council for adoption.

❖ **IDP Manager**

The IDP Manager will manage and co-ordinate the IDP Process. Responsibilities of the IDP Manager are as follows:-

- ensure the preparation of the Process Plan,
- undertake the overall management and co-ordination of the planning process,
- ensure that all relevant actors are appropriately involved,
- nominate persons in charge of different roles,
- be responsible for the day-to-day management of the drafting process,
- ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements,
- ensure proper documentation of the results of the planning of the IDP document and
- adjust the current IDP in accordance with the MEC for Local Government's proposals.

❖ **Heads of Departments and other Key Officials**

As the persons in charge for implementing the IDP of the Municipality, the officials will be fully involved in the planning process to:

- provide relevant technical, sector and financial information for analysis to determine
- priority issues,
- contribute technical expertise in the consideration and finalisation of strategies and identification of projects,
- provide departmental operational and capital budgetary information,

- be responsible for the preparation of project proposals, the integration of projects and sector programmes.

❖ **IDP Steering Committee**

The composition of the IDP Steering Committee is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the IDP Steering Committee includes to:

- co-ordinate and integrate the IDP Process,
- ensure that key deliverables are completed within the time frames,
- provide guidance and support to the process,
- co-ordinate departmental responsibilities within the local government,
- oversee the implementation of key aspects of the IDP formulation and revision process including the participation, communication and empowerment strategy as outlined in the Process Plan,
- refer IDP disputes for mediation and arbitration to the Council,
- provide terms of reference for the various planning activities,
- commission research studies,
- consider and comment on:
 - inputs from sub-committee/s and study teams
 - inputs from provincial sector departments and support providers
 - process, summarise and document outputs,
 - make content recommendations,
 - prepare, facilitate and document meetings,
 - consult and establish sub-committees for specific activities and outputs which should include additional persons outside the Steering Committee.

❖ **IDP Representative Forum**

The IDP Representative Forum is the structure, which institutionalises and guarantees representative participation in the IDP Process. The composition of the IDP Representative Forum is explained in Chapter 6 as part of the Public Participation Plan. The terms of reference for the IDP Representative Forum includes to:

- represent the interests of their constituents in the IDP Process,
- provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders including the Municipal Council,
- ensure communication between all the stakeholder representatives including the Municipal Council and
- monitor the performance of the planning and implementation process.

The code of conduct for the IDP Representative Forum will regulate the following issues:

- meeting schedule (frequency and attendance),
- agenda, facilitation and documentation of meetings,
- understanding by members of their role as representatives of their constituencies,
- feed back to constituents,
- Majority for approval.

❖ **Public Participation Plan & Methodology**

Since the IDP Process involves participation of a number of stakeholders, it is crucial for the Municipality to adopt an appropriate approach and also put in place appropriate structures to ensure effective participation. One of the main features about the Integrated Development Planning Process is

the involvement of the community and stakeholders. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the communities of the Municipality.

❖ **Principles of Public Participation**

- The elected Council is the ultimate decision-making forum on IDPs.
- The role of participatory democracy is to inform and negotiate with stakeholders and to give the opportunity to provide input on the decisions taken by the Council.
- In order to ensure public participation, the legislation requires the Municipality to create appropriate conditions that will enable participation as a minimum requirement.
- Community and stakeholder groups will be encouraged to get involved.

❖ **Conditions for Public Participation**

- The residents and stakeholders will be informed on the Municipality's intention to embark on the IDP Process.
- Appropriate forms of media will be utilised in order to reach as many people as possible.
- All relevant community and stakeholder organisations will be invited to register as members of the IDP Representative Forum.
- An appropriate language and accessible venue will be used to allow all stakeholders to freely participate.
- The IDP Representative Forum meetings will be scheduled to accommodate the majority of the members.
- The community and stakeholder representatives will be given adequate time to conduct meetings or workshops with the groups, they represent.
- Copies of the IDP documents will be accessible for all communities and stakeholders and adequate time provided for comment.
- The Council meeting regarding the approval of the IDP will be open to the public.

❖ **Public Participation Plan and IDP Process Methodology:**

In considering an appropriate structure that will ensure effective participation, the following issues need to be considered:

- The plan and programme for the municipality should be informed by local communities and a detailed research and study.
- That the principle of representation should be applied to ensure effective planning.
- Ensure that feedback is provided to the broader community.

It is essential to apply mechanisms that will consider the above issues and allow for the representative views of the communities but at the same time are able to progress with the formulation of the IDP. Due to the large geographical area of the Municipality it is essential to provide mechanisms whereby all communities will be able to provide input to the IDP.

