

IDP/ BUDGET/ PMS

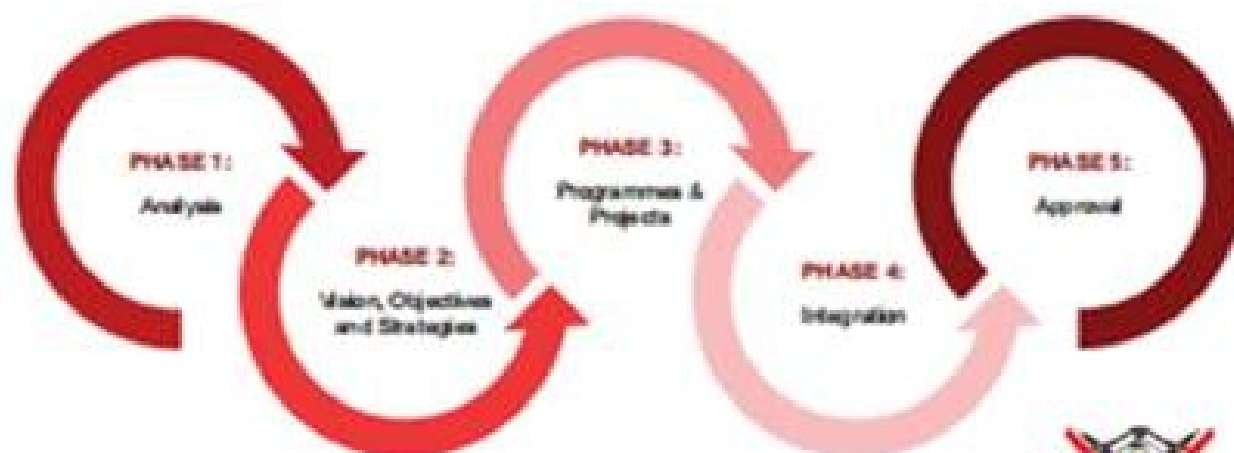
PROCESS PLAN AND TIME SCHEDULE

TO GUIDE THE PLANNING, DRAFTING,
ADOPTION AND REVIEW OF THE

INTEGRATED DEVELOPMENT PLAN

FOR 1 JULY 2026 TO 30 JUNE 2031

Compiled in terms of
Section 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



BCMM. A CITY HARD AT WORK

THE 2016 BUDGET WAS THE FIRST YEAR OF THE NEW BUDGETARY FRAMEWORK

Buffalo City Metropolitan Municipality
BCMM



BUFFALO CITY
METROPOLITAN MUNICIPALITY

CONTENTS

CONTENTS	3
1 Introduction & Background	4
1.1 Rationale for the Process Plan	4
1.2 Area of the IDP	4
1.3 Five-year cycle of the IDP	4
1.4 Phases of the annual process	5
2 Preparation for the Process	7
3 Compiling 5th Generation IDP (2021/26)	9
3.1 Key Elements addressed in this process	9
4 Annual Revision of the IDP	11
4.1 Legislative prescripts for annual review of the IDP	11
4.2 Purpose of a review	11
4.3 Amendments	11
4.4 What the review is not	12
5 Legal Requirements	13
5.1 The Integrated Development Plan (IDP)	14
5.2 The Annual Budget	15
5.3 The Service Delivery and Budget Implementation Plan (SDBIP)	15
6 Institutional Arrangements	16
6.1 Organisational arrangements	16
7 Transversal Planning	21
7.1 Integrated Planning across departments (intra-municipal), inter-sphere and intersectoral	21
7.2 Institutionalising of Planning Reforms	21
7.3 Clarifying IDP timelines in relation to other plans, strategies and framework	24
7.4 Reconfiguring the mechanisms for transversal planning and service delivery	25
7.5 Provincial Municipal Infrastructure Grants Risk Adjusted Strategy Framework	27
7.6 IDP/Budget/PMS Work-streams - an instrument to facilitate intra-municipal alignment	30
8 IDP Content	32
8.1 Legally required Section content of a five-year IDP	32
9 IDP Source Documents	34
10 Amendment of IDP Process Plan	36
ANNEXURE A: PROGRAMME WITH TIMEFRAMES IN TERMS OF SECTIONS 29 AND 34 OF THE MSA AND SECTION 21(1)(B) OF THE MFMA	37

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.

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.*

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).

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 (Qonce), 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 (Qonce), 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

In accordance with the Revised IDP Guidelines issued by the National Minister of Cooperative Governance and Traditional Affairs in 2020 in terms of Section 37 of the Municipal Systems Act, the drafting of the IDP involves five (5) critical phases, namely:

- *Phase 1: Research Information Collection and Analysis;*
- *Phase 2: Vision, Objectives and Strategies;*
- *Phase 3: Development of Programmes and Projects;*
- *Phase 4: Integration and Consolidation; and*
- *Phase 5: Approval, Adoption and Publication.*

Taking due consideration of these guidelines, the Buffalo City Metropolitan Municipality’s IDP process goes through the following phases during the course of a year:

Phase	Tasks	Mechanisms
Phase 1: Research Information Collection and 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:		

Phase	Tasks	Mechanisms
	Align with National and Provincial Policies	In accordance with the 2022 Medium Term Expenditure Framework (MTEF) Guidelines for Provinces, in order to enhance the integration of policy alignment, planning, budgeting and implementation, provincial MTECS should be used as one of the platforms that encourage joint planning between departments, municipalities and public entities.
Phase 2: Vision, Objectives and Strategies	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 taking cognizance of the need to align all plans with those of provincial and national government sector departments and entities.	<ul style="list-style-type: none"> Strategy workshops (Top Management Technical Strategic Planning Sessions, IDP/Budget/PMS Workstreams) Mayoral Lekgotla Council Lekgotla Stakeholder discussions Three-Spheres Planning Session In-house Top Management Team Session
Phase 3: Development of Programmes and Projects	Identify programmes, projects and key initiatives in alignment with Council Priorities and Mayoral Lekgotla and Council Lekgotla outcomes. These should be developed with a constant reference to the requirements of the NDP, IUDF, DDM as well as other sectoral policies. During this phase the metro should strive to get the input of other spheres of government, state entities as well as key sector players, on what the development programmes, projects or intentions are, within the city.	<ul style="list-style-type: none"> IDP/Budget Work Sessions for the purpose of Mid-year Budget Adjustments, MTREF Budget Preparation in line with Council Priorities. Internal Transversal discussions as provided for in the BCMM IGR Framework which also covers the operational system and processes for horizontal planning across the municipality. Combined IDP/SDBIP/Enterprise Risk Review Work Sessions
Phase 4: Integration and Consolidation	Assess relevancy and interdependence of the programmes and projects to ensure consistency of the identified programmes and projects with IDP Priorities, MTREF Budget, policy and legal requirements.	<ul style="list-style-type: none"> Refinement of budget in line with Cabinet approved division of revenue, MTEF Budget Assessment by National Treasury.
Phase 5: Approval, Adoption and Publication	<p>Approval of draft IDP and draft annual budget: Finalise and approve draft IDP and draft annual budget, SDF amendments</p> <p>Consultation and refinement</p> <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 <p>Final adoption</p> <ul style="list-style-type: none"> Council approves the final IDP and final annual budget <p>Publication</p> <ul style="list-style-type: none"> Publication and submission of adopted IDP to legislative authority 	<ul style="list-style-type: none"> In house preparation of the relevant documentation and submission to Council Council Workshop In-house exercise by Chief Financial Officer and Manager: IDP/BI Public meetings & workshops IDP Representative Forum meeting In-house preparation of the relevant documentation and submission to Council Statutory publication and submission as per prescripts

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.

With the introduction of the District Development Model, the metro has had to reflect on the participation of national and provincial government in the planning processes. The Revised IDP Guidelines for municipalities, 2020 clearly indicates that the main purpose of national and provincial participation is to ensure that sector priorities are reflected, and development actions are aligned to contribute to the achievement of national development objectives.

The diagram below shows that the participation of all three spheres starts with the Preparation activities for the development or review of the Integrated Development. Given that the IDP and District Development Model Processes are linked and aligned in the Buffalo City planning processes, the roles of all three spheres and the mechanisms they use to interact throughout the IDP process is expanded on in later sections.

