Draft Process Plan for the development of the 5th Generation 2022 – 2027 Integrated Development Plan

May 2022
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1. **LIST OF ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>COGTA</td>
<td>Cooperative Governance and Traditional Affairs</td>
</tr>
<tr>
<td>DEADP</td>
<td>Department of Environmental Affairs and Development Planning</td>
</tr>
<tr>
<td>DGDP</td>
<td>District Growth and Development Plan</td>
</tr>
<tr>
<td>DLG</td>
<td>Department of Local Government</td>
</tr>
<tr>
<td>IDP</td>
<td>Integrated Development Planning</td>
</tr>
<tr>
<td>JDMA</td>
<td>Joint District &amp; Metro Approach (District Development Model)</td>
</tr>
<tr>
<td>LED</td>
<td>Local Economic Development</td>
</tr>
<tr>
<td>MSA</td>
<td>Municipal Systems Act</td>
</tr>
<tr>
<td>NDP</td>
<td>National Development Plan</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organisation</td>
</tr>
<tr>
<td>PGDP</td>
<td>Provincial Growth and Development Plan</td>
</tr>
<tr>
<td>PMS</td>
<td>Performance Management System</td>
</tr>
<tr>
<td>PSDF</td>
<td>Provincial Spatial Development Framework</td>
</tr>
<tr>
<td>PSP</td>
<td>Provincial Strategic Plan</td>
</tr>
<tr>
<td>PT</td>
<td>Provincial Treasury</td>
</tr>
<tr>
<td>SBM</td>
<td>Saldanha Bay Municipality</td>
</tr>
<tr>
<td>SDF</td>
<td>Spatial Development Framework</td>
</tr>
<tr>
<td>WoSA</td>
<td>Whole of Society Approach</td>
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</table>
2. **INTRODUCTION**

2.1. **The IDP Process Plan and its functions**

In simple terms “The Process Plan is the municipality’s schedule of events detailing all events and activities involved leading to the drafting and completion of the 5 Year Integrated Development Plan (IDP). It is a statement that outlines in detail all the processes that the municipality will follow in completing its IDP cycle”.

- The Municipal Systems Act (MSA) No. 32 of 2000 describes the various core processes that are essential to realizing a system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and organizational change. These processes are linked into a single cycle at the municipal level that will align various sectoral initiatives from national and provincial government departments with municipalities own capacities and processes.

- Therefore, the purpose of this document is to outline the operational plan for the development of the 5th Generation IDP of SBM. This process plan is based on the unique character and circumstances of SBM, taking due cognisance of the process plan requirements as outlined in the MSA (S 34) and guidelines / SOP’s for IDP provided by the Department of Local Government (DLG).

- In order to ensure certain minimum quality standards of the IDP, as well as proper coordination between and within spheres of government, the preparation of the Process Plan is being regulated by the MSA. The preparation of a Process Plan which is the IDP process set out in writing, requires adoption by Council.

- This plan includes 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 and other role players in the IDP drafting Process;
  ➢ An indication of the organisational arrangements for the IDP Process;
➢ Binding Process and Planning requirements, i.e. policy and legislation; and
➢ Mechanisms and procedures for vertical and horizontal alignment.

2.2. Legislative Requirement for IDP Compilation

- Chapter 5, Section 25 (1) of the MSA 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) Forms the policy framework and general basis on which annual budgets must be based;
  (d) Complies with the provisions of this Chapter; and
  (e) Is compatible with national and provincial development Plans and planning requirements binding on the municipality in terms of legislation.

- In terms of section 25 (2) of the Local Government: Municipal Systems Act No. 32 of 2000 (MSA) and MSA Regulations, a municipal council may adopt the IDP of its predecessor, or adopt the IDP of its predecessor with amendments, or adopt a new Five Year IDP. However, all three options require local community participation on the development needs and priorities in terms of section 29 of the MSA.

- In terms of the core components of Integrated Development Plans, Chapter 5 and Section 26 of the MSA indicates that: 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 and 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.

- **In terms of the MSA Section 28: Adoption of process**

  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.

