



**2022 – 2027**

## **Integrated Development Plan**

### **Process Plan and Time Schedule**



2022 – 2027 KANNALAND MUNICIPALITY DRAFT IDP PROCESS PLAN AND TIME SCHEDULE

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## Table of Contents

INTRODUCTION .....	4
BACKGROUND HISTORY: WHITE PAPER DEVELOPMENT AGENDA .....	4
CURRENT LEGAL FRAMEWORK: FIVE YEAR IDP ADOPTION .....	6
CURRENT LEGAL FRAMEWORK: IDP CONTENT .....	7
ANNUAL BUDGET .....	9
PHASES OF IDP DRAFTING .....	10
PROMOTING PUBLIC PARTICIPATION THROUGHOUT THE IDP PROCESS .....	10
MECHANISMS TO PROMOTE ACTIVE CITIZENRY .....	11
KANNALAND MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK .....	13
JDMA/DDM	15
WC'S THREE PRIORITY AREAS POST COVID-19 .....	16
GARDEN ROUTE GROWTH AND DEVELOPMENT STRATEGY: 2019 – 2039: RECOVERY PLAN .....	17
KANNALAND COVID-19 RESPONSE TURN AROUND .....	17
INTERNAL TRANSFORMATION PLAN .....	18
KANNALAND PERFORMANCE MANAGEMENT .....	18
ANNUAL REVIEW OF THE FIVE-YEAR IDP .....	19
THE IDP PROCESS .....	20
PROCESS PLAN CONTENT .....	21
INSTITUTIONAL ARRANGEMENTS .....	21
PROPOSED KANNALAND IDP STRUCTURE .....	22
ROLES AND RESPONSIBILITIES .....	23
MATTERS REQUIRING ALIGNMENT .....	26
SECTOR PLAN REVISION .....	27
PRINCIPLES GUIDING DEVELOPMENT .....	27
ACKNOWLEDGEMENTS .....	30
COMPLIANCE	31
CONCLUDING REMARKS BY THE MUNICIPAL MANAGER .....	32

# INTEGRATED DEVELOPMENT PLAN (IDP) PROCESS PLAN 2022 – 2027

Compiled in terms of Section 28 and 29 of the Municipal Systems Act 32 of 2000

Tabled to Council on \_\_\_\_\_

According to Section 25 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic Integrated Development Plan (hereinafter referred to as the IDP) for the development of the municipality which links, integrates and coordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The priorities identified in the IDP inform all financial planning and budgeting undertaken by the institution.

An IDP is a super plan for an area, establishing an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It takes into account the existing conditions and problems and resources available for development. It looks at economic and social development for the area as a whole. It is used by municipalities as a tool to plan short-, medium- and long-term future development.



## INTRODUCTION

The IDP Process Plan is the first step / milestone of the newly elected Council that paves the way and articulates the progressive activities and processes which the municipality will embarked on in the planning, drafting, adoption and review of its fourth generation Integrated Development Plan for the implementation period 2022 - 2027. The process plan enhances integration and alignment between the IDP, Performance Management System (PMS) and Budget, thereby ensuring the development of a performance based and budgeted IDP. It fulfils the role of a business plan or an operational framework for the IDP process outlining the way the IDP process will be undertaken. The IDP Process Plan incorporates all municipal planning, budgeting, performance management, performance reporting and public and stakeholder engagement processes. The preparation of a Process Plan, which is the IDP Process set out in writing, requires the adoption by Council. This plan must 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;*
- *Allow the local community to be consulted on its development needs and priorities;*
- *Allow the local community, organs of state and traditional leaders to participate in drafting the IDP;*
- *An indication of the organisational arrangements for the IDP process;*
- *Identify binding national and provincial legislation plans and planning requirements, i.e., policy and legislation; and*
- *Ensure close consultation and alignment with district plans;*
- *Participate in establishing a district framework;*
- *Take into account plans of other local municipalities in the area;*
- *Mechanisms and procedures for vertical and horizontal alignment.*

The process creates its own dynamics since it encompasses the involvement of external role-players, therefore it requires accurate logistical planning, co-ordination and arrangements of engagement sessions to ensure that the process is implemented in accordance with the approved time bound schedule. It is important to bear in mind that the end result of the IDP process is not the drafting of the IDP document, but the actual implementation of identified, prioritised and agreed upon projects and programmes within limited financial resource availability which will ultimately create a conducive environment wherein all people can prosper socially and economically.

## BACKGROUND HISTORY: WHITE PAPER DEVELOPMENT AGENDA

The White Paper spelled out the framework and programme in terms of which the existing local government systems would be radically transformed. It established the basis for a system of local government centrally concerned with working with local citizens and communities to find sustainable ways to meet their needs and improve the quality of their lives. It can almost be regarded as a "mini-Constitution" for local government.

The Constitution of the Republic of South Africa (1996) mandates local government to:

- Provide democratic and accountable government for local communities.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of
- local government.

Local government must also promote the Bill of Rights, which reflects the nation's values about human dignity, equality and freedom, and uphold the principles enshrined in the Constitution. Within the framework of the Constitution, this White Paper establishes the basis for a new developmental local government system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

It discusses four characteristics of developmental local government, namely exercising municipal powers and functions in a manner which maximises their impact on social development and economic growth; playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area; democratising development; and building social capital through providing community leadership and vision, and seeking to empower marginalised and excluded groups within the community.

It urges local government to focus on realising developmental outcomes, such as the provision of household infrastructure and services; the creation of liveable, integrated cities, towns and rural areas; and the promotion of local economic development and community empowerment and redistribution.