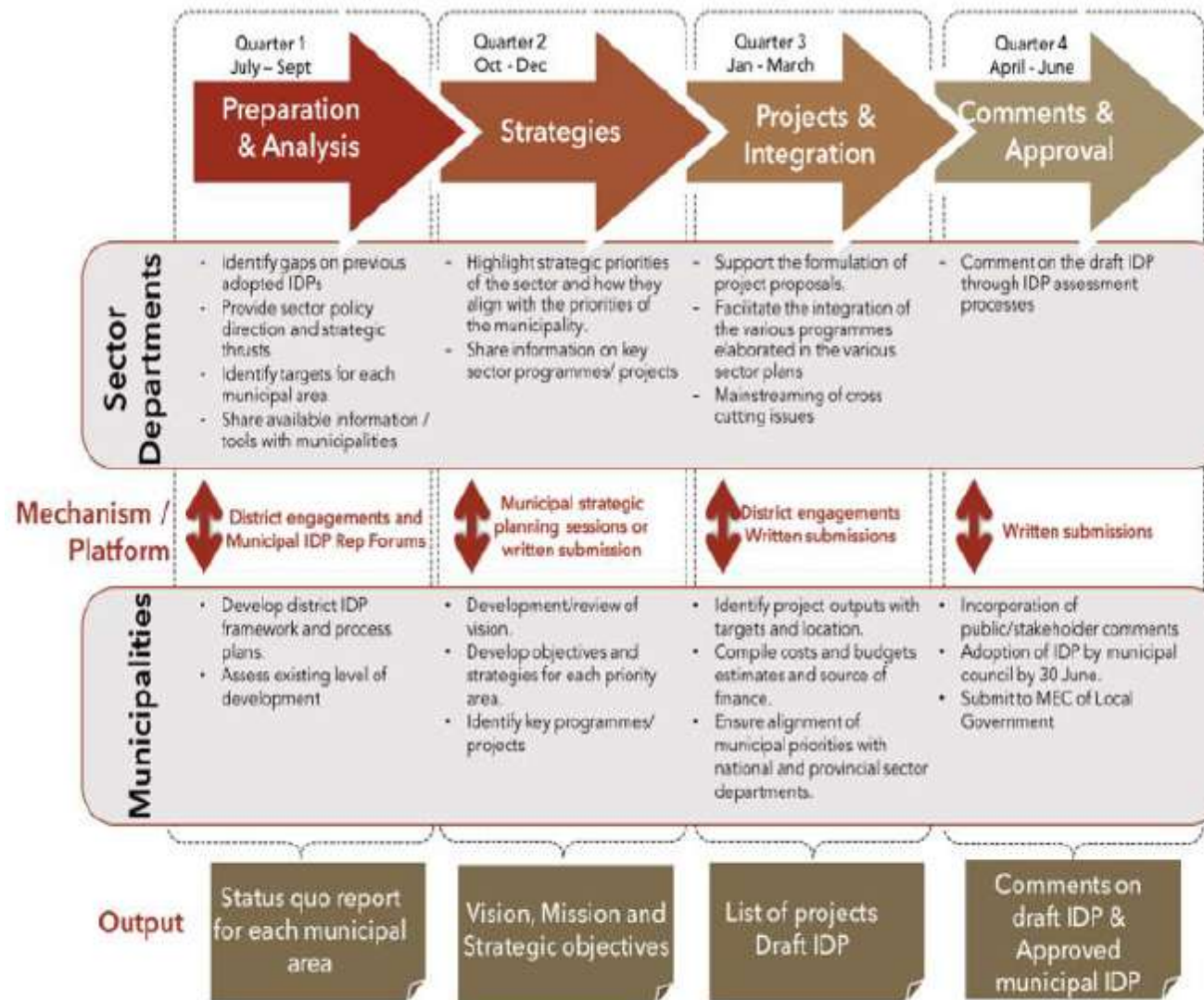


Table 2: Roles and Responsibilities of sector departments by IDP Phase

3 Compiling 5th Generation IDP (2021/26)

MFMA Budget Circular 108 of 2021 guided municipalities on how to proceed with transitional management of the development and adoption of Integrated Development Plans during the 2021 Local Government Elections.

MFMA Circular 108 of 2021 advised Councils of their obligation to ensure that the stipulations in accordance with which the IDP and Budget need to be reviewed and adopted by 30 June 2022, be complied with.

The Council of Buffalo City Metropolitan Municipality, acting in terms of Section 25(3) (a) of the Municipal Systems Act which prescribes that a newly elected council, may adopt the IDP of the previous council, adopted the 2021/2026 Integrated Development Plan and the first review thereof for the 2022/2023 period during a Council meeting held on 31 May 2022.

3.1 Key Elements addressed in this process

The following is a summary of the main activities 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 2 below illustrates the Municipal Accountability Cycle in South Africa and its linkage to mSCOA.

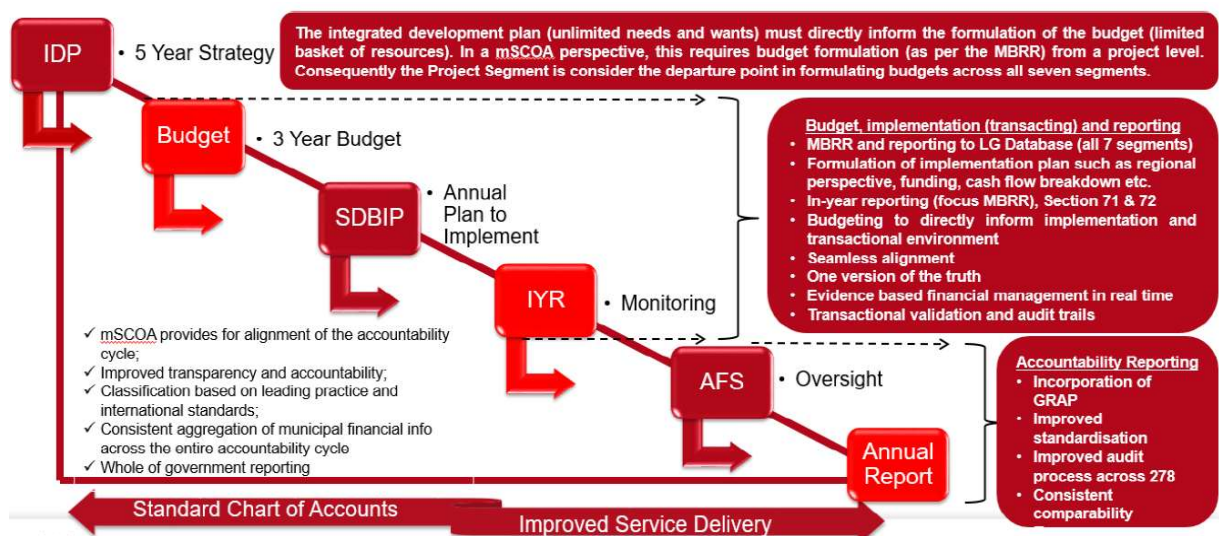


Figure 1: Local Government Financial Management Accountability Cycle and linkage with mSCOA

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.

If these are minor adjustments, there is no need to formally amend the IDP. However, where significant changes are required with budgetary implications (allocations or projections), this should warrant amendment of the IDP as outlined below.

Ideally a report to Council should be provided each year when the Annual Report is tabled, which should indicate areas in which the IDP needs to be amended to cater for changes in strategy, policy or where unforeseen circumstances have meant that the IDP needs material change. The annual review should not be a major one, but just an update of relevant information.

The following are some of the key questions that should be asked when reviewing the IDP:

- Are there any significant changes in budget availability?
- Are there any significant changes in the spatial layout of the area?
- Are there any significant changes within the specific municipal area that has a reasonable impact on projects, programmes or livelihoods of the community?

4.3 Amendments

Within the term of office, a municipal IDP may need to be amended when there have been significant unexpected changes within the municipality that require a reorganisation of the municipal priorities and budgets. IDP amendments should only be required under exceptional circumstances and should not be done without significant justification.

The process for amending a municipal IDP is laid out in section 3 of the Municipal Planning and Performance Management Regulations, 2001, and is similar to that of adopting a new IDP:

Review	
Council to review the IDP based on: <ul style="list-style-type: none"> ▪ Assessment of performance measures ▪ Demand based on changing circumstances 	Annually
Amendment (if required)	
a) A council member or committee introduces a proposal to amend the IDP	If / when required
b) A memo detailing the reasons to amend	
c) Give reasonable notice to members of council	
d) Publish proposed amendment for 21 days	
e) Consultations between the district and locals	
f) Council adopt the IDP	

Table 3: Process to amend IDP (Revised IDP Guidelines for municipalities, 2020)

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.