❖ **Approval:**

An advertisement will be published to give notice of the IDP to provide opportunity for comments by the community. The IDP will also be circulated to the Governmental departments and service providers for comment. Once all comments received have been evaluated and amendments made accordingly, the IDP will be adopted by the Council. The approved and revised IDP will then be submitted to the MEC for Local Government and Housing together with the approved Process Plan.

❖ **Conflict Resolution:**

If an agreement cannot be reached within the IDP Steering Committee regarding certain planning and review issues, conflict will have to be resolved by means of a decision within the formal Council. The Council decision regarding the outcome will be conveyed to the Steering Committee for implementation. In severe conflict situations, irrespective of the structure (Council, Steering Committee or Representative Forum) special mediation measures will have to be implemented, utilising an external person or body as a mediator.

❖ **Alignment Procedures**

Alignment is the instrument to synthesise and integrate the top-down and bottom-up planning process between different spheres of government. The alignment procedures and mechanisms will be arrived at between the Local Municipality and the District Municipality and all parties involved in the alignment will be informed.

❖ **Principles for Alignment**

- Alignment requirements should be minimised to keep the co-ordination requirements on a manageable level.
- Different alignment mechanisms will be suitable for the different alignment needs and at different stages.
- This implies with regard to alignment mechanisms to keep the number of alignment events (such as workshops/meetings) to a minimum due to the financial and time resources required
- Events with numerous participants from different sectors and spheres will require a competent facilitator. Alignment with Provincial Departments can also be achieved through provincial visits to the District.
- The Municipality may have to align on a bilateral basis with neighbour Municipalities for issues that affect both.

❖ **Alignment with Government Organisations**

It will be evident to receive contributions from the different identified NGOs through the process. Consultation will thus occur on a continuous base with relevant Departments which in some instances may also serve on the IDP Steering Committee. Governmental Organisations will be invited on national and provincial level that will attend these sessions or send regional office representatives.

PROCESS PLAN SCHEDULE FOR 2016/2017

IDP Phases	Inputs and Process	Responsible Person	Dates
PREPARATORY AUGUST	Executive Mayor tables in Council IDP Process Plan outlining the key deadlines for: preparing, tabling and approving the budget related policies and consultation processes at least 10 months before the start of the budget year.	Executive Mayor	20 August 2015
	Submission of IDP and Budget to Thabo Mofutsanyana District Municipality, National and Provincial Treasuries.	Municipal Manager	04 September 2015
	Advertisement of IDP and Budget Process Plan.	Municipal Manager	04 September 2015
ANALYSIS SEPTEMBER	Assessment of the current status quo of development and analysis of opportunities and priority issues.	Municipal Manager	16 September 2015
	Executive Mayor begins planning for the next three-year budget in accordance with co-ordination role of budget process. Planning includes review of the past year (2014/2015) financial and non-financial performance.	Finance Portfolio Committee	18 September 2015
	Initiate Public Participation to consolidate community needs.	Office of the Speaker and Municipal Manager	22 September 2014 –22 October 2015
	Executive Mayor establishes a budget steering committee in terms of Budget Regulations.	Executive Mayor	08 October 2015
STRATEGIES OCTOBER	Analyse, review and refine municipal Strategies, Objectives, and KP'Is to influence the budget.	Executive Mayor	27 October 2015
	Consultation with senior managers	Municipal Manager	28 October 2015
	IDP Steering Committee to prioritise IDP projects;	Executive Mayor	29 October 2015
	IDP Priorities to be confirmed by MAYCO; IDP Multi-year Scorecard Revised and presented to MAYCO;	Municipal Manager	22 October 2015
	Municipal objective, strategies, KPIs and targets to be approved by MAYCO;	Municipal Manager	28 October 2015
	Quarterly SDBIP performance progress report first quarter.	Municipal Manager	22 October 2015

IDP Phases	Inputs and Process	Responsible Person	Dates
PROJECTS NOVEMBER	Formulation of Project Proposals;	Executive Mayor	05 November 2015
	Screen, adjust, consolidate and agree on Project Proposals	Executive Mayor	10 November 2015
	Alignment with District, provincial and National;	Municipal Manager	11 December 2015
INTERGRATION JANUARY - FEBRUARY	Integration of sector plans and service plans into IDP;	Municipal Manager	07 January 2016
	Submit to the Mayor, NT and Provincial Treasury by 25 th January each year, a mid-year budget and performance assessment reflecting information required by s72 (1)(a)(i)(II, (iii), (iv)(b),(2) and (3).	Municipal Manager	25 January 2016
	Finance prepares indicative allocation per vote on the projected income and also provide budget guidelines for 2016-2017 budget ;	Municipal Manager CFO	22 January 2016
	Quarterly SDBIP performance progress report for second quarter of 15/16 financial year;	Municipal Manager	27 January 2016
	Heads of department to prepare and submit draft operating budgets inputs and draft operational plans;	Municipal Manager	12 February 2016
	The draft budget to be discussed by budget steering committee then after to be circulated to different portfolio committees.	Executive Mayor	15 February 2016
	Where necessary, revise approved annual budget through an adjustment budget in the appropriate format;	Council	26 February 2016
	Table adjustments budget within prescribed limitations before the 28 th February 2016;	Executive Mayor	26 February 2016
	Publicise adjustment budget on municipality website and newspaper and submit to NT and Provincial treasury within 10 working days after approval;	Municipal Manager	Within 10 working days after Council approval
	Publicise mid-year budget and performance assessments on the municipality website within five working days after approved by Council	Municipal Manager	5 days after mid-year has been tabled

