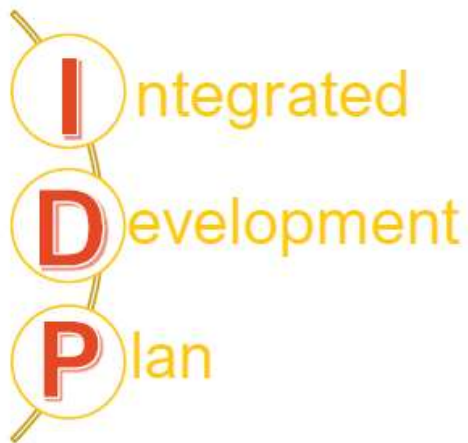


IDP/BUDGET/PMS PROCESS PLAN AND TIME SCHEDULE

to guide the planning, drafting,
adoption and review of the



for 1 July 2021 to 30 June 2026
(as amended for the 1st annual review (2022/2023) in
accordance with Section 34 of the Municipal Systems Act)

Compiled in terms of
Sections 28 and 29 of the Municipal Systems Act, No 32 of
2000 and Section 21(1) of the Municipal Finance
Management Act, No 56 of 2003

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1 INTRODUCTION & BACKGROUND

1.1 Rationale for the Process Plan

The IDP is developed in accordance with requirements set out in the Municipal Systems Act (32 of 2000) and Local Government Municipal Planning and Performance Management Regulations (2001). The MSA further mandates municipalities to review its IDP annually in accordance with an assessment of its performance measurements.

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and proper coordination between all stakeholders, including the Council, administration, different spheres of government, institutional structures, ward committees and various community-based organisations, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000).

The preparation of a Process Plan, which is in essence the IDP Process set out in writing, requires the adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

1.2 Area of the IDP

The IDP will be applicable to the Buffalo City Metropolitan Municipality Municipal Area which is situated on the east coast of the Eastern Cape Province, South Africa. Buffalo City Metropolitan Municipality is situated relatively centrally in the Eastern Cape Province, and is surrounded by the Great Kei Local Municipality, Amahlati Local Municipality, Nkonkobe Local Municipality and Ngqushwa Local Municipality. It is bounded to the south-east by the long coastline along the Indian Ocean. It includes the towns of East London, Bhisho and King William's Town, as well as the large townships of Mdantsane and Zwelitsha.

The municipality was established as a local municipality in 2000 after South Africa's reorganization of municipal areas, and is named after the Buffalo River, at whose mouth lies the only river port in South Africa. On 18 May 2011 it was separated from the Amathole District Municipality and converted into a metropolitan municipality.

The Buffalo City Metropolitan is made up of significant portions of two Magisterial Districts, as follows:

- East London, including the previous Ciskei Magisterial District(s) of Mdantsane.
- King William's Town, including the previous Ciskei Magisterial District of Zwelitsha.

In line with the local government dispensation in South Africa, the Buffalo City Metropolitan Municipality is categorized as a Category "A" Municipality.

1.3 Five-year cycle of the IDP

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process must be properly organised and prepared. This preparation is the duty of the Municipal Manager and Senior Management. The preparation process will be referred to as the “Process Plan” and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The IDP drives the strategic development of BCMM. The Municipality’s budget is influenced by the strategic objectives identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report. In addition, Risk Management forms an integral part of the internal processes of a municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

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 ▪ Physical ▪ Sector and Community needs and issues 	<ul style="list-style-type: none"> ▪ Sector plans analysis and reviews ▪ Spatial Development Framework ▪ Stakeholder discussions ▪ IGR work sessions
	Compilation of area plans:	
	<ul style="list-style-type: none"> ▪ Ward profiles ▪ Services backlogs ▪ Priority issues per ward 	<ul style="list-style-type: none"> ▪ Ward committee/ ward meetings and workshops ▪ Inputs by departments
	Internal analysis:	
	<ul style="list-style-type: none"> ▪ Governance and Financial Management Critical issues / challenges ▪ Minimum service levels 	<ul style="list-style-type: none"> ▪ In-house exercise by departments and IDP/Budget/PMS Workstreams ▪ Performance assessment
	Inter-governmental alignment:	
	Align with National and Provincial Policies	Participatory process with other government spheres coordinated by Manager: IDP/BI and Manager: Development Cooperation & International Relations as core guiding principle of District Development Model
Strategy and action plan	Council and Management discuss strategic issues such as vision and mission, future directions, strategic outcomes, key focus areas, as well as programmes, projects, key initiatives, key performance indicators and targets for each key focus area	<ul style="list-style-type: none"> ▪ Strategy workshops (Top Management Technical Strategic Planning Sessions, Workstreams) ▪ Mayoral Lekgotla ▪ Council Lekgotla ▪ Stakeholder discussions ▪ In-house exercise by Top Management Team
Approval of draft IDP and draft annual budget	Finalise and approve draft IDP and draft annual budget, SDF amendments	<ul style="list-style-type: none"> ▪ In-house preparation of the relevant documentation and submission to Council ▪ Council Workshop

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 local community and other stakeholders 	<ul style="list-style-type: none"> In-house exercise by Chief Financial Officer and Manager: IDP/BI Public meetings & workshops IDP Representative Forum meeting
Final approval	<ul style="list-style-type: none"> Council approves the final IDP and final annual budget 	In-house preparation of the relevant documentation and submission to Council

Table 1: Phases of the Annual IDP Process

2 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 are clarified.
- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, districts and other spheres of government are looked at.
- Legislation and policy requirements that must 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 for the IDP compilation process is a task of municipal management. Individual tasks may be delegated but the process remains the accountability of the Management Team.

All preparations taken in respect of managing the IDP drafting and review Processes for three (3) consecutive IDPs are to take place with due deference to the strategic mandate provided by the MGDS, BCMM's long-term strategy until 2030. As illustrated below, the MGDS provides the long-term vision for the metro's development trajectory.

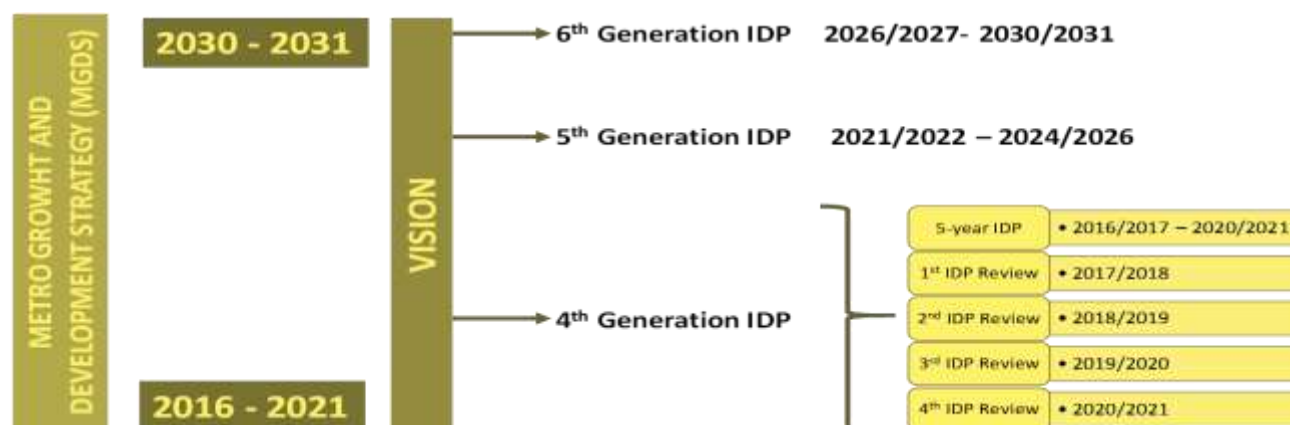


Figure 1: Strategic Planning Cycle

3 COMPILING THE 5TH GENERATION IDP (2021/26)

3.1 Key Elements to be addressed in this process

The following is a summary of the main activities to be undertaken during this IDP Process:

3.1.1 Assessment Issues

- The comments on the last adopted IDP provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act;
- Findings contained in the National Treasury Benchmarking Report on their assessment of the metro's Budget during April/May annually;
- Findings contained in the Auditor General's Report of the previous financial year/s; and
- Shortcomings and weaknesses identified through self-assessment.