4.4 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

Since the release of the 2001 IDP guideline, there have been significant policy and legislative changes guiding development in South Africa. The primary policy developments include the following:

- The National Development Plan (2012)
- The Back to Basics Programme for municipalities (2014)
- The Integrated Urban Development Framework (2016)
- The Development of Built Environment Performance Plans by metropolitan municipalities
- The District Development Model (2019)

Some of the important legislative developments include:

- Spatial Planning and Land Use Management Act, No.16 of 2013 (SPLUMA)
- National Land Transport Act, No.5 of 2009
- Department of Planning Monitoring and Evaluation (DPME's) Draft Planning Framework Bill

On the international front, important development include the following”

- The African Union launched Africa 2063 in 2014
- The Sustainable Development Goals replaced the Millenium Development Goals
- National Urban Agenda
- The Paris Accord Addressing Climate Change

The Revised IDP Guidelines, therefor, advises that:

- All municipalities are expected to develop and implement IDPs in the context of the National Development Plan (NDP), Integrated Urban Development Framework (IUDF) and other policy imperatives.
- For municipalities to develop credible IDP, national and provincial departments must meaningfully engage with the local development planning process.
- Other development agents in municipal spaces such as government entitites, traditional leadership, mining companies and others should participate and enrich the local development planning process.

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:

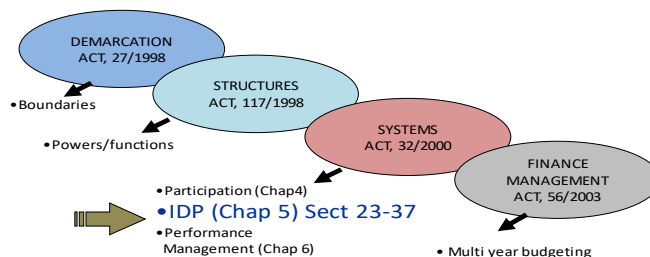


Figure 2: Municipal Legislative Background

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

BCMM established a set of organisational arrangements in order to institutionalise the participation process of all stakeholders, effectively manage outputs, and give affected parties access to contribute to the decision-making process. The metro is continuously considering existing arrangements, use and adapt them if necessary, and try to 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-requisites of a smooth and well organised IDP process that all role players are fully aware of their own and of other role players' responsibilities.

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; and
- 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 and Budget Time Schedule. ▪ 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 coordinate the required contribution to the municipal IDP process; - 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 4: Roles and Responsibilities within Government

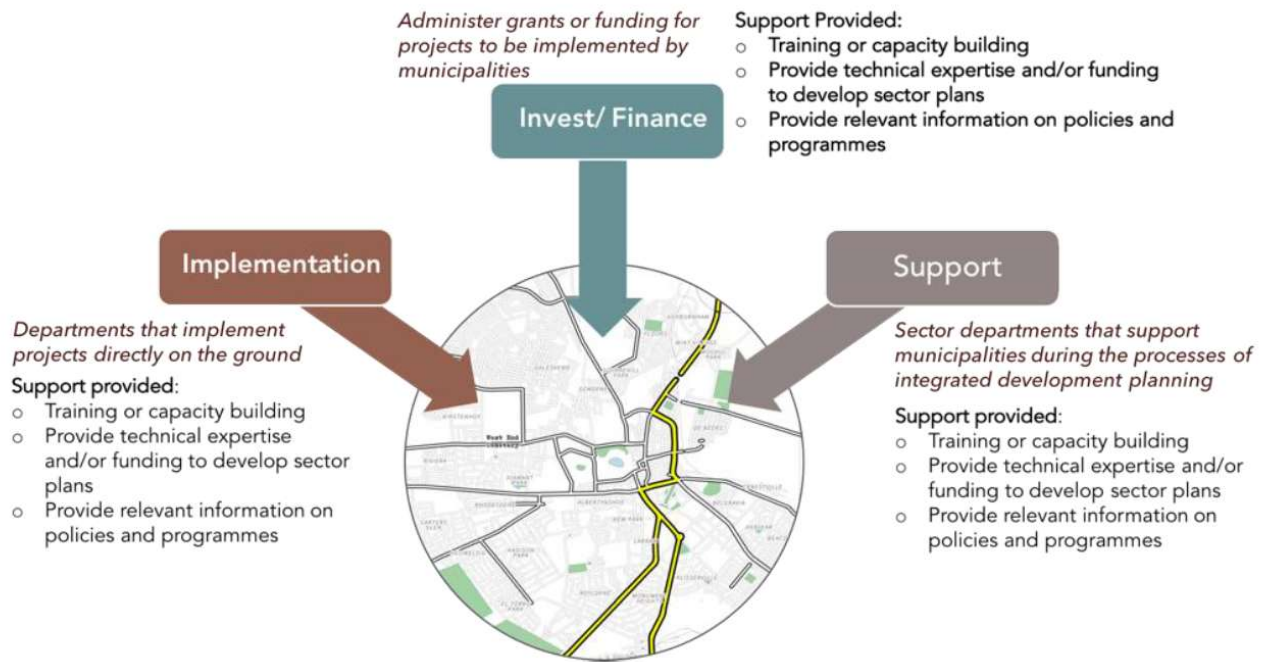


Figure 3: Roles and Responsibilities within Government

6.1.2 Roles and responsibilities – Municipality and Stakeholders

As shown in the table below:

ROLE PLAYERS	LEGISLATED FUNCTIONS
MUNICIPALITY DEFINED	Systems Act Section 2(b) - A municipality consists of - <ul style="list-style-type: none"> (i) the political structures and administration of the municipality; and (ii) the community of the municipality
POLITICAL STRUCTURES	Structures Act Section 56(2) - Functions and powers of executive mayors The executive mayor must – <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.
	Systems Act Section 30 - Management of drafting process The executive mayor of a municipality must, in accordance with section 29- <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	Systems Act Section 55(1) - Municipal managers As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for-

ROLE PLAYERS	LEGISLATED FUNCTIONS
	<p>(a) the formation and development of an economical, effective, efficient and accountable administration-</p> <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; <p>(b) the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality;</p> <p>(c) the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan</p>
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.

Figure 4: Roles and responsibilities - Municipality and stakeholders

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; and • 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

STRUCTURE	COMPOSITION AND RESPONSIBILITY
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. Their role and responsibilities are to:</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
Strategic Development Portfolio Committee	<p>The Strategic Development 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; • Senior 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>
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.

STRUCTURE	COMPOSITION AND RESPONSIBILITY
IDP/Budget/PMS 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
IDP/Budget/PMS 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> <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/PMS/GIS 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 5: Roles and Responsibilities of role players

7 Transversal Planning

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.

7.1 Integrated Planning across departments (intra-municipal), inter-sphere and intersectoral

The Revised IDP Guidelines for Municipalities, 2020 indicates that the sectors that need to be seamlessly integrated include

- housing delivery – The Housing Act, No.107 of 1997, Housing Chapters required to be part of the IDP through the National Housing Code (2009)
- transport – National Land Transport Act, No.5 of 2009
- water services – Water Services Act, No.108 of 1997
- electricity
- waste management
- disaster management
- climate change – Climate Change Bill, 2018
- economic development, etc.- Local Economic Development and Inclusive Economic Development (Integrated Urban Development Framework, 2016)

While legislation makes little specific requirements of how planning across municipal departments should occur, it does deal with what integrated, cohesive planning should cover. This is in part through the Municipal Systems Act, which details what the IDP must address, and partly through sector legislation indicating requirements for sector plans.

7.2 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.

7.2.1 District Development Model

The District Development Model (DDM) was approved by Cabinet as a government approach to enhance integrated development planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metro spaces will be enabled by joint planning, budgeting, and implementation processes.

It is acknowledged that the DDM introduces a new planning instrument in the form of the One Plan. This process comes into a planning environment where there are existing planning instruments at local, provincial, and national levels of government. However, the One Plan is not meant to replace any of the existing prescribed development, departmental strategic and annual performance plans that each sphere, department and state entity is responsible for or required to develop. The One Plan is rather informed by these plans and once in place, it will guide the review of these plans and budgets.