- **Section 29(1) of the MSA refers to the Process to be followed.** – The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, 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

**Section 29(2) and (3) stipulates:**

(2.) A district municipality must–,

  (a) plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipalities in that area:

  (b) align its integrated development plan with the framework adopted in terms of section 27; and

  (c) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the local municipalities in that area.

(3) A local municipality must–,
(a) align its integrated development plan with the framework adopted in terms of 40 section 27; and
(b) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the district.

The table below set out the difference between and a summary of the requirements for a District IDP Framework versus that of an IDP Process Plan and Time schedule

<table>
<thead>
<tr>
<th>District Framework (Five Year)</th>
<th>Process Plan (Five Year)</th>
<th>Time Schedule (Annually)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The District Framework in accordance with Section 27 of the MSA must be adopted by the district municipality within a prescribed period after the start of its elected term. The Framework, amongst others, obligates both the district and the local municipalities in its area on binding legislation, IDP matters which require alignment and procedures for consultation during the process of drafting their respective IDPs.</td>
<td>The IDP Process Plan in accordance with Section 28 of the MSA is a process set out in writing to guide the planning, drafting, adoption and review of its initial 5-year IDP after the start of Councils elected term. It contains events to be undertaken in the process of developing the actual IDP and supporting IDP processes of the local municipalities to ensure alignment in the case of a District Municipality.</td>
<td>In accordance with Section 21 of the MFMA the Council must adopt a time schedule outlining key deadlines for the tabling and adoption of the annual review/amendment of the IDP, any amendments to the IDP and consultative processes which form part of the annual IDP and Budget review.</td>
</tr>
</tbody>
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2.3. **Key Elements to Be Addressed During the Drafting and Adoption Process of The Term Office (Five Year) IDP**

(a) Consolidated Assessment report from Provincial Treasury (PT) and DLG on the municipality’s Draft 2022 - 2027 IDP
(b) Municipal Assessment
(c) Responding to shortcomings and weaknesses identified through findings on the 2020/2021 Annual Report.
(d) New Council Priorities
   - New Council Priorities to be identified during a strategic Workshop for Councillors and staff, to be conducted during the analysis phase. The focus will be to review council’s vision, mission, objectives and strategies components of the IDP.
(e) Community Priorities
- Responding to needs registered by community through IDP public participation processes and relevant public participation structures.

(f) Outcomes based approach
- Respond to government priorities, policies, projects and programmes, National Development Plan (NDP), Provincial Strategic Plan (PSP), Joint District & Metropolitan Approach (District Development Model), Provincial Spatial Development Framework (PSDF) and District Resolutions.
- Review of the SDF (with capital investment framework) to ensure that the IDP and the SDF preparation processes are adequately aligned.
- The municipality’s focus will also be to identify and develop long outstanding policies/plans that are crucial in development of the municipality.

### 2.4. Five Year Cycle of the 5th Generation IDP

<table>
<thead>
<tr>
<th>Year</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
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<tbody>
<tr>
<td>Approval May</td>
<td>Cycle starts 1</td>
<td>Cycle ends 30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of IDP of predecessor</td>
<td>July 2022</td>
<td>June 2027</td>
<td></td>
<td></td>
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Towards the Vision to: **To be developed**
In the table below are the high-level phases of the IDP process indicating the various activities.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activities</th>
</tr>
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<tbody>
<tr>
<td><strong>Analysis</strong></td>
<td>Analyse the existing level of development within the municipality, identifying challenges faced by communities as well as causes thereof. Details on what is to be prioritized. What are available resources?</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
<td>Finding solutions to challenges identified. Determine Vision, Mission, Strategic Objectives, outcomes, measurable outputs and targets.</td>
</tr>
<tr>
<td><strong>Projects, Programs</strong></td>
<td>Develop municipal-wide programs / projects, Technical subcommittees with representatives of stakeholder organisations/civil society and IDP Representative Forum. Local community-level programs /projects involving dialogue between all affected parties. Cost estimations for budget allocation.</td>
</tr>
<tr>
<td><strong>Integration</strong></td>
<td>Screening, revision and integration of programmes, projects sector plans, operational and business plans, Institutional restructuring and alignment, Align the performance management system and compile an integrated Communication Plan.</td>
</tr>
<tr>
<td><strong>Approval</strong></td>
<td>Finalise and approve the IDP and budget. Publicise the IDP and budget for public comment and submissions, Consultation and final approval.</td>
</tr>
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3. **ORGANIZATIONAL / INSTITUTIONAL ARRANGEMENT**