3.1.2 Review of the Strategic Elements of the IDP in terms of priorities of Council and the objectives of Management

- Review of the Strategic elements of the IDP and Metro Growth and Development Strategy (MGDS) if required; and integrating the strategic intent throughout the budget process, including mSCOA alignment, and finalizing of the Service Delivery and Budget Implementation Plan (SDBIP);
- Review of elements of the Spatial Development Framework;
- Review of the Disaster Management Plan;
- Update of Master Plans and Sector Plans; and
- The update of the Financial Plan.

3.1.3 Inclusion of new information where necessary

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the compilation of the 2016/17-2021/2022 IDP and all following revisions conducted in accordance with the relevant legislation (i.e. MFMA Regulatory Circulars);
- Update of the Socio-Economic Profile;
- Public Participation Input and revision of Ward Plans; and
- The implication of the National Government led Planning Reforms, with a specific emphasis on the development of Metro-Specific IDP Guidelines, the Guidelines for Transitioning out of BEPP, the District/Metro Development Model and the review of the IDP Assessment Tool, which are all at different stages of development and implementation.

3.1.4 Municipal Accountability Cycle and mSCOA compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 April 2014.

Municipal SCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

mSCOA is a business reform rather than a mere financial reform and requires multi-dimensional recording and reporting of every transaction across 7 segments:

The municipal financial management and accountability cycle consists of:

- **Integrated development plan (IDP):** Sets out the municipality's goals and development plans. Council adopts the IDP and undertakes an annual review and assessment of performance.
- **Budget:** The IDP informs the budget. The budget sets out the revenue raising and expenditure plan of the municipality for approval by council. It is linked to the service delivery and budget implementation plan (SDBIP). The budget and the SDBIP lay the basis for the performance agreements of the municipal manager and senior management.
- **In-year reports:** Council monitors financial and non-financial performance through quarterly and midyear reports produced by the administration and tabled in Council.
- **Annual financial statements:** These are submitted to the Auditor-General who issues an audit report on financial and non-financial audits undertaken simultaneously.
- **Annual report:** Reports on implementation performance in relation to the budget and the SDBIP.
- **Oversight report:** Council adopts an oversight report based on outcomes highlighted in the annual report and actual performance.
- **Audit committee:** Provides independent specialist advice on financial and non-financial performance and governance.

Figure 1 below illustrates the Municipal Accountability Cycle in South Africa and its linkage to mSCOA.

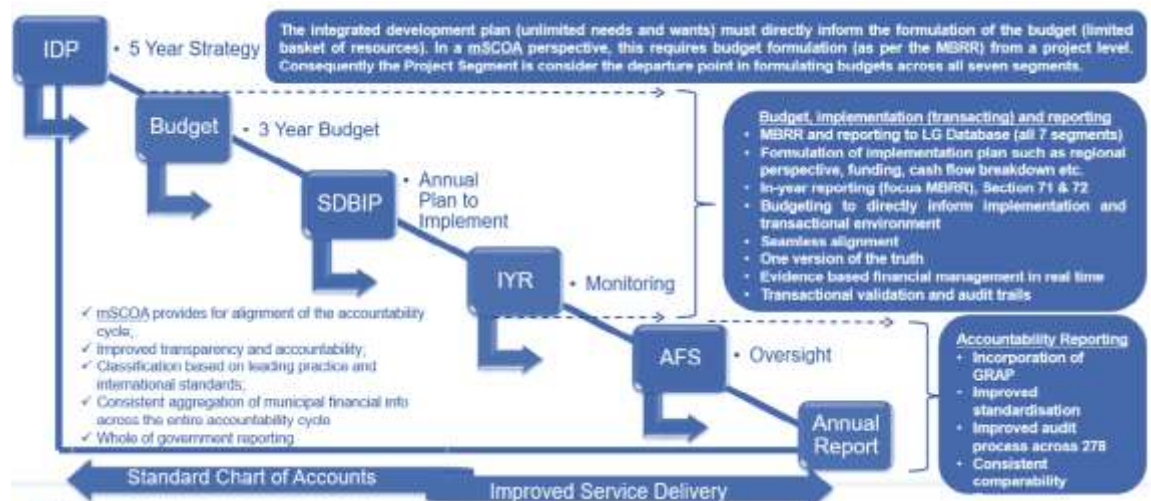


Figure 2: Local Government Financial Management Accountability Cycle and linkage with mSCOA

4 ANNUAL REVISION OF THE IDP

4.1 Legislative prescripts for annual review of the IDP

MSA Section 34, Annual review and amendment of integrated development plan determines that-

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.*

4.2 Purpose of a review

The IDP must 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.

4.3 What the review is not

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

5 LEGAL REQUIREMENTS

To ensure certain minimum quality standards of the IDP process and proper coordination between and within the spheres of government, the IDP process is regulated by the following legislation:

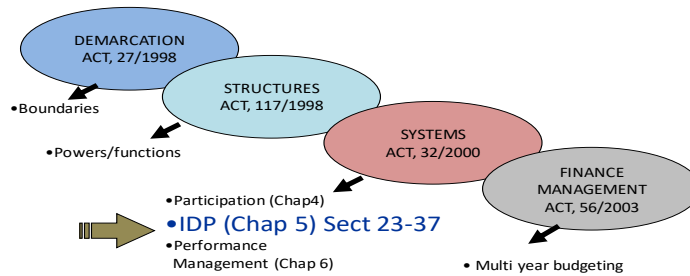


Figure 3: Municipal Legislative Background

5.1 The Integrated Development Plan (IDP)

5.1.1 Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicates that:

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which-

- (a) *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- (b) *Aligns the resources and capacity of the municipality with the implementation of the plan;*
- (c) *Complies with the provisions of this Chapter; and*
- (d) *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

5.1.2 In accordance with the Municipal Systems Act, No 32 of 2000 (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.*

5.1.3 Section 29(1) of the Municipal Systems Act, No. 32 of 2000 (MSA) instructs that:

The process must -

- (a) *be in accordance with a predetermined programme specifying timeframes for the different steps;*
- (b) *through appropriate mechanisms, processes and procedures established in terms of Chapter 4, 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 integrated development plan; 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.*

5.1.4 Section 34 of the Municipal Systems Act, No. 32 of 2000 (MSA) prescribes that:

A municipal council must

- (a) *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.*

5.2 The Annual Budget

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004).