The logic of the District Development Model is illustrated in the following figure:

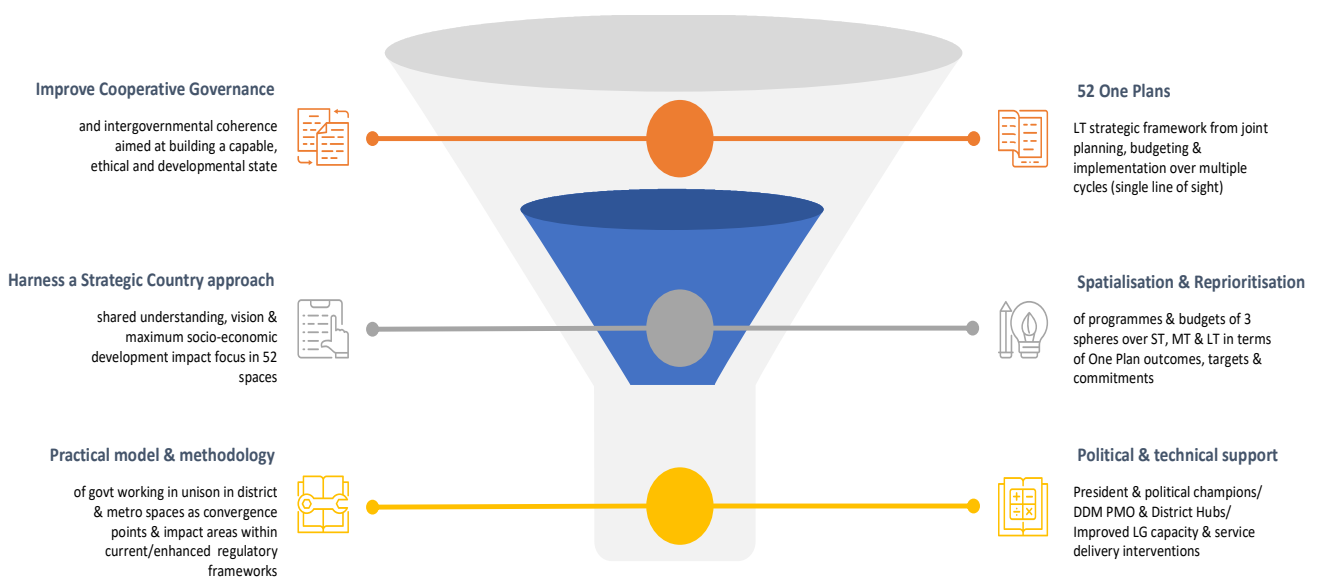


Figure 5: Logic of the DDM

7.2.2 One Plan

The One Plan is an intergovernmental plan that outlines a common vision and desired future outcomes in each of the 44 district and 8 metro spaces. The objectives of the One Plan are to:

- Address the misalignment caused by a “silo” approach at a horizontal and vertical relationship level between all spheres of government.
- Maximise impact and align plans and resources through the development of a One Plan, enabling the vision of One Metro, One Plan and One Budget”.
- Narrow the distance between people and government by strengthening the coordination role and capacities at a district and local level.
- Ensure inclusivity through gender-responsive budgeting based on the needs and aspirations of the people and communities at a local level.
- Build government capacity to support municipalities.
- Strengthen monitoring and evaluation at a district and local level.
- Implement a balanced approach towards development between urban and rural areas, and.
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment, and equality.

The One Plan is the primary tool to realize the strategic objectives of the DDM. The One Plan is a Visionary and Transformative framework in relation to each district and metropolitan space. Which outlines a rationale for moving from the current situation of operating in silos, toward a desired future of three-sphere joint, long-, medium- and short-term strategizing, planning, and budgeting. The One Plan also provides a justification for identified interventions and commitments, that have a direct correlation to achieving predetermined outcomes.

The development and approval of the One Plan involves a series of collaborative intergovernmental planning sessions by all three spheres of government reflecting on existing plans, profiles, research, evidence and solutions in relation to each of the 52 district and metro spaces. The process of developing the One Plan is incorporated with the IDP Process.

7.2.3 Metro Growth and Development Strategy (MGDS: Vision 2030)

Buffalo City Metropolitan Municipality adopted the Metro Growth and Development Strategy which is the vision towards 2030. The MGDS is the primary foundation for BCMM's future to work in partnership to achieve goals, programmes and encourage business and investment into a common direction. The strategic outcomes for long term development of the city are identified in the MGDS. The implementation of the MGDS will cross throughout the 15-year time- frame over three IDPs (5 years each) to 2030. A large component of the programmes and projects identified require partnerships between the city and its stakeholders in order to achieve vision 2030. The MGDS vision 2030 implementation plans are encapsulated into the five strategic outcome areas and are aligned to the IDP process.

7.2.4 Relationship between the ONE PLAN, MGDS and IDP

Section 25 of the Municipal Systems Act states that 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. Section 35(1)(a) of the Systems Act defines an integrated development plan as:

- a) *the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality*
- b) *binds the municipality in the exercise of its executive authority*

7.2.5 Metro-Specific Guidelines

The Metro-Specific Guidelines are used as a guideline for the review of 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:

- | | |
|--|--|
| 1. Outcomes-led Planning | 2. Integrated Planning |
| 3. Planning Inter-governmentally | 4. Planning with the public |
| 5. Planning and strategy-led budgeting | 6. Prioritizing programmes and projects in integrated development planning |
| 7. Monitoring and reporting on implementation | 8. Annual reviews of integrated development planning |
| 9. Assessing the integrated development planning process | 10. |

Table 6: Metro-Specific IDP Guidelines - 9 Focus Areas

BCMM uses the Metro-Specific IDP Guidelines and Revised IDP Guidelines for Municipalities, 2020 as complementary guidelines to the District Development Model and One Plan Guidelines in designing the IDP Process Plan. Integrated planning across departments (intra-municipal), inter-sphere and intersectoral 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 into 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.

A reasonable response is in designing an operational system and processes that emphasize and action the horizontal planning, across the municipality.

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

7.3.1 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.

7.3.2 "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.

7.3.3 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.

7.3.4 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.

7.3.5 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.

7.3.6 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.

7.4 **Reconfiguring the mechanisms for transversal planning and service delivery**

Buffalo City Metropolitan Municipality's Intergovernmental Relations Framework Review captures the context and intent of reconfiguring the IGR systems in line with the renewed emphasis on transversal planning as follows:

“To enable a performance orientated and responsive Metro, interdepartmental coordination within the Metro requires strengthening and all municipal employees need a better understanding of municipal responsibilities across functions.

*The **Buffalo City Metropolitan Municipality Intergovernmental Relations Framework Review**, therefore, provides an opportunity for the Metro and its stakeholders to assess and strengthen mechanisms, processes and procedures for cooperation, collaboration and engagement, for improved alignment, coordination and discharging of responsibilities across all spheres, thereby enabling a realistic development of the Integrated Development Plan and One Plan for the Metro. All integrated actions will lead to accelerated socio-economic growth and development, infrastructure planning and expansion, environmental protection and management, improved service delivery and quality of services to local communities and business, thereby enabling a well-functioning and responsive state at the local level.”*

The following diagram illustrates BCMM's logical arrangement of the integrated three spheres delivery logic within the long, medium and short-term planning, implementation, monitoring, evaluation, research and learning instruments.