It also provides three approaches which can assist municipalities to become more developmental, namely integrated development planning and budgeting; performance management; and working together with local citizens and partners. It emphasises the potential of integrated development planning as a mechanism to enable prioritisation and integration in municipal planning processes, and strengthen links between the development and institutional planning processes. It proposes a process for the development of a performance management system for local government; and suggests ways in which municipalities can engage citizens and community groups in the affairs of the municipality in their capacities as voters, citizens affected by municipal policy, consumers and end-users of municipal services, and partners in resource mobilisation for the development of the municipal area.

## CURRENT LEGAL FRAMEWORK: FIVE YEAR IDP ADOPTION

### **Municipal Systems Act 32 of 2000 (MSA)**

*The Municipal Systems Act, Act 32 of 2000 obligates all municipalities to undertake a process of preparing and implementing IDPs. According to Section 25 (1) of the MSA;*

**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.*

Integrated development planning may be defined as the **strategic management process** utilised by local government. It is a process through which municipalities prepare a strategic development plan, for a five (5) year period. **The IDP is the product of the IDP process.** The IDP is the principal strategy planning instrument which guides and informs all planning, budgeting, management and decision-making processes in a municipality.

**Strategic management basically comprises of the following:**

- ❖ Defining the organisation's business and developing a strategic vision and mission as a basis for establishing what the organisation does and doesn't do and where it is heading;
- ❖ Formulate strategies as well as strategic objectives and performance targets;
- ❖ Implementing and executing the chosen strategic plan; and evaluating strategic performance and making corrective adjustments in strategy and/or how it is being implemented in light of actual experience, changing conditions, and new ideas and opportunities.

## CURRENT LEGAL FRAMEWORK: IDP CONTENT

### Municipal Systems Act 32 of 2000

Section 26 of the MSA prescribes the core components of an IDP and states that an IDP must reflect:

NINE CORE COMPONENTS		
<ul style="list-style-type: none"> <li>COUNCILS VISION</li> <li>LONG TERM DEVELOPMENT</li> <li>CRITICAL DEVELOPMENT</li> <li>TRANSFORMATION NEEDS</li> </ul>	<ul style="list-style-type: none"> <li>ASSESSMENT OF EXISTING LEVEL OF DEVELOPMENT</li> <li>IDENTIFICATION OF COMMUNITIES WHO DO NOT HAVE ACCESS TO BASIC SERVICES</li> </ul>	<ul style="list-style-type: none"> <li>COUNCILS OPERATIONAL STRATEGIES</li> </ul>
<ul style="list-style-type: none"> <li>COUNCILS DEVELOPMENT STRATEGIES</li> <li>ALIGNED WITH NATIONAL AND PROVINCIAL SECTOR PLANS</li> <li>PLANNING REQUIREMENTS BINDING IN TERMS OF LEGISLATION</li> </ul>	<ul style="list-style-type: none"> <li>SPATIAL DEVELOPMENT FRAMEWORK AND</li> <li>LAND USE MANAGEMENT SYSTEM</li> </ul>	<ul style="list-style-type: none"> <li>COUNCILS DEVELOPMENT PRIORITIES AND OBJECTIVES</li> <li>LED DEVELOPMENT AIMS</li> <li>INTERNAL TRANSFORMATION NEEDS</li> </ul>
<ul style="list-style-type: none"> <li>DISASTER MANAGEMENT PLANS</li> </ul>	<ul style="list-style-type: none"> <li>FINANCIAL PLAN</li> <li>BUDGET PROJECTION FOR AT LEAST 3 YEARS</li> </ul>	<ul style="list-style-type: none"> <li>KEY PERFORMANCE INDICATORS AND</li> <li>PERFORMANCE TARGETS</li> </ul>

### Municipal Planning and Performance Management Regulations (Reg 2) 2001

#### 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;
- (iii) any investment initiatives in the municipality;
- (iv) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development;
- (v) all known projects, plans and programmes to be implemented within the municipality by any organ of state; and
- (vi) 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
- (j) must indicate where public and private land development and infrastructure investment should take place;
- (k) must indicate desired or undesired utilisation of space in a particular area;

- (i) may delineate the urban edge;
- (ii) must identify areas where strategic intervention is required; and
- (iii) must indicate areas where priority spending is required.

Integrated Development Planning is an elaborate and collaborative planning process which produces a strategic plan designed to guide municipalities and their entities to systematically eradicate servicedelivery backlogs; encourage socio-economic development; preserve and conserve the natural environment; address spatial disparities of development and deliver on the agreed priorities which are translated into projects with clearly defined outputs and targets within a five-year planning cycle.

**NOTE:**

All IDP reviews or amendments should be read in conjunction with the adopted five-year IDP