5.2.1 Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (b) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. *The preparation, tabling and approval of the annual budget;*
 - ii. *The annual review of-*
 - aa) *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - bb) *The budget related policies.*

- iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
- iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

5.3 The Service Delivery and Budget Implementation Plan (SDBIP)

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

5.3.1 Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) projections for each month of-*
 - (i) revenue to be collected, by source; and*
 - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter*

5.3.2 The Spatial Planning and Land Use Management Act, 16 of 2013 confirms in Section 20(2):

that a municipal SDF must be prepared – “as part of” a municipal IDP.”

6 INSTITUTIONAL ARRANGEMENTS

6.1 Organisational arrangements

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

- institutionalise the participation process of all stakeholders;
- 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.

It is one of the pre-requisitions 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 must 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.

6.1.1 Roles and responsibilities within Government

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.
Provincial Government	<ul style="list-style-type: none"> ▪ Ensure horizontal alignment of the IDPs of the local municipalities within the province. ▪ Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at metro 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 IDPs and aligning their sector programmes and budgets with the IDPs ▪ 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 IDPs.
National Government	<ul style="list-style-type: none"> ▪ NT assessment of IDP, Budget, SDBIP and BEPP

Table 2: Roles and Responsibilities within Government

6.1.2 Roles and responsibilities – Municipality and Stakeholders

The Municipal Structures Act and the Municipal Systems Act provide clarity on the functions of the political structures, administration and community participating in the IDP Process as shown in the table below:

ROLE PLAYERS	LEGISLATED FUNCTIONS
MUNICIPALITY DEFINED	<p>Systems Act Section 2(b) - A municipality consists of -</p> <ul style="list-style-type: none"> (i) the political structures and administration of the municipality; and (ii) the community of the municipality
POLITICAL STRUCTURES	<p>Structures Act Section 56(2) - Functions and powers of executive mayors</p> <p>The executive mayor must –</p> <ul style="list-style-type: none"> (a) identify the needs of the municipality; (b) review and evaluate those needs in order of priority; (c) recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and (d) recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.
	<p>Systems Act Section 30 - Management of drafting process</p> <p>The executive mayor of a municipality must, in accordance with section 29-</p> <ul style="list-style-type: none"> (a) manage the drafting of the municipality’s integrated development plan; (b) assign responsibilities in this regard to the municipal manager; and (c) submit the draft plan to the municipal council for adoption by the council.
ADMINISTRATION	<p>Systems Act Section 55(1) - Municipal managers</p> <p>As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for-</p> <ul style="list-style-type: none"> (a) the formation and development of an economical, effective, efficient and accountable administration- <ul style="list-style-type: none"> (i) equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5; (ii) operating in accordance with the municipality's performance management system in accordance with Chapter 6; and (iii) responsive to the needs of the local community to participate in the affairs of the municipality; (b) the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality; (c) the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan
COMMUNITY	<p>Systems Act Section 29(1) - Process to be followed</p> <p>The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must -</p> <ul style="list-style-type: none"> (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for - <ul style="list-style-type: none"> (i) the local community to be consulted on its development needs and priorities (ii) the local community to participate in the drafting of the integrated development plan.

The table below indicates the roles and responsibilities of the different role players.

STRUCTURE	COMPOSITION AND RESPONSIBILITY
The Executive Mayor of Buffalo City Metropolitan Municipality	<p>The Executive Mayor of Buffalo City Metro has the ultimate responsibility for the preparation and implementation of the IDP, Budget & Performance Management. In his/her executive capacity the Executive Mayor has to:</p> <ul style="list-style-type: none"> • be responsible for the overall oversight, development and monitoring of the process or delegate IDP & PMS responsibilities to the City Manager; • ensure that the budget, IDP & budget related policies are mutually consistent & credible; • approve nominated persons that will be responsible for different roles and activities within the IDP/Budget process • submit the IDP & the Annual Budget to the municipal Council for adoption;
Buffalo City Municipal Council	<p>The Buffalo City Municipal Council is the ultimate political decision-making body of the municipality and the Council has the responsibility to:</p> <ul style="list-style-type: none"> • consider and adopt the IDP Process Plan & time schedule for the preparation, tabling & approval of the annual budget; • consider and adopt the IDP and annual Budget; • ensure the municipal budget is coordinated with and based on the IDP; • adopt a Performance Management System (PMS) • Monitor progress, re. IDP implementation
Ward Councillors; Ward Committees; Community Development Workers & Traditional Leaders	<p>Ward Councillors/ CDW's & Traditional Leaders are the major link between the municipal government and the residents. Role and responsibilities</p> <ul style="list-style-type: none"> • Form a link between municipal governance and the community • link the planning process to their constituencies and/or wards; • ensure communities understand the purpose and the key mechanisms of the IDP, Budget process, Performance Management and are motivated to actively participate; • facilitate public consultation and participation within their wards. • provide feedback to their communities on the adopted IDP and Budget and SDBIP
IDP / OPMS Portfolio Committee	<p>The IDP/OPMS Portfolio Committee will provide general political guidance over the IDP/Budget & PMS review process. The Portfolio Committee will be chaired by the Political Head of the Executive Support Services Directorate and will be constituted of Councillors and the Executive Mayor as an ex-officio member. Key members will also be the portfolio Councillor for finance and technical support will be provided by the:</p> <ul style="list-style-type: none"> • HOD: Executive Support Services • GM: IDP/Budget Integration/PMS & GIS; • Manager IDP/Budget Integration • Other relevant officials.
Budget Steering Committee	<p>The Budget Steering Committee is responsible for recommending the budget document as well as any other budget related issues such as changes in internally funded projects, prior to approval by council. This committee is chaired by the Executive Mayor or his/her delegated representative, with chairpersons of the portfolio committees and all section 57 employees serving as members.</p>