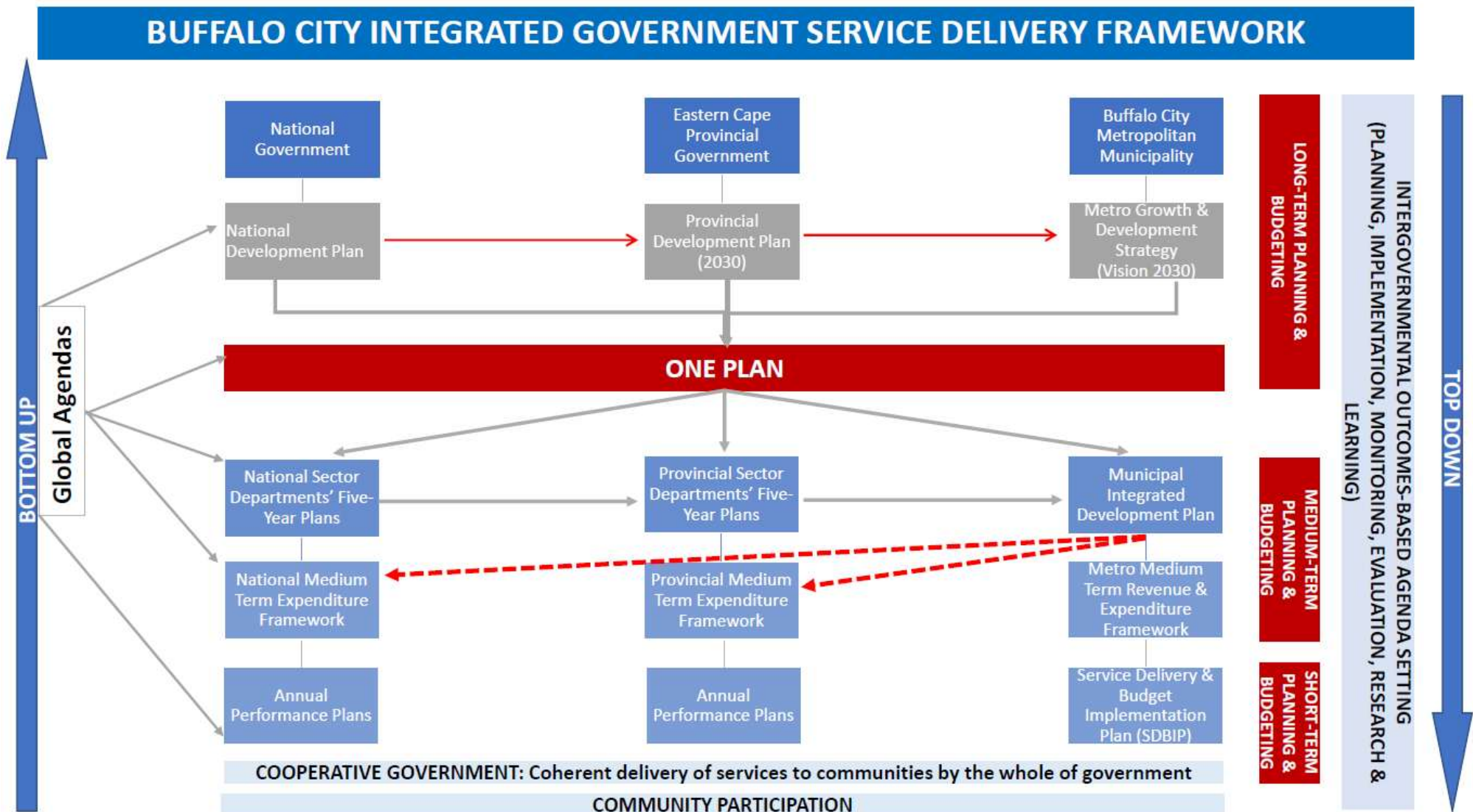


Figure 6: Buffalo City Integrated Government Service Delivery Framework (*draft BCMM IGR Framework Review, 2022*)

7.5 Provincial Municipal Infrastructure Grants Risk Adjusted Strategy Framework

The **Provincial Municipal Infrastructure Grants Risk Adjusted Strategy Framework (PMIG – RAS –FW)** has been developed acknowledging that government implemented similar initiatives like the Balanced Scorecard Performance Management System. Such programmes have not produced results instead most municipalities remained in a state of decay especially on service delivery.

No clear accountability mechanism for Mayors / Executive Mayors, as an instrument in their hands to oversight. Poor service delivery, community protests and unhappy consumers due to the state of service delivery is the order of the day.

Further, the RAS introduces the non-negotiables as an instrument to do those simple things which when done will have major impact and do not require new budget.

The Non-negotiable make service delivery an overarching focal point as a basis for the existence of municipalities. To consolidate all the deliverables in a clear simple and practical way in order to strengthen oversight. As transformation is a form of change in a revolution, but its intention is to be systematic in introducing changes. As a necessary condition in a country faced by the past historical background, it requires a mindset of change agents who understand that we maintain what is working as we change others.

RAS therefore presents that transformative change that requires a deep understanding in governance, economics, risks, planning and development of systems. Municipalities are expected to implement all the aspects of the non-negotiables relevant to their functions without fail. All the tasks outlined in the non-negotiables represents the key performance areas of departments in the municipality and therefore must constitute performance agreements. (BTO, SCM, Tech Services, and the Councils).

The Municipal Manager (MM) is the Chief Implementer of the programme, and this implementation must be cascaded down to the General Worker who must be trained to understand the rationale. No municipality must consistently perform poorly if the Non-negotiable programme is implemented. Any non-compliance with the required standards must be recorded and reasons explained.

The Mayor is the Chief Oversight Manager of the holistic implementation of the Non-negotiable programme in his/her municipality. Implementation reports must be submitted to COGTA monthly and to council quarterly.

Key Aspects of the Risk Adjusted Strategy include the following:

Grant Expenditure:

The RAS aims to expedite the spending of grants allocated to municipalities, including MIG, INEP, WSIG, and RBIG, to accelerate service delivery.

Project Management:

The strategy emphasizes a structured approach to project planning, procurement, and construction phases, with a focus on time-bound processes.

Monitoring and Evaluation:

The provincial PMU (Project Management Unit) office plays a crucial role in monitoring municipal performance through district-based forums.

Compliance:

The RAS operates within the legal and regulatory framework governing finances and procurement, ensuring adherence to budgets and financial reporting requirements.

Municipal Turnaround:

The strategy supports municipalities in distress or those facing challenges, with the goal of achieving clean audit outcomes and improved governance.

Public Participation:

The RAS promotes engagement with communities through public participation initiatives, ensuring that local needs are considered in development plans.

Infrastructure Development:

A core focus is on building municipal capacity for infrastructure development programs to support service delivery.

Disaster Management:

The strategy also includes measures to improve disaster management and fire services, enhancing the province's resilience to emergencies.

Implementation:

The strategy is implemented within the framework of the Disaster Management Act, 2002 (Act no. 57 of 2002).

The Eastern Cape Cooperative Governance and Traditional Affairs (EC CoGTA) plays a leading role in coordinating and overseeing the implementation of the RAS.

The strategy is integrated into broader provincial development plans, including the Eastern Cape Vision 2030 Provincial Development Plan.

RAS – Non-Negotiables

The following activities are to be implemented and incorporated into the IDP/Budget/PMS Process Plan and Time Schedule to ensure effective execution of the Risk Adjusted Strategy:

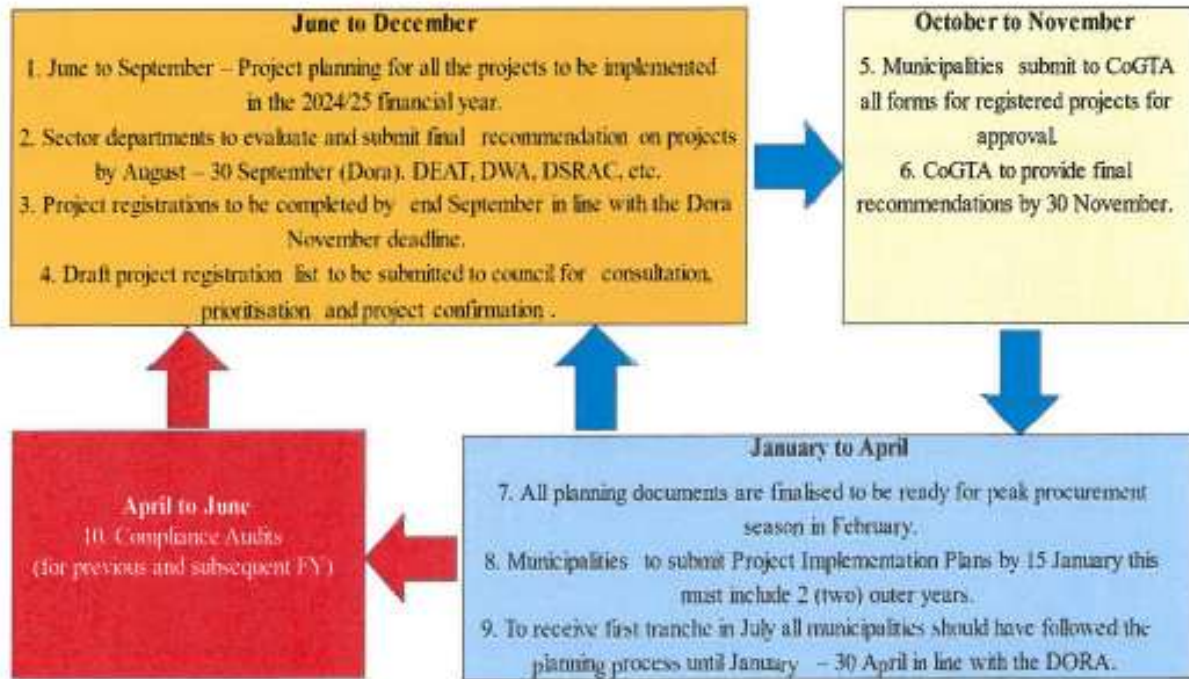


Figure 7: RAS - Non-negotiables

RAS – MIG Project Planning Cycle

“The figure below presents the practical and desirable forward planning practise, where project planning / preparation takes a minimum of 1 (one) or 2 (two) years before the actual construction takes off beginning of July.”

It is required that engineering Standard Operating Procedures in line with the RAS imperatives be developed and that these be incorporated into the Five (5) IDP Phases. Furthermore, communities must be kept informed of these processes so that they can understand government regulations, assist in project planning and maintain reasonable expectations of what government can provide.