## ANNUAL BUDGET

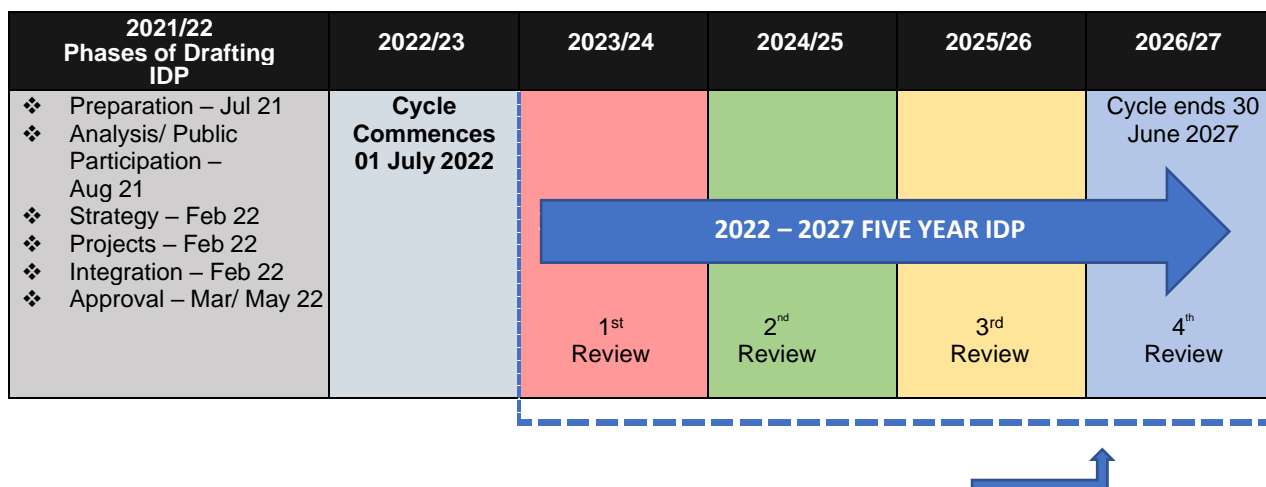
The Budget and the IDP are inextricably linked to one another. Therefore, it is important that the Budget and IDP processes be coordinated in a manner that will ensure that the IDP and budget related policies and the final budget are mutually consistent and credible. Credibility refers to the municipality's ability and capacity to spend and deliver services in accordance with its approved budget. The Budget processes has been formalised through the promulgation of the Municipal Finance Management Act (2004) and the related Budget regulations. Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

**The mayor of a municipality must;**

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

## PHASES OF IDP DRAFTING

### ANNUAL REVIEWS



## PROMOTING PUBLIC PARTICIPATION THROUGHOUT THE IDP PROCESS

### PUBLIC PARTICIPATION AND THE FIVE YEAR IDP PLANNING PROCESS

#### Phase 1: Analysis

- (a) Legal Framework Analysis
- (b) Leadership Guidelines
- (c) Municipality Technical Development Analysis
- (d) Community and Stakeholder Development Analysis
- (e) Institutional Analysis
- (f) Economic Analysis
- (g) Socio-Economic Analysis
- (h) Spatial Analysis
- (i) Environmental Analysis
- (j) In-depth Analysis and identification of Key Development Priorities

**ANALYSIS**

Community/ward /com/  
Stakeholder meetings  
Sample surveys  
Opinion Polls  
IDP Rep Forum

#### Phase 2: Strategies

- Identifying a Vision, Mission and Value System
- Perform a Gap Analysis
- Identify Key Performance Areas (KPA's)
- Determine Strategies and Development Objectives
- Link KPA's and Objectives to Sectoral Functions

**STRATEGIC WORKSHOPS**

with IDP Rep Forums,  
Stakeholder organisations,  
Sector departments,  
Prov. and Nat govt depts

#### Phase 3: Projects

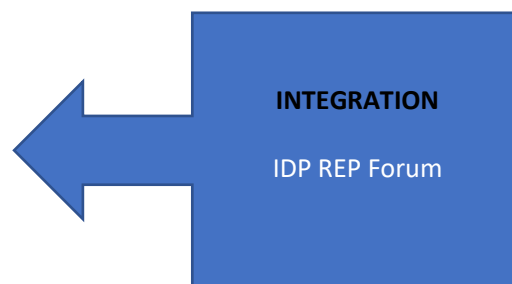
- Performance Management System
- Identify Capital Projects
- Identify Specific Programmes
- Compile Five Year Operational Business Plans

**PROJECTS**

Tech Sub Coms  
Stakeholder organisations.  
Civil society  
IDP Rep Forum

**Phase 4: Integration**

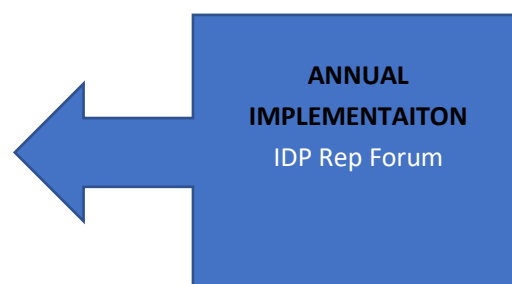
Integration of Processes  
 Institutional Restructuring and Alignment  
 Compile an Integrated Communication Plan

**Phase 5: Approval**

District Alignment  
 Public Comments  
 Provincial/National Alignment  
 Final Approval by the Municipal Council

**ANNUAL IMPLEMENTATION**

Compiling Operational Business Plans  
 Compiling Municipal Budget  
 Monitor, Evaluate and Review  
 Reporting



Public participation has to be institutionalised to ensure that all residents have an equal right to participate; and structured participation must specify who is to participate, on behalf of whom, on which issues, through which organisational mechanisms and to what effect.

*Public participation is not equally relevant and appropriate in each stage of planning, and not all participation procedures are equally suitable for each planning step. To limit participation costs, to avoid participation fatigue, and to optimize the impact of participation, the mechanisms of participation will have to differ from stage to stage.*

## MECHANISMS TO PROMOTE ACTIVE CITIZENRY

The undermentioned vehicles shall be utilised in promoting an active and informed citizenry:

- Establishment of Development Associations
- IDP Representative Forum
- Ward Committees
- Radio Broadcasts
- Social Media platforms (Facebook; Twitter; LinkedIn; WhatsApp)
- Municipal Website
- Internal and external newsletter (subject to financial resource availability)
- Loud hailing

## Detailed activities and deliverables

The table below summarises the important activities and deliverables to be considered during the process of drafting and annual review of the IDP.