3.1. **Established Internal Structure with Role Players and Responsibilities**

(a) **MUNICIPAL COUNCIL**

The Municipal Council is formed by ward councillors and Party Representative Councillors of which the responsibility of the Council in the IDP Development is to:
- Adopt a process plan;
- Adopt the final IDP; and
- Ensure that the Service Delivery and Budget Implementation Plan, Annual Report and related development activities are based on the approved IDP.

(b) **EXECUTIVE COMMITTEE**

The Executive Committee is formed in terms of section 80 of the Municipal Structures Act and it is responsible to:
- Decide on the Process Plan.
- Be responsible for the overall management and coordination of the planning, management, coordination and monitoring of the process and drafting of the IDP or delegate this function to the Municipal Manager.
- Manage the IDP development through the Municipal Manager;
- Ensure legislative compliance by recommending the IDP review process to the Council;
- Recommend the IDP revision and adoption to the Council;
- Allocate resources for reviewing the IDP.

(c) **WoSA FRAMEWORK (Whole of Society Approach)**

The WoSA Framework Agreement between the Western Cape Government and SBM was approved by the SBM Council in 2018 and signed by both parties.

The Whole of Society Approach (WOSA) embeds and institutionalises a collaborative approach to service delivery which includes local, provincial and national government, state-owned institutions, the private sector and civil society (viz. stakeholders) to address a community’s specific needs, thereby creating “public value” in the communities concerned.

Five Strategic Focus Areas (clusters) were identified that will assist the IDP planning / review / amendment processes as well as the annual budget process:
- Governance Cluster
- Social Wellness;
- Economic;
- Urban Reconstruction and Integrated Development Planning;
- Safety.

These 4 Clusters, under the guidance of the Governance Cluster will via their respective operational meetings on a continuous basis provide inputs and recommendations to the SBM IDP office to be included in the annual review / amendment process.

3.2. Identified Internal Role Players and Their Responsibilities

(a) THE EXECUTIVE MAYOR

As the Chairperson of the Executive must:
- Consider the IDP and Budget Timetable and Process Plan snd submit to Council for approval
- Ensure legislative compliance by, recommending to the Municipal Council the adoption of the Process Plan, and of the IDP;
- Provide political guidance;
- Assign responsibilities in this regard to the municipal manger;
- submit the draft plan to the municipal council for adoption.
- Overall oversight and monitoring of the IDP Process

(b) THE MUNICIPAL MANAGER

The Municipal Manager will delegate the undermentioned functions to the IDP Manager but remain accountable for the overall IDP Process as dictated by Municipal Systems Act 2000. Amongst other things, the following responsibilities will be allocated to the IDP Manager for the IDP Process:

- To ensure that the process plan is finalized and adopted by council;
- To adjust the IDP according to the proposals (assessment) of the Minister for Local Government;
- To monitor the participation of stakeholders;
- To ensure appropriate procedures are followed;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- To ensure alignment of the SBM IDP with the District Municipality’s IDP;
- To co-ordinate the inclusion of Sector Plans into the IDP documentation;
- To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP; and
- To submit the adopted IDP to the relevant authorities.

(c) THE IDP MANAGER

The Western Cape Government Intergovernmental IDP Support Technical Steering Committee will guide and assist the IDP Manager or delegated official appointed by the Municipal Manager to ensure the following processes is executed.

- Responsible for the preparation of the Process Plan.
- Responsible for the day-to-day management of the planning process under consideration of time, resources, people, ensuring:
  - involvement of all different role-players, especially officials;
  - that the planning processes and timeframes are being adhered to;
  - that the planning process is horizontally and vertically aligned and complies with national and provincial requirements;
  - that conditions for participation are provided; and
  - that outcomes are being documented;
- management of consultant responsible for the 2022/23 amendment of the 5th Generation IDP.