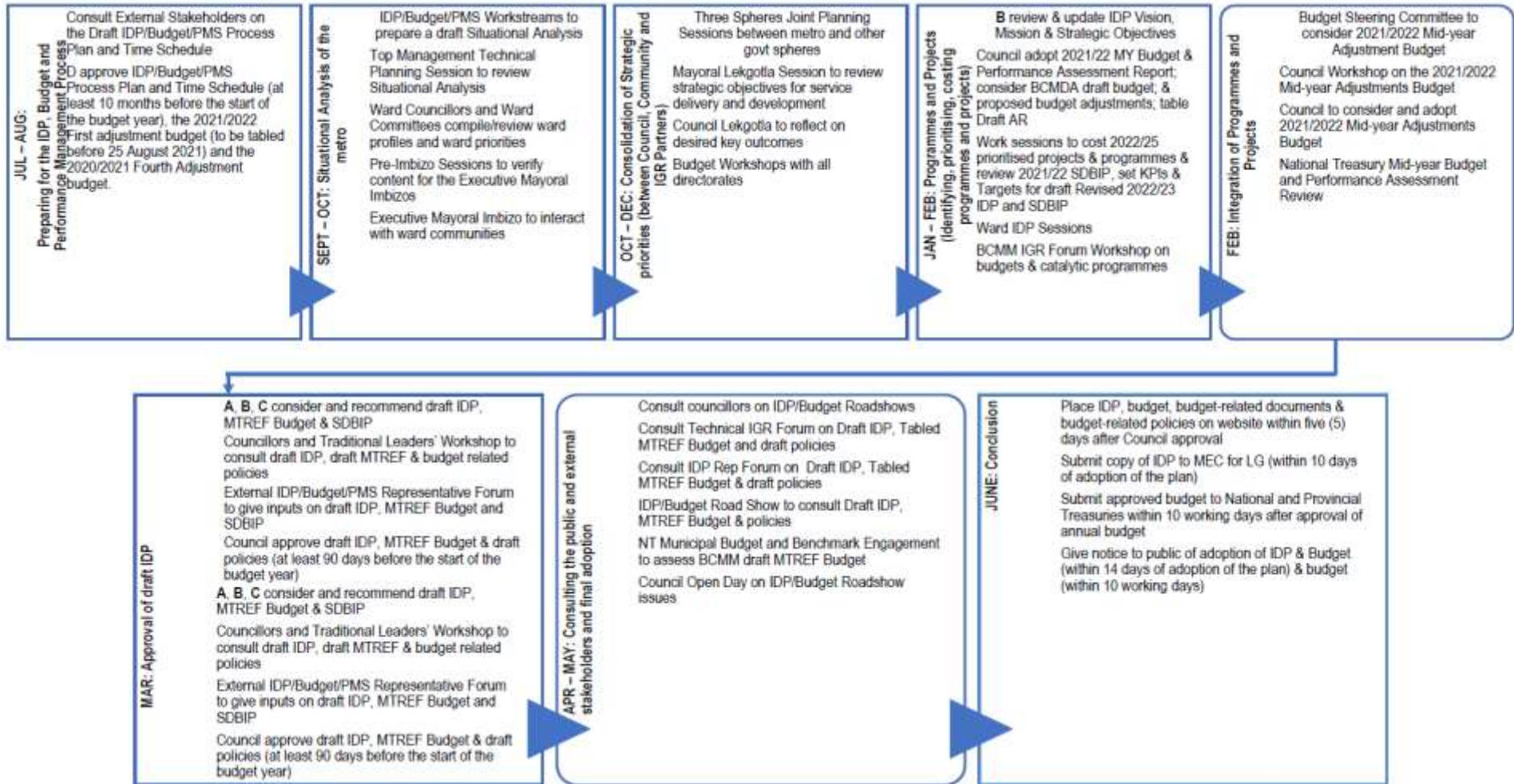
STRUCTURE	COMPOSITION AND RESPONSIBILITY
City Manager and HODs	<p>The Municipal Manager has the responsibility to provide guidance and ensure that the administration actively participates and supports the development and review of the IDP and Budget and works towards its implementation.</p> <p>HODs are responsible for championing IDP/Budget processes with their directorates. This is done through:</p> <ul style="list-style-type: none"> • Ensuring understanding of the importance of integrated planning • Ensuring quality distribution of information related to IDP/Budget processes • Ensuring timeous dissemination of good quality information for all matters related to IDP/Budget processes
IDP Steering Committee / Top Management	<p>The IDP Steering Committee is chaired by the City Manager and the Heads of Directorates who will also be the technical leaders of the different Clusters. The tasks of the steering committee are to:</p> <ul style="list-style-type: none"> • provide technical oversight and support to the IDP/ Budget review and its implementation; • consider and advise on IDP/ Budget content and process; • ensure inter-directorate co-operation, co-ordination, communication and strategic thinking to address priority issues • ensure sector and spatial co-ordination and alignment • ensure IDP & budget linkage • ensure Performance Management is linked to the IDP • ensure the organisation is oriented to implement the IDP • ensure timeframes set for the review are met.
Directorates & Departments	<p>Directorates and Departments are responsible for sector planning and for the implementation of the IDP. The participation of all Departments is thus critical and they:</p> <ul style="list-style-type: none"> • provide technical / sector expertise and information, throughout the IDP Budget process; and • ensure that the review process is participatory, integrated, strategic, implementation-oriented, budget linked and aligned with and satisfies sector planning requirements.
IDP/Budget Work Streams	<p>IDP/Budget Work streams are led politically by Mayoral Committee Councillors and technically by HoDs. All Councillors, all General Managers and identified key officials are members of the different working groups. The Work streams are required to:</p> <ul style="list-style-type: none"> • assist with the identification of key issues, the development of objectives, strategies, indicators and programmes, projects & budgets for the relevant themes • ensure inter-sectoral co-operation, communication and strategic thinking to address priority issues • consider & incorporate the cross-cutting issues – e.g. HIV/ AIDS, climate change, poverty, gender, youth, elderly and disabled • monitor progress on the implementation of the IDP
Representative Forum and Community Stakeholders	<p>The IDP/ PM/ Budget Representative Forum constitutes the structure that institutionalises sectoral participation in the IDP Process. The members of the IDP Representative Forum include Business, Government & NGO sectors (as well as political and technical leaders of the IDP Clusters). The Executive Mayor or his/her nominee chairs the Forum. The Forum has the following functions and duties:</p>

STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<ul style="list-style-type: none"> • represents the interests of their constituents in the IDP process; • provide an organisational mechanism for discussion and consensus-building between the different stakeholders and the Municipal Government; • monitor the performance of the planning, implementation and review process; • ensures an efficient flow of information to and from stakeholder groups.
Public Consultation/ Imbizo Preparation Committee	<p>The Public Consultation/ Imbizo Preparation Committee is led by the Mayoral Committee Councillors for IDP, Public Participation and Finance. Members of the technical Committee include:</p> <ul style="list-style-type: none"> • GM IDP/PMS/GIS & IEMP • GM Public Participation & Special Programmes • GM Development Co-operation and Communication • GM Budget & Treasury • GM Organisational Support • GM Public Safety • GM Community Services <p>The purpose of the Committee is to provide technical guidance and ensure the administrative co-ordination of key public consultations and imbizos.</p>
IDP/BI, PM, Budget Integration, GIS & IEMP Department	<p>The IDP, Budget Integration, Performance Management and GIS Department reports to the HOD: Executive Support Services and is required to manage and co-ordinate the IDP review process, ensure IDP / budget integration, the roll out of Performance Management System and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> • preparing the Process Plan for the development of the IDP; • undertaking the overall management and co-ordination of the planning and review process under consideration of time, resources and people; and • ensuring that the review process is participatory, strategic, implementation-oriented, integrated with the budget process, is horizontally and vertically aligned and satisfies sector planning requirements

Table 3: Roles and Responsibilities of role players

6.2 IDP Planning Process Flow

The following figure is a graphic presentation of the process flow of key activities throughout the IDP Process:



7 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 state-owned enterprises (SOEs) 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 regards 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.

6.1 Horizontal and Vertical Alignment

6.1.1 Horizontal Alignment

The potential for cross-border collaboration with neighbouring municipalities and regional spatial planning is under-explored. BCMM will intensify efforts to achieve shared economic, social and environmental objectives with the municipalities bordering our jurisdiction and the other metropolitan municipality in this Province.

6.1.2 Vertical Alignment

Our participation in provincial and national joint planning initiatives will be intensified and deepened as we venture towards finding synergy with provincial and national plans and programmes.

Alignment with Sector Departments will take place through:

- The existing IGR structures or as initiated by Provincial and National Government.
- Provincial and local based IGR forums and working groups.
- One-on-one meetings with government departments where necessary and improved coordination of such engagements.