ACTIVITY	ACTION	DIRECTORATE
<b>PREPARATION</b>		
Ward Committees	❖ Establishment of Ward Committees. Elections will take place between January and February 2022	Corporate Services
<b>ANALYSIS</b>		
External Analysis	❖ Review Sector Plans and priorities implementation of sector plan recommendations	All
	❖ Review Spatial Development Framework	Corporate Services
	❖ Socio Economic Profile Analysis /	Corporate Services
	❖ Community Satisfaction Surveys	Corporate Services
	❖ Stats SA Community Survey	Corporate Services
	❖ Community Needs Analysis / Input	Corporate Services
	❖ Joint District and Metro Approach Implementation Plan	Corporate Services
Internal Analysis	❖ Municipal Economic Review Outlook (WCPG)	Corporate Services
	❖ Review Long Term Financial Plan	Financial Services
	❖ Developed Organizational SWOT Analysis / Identify Opportunities and Critical Challenges	Municipal Manager
	❖ Fourth generation IDP Needs Analysis	Corporate Services
	❖ Review Fourth Generation performance (SDBIP)	Corporate Services
	❖ Developed Ward Operational Plans	Corporate Services
	❖ Review Risk register	Corporate Services
	❖ Review minimum service levels / Standards	Corporate Services
		All
<b>STRATEGY</b>		
Organizational Strategy Review	❖ Review third generation organizational strategy, amend, draft and adopt new strategy. Council and Management discuss strategic issues such as vision and mission, future directions, strategic goals and objectives, key performance indicators and targets for each strategic objective.	Executive Management Council
Strategic Planning Session	❖ Council and Management considered external and internal analysis and strategies around 5-year development priorities and operational strategies (programmes, projects, activities and actions)	Executive Management Council
<b>PROJECTS</b>		
Project and Programme Identification	❖ Management considers external and internal needs analysis and outcomes of Strategic Planning Session and identify projects and develop project business plans. <b>Mandatory Projects</b> - Upgrade and Development of New Infrastructure Projects directly linked to basic service delivery (Water / Electricity / Sanitation) <b>Community Mandated Projects</b> – Projects aimed at socio and economic upliftment of communities and beautification and development of residential areas. These projects will be identified by communities and prioritized by Ward Committees.	Executive Management  Technical Services  Planning and Strategic Services

INTEGRATION		
Intergovernmental Alignment and Public Private Partnership Contribution	❖ Align municipal strategy with National, Provincial and District Municipality development policies and planning instruments. <b>(Horizontal and Vertical Alignment)</b>	Corporate Services
	❖ Participate in Provincial IDP INDABA and Joint Planning Forums.	All Directorates
	❖ Consider, Support and Incorporate Service Delivery and Development Interventions of other government and private sector counterparts in IDP.	Corporate Services

## KANNALAND MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

### Introduction

A Municipal Spatial Development Framework (MSDF) is a long-term development strategy required in terms of the Municipal Systems Act 32 of 2000 and forms part of the Integrated Development Plan (IDP). The main aim of the MSDF is to clearly outline the spatial status quo of the Municipality, identify the opportunities and threats and then set out the local authority's goal, strategies and supporting policies in achieving medium - and long-term growth. The document will give spatial expression on the Municipality's service delivery and development agenda. Furthermore, it will clarify and direct equitable development and management activities in urban and rural areas in alignment with National and Provincial spatial planning legislation.

The Municipality is in collaboration with the Provincial Department of Environmental Affairs to finalise the draft MSDF. Proper consultation with the stakeholders of Kannaland will be conducted to ensure all concerns and proposals are obtained for consideration.

*“The municipal Spatial development framework must be prepared as part of a municipality's integrated development plan in accordance with the provisions of the Municipal Systems Act”*

### Current Status of Kannaland MSDF

The Spatial Development Framework (SDF) is the 20-year Development Plan for Kannaland Municipality which was last reviewed and adopted by the Kannaland Municipal Council during the 2013/2014 financial year. As the Municipality does not have an in-house spatial planner and was unable to obtain budget resources to procure a service provider, the review and updating of the SDF has not been completed. The Municipality is engaging with the Garden Route District Municipality and the Provincial government to obtain resources to review and update the SDF. The approved 2013/14 Kannaland MSDF will be consulted and used as a basis for alignment even though some of the projects identified in the SDF may not accurately reflect alignment with the IDP and the Budget. Kannaland Municipality Human Resources will advertise for bursaries for the identified scarce skill of spatial planning and GIS mapping in order to build capacity within this