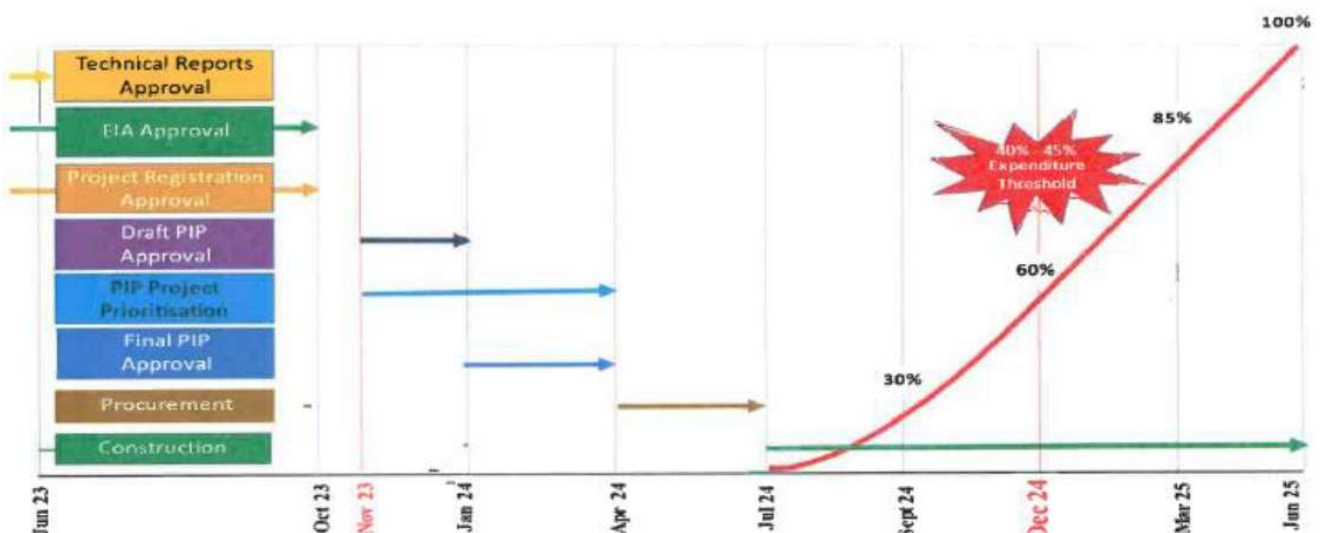


Figure 8: RAS - Two Financial Years' Planning (Inspired Practice)

7.6 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.

BCMM INTERNAL TRANSVERSAL GOVERNANCE MODEL: Whole Organisational Planning

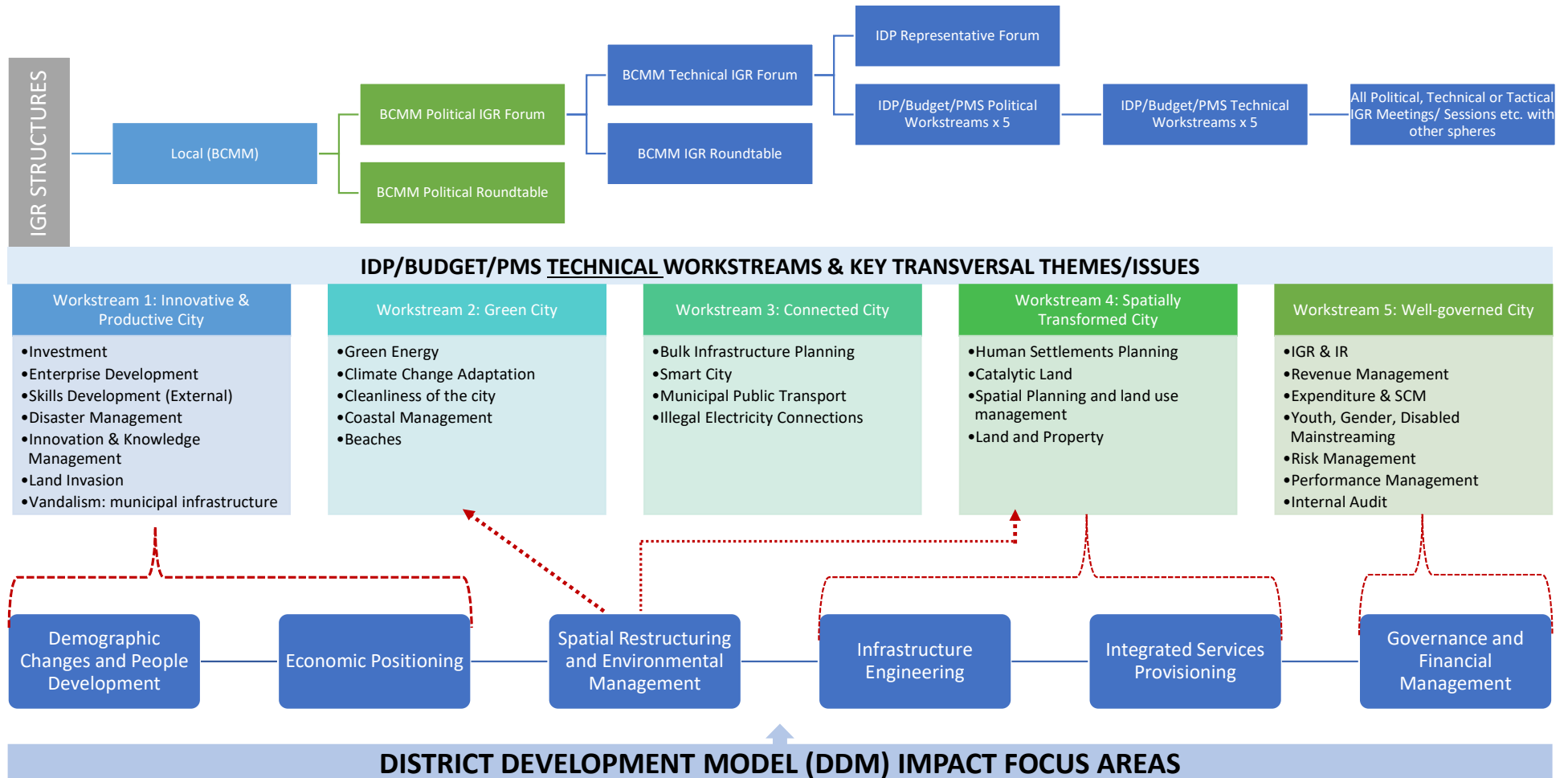


Figure 9: BCMM Internal Transversal Governance Model

8 IDP Content

8.1 Legally required **Section** content of a five-year IDP

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.*

9 IDP Source Documents

The Integrated Development Planning process is guided by a number of legal and policy documents that impose a range of demands and requirements on the Municipality.

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 Governance and Traditional Affairs	Municipal Systems Act, No 32 of 2000
	Integrated Energy Plan	Department of Energy	White Paper on Energy Policy, December 1998

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
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
	The continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development	Office of the Presidency	Agenda 2063: The Africa we want
Performance Management	Regulations in terms of the Spatial Planning and Land Use Management Act (March 2015)	Department of Planning, Monitoring and Evaluation (DPME)	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: 2019 – 2024 Government's 12 Outcomes Back to Basics – Serving our Communities Better Integrated Urban Development Framework (IUDF)
Provincial policy	Provincial Government Development Planning Imperatives	Department of the Premier	Provincial Spatial Development Plan EC Vision 2030 Plan

Table 7: Legal Requirements

10 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 Organisational 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 – 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 = Strategic Development 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	IGR	Intergovernmental Relations
AR	Annual Report	MEC	Member of the Executive Council
APR	Annual Performance Report	MTREF	Medium Term Revenue and Expenditure Framework
BTO	Budget and Treasury Office	IPMS	Organisational Performance Management System
EPMO	Enterprise Project Management Office	RAS: PMIG-PCMF	Risk Adjusted Strategy: Provincial Municipal Infrastructure Grants Policy Compliance Management Framework
IDP/BI	Integrated Development Plan / Budget Integration	SDBIP	Service Delivery and Budget Implementation Plan