6.2 Institutionalising of Planning Reforms

BCMM is a keen participant in the Institutionalising of Planning Reforms processes led by National Treasury, Department of Planning, Monitoring and Evaluation, Department of Cooperative Governance and Department of Agriculture, Land Reforms and Rural Development.

Key guiding principles for this IDP Review emanates from the following policy/guiding processes:

- Integrated Planning Framework Bill
- Memorandum: Rationale for Transitioning out of Planning Reforms and BEPPS to Sharpen the Planning Tools
- Revision of IDP Guidelines for Metropolitan Municipalities

- District/Metro Development Model

The District Development Model seeks to address the silos and the lack of coherence of planning and implementation in all spheres of government. The challenges intended to be solved through the District Development Model includes:

- Silos at a horizontal and vertical level.
- Narrowing the distance between the people and government by strengthening the coordination role and capacities at the District/Metro.
- Delivering Integrated Services whilst strengthening Monitoring and Evaluation and impact at district and local levels.
- Ensuring inclusive and gender mainstreamed budgets based on the needs and aspirations of our people.
- Maximising impact and aligning resources at our disposal.
- Changing the face of our rural and urban landscapes by ensuring alignment between urban and rural development.
- Ensuring sustainable development accelerating to eradicate poverty, create employment and improving people's quality of life.

The Draft Metro-Specific Guidelines will be used as an interim guide in drafting the 5th Generation Integrated Development Plan for Buffalo City Metropolitan Municipality. The Guideline is structured around 9 priority areas key to integrated development planning identified by IDP practitioners in cities:



Figure 4: Draft Metro-Specific IDP Guidelines - 9 Focus Areas

8 TRANSVERAL ALIGNMENT ACROSS METRO DIRECTORATES

Integrated planning across metro departments (intra-municipal), inter-sphere and intersectorally has always been a requirement of the IDP; however, it has been difficult to achieve in practice. The planning of other spheres of government does not factor in a municipal or spatial perspective, and neither does it factor in impacts of their plans on land use. Within municipalities, working across silos is a challenge. While it is acknowledged that silos have their own merit and will likely continue to exist, where are the opportunities for encouraging integrated intra-municipal planning? A reasonable response is in designing an operational system and processes that emphasize and action the horizontal, across the municipality. (It should be noted that only local municipalities have the land use function in terms of SPLUMA).

8.1 IDP/Budget/PMS Work-streams - an instrument to facilitate intra-municipal alignment

BCMM has introduced the concept of Work-streams as part of the strategic processes of the city during the crafting of the Metro Growth and Development Strategy and has continued with this practice during all subsequent Integrated Development Planning Processes. It is an instrument to facilitate internal strategic integration between business units and functionaries and assists in focusing the organisation collectively towards achieving shared objectives and goals.

Work-streams are small strategic and operational teams that are, at a technical level, led by Heads of Directorates (HODs) or delegated key officials and they are politically led by Councillors who are Members of the Mayoral Committee. Each of the political work-streams is comprised of representatives from all directorates, officials who are involved in the direct management and implementation of issues linked to themes and BCM Councillors. Technical work-streams consist of officials only and they are chaired by technical work-stream leaders. Political work-streams, on the other hand, comprise of both officials and councillors and they are chaired by political work-stream champions.

The role of the work-streams is to ensure inter-directorate coordination, cooperation and strategic thinking about the achievement of the Metro Growth and Development Strategy, review of the IDP, Budget and Performance Management System.

8.2 Clarifying IDP timelines in relation to other plans, strategies and framework

The City Long Term Growth and Development Strategy

The Cities Long-Term Growth and Development Strategy provide the long-term vision on which the IDP is based. It is an institutional and community planning process that contemplates a city's possible futures, resulting in a strategy for the long term (a 10-50-year period), coordinated, cross-sector, multi-issue development of an urban jurisdiction that inform and are informed by shorter-term plans and initiatives (SACN, 2018: 4). The Long-Term Growth and Development Strategy is a means of grounding medium term plans, such as the IDP and Spatial Development Frameworks (SDFs). The IDP, specifically, articulates the next five years towards this vision.

City Long-Term Growth and Development Strategies are not a legal requirement for municipalities to draft in South Africa. The National Development Plan 2030, the IUDF, the Spatial Planning Land Use Management Act 16 of 2013 (SPLUMA), and the Division of Revenue Act 3 of 2017 (DORA) provide a national policy impetus for drafting the City Long-Term Growth and Development Strategy.

“Khawaleza” One Plan Metro Model

The One Plan will incorporate the City Long-Term Growth and Development Strategy, its Municipal Spatial Development Framework and its Sector Strategies. Focusing on the metro space, the intent of the One Plan is to enable and enhance integrated planning and improved coherence of planning and implementation across all spheres of governance. The idea is a spatially Integrated single plan that guides and directs a coordinated and collaborative all-of-government approach to strategic planning, investment expenditure, service delivery, inclusive economic growth and spatial transformation for a metro.

The One Plan is not a legal requirement for metros.

The Municipal Spatial Development Framework

The Municipal Spatial Development Framework (MSDF) is the spatial expression of the IDP, it is prepared as part of the IDP, and reviewed every five years alongside the introduction of a new IDP but is located as a longer-term spatial vision.

The SDF is a legal requirement for municipalities.

Sector Strategies

The cities' sector strategies take their cue from the IDP and the long-term growth and development strategy. The programmes and projects of sector strategies should find expression in the implementation portion of the IDP.

Infrastructure Plans / CIDMS

City infrastructure plans are longer term plans for sustainable provision of city infrastructure. Some of these are also sectorally legislated. The capital investment aspects of these plans should follow the long-term vision in the long-term strategy. The shorter 5-year timeframes of these plans should integrate with the IDP and MSDF and find expression in the IDP.

In order to address the problems of inadequate capital expenditure and insufficient attention to asset management, a City Infrastructure Delivery and Management System (CIDMS) has been developed, building on the established Infrastructure Delivery Management System (IDMS) for provincial infrastructure. The CIDMS toolkit assists cities to optimise performance right across the urban infrastructure value chain by offering best practice processes, techniques and tools specifically designed to achieve city strategic objectives and desired outcomes related to the built environment. Consultation was held with key stakeholders on all 12 modules and the proposed implementation strategy¹.

Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP details the implementation of the IDP programme for the budget period. This is where detail on implementation is found, and it deals with planning, budgeting and performance reporting at the output level. These outputs contribute to the achievement of the outcomes inscribed in the IDP that the city aims to achieve.

Development of the SDBIP is a legal requirement for municipalities.

9 IDP CONTENT

9.1 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.*
-

10 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.

National legislation can be distinguished between those that deal specifically with municipalities arising from the Local Government White Paper on the one hand and sector planning legislation on the other.

The Municipal Structures Act, No. 117 of 1998, Municipal Systems Acts, No. 32 of 2000 (as amended), and Municipal Finance Management Act, No. 56 of 2003 are specific to local government. The Municipal Systems Act has a specific chapter dedicated to Integrated Development Plans and it is the overarching piece of legislation with regard to development and review of the IDP. Arising from the Municipal Systems Act, the IDP and PMS Regulations need to be complied with.