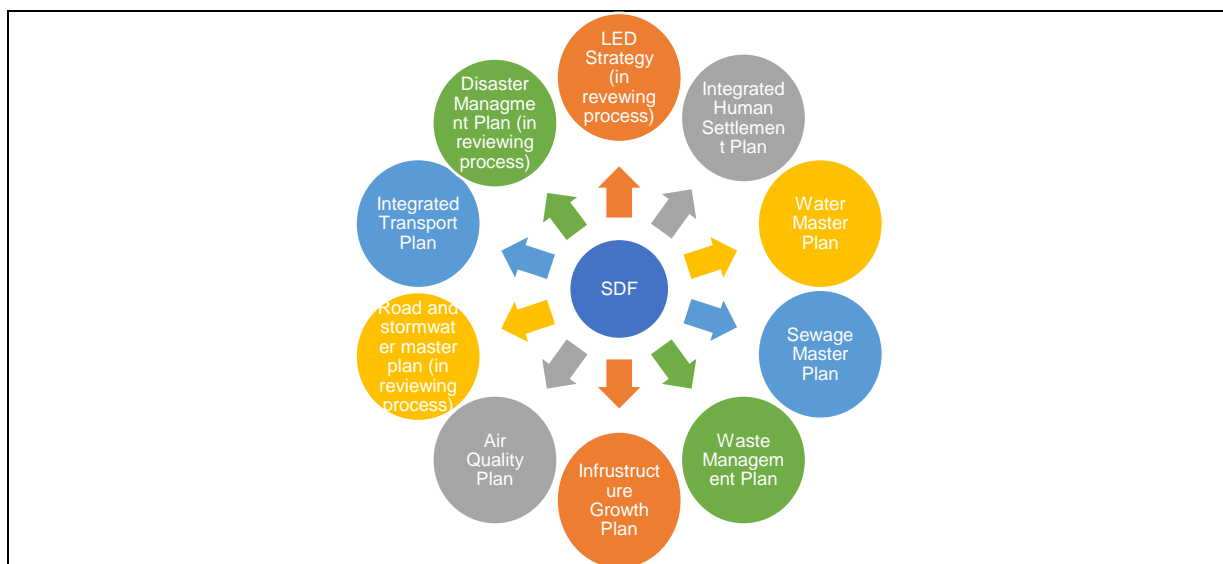
Corporate Services Directorate where the SDF function resides. The Kannaland MSDF makes specific recommendations concerning the following elements:

- ❖ Bio–regions;
- ❖ Spatial Planning Categories (SPCs) for Land Use Management;
- ❖ Sustaining the economy;
- ❖ Major infrastructure projects;
- ❖ Major Tourism Destinations;
- ❖ Land Reform;
- ❖ Urban Related Development;
- ❖ Climate change adaptation;
- ❖ Urban design guidelines;
- ❖ Potential rural nodes and periodic rural markets; and
- ❖ Settlement hierarchy and structure.

The following diagram hereunder illustrates the alignment of the sector plans with the Municipal Spatial Development Framework (MSDF).

The ultimate objective of this one holistic planning approach which commences with development of an SDF (that is inclusive of all current and future developments) is to inform and align operational plans ensuring planning is streamlined across sector departments.

#### **ALIGNMENT OF KANNALAND MSDF AND SECTOR PLANS**



### **MSDF Content**

Section 21. A of SPLUMA states that the SDF must;

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2;
- (b) include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;

- (c) include a longer-term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;
- (d) identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated;
- (e) include population growth estimates for the next five years;
- (f) include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments;
- (g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;
- (h) identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;
- (i) identify the designated areas where a national or provincial inclusionary housing policy may be applicable;
- (j) include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;
- (k) identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;
- (l) identify the designation of areas in which—
  - (i) more detailed local plans must be developed; and
  - (ii) shortened land use development procedures may be applicable and land use schemes may be amended;
- (m) provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;
- (n) determine a capital expenditure framework for the municipality's development programmes, depicted spatially;
- (o) determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area; and (p) include an implementation plan comprising of;
  - (i) sectoral requirements, including budgets and resources for implementation;
  - (ii) necessary amendments to a land use scheme;
  - (iii) specification of institutional arrangements necessary for implementation;
  - (iv) specification of implementation targets, including dates and monitoring indicators; and
  - (v) specification, where necessary, of any arrangements for partnerships in the implementation process.

## JDMA/DDM

During Presidential Budget Speech 2019, the President directed the sixth administration to develop and implement a new integrated district-based approach (DDM) to address service delivery challenges. In response, the Western Cape Premier's Coordinating Forum (PCF) endorsed the Joint District and Metro Approach (JDMA), a geographical and team based, citizen focused

approach to provide government services with an outcome of improving the living conditions of citizens. To achieve the goals of developmental local government a strong working relationship between politicians' administration and citizens is imperative.

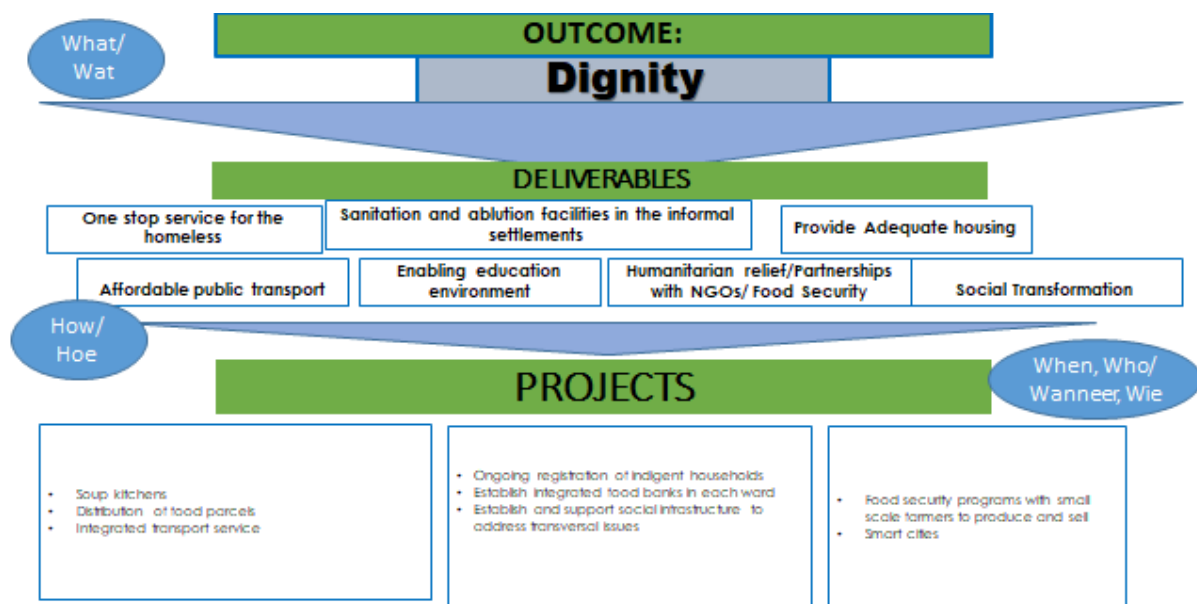
A JDMA team was established to drive the JDMA implementation Plan/One Plan. This JDMA team comprises of Sector Departments, B Municipalities, the Business Chamber.