IDP Phases	Inputs and Process	Responsible Person	Dates
APPROVAL FEBRUARY - MAY	Where necessary, revise approved annual budget through an adjustment budget in the appropriate format;	Council	26 February 2016
	Table adjustments budget within prescribed limitations before the 28 th February 2015;	Executive Mayor	26 February 2016
	Publicise adjustment budget on municipality website and newspaper and submit to NT and Provincial treasury within 10 working days after approval;	Executive Mayor	Within 10 working days after Council approval
	Publicise mid-year budget and performance assessments on the municipality website within five working days after approved by Council.	Municipal Manager	5 days after mid-year has been tabled
	Mid-year budget and performance assessment visits	Provincial Treasury	February - March 2016
	Table annual budget at a Council meeting at least 90 days before the start of the budget year.	Executive Mayor	31 March 2016
	Tabling of Draft IDP to Council.	Executive Mayor	31 March 2016
	Make public the adopted draft IDP and Budget and associated documentation immediately after the tabling in Council, and invite the community to make representations;	Municipal Manager	Within ten days after it has been adopted
	Submit the draft budget and draft IDP as tabled in printed and electronic form to NT, the provincial treasury, MEC: COGTA and others as prescribed.	Municipal Manager	Within ten days after it has been adopted
	Approval: Advertisement for public comments on Draft IDP and Draft Budget.	Municipal Manager	08 April 2016
	Quarterly SDBIP performance progress report for third quarter of 15/16 financial year	Municipal Manager	29 April 2016
	Public participation on Draft Budget and Draft IDP		11 April 2016 – 22 April 2016
	When the annual budget has been tabled in Council, consider the views of the local community, NT, the provincial treasury and other provincial and national organs of state.	Council	11 May 2016

IDP Phases	Inputs and Process	Responsible Person	Dates
	Budget and Benchmark Assessments	Provincial Treasury	April - May 2016
	Provide the Mayor with an opportunity to respond to budget submissions made and if necessary revise the budget and table amendments for Council consideration	Executive Mayor	16 May 2016
	Approval: Council approval of final IDP base on Final assessments by government departments.	Executive Mayor	31 May 2016
	Consider the approval of the annual budget at least 30 days before the start of budget year.	Council	31 May 2016
	Approve measurable performance objectives for revenue by source and expenditure by vote.	Council	31 May 2016
	Approve annual budget by Council resolution, with resolutions to impose and set taxes and tariffs and changes to the IDP and budget-related policy before the start of the budget year.	Council	31 May 2016
	Submit the approved annual budget and IDP to NT, and Provincial treasury.	Municipal Manager	Within 10 days after the approval
	Accounting Officer publishes approved budget, IDP and tariffs on the local newspaper.	Municipal Manager	Within 10 days after the approval
	The approved budget and related documents be placed on the website of the municipality and local newspaper.	Municipal Manager	Within 10 days after the approval
	Implement the approved budget in accordance with s69(1)	Municipal Manager	01 July 2016
	Submit to the mayor a draft service delivery and budget implementation plan no later than 14 days after the approval of the annual budget	Municipal Manager	15 July 2016
	Submit to the mayor drafts of annual performance agreements for the municipal manager and senior managers no later than 14 days after the approval of the annual budget	Municipal Manager	15 July 2016
	Approve service delivery and budget implementation plan within 28 days after the approval of the budget	Executive Mayor	28 July 2016
	Ensure that 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	Executive Mayor	within 10 days after the approval of the SDBIP

IDP Phases	Inputs and Process	Responsible Person	Dates
	than 10 days after its approval		
	Ensure that performance agreements of the municipal manager, senior managers and other officials prescribed are made public no later than 14 days after the approval of the service delivery and budget implementation plan, and that copies of such performance agreements are submitted to the council and the MEC for local government in the province	Executive Mayor	within 14 days after the approval of the SDBIP