National sector legislation contains various kinds of requirements for municipalities to undertake planning. Sector requirements vary in nature in the following way:

- Legal requirements for the formulation of a discrete sector plan (e.g. a water services development plan).
- A requirement that planning be undertaken as a component of, or part of, the IDP (like a housing strategy and targets).
- Links between the IDP and budget process as outlined in the Municipal Finance Management Act, 2003.
- Legal compliance requirement (such as principles required in the Development Facilitation Act – DFA – and the National Environmental Management Act – NEMA).
- More a recommendation than a requirement, which is deemed to add value to the municipal planning process and product (in this case, Local Agenda 21).

These are highlighted in the table below:

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
Legal requirement for a district/local plan	Water Services Development Plan	Department of Water	Water Services Act, No 30 of 2004
	Integrated Transport Plan	Department of Transport	National Land Transport Act, No 5 of 2009
	Waste Management Plan	Department of Environmental Affairs	White Paper on Waste Management in South Africa, 2000
	Spatial planning requirements	Department of Rural Development and Land Reform	Development Facilitation Act, No 67 of 1995
Requirement for sector planning to be incorporated into IDP	Housing strategy and targets	Department of Human Settlements	Housing Act, No 107 of 1997
	Coastal management issues	Department of Environmental Affairs	National Environmental Laws Amendment Act, No 14 of 2009
	LED	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, No 32 of 2000
	Spatial framework	Department of Cooperative	Municipal Systems Act, No 32 of 2000

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
		Governance and Traditional Affairs	
	Integrated Energy Plan	Department of Energy	White Paper on Energy Policy, December 1998
Requirement that IDP complies with	National Environmental Management Act (NEMA) Principles	Department of Environmental Affairs	National Environment Management Act, No 107 of 1998
	Development Facilitation Act (DFA) Principles	Department of Rural Development and Land Reform	Development Facilitation Act, No 67 of 1995
	Environmental Implementation Plans (EIPs)	Department of Environmental Affairs	National Environment Management Act, No 107 of 1998
	Environmental Management Plans (EMPs)	Department of Environmental Affairs	National Environment Management Act, No 107 of 1998
	IDB/Budget link	Department of Finance	Municipal Finance Management Act, No 56 of 2003
	Developmental local government	Department of Provincial and Local Government	White Paper on Local Government, 1998
Value adding contribution	Sustainable Development and Environmental Awareness	Department of Environmental Affairs	Local Agenda 21
	Global Partnership responding to world's main development challenges	Department of Social Development	Sustainable Development Goals
Performance Management	Regulations in terms of the Spatial Planning and Land Use Management Act (March 2015)		Municipal Planning and Performance Management Regulations (Aug 2001) Municipal Budget and Reporting Regulations (April 2009)
National policy	National Development Planning Imperatives	Office of the Presidency	National Development Plan (2012) Medium-Term Strategic Framework: 2014 – 2019 Back to Basics Approach - September 2014
Provincial policy	Provincial Government Development Planning Imperatives	Department of the Premier	Provincial Spatial Development Plan EC Vision 2030 Plan

Table 4: Legal Requirements

11 AMENDMENT OF IDP PROCESS PLAN

The following procedures and principles will apply to addressing any departure/amendment to the IDP Process Plan and/or the planning process as such: –

- i. The Budget Steering Committee meets after each phase in the IDP process to evaluate progress and to identify where changes, amendments or departures to/from both the Framework and the planning process are required.

- ii. The Budget Steering Committee must request the Municipal Manager's permission to depart from the Action Plan, particularly if the request may delay the implementation of the IDP/Budget/PMS Process Plan.
- iii. Requests to amend the Process Plan must include: –
 - The wording of the proposed amendment;
 - Motivation for the amendment;
 - Expected implications of the amendment.
- iv. The Manager: IDP/Budget Integration deals with the process and ensures that all proposals for departure/amendment are reported to role-players and that their comment is invited.
- v. Where deemed necessary by the City Manager, the HOD: ESS submits a formal request to Council to approve the amendment.
- vi. The Budget and Treasury Office must work closely with the IDP/Budget Integration and Performance Management Units of the city in planning and executing any technical and public participation tasks related to the compilation of the IDP, Budget and Service Delivery and Budget Implementation Plan.

ANNEXURE A: PROGRAMME WITH TIMEFRAMES IN TERMS OF SECTIONS 29 AND 34 OF THE MSA AND SECTION 21(1)(B) OF THE MFMA

ACRONYMS

MSA	Municipal Systems Act 32 of 2000
MPPMR	Municipal Planning and Performance Management Regulations, 2001
MFMA	Municipal Finance Management Act 56 of 2003
MPR	Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
MPRA	Municipal Property Rates Act 6 of 2004
MBRR	Municipal Budget and Reporting Regulations, 2009
SPLUMA	Spatial Planning and Land Use Management Act 16 of 2013

***Disclaimer – Due to the Global Pandemic of the Corona Virus (Covid-19) the Buffalo City Metropolitan Municipality makes no guarantee that the deadlines, (excluding those stipulated in law) set out in the Integrated Development Plan (IDP) / Budget / Performance Management System (PMS) Process Plan and Time Schedule will be met meticulously. Except for those specific instances where no exemption from statutory deadlines had been issued, the target dates herein must be read as a broad framework for compliance.**

KEY

A = Top Management	B = IDP/OPM Portfolio Committee	C = Budget Steering Committee	D = Council	E = Provincial COGTA
F = Provincial Legislature	G = MEC for Local Government	H = Provincial Dept. of Human Settlements	I = Auditor General	J = National Treasury

ABBREVIATIONS

AFS	Annual Financial Statements	IDP/BI	Integrated Development Plan / Budget Integration
AR	Annual Report	IGR	Intergovernmental Relations
APR	Annual Performance Report	MEC	Member of the Executive Council
BCMM	Buffalo City Metropolitan Municipality	MTREF	Medium Term Revenue and Expenditure Framework
BTO	Budget and Treasury Office	OPMS	Organisational Performance Management System

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
JUL – AUG:			
Preparing for the IDP, Budget and Performance Management Process			
1.	Make public the projections, targets and indicators as set out in the SDBIP (no later than 14 days after the approval of the SDBIP) and submit to National and Provincial Treasuries (no later than 10 working days after the approval of the SDBIP)	MFMA Sec 53(3)(a) MBRR Reg 19	OPM
2.	Make public the performance agreements of City Manager and HODs (no later than 14 days after the approval of the SDBIP)	MFMA Sec 53(3)(b)	OPM
3.	A, B and C consider and recommend that IDP/Budget/PMS Process Plan and Time Schedule be approved by Council (at least 10 months before the start of the budget year)	N/A	IDP/BI
4.	A consider 2021/2022 First Adjustment Budget & the 2020/2021 Fourth Adjustment budget and recommend these being approved by Council	MBRR - Reg 23(5)	BTO
5.	Consult External Stakeholders on the Draft IDP/Budget/PMS Process Plan and Time Schedule	MSA - Sec 9(1)(b)(i) & (ii)	IDP/BI
6.	D approve IDP/Budget/PMS Process Plan and Time Schedule (at least 10 months before the start of the budget year), the 2021/2022 First adjustment budget (to be tabled before 25 August 2021) and the 2020/2021 Fourth Adjustment budget.	MSA - Sec 28 MFMA - Sec 21(1)(b) MFMA - Sec 28(2)(e) MBRR - Reg 23(5)	IDP/BI, BTO
7.	Submit the adopted IDP/Budget/PMS Process Plan and Time Schedule to the MEC for Local Government and Provincial Treasury	MSA - Sec 28 MFMA - Sec 1(1)(b)	IDP/BI
8.	Submit to National & Provincial Treasury as well as to the other transferring officers the 2021/2022 First Adjustment Budget & the 2020/2021 Fourth Adjustment budget within ten working days	MBRR - Reg 24	BTO
9.	Publicise the 2021/2022 First Adjustment Budget & the 2020/2021 Fourth Adjustment budget in the Local Newspaper and on the BCMM Website within ten working days	MSA – Sec 21A MBRR - Reg 25	BTO
10.	Submit Draft APR, AR and AFS for previous financial year to I	MSA - Sec 21, 21A, 28(3) MSA – Sec 46 MFMA - Sec 126	BTO, OPMS