Kannaland Local Municipality seeks to align its IDP with the JDMA.

## WC'S THREE PRIORITY AREAS POST COVID-19

The Western Cape Government acknowledges the impact of COVID19 and the need to "shift focus" from the approved provincial strategic plan and municipal Integrated Development Plans; to rather focus on interventions to manage the pandemic. The pandemic has in Western Cape, exacerbated the levels of poverty and inequality - this has calls for extraordinary responses to an extraordinary disaster. Based on extensive engagements with municipalities and provincial departments, the Western Cape Cabinet resolved, at its Bosberaad on 7 August 2020, to focus the post COVID19 recovery on three priorities namely, **Safety, Dignity & Well-being**, and **Jobs**. These three priorities relate closely to the Western Cape Provincial Strategic Plan priorities, inclusive of municipal priorities.

Municipalities in the district agreed to focus on the following initiatives to ensure that the three priorities as part of the Western Cape's recovery plan be addressed:



[www.gardenroute.gov.za](http://www.gardenroute.gov.za)

## GARDEN ROUTE GROWTH AND DEVELOPMENT STRATEGY: 2019 – 2039: RECOVERY PLAN

The Garden Route District Municipality has responded to the pandemic through the development of a Recovery Plan which flows from the Garden Route Growth and Development Strategy. This strategy provides a framework for growth and development planning in the Garden Route District for 2019-2039. It applies a coherent, risk-driven approach to growth and development planning. In 2019, a clear need was identified – to consolidate the area into a coherent system which promotes economic development. An integrated approach to risk management, across towns within the Garden Route, allows for more comprehensive scanning for, and monitoring of, risks. It also allows for a coordinated response which is more effective and uses limited resources optimally.

Over the coming decades, this risk-driven strategy will enable the cohesion necessary to navigate the challenges and changes that the Garden Route and its residents and visitors will face. Organising collaboration around shared risks will help to identify areas of collaboration, while allowing for the distinct development of each of the local municipalities in the region, without collapsing any of the differences and unique strengths that characterise these areas. The Economic Recovery Plan includes specific interventions and timelines that will assist in the addressing the impact of the Covid-19 pandemic and will need resources and effective and efficient collaboration to implement these interventions successfully.

## KANNALAND COVID-19 RESPONSE TURN AROUND

Kannaland's already ailing economy has been hard hit by COVID-19 pandemic. Economic growth rates have declined even before covid -19 hit the market. Kannaland will embark on an intelligent economic survey to answer many questions on the impact which covid-19 has had on livelihoods. Various outcomes from the study can be expected namely:

- ❖ The collation of a database of existing businesses in the area;
- ❖ Information indicating the effect that Covid-19 has had on businesses;
- ❖ Economic communication strategy;
- ❖ Economic support undertakings based on business needs identified;
- ❖ Business training needs identification;
- ❖ Establishment of a Kannaland Business Chamber
- ❖ Establishment of Development Associations

Hereunder, find the latest updated COVID-19 statistics for Kannaland as updated up to 22 July 2021.

## INTERNAL TRANSFORMATION PLAN

To be completed once the court hearing is finalised.

## KANNALAND PERFORMANCE MANAGEMENT

The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19 (1) states: A municipal council must strive within its capability to achieve the objectives set out in Section 152 of the Constitution and Section 19(2) of the same Act stipulates: A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1). The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system. Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

### **Chapter 6 of the MSA requires local government to:**

- ❖ Develop a performance management system
- ❖ Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP)
- ❖ Publish an annual report on performance management for the councillors, staff, the public and other spheres of government
- ❖ Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government
- ❖ Conduct an internal audit on performance before tabling the report
- ❖ Have the annual performance report audited by the Auditor-General
- ❖ Involve the community in setting indicators and targets and reviewing municipal performance

### The Benefits of Performance Management for the Municipality and Officials

- ❖ It is a system which translates the IDP into measurable objectives and target
- ❖ PMS institutionalise sound management principles ensuring effective and efficient governance

- ❖ It promotes an accountable municipal governance Kannaland Municipal 2022-2027 five-year IDP
- ❖ It establish and maintain a balance between the needs of employees and the requirements of the Garden Route District Municipality
- ❖ It assists employees to improve their current performance and productivity
- ❖ It improves the job satisfaction of individual employees
- ❖ It ensures job performance is linked to the overall objectives of the Municipality as per the IDP
- ❖ It identifies the potential and abilities of employees and provide focused organizational support
- ❖ It encourage good relations between employees and section heads
- ❖ It assists with decisions related to the placement, transfer and promotion of employees and rewarding of outstanding performance.

The implementation of Kannaland's Municipality's IDP over the 2022/2023-20226/2027 IDP is given effect through the Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is the implementation tool used to align the budget to the IDP. The focus of the SDBIP is non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The MFMA furthermore requires a SDBIP to be based on specific target and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture of performance management.