(d) MUNICIPAL OFFICIALS (DIRECTORS AND MANAGERS)

All Municipal officials are responsible for implementing the IDP through:

- Provision of full support to the IDP Manager; by
- Submitting all departmental plans, budget and other relevant information for the compilation of the IDP and keep it updated;
- Senior officials to sit on relevant committees or WoSA clusters;
- Ensure proper alignment of departmental plans; and
- To be committed in providing ideas, opinions with regards to the accessing of funds for developmental projects.

(e) WARD COUNCILLORS

Ward councillors will play a crucial role in the preparation of the IDP Process, both in terms of the technical and community participation process. They will act as the main interface between the council and communities.

Primary responsibilities would include:
- Organising public consultation and participation at ward level;
- Dissemination of the information from council to constituents and visa versa;
- Utilising the Ward Committee in the IDP public participation and development process
- Identification of issues and projects at ward levels;
- Participating in the approval and ongoing monitoring of approved IDP; and
- Identify and encourage unorganised groups to participate in the IDP Process.
- Monitor the implementation of the IDP with respect to their respective wards.

(f) WARD COMMITTEES

Ward Committees are the structure established to ensure proper flow of information between the Municipality, ward Councillors and the community, they are responsible for:
- Submission of community priorities to the ward councillor at ward committee meetings;
- Developing of ward-based planning
- Effective in all programmes of the municipality, e.g. IDP, BUDGET EVENTS etc.
4. EXTERNAL ROLE PLAYERS

4.1. Identified external role players with roles and responsibilities

a) DISTRICT MUNICIPALITY

The District Municipality will have the role of preparing a District IDP Framework as well as coordinating of IDP Processes of Local Municipalities which includes:

- Ensuring horizontal alignment of IDPs of the municipalities in the district;
- Ensuring horizontal alignment between the district and local planning;
- Facilitation of vertical alignment of IDPs with sector departments;
- By using the JDMA framework, preparing of joint strategy workshops with local municipalities, provincial and national role players and other subject specialists;
- Provide technical support to local municipalities within the district; and
- Promoting the use of the JDMA structures.

b) SECTOR DEPARTMENTS, PARASTATALS, NGO’S & COGTA IS RESPONSIBLE FOR

- Provision of financial support to the local municipality in the form of grants;
- Provide capacity training and workshops on the IDP;
- Participate on IDP Forums;
- Assist in provision of sector plans;
- Assist in providing relevant updates of departmental yearly programmes and budget;
- Supervise the progress of the IDP Process;
- Provide comments on Draft IDPs; and
- Continuously interact with Local Municipalities via the JDMA structures.

c) WESTERN CAPE GOVERNMENT: DLG IDP

- Provision of specialised intergovernmental IDP support
- Providing provincial and District fora for IDP Managers to meet on regular basis to create a learning and strategic engagement for decision making
on project and programme prioritisation across sectors and spheres of government
- Establish a shared vision for IDP development in the Province;
- Align existing planning processes and budgets between the three (3) spheres of government, other government agencies.
- Outline strategic decisions and trade-offs that need to be made to achieve the vision in a complex and changing environment;

d) PROFESSIONAL SERVICE PROVIDERS

- Provision of technical expertise to the municipality;
- Assist in facilitation of IDP Workshops;
- Assist in Spatial Development Framework and Land Use Management System; and
- Assist in drafting of business plans

5. MECHANISMS FOR PUBLIC PARTICIPATION

Section 16(1) of the Municipal Systems Act No. 32 of 2000 indicates that a municipality must develop a culture of municipal governance that complements formal representation. This means that a municipality must create conditions for the local community to participate in its affairs, including the involvement of the community in the preparation, implementation and review of IDPs. Community based Planning (CBP) is considered the preferred form of participatory planning designed to promote community action and to link IDP as it provides a mechanism for entrenching participatory planning and management at ward level. To this effect, the Department invested and rolled out a massive programme to introduce municipal officials to CBP. Community Based Planning will now form the basis at community involvement in the development of IDPs.