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
11.	Submit 4 th Quarter Performance Report to D within 30 days of the end of the quarter	MFMA - Sec 52(d)	BTO, OPMS
12.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D	MFMA - Sec 52(d)	BTO, OPMS
13.	Submit SDBIP approved by Executive Mayor and performance agreements signed by Municipal Manager and Managers directly accountable to the Municipal Manager to D for notification	MBRR - Reg 31(c)	OPMS
14.	Place on website notice to the public of the approved IDP/Budget/PMS Process Plan and Time Schedule	MFMA - Sec 53(3)(b)	IDP/BI
15.	Publicise in print media notice to the public of the approved IDP/Budget/PMS Process Plan and Time Schedule	MSA - Sec 21, 21A, 28(3)	IDP/BI
SEPT – OCT: Situational Analysis of the metro			
16.	Conduct IDP/Budget/PMS Workstreams to: <ul style="list-style-type: none"> • Prepare a draft Situational Analysis Report for the Top Management Technical Planning Session; and • Assess and identify information from adopted Sector Plans against the backdrop of the SITUATIONAL ANALYSIS, including the LSDFs for integration into the IDP Review document if possible 	MSA - Sec 21, 21A, 28(3) MSA – Sec 26(b)	IDP/BI, Office of City Manager
17.	Conduct a Top Management Technical Planning Session to: <ul style="list-style-type: none"> • Reflect on progress made with implementation of strategic priorities during preceding financial years; and • Review SITUATIONAL ANALYSIS of the metro that inform priority choices 	MSA – Sec 26(b)	IDP/BI, Office of City Manager
18.	Coordinate the process of Ward Councillors, together with Ward Committees compiling/reviewing ward profiles and ward priorities	Chapter 4 MSA	IDP/BI
19.	Consult Councillors at three Pre-Imbizo Sessions to verify content for the Executive Mayoral Imbizos	N/A	IDP/BI, Office of Executive Mayor
20.	Executive Mayoral Imbizo to interact with ward communities, listen to needs and concerns and provide feedback on approved programmes and projects for 2022/2023	MSA – Sec (29)(1)(b)(i) & (ii)	IDP/BI
21.	Submit 1 st Quarter Performance Report to D	MFMA - Sec 52(d)	BTO, OPMS

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
22.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D		BTO, OPMS
23.	Submit draft Annual Report to A	MBRR - Reg 31(c)	OPMS
OCT – DEC:			
Consolidation of Strategic priorities (between Council, Community and IGR Partners)			
24.	Three Spheres Joint Planning Sessions between metro and provincial and national government departments and State-owned Enterprises	MSA - Chapter 5 IGR Framework Act - Sec 30	IDP/BI
25.	Compile consolidated narrative and data on the planned investment footprint of other spheres in the metro space	N/A	IDP/BI
26.	Mayoral Lekgotla Session to review strategic objectives for service delivery and development	N/A	IDP/BI, Office of Executive Mayor
27.	Council Lekgotla to reflect on desired key outcomes over the remainder of Council's 5-year term based on its deep understanding of current and emerging City trends and realities as consolidated during Mayoral Lekgotla	N/A	IDP/BI, Office of Speaker
28.	Budget Workshops with all directorates	N/A	BTO
JAN – FEB:			
Programmes and Projects (Identifying, prioritising, costing programmes and projects)			
29.	B review and update the IDP Vision, Mission and Strategic Objectives for recommendation to D		IDP/BI
30.	Submit 2 nd Quarter Performance Report to D within 30 days of the end of the quarter	MSA Section 34 MFMA - Sec 52(d) MBRR - Reg 29	
31.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D		BTO, OPMS
32.	Submit the Mid-year Budget and Performance Assessment Reports by 25 January to the Executive Mayor, National and Provincial Treasury and transferring officers	MBRR - Reg 31(c) MFMA - Sec 72(1)(b), Sec 52(d) MBRR - Reg 35	BTO, OPMS

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
33.	Draft Initial changes to IDP: Reconcile community, administrative and political priorities within the context of MGDS and IDP and last review (if applicable)	N/A	IDP/BI
34.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the Statement of Financial Performance and the Implementation of the 2021/2022 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2020 to Council	MSA - Sec 21, 21A, 28(3) MBRR - Reg 34	BTO, OPMS
35.	Publicise the Mid-Year Budget and Performance Reports in the local newspaper	MSA - Sec 21, 21A, 28(3)	BTO, OPMS
36.	Council: <ul style="list-style-type: none"> To table and adopt the Statement of Financial Performance and the Implementation of the 2021/2022 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2021 To consider Municipal entity's proposed budget, priorities and objectives for 2021/2024 and proposed budget adjustments for 2021/2024 To table to the Draft AR within 7 months after the end of the financial year to which the report relates 	MFMA - Section 72(1)(b), Section 52(d) MBRR - Reg 35 MFMA - Sec 75 (2) MSA - Sec 21(b) MFMA - Sec 127	BTO, OPMS
37.	Make public the Mid-Year Budget and Performance Reports in the local newspaper and on municipal website	MFMA - Section 75 (2) MSA - Sec 21(b)	BTO, OPMS
38.	Send the Draft AR, within five (5) days via e-mail and hard copy to the National Treasury, the Eastern Cape COGTA, the Eastern Cape Provincial Treasury and the Auditor General		OPMS
39.	Publicise draft AR and notify the public and other stakeholders to render written comments on the Draft AR	MFMA – Sec 127(5)(b) MFMA – Sec 127 (5)(a) MSA – Sec 21A	OPMS
40.	Work sessions to do costing of prioritised projects and programmes for CAPEX and OPEX 2022/2025 MTREF Budget	N/A	BTO
41.	Work sessions: <ul style="list-style-type: none"> To review 2021/2022 service delivery key performance indicators and targets after adjustments budget Set Key Performance Indicators and Targets for the draft Revised 2022/2023 IDP and SDBIP 	MSA - Sec 26, Ch 6 MFMA – Sec 53(1)(c)(ii) MFMA - Sec 54	OPMS, IDP/BI
42.	Ward IDP Sessions on progress made with Ward Priorities, Mayoral Imbizo Issues	N/A	IDP/BI