#### Institutionalisation of Performance Management

Individual Performance Management forms part of the approved Performance Management Policy/Framework. It is currently under review and will be filtered throughout the organization with a set deadline of June 2022 for full implementation. Road shows will be held to do an analysis on organizational Job Descriptions and will be dealt with accordingly to use as part of the implementation process. Reports on the staff requirements/requests on Recognition and Rewards when it comes to Individual Performance will also be completed. The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19(1) states: A municipal council must strive within its capability to achieve the objectives set out in Section 152 of the Constitution and Section 19(2) of the same Act stipulates: A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1). The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system. Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

## ANNUAL REVIEW OF THE FIVE-YEAR IDP

### **MSA Section 34: Annual review and amendment of integrated development plan**

*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.*

The IDP should 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 challenges. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority ~~is~~ outcomes and outputs of the IDP. The annual review must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget. It must be completed in time to properly inform the latter.

The purpose of the annual review is therefore to;

- ❖ *reflect and report on progress made with respect to the strategy in the 5-year IDP;*
- ❖ *make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;*
- ❖ *determine annual targets and activities for the next financial year in line with the 5-year strategy; and*
- ❖ *inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget;*
- ❖ *considering risk mitigation;*
- ❖ *ensure policy and strategy review;*
- ❖ *be mindful of social and economic (macro and micro) dynamics;*
- ❖ *communicate progress made in terms of prescribe milestones to community;*
- ❖ *promote an active participation through the five-year implementation of the development plan;*
- ❖ *empower stakeholders;*
- ❖ *ensure IDP impact assessment for improved quality of life for citizens.*

## THE IDP PROCESS

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to 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 preparedness of the municipality for the IDP process. The municipal manager is responsible for the implementation and monitoring of the IDP process. The municipality must notify the local community of the particulars of the process it intends to follow. The **process plan** has to be submitted and adopted by the relevant municipality on or before 16 July 2001. The **process plan** should fulfil the function of a business plan and

should stipulate in simple terms what has to happen, when, by whom, with whom, and where.

## PROCESS PLAN CONTENT

The following is the proposed table of contents, with due consideration to the prescriptions contained in legislation:

- ❖ *Introduction;*
- ❖ *Institutional arrangements;*
- ❖ *Establishment process;*
- ❖ *Roles and responsibilities;*
- ❖ *Public participation;*
- ❖ *Process programme;*
- ❖ *Process time frame;*
- ❖ *IDP table of contents;*
- ❖ *Binding national and provincial plans, planning requirements and legislation; and*
- ❖ *Activity and resource plan.*

## INSTITUTIONAL ARRANGEMENTS

The elected council is the ultimate decision-making forum on IDP's. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

**The following internal positions/structures are recommended and will serve as a guide:**

- ❖ IDP representative forum (Municipal Manager, IDP manager, municipal officials, community stakeholders, provincial and national government sector departments)
- ❖ Budget Steering Committee
- ❖ Municipal manager or IDP manager
- ❖ IDP steering committee (Kannaland Internal staff who have inputs to make in the IDP drafting process)
- ❖ Project, programme and sectoral task teams
- ❖ Development Associations

The IDP manager, IDP steering committee and IDP representative forum are structures required throughout the IDP process.

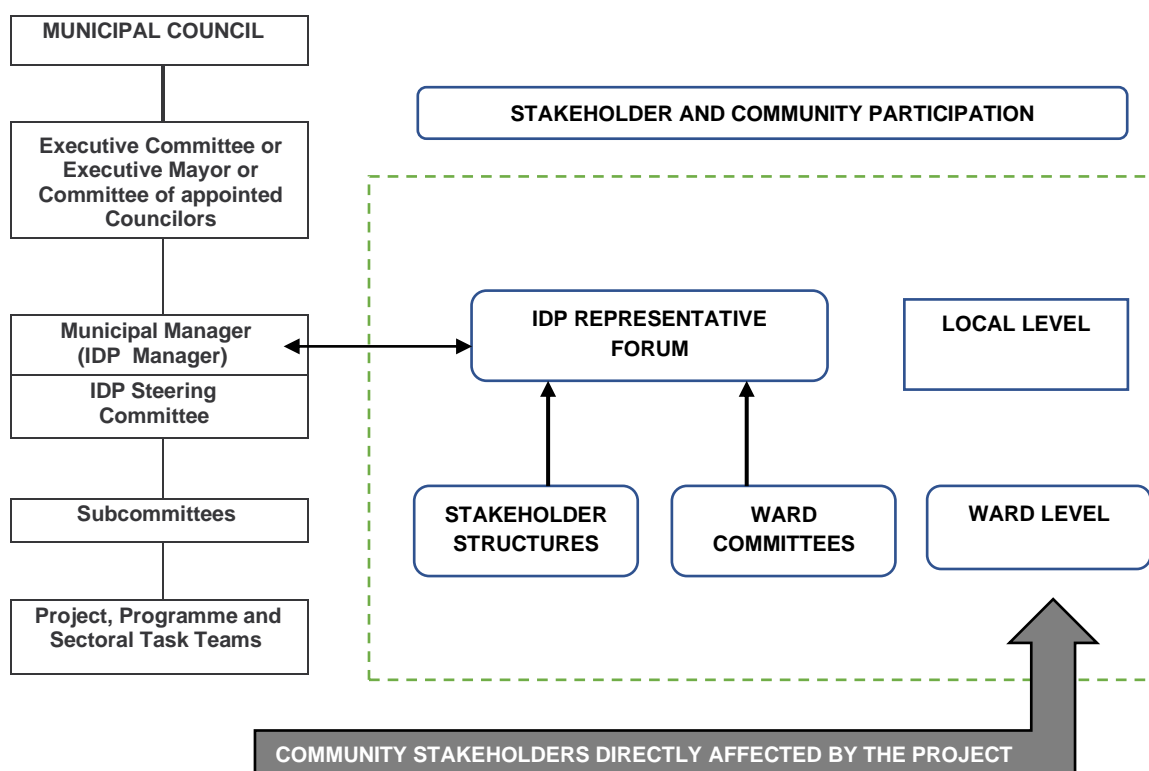
The project, programme and sectoral task teams will be small operational teams composed of a number of relevant municipal sector departments and technical officials involved in the management of the implementation and, where appropriate, community stakeholders directly affected by the project and programme.