Four major functions can be aligned with the public participation process, namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.
5.1. WARD COMMITTEES

- Ward committees are utilised as communicating agents to the community and a source of data;

5.2. WoSA CLUSTERS (WHOLE of SOCIETY APPROACH)

This approach will include all stakeholders and will be responsible to:
- Ensure that community needs, and priorities are communicated
- Ensure responsiveness of the IDP and Budget
- Ensure communication lines with represented organizations, and to
- Ensure information flow and building relationships.

5.3. STRUCTURED PARTICIPATION

- The IDP process and the participation of the community in this process have to be structured.
- IDP liaison with communities will mainly be done through ward committee and ward meetings but will also include the use of electronic and social media platforms accessible to the public.
- Although ward committees provide for representation of communities on a geographical basis, there are also several sector interests not necessarily covered by ward committees, such as education, business and agriculture.
- Liaison with and involvement of such sector groups are crucial and will be done mainly through the WoSA platforms.

5.4. PUBLIC PARTICIPATION: 5TH GENERATION IDP INPUTS

- Public participation Process (PPP) will commence in July 2022
- SBM will take responsibility for the PPP during the months of July / August / September 2022.
- The venues of these meetings and other processes will be publicized through the media and other communication platforms and media;
To ensure the maximum community participation the municipality will have ward meetings (IDP inputs per ward), Town meetings (IDP inputs to National, Provincial and State-Owned enterprises), Private sector (economic) meetings, WoSA cluster meetings, and other relevant IDP stakeholders.

- The Public will also be able to register their needs / inputs / contributions via electronic voice recordings, emails, WhatsApp, Facebook, videos, SMS, visits to municipal offices and letters to the municipal manager.

5.5. MEDIA

- Community radio stations will be utilised to make public announcements where necessary depending on financial availability;
- Flyers-to be distributed in Public Facilities;
- Local Newspapers are commonly used to advertise dates and venues of meetings and other notices;
- Will rely on word-of-mouth advertising through ward committees, SBM SMS system, Ward Committee WhatsApp Groups;
- Persons that cannot read or write may come to the Municipality to have their comments/representations transcribed for them as contemplated in Section 17 of the MSA.

6. ALIGNMENT MECHANISMS

6.1. Alignment with Stakeholders

- **HORIZONTAL AND VERTICAL ALIGNMENT**
  - **DISTRICT FRAMEWORK PLAN:** In terms of Chapter 5 Section 27 of the Municipal Systems Act (2000), Districts are required to prepare and adopt a framework plan which indicates how the District and Local Municipalities will align their IDPs;
  - The District Framework Plan provides the linkages and the binding relationship to be established between the District and the Locals in the region, therefore
proper consultation, coordination and the alignment of the review process of the district municipality and family of municipalities can be maintained.

- **JOINT DISTRICT and METRO APPROACH (JDMA)**

  The JDMA is a western Cape geographic and team-based, citizen-focus approach to provide a basket of government services (national, provincial or municipal) that are delivered seamlessly as a single service.

- **ALIGNMENT WITH SERVICE PROVIDERS**

  The District and local municipality are responsible to ensure the alignment between the district and local planning through the District IDP Forum, Local IDP Forum and one on one meetings with sector departments and the family of municipalities.

- **CROSS-BOARDER ALIGNMENT**

  - In this IDP Process, the municipality will be aligning its development plans with the nearby municipalities to tap in on any possible development opportunities on boarder corridors.

  6.2. **Type of Alignment Mechanism**
  
  i. JDMA
  
  ii. District IDP Forum
  
  iii. WoSA structures (clusters)
  
  iv. LED Forum
  
  v. One-On-One Meetings with Sector Departments and private sector

7. **IDP CONTENT**

7.1. **Legislative Requirements and Content of the Five Year IDP**

   *Section 26 of the MSA determines the core components of an integrated development plan as:*

   [Continue with the rest of the document content here]
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 provide the following details of the 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-

d) indicate desired patterns of land use within the municipality;
e) address the spatial reconstruction of the municipality; and provide strategic
guidance in respect of the location and nature of development within the
municipality;
f) set out basic guidelines for a land use management system in the municipality;
g) set out a capital investment framework for the municipality’s development
programs;
h) contain a strategic assessment of the environmental impact of the spatial
development framework;
i) identify programs and projects for the development of land within the
municipality;
j) be aligned with the spatial development frameworks reflected in the integrated
development plans of neighbouring municipalities; and
k) provide a visual representation of the desired spatial form of the municipality,
which representation -
l) must indicate where public and private land development and infrastructure
investment should take place;
m) must indicate desired or undesired utilisation of space in a particular area;
   (iii) may delineate the urban edge;
   (iv) must identify areas where strategic intervention is required; and
   (v) must indicate areas where priority spending is required."