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 2025/2026 First Adjustment Budget& the 2024/2025 Fourth Adjustment Budget and recommend these being approved by Council	MBRR - Reg 23(5)	BTO
5.	Budget Steering Committee: <ul style="list-style-type: none"> Consider 2025/2026 First Adjustment Budget& the 2024/2025 Fourth Adjustment Budget and recommend these being approved by Council 	MBRR - Reg 23(5)	BTO
6.	Council: <ul style="list-style-type: none"> <u>Approve</u> IDP/Budget/PMS Process Plan and Time Schedule (at least 10 months before the start of the budget year), the 2025/2026 First Adjustment Budget (to be tabled before 25 August 2025) and the 2024/2025 Fourth Adjustment Budget. AND <ul style="list-style-type: none"> <u>Note</u> SDBIP approved by Executive Mayor and performance agreements signed by Municipal Manager and Managers directly accountable to the Municipal Manager to D for notification 	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 2025/2026 First Adjustment Budget& the 2024/2025 Fourth Adjustment Budget within ten working days	MBRR - Reg 24	BTO
9.	Publicise the 2025/2026 First Adjustment Budget & the 2024/2025 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, IPMS
11.	Submit 4 th Quarter Performance Report to D within 30 days of the end of the quarter	MFMA - Sec 52(d)	BTO, IPMS
12.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D	MFMA - Sec 52(d)	BTO, IPMS

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
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)	IPMS
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
16.	RAS: PMIG-PCMF: Develop Project Plans for all the projects to be implemented in the next financial year.	RAS: PMIG-PCMF	All Directorates
SEPT – OCT: PHASE 1: Research Information Collection and Analysis			
Key Outputs: <ul style="list-style-type: none"> An assessment of existing levels of development within the municipality, including service backlogs, problem areas, opportunities and strengths as well as key risk areas. An identification of the priority problem areas to be addressed. This should include information on the causes of priority issues/problems. Identification of the key projects and programmes of other spheres of government, state entities and the private sector which are currently underway or are planned for the municipality. Information on available resources. Approach: <ul style="list-style-type: none"> Current data is compared to available data of previous years in order to understand different trends. Stakeholder and community participation is very critical in this phase and will provide vital information on the main problems faced within the municipality. Consultation should begin at a neighbourhood or ward level and in addition, can also be done on a more focused basis around sectors or specific interest groups. This phase allows for the application of gender planning, which stems from the recognition that different groups of women and men have different needs, different levels of access and control over resources, and different opportunities and constraints. The metro will use this phase to identify the positive aspects about the municipality, its unique features, areas of potential and opportunity. These are vital in developing strategies to use these for greatest benefit of the municipality and country. It is also important to determine the priority issues because the municipality will not have sufficient resources to address all the issues identified by different segments of the community. 			
17.	Conduct IDP/Budget/PMS Workstreams to: <ul style="list-style-type: none"> Prepare a draft Situational Analysis Report for the Mayoral and Council Lekgotlas; 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
18.	Conduct Top Management meeting to consider Ward Priorities as updated by Senior Management	Chapter 4 MSA	IDP/BI, Office of the City Manager
19.	Conduct Sessions to consult Councillors to verify content for the Ward Priorities Progress Report as reviewed by Top Management	N/A	IDP/BI, Office of Executive Mayor
20.	Public engagements to interact with ward communities, listen to needs and concerns and provide feedback on approved programmes and projects for 2025/2026	MSA – Sec (29)(1)(b)(i) & (ii)	Office of the Executive Mayor

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
21.	Submit 1 st Quarter Performance Report to D	MFMA - Sec 52(d)	BTO, IPMS
22.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D	MFMA - Sec 52(d)	BTO, IPMS
23.	Submit draft Annual Report to A	MBRR - Reg 31(c)	IPMS
24.	RAS: PMIG-PCMF: Sector departments evaluate and submit final recommendations on projects by August – 30 September (DoRA)	RAS: PMIG-PCMF	DEAT, DWA, DSRAC, etc.
25.	RAS: PMIG-PCMF: Complete Project registrations by end September in line with the DoRA November deadline	RAS: PMIG-PCMF	All relevant Directorates
OCT – DEC: PHASE 2: Vision, Objectives and Strategies			
<ul style="list-style-type: none"> This phase is closely linked to Phase 2 above and involves the identification of programmes and projects that the municipality intends to undertake in the five-year period. These should be developed with a constant reference to the requirements of the NDP, IUDF, DDM as well as other sectoral policies. During this phase the municipality should strive to get the input of other spheres of government, state entities, as well as key private sector players on what their development programmes, projects or intentions are, within the municipality. Once the broad programmes and projects have been identified, they should be articulated into detail such as: the nature of the programme / project, its location, duration, its cost and the source of funding. In addition, this should provide targets and indicators which can be used to measure the impact of the programme or project. The development of projects should respond to priority issues raised in consultation. They should also take into consideration the projects and initiatives by other organs of state. <p>During Phase 3, Sector Departments must:</p> <ul style="list-style-type: none"> Support the formulation of project proposals Facilitate the integration of the various programmes elaborated in the various sector plans Mainstreaming of cross cutting issues 			
26.	Political IDP/Budget/PMS Workstreams: <ul style="list-style-type: none"> Deliberate on Political, Economic, Environmental, Physical, Governance and other considerations influencing Council's strategic direction, including community needs expressed Provide political perspective to Technical IDP/Budget/PMS Workstreams to aid them in preparing for Mayoral and Council Lekgotlas 	N/A	IDP/BI
27.	Technical IDP/Budget/PMS Workstreams: <ul style="list-style-type: none"> Prepare for Mayoral and Council Lekgotla 	N/A	IDP/BI
28.	Three Spheres Joint Planning Session: <ul style="list-style-type: none"> All three spheres reflect on information available at all levels, joint metro spatial analysis, progress on previous commitments, confirm/change strategic direction of development in line with Provincial Growth and Development Strategy and National Spatial Development Plan REF: DISTRICT DEVELOPMENT MODEL- (DDM) / ONE PLAN	MSA - Chapter 5 IGR Framework Act, Sec 30	IDP/BI , IGR
29.	Compile consolidated narrative and data on the planned catalytic investment footprint of other spheres in the metro space	N/A	IDP/BI

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
30.	Mayoral Lekgotla Session: <ul style="list-style-type: none"> Review strategic objectives for service delivery and development Reflect on progress made with implementation of strategic priorities during preceding financial years Review SITUATIONAL ANALYSIS of the metro that inform priority choices, including community needs expressed Reflect on the diagnostic analysis emanating from the Three Spheres Joint Planning Session (REF: DISTRICT DEVELOPMENT MODEL/ONE PLAN) 	MSA – Sec 26	IDP/BI, Office of Executive Mayor
31.	Council Lekgotla <ul style="list-style-type: none"> 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 Deliberate and confirm strategic imperatives that should inform the Budget Process based on the shared understanding of the metro's profile and diagnostic analysis 	MSA – Sec 26	IDP/BI, Office of Speaker
32.	Budget Preparation sessions with all directorates	N/A	BTO
33.	RAS: PMIG-PCMF: Submit Draft project registration list to council for consultation, prioritisation and project confirmation	RAS: PMIG-PCMF	All relevant directorates
34.	Municipalities submit all forms for registered projects to CoGTA for approval	RAS: PMIG-PCMF	All relevant directorates
35.	CoGTA provide final recommendations by 30 November	RAS: PMIG-PCMF	All relevant directorates
JAN – FEB: PHASE 3: Development of Programmes and Projects			
<ul style="list-style-type: none"> This phase is closely linked to Phase 2 above and involves the identification of programmes and projects that the municipality intends to undertake in the five-year period. These should be developed with a constant reference to the requirements of the NDP, IUDF, DDM as well as other sectoral policies. During this phase the municipality should strive to get the input of other spheres of government, state entities, as well as key private sector players on what their development programmes, projects or intentions are, within the municipality. Once the broad programmes and projects have been identified, they should be articulated into detail such as: the nature of the programme / project, its location, duration, its cost and the source of funding. In addition, this should provide targets and indicators which can be used to measure the impact of the programme or project. The development of projects should respond to priority issues raised in consultation. They should also take into consideration the projects and initiatives by other organs of state. <p>During Phase 3, Sector Departments must:</p> <ul style="list-style-type: none"> Support the formulation of project proposals Facilitate the integration of the various programmes elaborated in the various sector plans 			