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
43.	BCMM Technical IGR Forum Workshop to allow Provincial Sector Departments and State-owned Enterprises to inform BCMM of budgetary allocations and catalytic programmes to be implemented in the Buffalo City space and identify transversal gaps and challenges to implementation of catalytic programmes and agree on action plans to address these.	MSA - Chapter 5	IDP/BI, IGR
44.	Consult A on Draft Revised SDBIP	MFMA - Sec 54	OPMS
45.	Submit Draft Revised SDBIP to D	MFMA - Sec 54(1)(c)	OPMS
46.	Publicise the revised SDBIP within 10 working days after adoption in the Local Newspaper and BCMM Website	MFMA - Sec 54(3) MSA - Sec 21A	OPMS
47.	Submit the revised SDBIP within 10 working days after the adoption by council to the National & Provincial Treasury as well as to the other transferring officers		OPMS
FEB:			
Integration of Programmes and Projects			
48.	Incorporate improvements as recommended by the MEC for Local Government in the IDP document	MSA - Sec 31 and 32	IDP/BI
49.	Integrate and align sector plans with the IDP	N/A	IDP/BI
50.	Integrate and align operational strategies with the IDP	N/A	IDP/BI
51.	Budget Steering Committee to consider 2021/2022 Mid-year Adjustment Budget	MFMA - Sec 28 MBRR - Part 4	BTO
52.	Council Workshop on the 2021/2022 Mid-year Adjustments Budget	MFMA - Sec 28 MBRR - Part 4	BTO
53.	Council to consider and adopt 2021/2022 Mid-year Adjustments Budget	MFMA - Sec 28 MBRR - Part 4	BTO
54.	Submit the 2021/2022 Mid-year Adjustment Budget within 10 working days after the adoption by council to the National & Provincial Treasury as well as to the other transferring officers	MBRR – Part 4 MSA – Sec 21A	
55.	National Treasury Mid-year Budget and Performance Assessment Review	MSA - Chapter 5	BTO, IDP/BI
56.	Integrate and align catalytic project identification processes with provincial budgeting processes.	N/A	EPMO, IDP/BI

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
MAR: Approval of draft IDP			
57.	Present draft IDP, MTREF Budget to A, B, C to consider and recommend the draft IDP, MTREF Budget and SDBIP	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, OPMS, BTO
58.	Consult draft IDP, draft MTREF and budget related policies with leadership at Councillors and Traditional Leaders' Workshop on draft IDP, MTREF Budget and SDBIP	MFMA - Sec 16(2) MFMA - Sec 21 MSA - Sec 25 MBRR - Part 3	IDP/BI, OPMS, BTO
59.	External IDP/Budget/PMS Representative Forum to give inputs on the draft IDP, MTREF Budget and SDBIP	MSA - Sec 29(1)(b)(i) & (ii)	IDP, OPMS, BTO
60.	Council: <ul style="list-style-type: none"> • To approve the draft IDP, MTREF Budget and draft policies (at least 90 days before the start of the budget year) • To consider the proposed budget of the entity and assess the entity's (BCMDA) priorities and objectives and make recommendations. Board of Directors to consider the recommendations and, if necessary, submit a revised budget. 	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3 MFMA - Sec 129 MSA - Sec 26(e), 34 SPLUMA Sec 20 (2) MFMA - Sec 127	IDP, BTO, EDA, BCMDA
APR – MAY: Consulting the public and external stakeholders and final adoption			
61.	Publicise the draft IDP, MTREF Budget and draft policies in the Local Newspaper and on the BCMM Website and provide at least 21 days (for the IDP) and 30 days (for the draft Rates Policy) for public comments and submissions	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3 MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3) MPRA – Sec 4(2) DORA Regulations	IDP, BTO
62.	Submit to National & Provincial Treasury, as well as to the other transferring officers' copies of the Draft IDP, Tabled MTREF Budget and draft policies		IDP, BTO

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
63.	Submit Oversight Report and Annual Report for approval to D	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3) MPRA – Sec 4(2) DORA Regulations	MPAC, OPMS
64.	Place OR and AR on the municipal website within five (5) days after approval by Council	MFMA - Sec 127 MFMA - Sec 129(3)	OPMS
65.	Make available OR and AR at all municipal offices and libraries for information	MFMA - Sec 127 MFMA - Sec 129(3)	OPMS
66.	Submit the Annual Report and Oversight Report to the provincial legislature as per circular	MFMA - Sec 129	OPMS
67.	Consult A on proposed consultations with councillors on IDP/Budget Roadshows and other engagements with stakeholders	MFMA - Sec 132(1) & (2) MFMA - Sec 21 MBRR - Part 3	IDP/BI
68.	Consultation with councillors on IDP/Budget Roadshows (Inland, Midland and Coastal Wards)	N/A	IDP/BI
69.	Consult BCMM Technical IGR Forum on Draft IDP, Tabled MTREF Budget and draft policies for comment to other spheres of government for consultation	IGR Framework Act - Sec 30	IDP/BI, IGR, BTO
70.	Consult External IDP/Budget/PMS Representative Forum on the Draft IDP, Tabled MTREF Budget and draft policies	MSA - Sec 29(1)(b)(i) & (ii)	IDP/BI, IGR, BTO
71.	Conduct IDP/Budget Road Show to consult the Draft IDP, Tabled MTREF Budget and draft policies	MFMA - Sec 22(a) MSA - Sec 21A, Sec 29(1)(b)(i) & (ii) MPPMR - Reg 15(3)	IDP/BI, BTO
72.	Submit 3 rd Quarter Performance Report to D within 30 days of the end of the quarter	MFMA - Sec 52(d)	OPMS
73.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D		OPMS
74.	Municipal Budget and Benchmark Engagement by National Treasury to assess BCMM draft MTREF Budget	MBRR - Reg 31(c)	BTO

NO	ACTIVITY DESCRIPTION	LEGISLATION	Responsible
75.	Submit Final IDP to A and B to consider and recommend the Final IDP, MTREF Budget and SDBIP, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities	MFMA - Sec 23	BTO, IDP/BI, OPMS
76.	Council Open Day to inform stakeholders of the issues raised during the consultative meetings held on the Draft IDP, Budget and SDBIP	MFMA - Sec 24	Office of the Speaker
77.	Consult draft IDP with leadership at Councillors and Traditional Leaders' Workshop to interrogate Final IDP, MTREF Budget and budget related policies	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, BTO
78.	Submit Final IDP to Council to adopt IDP, Performance Management Measures and Targets, MTREF Budget, and the revised Policies (at least 30 days before the start of the budget year)		IDP/BI, BTO, OPMS
JUNE: Conclusion			
79.	Place the IDP, multi-year budget, all budget-related documents and all budget-related policies on the website within five (5) days after approval by Council	MFMA - Sec 24 MFMA - Sec 22 and 75 MSA - Sec 21A and 21B	IDP/BI, BTO
80.	Submit a copy of the IDP to the MEC for LG (within 10 days of the adoption of the plan)	MSA - Section 32	IDP/BI
81.	Submit approved budget to National and Provincial Treasuries (both printed and electronic formats) within 10 working days after approval of the annual budget	MFMA - Sec 24(3) MBRR - Reg 20	BTO
82.	Give notice to the public of the adoption of the IDP and Budget (within 14 days of the adoption of the plan) and budget (within 10 working days)	MBRR - Reg 18 MSA - Sec 25(4)(a)(b)	IDP/BI, BTO