7.2. Spatial Development Framework

A MSDF must therefore be drafted, adopted or amended as part of the municipal IDP
drafting, adoption and amendment process.

7.3. Proposed Table of Contents

The form and content of a five-year IDP are largely subject to the discretion of a
Municipality. The following table of contents is based on the above-mentioned act and
regulations, the IDP Guide Pack and National and Provincial directives. It serves only as
a guide and the eventual table of contents will most likely be a combination and/or
rearrangement of the different components.
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<th>SECTION/CHAPTER</th>
<th>DETAIL</th>
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<td>Strategic Objectives</td>
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<td>Municipality in Context: Situational analysis</td>
<td>An overview of current international, national and provincial economic, demographic, environmental, (esp. Covid 19, climate change), sustainable developmental debates</td>
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<td>A brief overview of the profile of the Municipality – demographics, resource analysis, economic development and other tendencies</td>
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<td>Overview of Existing levels of development</td>
<td>• Basic services</td>
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<td>Ward plans</td>
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<td>Analysis of infrastructure spent</td>
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<td>Strategic Plan</td>
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<td>• Strategic Focus areas (SFA)</td>
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</table>
8. ANNUAL REVIEW OF THE IDP

8.1. Legally required content of the Five Year IDP: Annual Review

Section 34 of the Municipal Systems Act (MSA) determines the annual review and/or amendment of integrated development plan and states:

“A municipal council-

a) must review its integrated development plan-

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

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

8.2. Purpose of a Review (Annual)

The IDP has to be reviewed annually in order to:

• Ensure its relevance as the municipality’s strategic plan;

• inform other components of the municipal business process (including institutional and financial planning and budgeting); and

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

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

The purpose of the annual review is therefore to:

• reflect and report on progress made with respect to the strategy in the 5-year IDP;
• adjust 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.

8.3. Difference between a Review and an Amendment

• **Review of the IDP**

Revision of the IDP entails adjustments and revisions which are based on monitoring and evaluation of the municipality’s performance. The monitoring process prescribes adjustments and corrective measures which must be fed back into the planning process (or 5-year IDP).

In a review process the municipality makes changes to:

• inner year targets which does not impact on Council’s Strategic objectives;
• statistical data;
• or any other changes that does not impact on Council’s objectives.
• **Amendment of the IDP**

Section 34 (b) of the MSA states that a Municipal Council may amend its IDP in accordance with a prescribed process which is set out in Regulation 3, of the MSA Planning and Performance Management Regulations of 2001. The process to be followed when amending an IDP, which can only be proposed by a member or a committee of council, entails the following:

- Submitting a memorandum setting out the reasons for the proposal and should be aligned with the framework adopted in terms of MSA Sec. 27;
- The amendment to the IDP must be adopted by a decision taken by the municipal Council (council resolution);
- Reasonable notice must be given to the members of Council about the proposed amendment and it must be published for public comment for a period of at least 21 days.

For an amendment to take place, one of the following changes must occur:

- Changes relating to the core components of the IDP that have an impact on Councils objectives;
- Changes in policy / legislation that have an impact on Council’s objectives;
- Budget availability;
- Public Participation outcomes;
- Disaster event
- MEC comments

8.4. **Sector Plan Revision**

The following sector plans should be reviewed before the tabling and adoption of the 2022 – 2027 IDP, unless its initial operational term is still valid, in which case it should be done with each annual review of the IDP. The development priorities, recommendations and critical challenges must be incorporated in the five-year IDP.