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
▪ Mainstreaming of cross cutting issues			
36.	B review and update the IDP Vision, Mission and Strategic Objectives for recommendation to D	N/A	IDP/BI
37.	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	
38.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D	MBRR - Reg 34	BTO, IPMS
39.	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, IPMS
40.	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
41.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the Statement of Financial Performance and the Implementation of the 2024/2025 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2024 to Council	MSA - Sec 21, 21A, 28(3) MBRR - Reg 34	BTO, IPMS
42.	Publicise the Mid-Year Budget and Performance Reports in the local newspaper	MSA - Sec 21, 21A, 28(3)	BTO, IPMS
43.	Council: <ul style="list-style-type: none"> To table and adopt the Statement of Financial Performance and the Implementation of the 2024/2025 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2024 To consider Municipal entity's proposed budget, priorities and objectives for 2025/2026 and proposed budget adjustments for 2024/2025 To table the Draft Annual Report 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, IPMS
44.	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, IPMS
45.	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	MFMA - Section 127(5)(b)	IPMS
46.	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	IPMS
47.	Work sessions to do costing of prioritised projects and programmes for CAPEX and OPEX 2023/2026 MTREF Budget	N/A	BTO
48.	IDP Technical Work Sessions (per directorate): <ul style="list-style-type: none"> Review 2024/2025 service delivery key performance indicators and targets after adjustments budget 	MSA - Sec 26, Ch 6 MFMA – Sec 53(1)(c)(ii) MFMA - Sec 54	IDP, BTO, IPMS, Risk Management

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
	<ul style="list-style-type: none"> Set Key Performance Indicators and Targets for the draft Revised 2025/2026 IDP and SDBIP Align IDP, Budget, Risk and performance indicators 		
49.	Three Spheres Joint Planning Session: <ul style="list-style-type: none"> Align municipal priorities with the plans of national and provincial sector departments and state entities 	MSA - Chapter 5	IDP/BI, IGR
50.	Top Management: <ul style="list-style-type: none"> Consult on Draft Revised SDBIP for 2025/2026 	MFMA - Sec 54	IPMS
51.	Council: <ul style="list-style-type: none"> Submit Draft Revised SDBIP to D for noting 	MFMA - Sec 54(1)(c)	IPMS
52.	Publicise the revised SDBIP within 10 working days after adoption in the Local Newspaper and BCMM Website	MFMA - Sec 54(3) MSA - Sec 21A	IPMS
53.	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	N/A	IPMS
54.	RAS: PMIG-PCMF: Municipalities submit Project Implementation Plans by 15 January that include two (2) outer years	RAS: PMIG-PCMF	All relevant directorates
<p style="text-align: center;">FEB: PHASE 4: Integration and Consolidation</p>			
<ul style="list-style-type: none"> Once the programmes and projects have been articulated, there is a need to step back and assess the relevance and interdependence of the programmes and projects. During this phase intensive consultations should take place, this includes engaging with communities and organized civil societies through workshops, meeting and other available methods This phase is an opportunity for the municipality to harmonise the programmes and projects in terms of content, location and timing in order to arrive at consolidated and integrated strategy. Here it is vital for the municipality to ensure that the programmes and projects being implemented by 'external' non-municipal role player are harmonised with the municipality's own programmes, and to ensure that they gain maximum benefit from each other. <p>During Phase 4, Sector Departments must:</p> <ul style="list-style-type: none"> Support the formulation of project proposals Facilitate the integration of the various programmes elaborated in the various sector plans Mainstreaming of cross cutting issues <u>Mechanism</u>: Metro engagements or written submissions <u>Output</u>: List of Projects, Draft IDP 			
55.	Incorporate improvements as recommended by the MEC for Local Government in the IDP document	MSA - Sec 31 and 32	IDP/BI
56.	Integrate and align sector plans with the IDP	N/A	IDP/BI
57.	Integrate and align operational strategies with the IDP	N/A	IDP/BI

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
58.	Top Management: <ul style="list-style-type: none"> Consider 2024/2025 Mid-year Adjustment Budget 	MFMA - Sec 28 MBRR - Part 4	BTO
59.	Budget Steering Committee: <ul style="list-style-type: none"> Consider 2024/2025 Mid-year Adjustment Budget for recommendation to Council 	MFMA - Sec 28 MBRR - Part 4	BTO
60.	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> Deliberate on the proposed 2024/2025 Mid-year Adjustment Budget 	MFMA - Sec 28 MBRR - Part 4	BTO
61.	Council: <ul style="list-style-type: none"> Consider and adopt 2024/2025 Mid-year Adjustment Budget 	MFMA - Sec 28 MBRR - Part 4	BTO
62.	Submit the 2024/2025 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	
63.	National Treasury Mid-year Budget and Performance Assessment Review	MSA - Chapter 5	BTO, IDP/BI
64.	Integrate Ward Priorities with IDP, MTREF Budget and Performance Management System	N/A	EPMO, IDP/BI
65.	RAS: PMIG-PCMF: All planning documents are finalised to be ready for peak procurement season in February	RAS: PMIG-PCMF	All relevant Directorates
<p style="text-align: center;">MAR: PHASE 5: Approval, Adoption and Publication</p> <ul style="list-style-type: none"> Before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft. The municipality is required to publish the draft IDP for public comments for at least 21 days. This period provides an opportunity for the municipality to engage key stakeholders including sector departments, traditional leaders and the business sector to solicit inputs on the draft IDP together with the draft budget. Municipalities are expected to consider all comments and inputs received and to revise the IDP where necessary. <p>During Phase 5 Sector Departments must:</p> <ul style="list-style-type: none"> Comment on the draft IDP through IDP assessment processes 			
Approval of draft IDP			
66.	IDP/Budget/PMS Workstreams (Political and Technical): <ul style="list-style-type: none"> Consider and recommend the draft IDP, MTREF Budget and SDBIP Deliberate on IDP/Budget Roadshows and other engagements with stakeholders to consult draft IDP, MTREF Budget and SDBIP 	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, IPMS, BTO
67.	Top Management Technical Planning Session: <ul style="list-style-type: none"> Consider and recommend the draft IDP, MTREF Budget and SDBIP 	N/A	IDP/BI, Office of the City Manager

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
	<ul style="list-style-type: none"> Consult on proposed consultations with councillors on IDP/Budget Roadshows and other engagements with stakeholders 		
68.	Budget Steering Committee: <ul style="list-style-type: none"> Consider and recommend the draft IDP, MTREF Budget and SDBIP 	MFMA - Sec 16 MBRR - Part 3	BTO
69.	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> Consult draft IDP, MTREF Budget and budget-related policies with leadership 	MFMA - Sec 16(2) MFMA - Sec 21 MSA - Sec 25 MBRR - Part 3	IDP/BI, IPMS, BTO
70.	External IDP/Budget/PMS Representative Forum <ul style="list-style-type: none"> Consult draft IDP, MTREF Budget and budget-related policies with external stakeholders and other spheres of government 	MSA - Sec 29(1)(b)(i) & (ii)	IDP, IPMS, BTO
71.	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: PHASE 5: Approval, Adoption and Publication			
Consultation and refinement			
72.	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
73.	Submit to National & Provincial Treasury, as well as to the other transferring officers' copies of the Draft IDP, Tabled MTREF Budget and draft policies	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3) MPRA – Sec 4(2) DORA Regulations	IDP, BTO

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
74.	Council: <ul style="list-style-type: none"> 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, IPMS
75.	Place OR and AR on the municipal website within five (5) days after approval by Council	MFMA - Sec 127 MFMA - Sec 129(3)	IPMS
76.	Make available OR and AR at all municipal offices and libraries for information	MFMA - Sec 127 MFMA - Sec 129(3)	IPMS
77.	Submit the Annual Report and Oversight Report to the provincial legislature as per circular	MFMA - Sec 129	IPMS
78.	IDP/Budget Roadshow <ul style="list-style-type: none"> 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
79.	Council: <ul style="list-style-type: none"> Submit 3rd Quarter Performance Report to D within 30 days of the end of the quarter 	MFMA - Sec 52(d)	IPMS
80.	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to D	MFMA - Sec 52(d)	IPMS
81.	Municipal Budget and Benchmark Engagement by National Treasury: <ul style="list-style-type: none"> Assess BCMM draft MTREF Budget 	MBRR - Reg 31(c)	BTO
APR – MAY:			
PHASE 5: Approval, Adoption and Publication			
Final Adoption			
82.	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, IPMS
83.	Budget Steering Committee <ul style="list-style-type: none"> 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 24 MBRR - Part 3	BTO
84.	Council Open Day: <ul style="list-style-type: none"> 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

NO	ACTIVITY DESCRIPTION	LEGISLATION	RESPONSIBLE
85.	Councillors and Traditional Leaders' Workshop: <ul style="list-style-type: none"> Interrogate Final IDP, MTREF Budget and budget related policies before formal submission to Council for adoption 	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, BTO
86.	Council: <ul style="list-style-type: none"> 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) 	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	IDP/BI, BTO, IPMS
APR – MAY:			
PHASE 5: Approval, Adoption and Publication			
Publication			
87.	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
88.	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
89.	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
90.	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
91.	RAS: PMIG-PCMF: Compliance Audits (for previous and subsequent financial years) must be done between April and June	RAS: PMIG-PCMF	All relevant Directorates