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<thead>
<tr>
<th>Spatial Development Framework</th>
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<td>Electricity Bulk Master Plan</td>
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<td>Water &amp; Sewerage Reticulation M/Plan</td>
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<td>Water Services Development Plan</td>
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<td>Integrated Waste Management Plan</td>
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<td>Air Quality Management Plan</td>
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<td>Local Economic Development Plan</td>
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<td>Integrated Human Settlement Plan</td>
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<td>Saldanha Bay 2050 – Strategic Plan</td>
<td>Vredenburg Urban Revitalisation Plan</td>
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<td>Pavement Management System</td>
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<td>Infrastructure and Growth Plan</td>
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9. IDP AND BUDGET PROCESSES TO BE FOLLOWED
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<th>Legislative Requirements</th>
<th>Time Frame</th>
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<td>IDP Process Plan</td>
<td>Developing a draft 2022 – 2027 IDP Process Plan, obtaining public input and approval by Council.</td>
<td>MSA Section 28</td>
<td>May</td>
</tr>
<tr>
<td>Time Schedule</td>
<td>• Tabling of draft Budget and IDP Time Schedule to Council</td>
<td>MFMA Section 21</td>
<td>Aug</td>
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<td>• Adoption of Budget Time Schedule</td>
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<td>Public Engagement</td>
<td>• Advertisement of time-schedule on website, local newspapers and notice boards</td>
<td>MSA CH5 S29, MSA S28</td>
<td>July-August-September</td>
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<td>• Acknowledgement of inputs received</td>
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<td>Annual Report</td>
<td>• Tabling of Annual report to Council</td>
<td>MFMA Section 127(2)</td>
<td>January-February-March-April</td>
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<td>• Annual report made public and submitted to PCs</td>
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<td>• Approval of Oversight report on Annual Report by Council</td>
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<td>• Public making of oversight report</td>
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<td>Provisional approval of Draft IDP (5 Year Plan) and Budget</td>
<td>• Table draft IDP and Budget Report to Mayco and Council</td>
<td>MSA &amp; MFMA s16(2)</td>
<td>March-April</td>
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<td>• Advertise and publish final draft of IDP and Budget for public comment and submit to National and Provincial Treasury and others as prescribed</td>
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<tr>
<td>IDP and Budget Public Participation</td>
<td>• Conduct IDP Budget Public Participation to obtain public comment and inputs from communities, provincial government and other relevant stakeholders</td>
<td>MSA s 74, 75 / MFMA s23</td>
<td>April-May-June</td>
</tr>
<tr>
<td>Action</td>
<td>Description</td>
<td>Title</td>
<td>Timeframe</td>
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| Approval of the IDP and Budget | Draft IDP and Budget consultation feedback to Wards and Portfolio Committees  
• Council must give final approval of the IDP Budget document by resolution, setting taxes and tariffs, approving changes to the IDP and budget related policies, approve measurable performance objectives for revenue by source and expenditure by vote before the start of the financial year | MFMA s23  
MSA s 25 & MFMA 24 | April  
May |
| Public Making of Budget and IDP | Publicise the Budget and IDP | MSA and MFMA | June |
| Approval of SDBIP’s | Executive Mayor to approve Corporate SDBIP within 28 days after approval of the budget  
• Place all Directorate Executive Summaries and SDBIPs and Department Business Plans and SDBIPs on website | | May  
June  
August |
| Performance Agreements Section 57 (MSA) and Municipal Systems Act Staffing Regulations 890 & 891 | Submit performance agreements to the Executive Mayor within 10 days after approval of the IDP and Budget.  
• Council to note New Section 57 Scorecards  
• Notification of approved S57 (top management performance agreements) to the public  
Phased Implementation of MSA Staffing regulations 890 & 891 from July 2022. | MFMA s 16, 24, 26, 53 MFMA s 53 | May  
June  
July  
August |
10. LIST OF ANNEXURES

NONE

SIGNATURES

________________________
SENIOR MANAGER: IDP, PMS, IGR, COMM DEV, PUB PARTICIPATION & WARD COMMITTEES

DATE

________________________
DIRECTOR: ECONOMIC DEVELOPMENT & STRATEGIC SERVICES

DATE

________________________
MUNICIPAL MANAGER

DATE

________________________
EXECUTIVE MAYOR

DATE