**The following external structures/platforms will be employed to ensure continued liaison and coordination throughout the IDP process:**

- District IDP Managers Forum
- District Coordinating Forum

- Municipal Managers Forum
- JDMA Task Team (One Plan/JDMA Implementation Plan)
- District Economic Cluster
- IDP Indaba
- Provincial IDP Managers Forum
- Provincial Public Participation Forum
- SALGA
- COGTA

## PROPOSED KANNALAND IDP STRUCTURE



## ROLES AND RESPONSIBILITIES

### Introduction

One of the prerequisites of a well organised IDP process is for all role players to be fully aware of their own as well as other role player's responsibilities. This section deals with the roles which the municipality has to play in the IDP and Budget processes in relation to the roles which external roleplayers are expected to play.

### Internal Role players

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
COUNCIL	<ul style="list-style-type: none"> <li>❖ Approve and adopt the process and framework plans as well as IDP and budget</li> <li>❖ Monitor the implementation and approve any amendments of the plan when necessary.</li> </ul>
EXECUTIVE MAYOR AND MAYORAL COMMITTEE	<ul style="list-style-type: none"> <li>❖ Consider the IDP and Budget timetable and Process Plan and submit to Council for approval. The mayor must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget, the annual review of the IDP and budget-related policies, the tabling and adoption of any amendments to the IDP and budget-related policies and consultative processes. (MFMA section 21(1)(b))</li> <li>❖ Overall management, coordination and monitoring of the IDP process.</li> <li>❖ Assign and delegate responsibilities in this regard to the Municipal Manager.</li> <li>❖ Submit the draft IDP to Council for approval.</li> <li>❖ Submit final IDP and Budget to Council for adoption.</li> <li>❖ Provide political guidance in IDP and Budget (in terms of section 53(a) of the MFMA.</li> <li>❖ Co-ordinate plans and Timetables for the Budget.</li> <li>❖ Exercise close oversight on Budget Preparation Process.</li> </ul>
SPEAKER	<ul style="list-style-type: none"> <li>❖ Overall monitoring of the public participation process.</li> <li>❖ Oversight of the ward committee system.</li> </ul>
WARD COUNCILLORS / WARD COMMITTEES	<ul style="list-style-type: none"> <li>❖ Form a link between the Municipality and residents.</li> <li>❖ Link the IDP process to their respective Wards.</li> <li>❖ Assist in the organizing of public consultation and participation.</li> <li>❖ Monitor the implementation of the IDP with respect to their wards</li> <li>❖ Encourage residents to take part in the IDP process.</li> </ul>
MUNICIPAL MANAGER	<ul style="list-style-type: none"> <li>❖ Managing and coordinate the entire IDP process as assigned by the Executive Mayor.</li> <li>❖ Chair the IDP Steering Committee Meetings.</li> <li>❖ Fulfil the duties of Accounting Officer as set out in Sections 68 and 69 of the MFMA.</li> </ul>
CHIEF FINANCIAL OFFICER	<ul style="list-style-type: none"> <li>❖ The CFO must perform such budgeting duties as delegated by the accounting officer. (MFMA section 81(e))</li> </ul>

<p><b>DIRECTORS AND HEAD OF DEPARTMENTS</b></p>	<ul style="list-style-type: none"> <li>❖ Provide technical, sector and financial information for analysis for determining priority issues.</li> <li>❖ Provide technical expertise in consideration and finalization of strategies and identification of projects.</li> <li>❖ Provide departmental, operational and capital budgetary information.</li> <li>❖ Preparation of project proposals, integration of projects and sector programmes.</li> </ul>
<p><b>IDP MANAGER</b></p>	<ul style="list-style-type: none"> <li>❖ Prepare IDP process plan and monitor the timeously implementation thereof.</li> <li>❖ Day to day management and coordination of the IDP process.</li> <li>❖ Ensure stakeholder engagement in IDP process by organizing meetings for engagement.</li> <li>❖ Ensure that the IDP process is participatory and that planning is ward-based oriented.</li> <li>❖ Respond to public and MEC comments on Draft IDP.</li> <li>❖ Compilation of comprehensive, neat and presentable IDP document that complies wioth all legal requirements.</li> <li>❖ Amend the IDP document in accordance with the comments received from the MEC</li> <li>❖ Review the IDP annually</li> </ul>
<p><b>PUBLIC PARTICIPATION UNIT</b></p>	<ul style="list-style-type: none"> <li>❖ Assist the Speaker to coordinate the process of establishing ward committees.</li> <li>❖ Responsible for logistical arrangements pertaining to ward committee meetings. The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward committee structure. The responsibility to ensure that representations made through the ward committees and ward councilors are channeled to the appropriate structures/functionaries for further attention/information.</li> <li>❖ To provide the administrative support to ward committees.</li> </ul>
<p><b>MANAGER: BUDGETS AND REPORTING</b></p>	<ul style="list-style-type: none"> <li>❖ Responsible for the Management, planning and compilation of Budget. Day to day management and coordination of the Budget process.</li> </ul>
<p><b>IDP AND BUDGETSTEERING COMMITTEE</b></p>	<ul style="list-style-type: none"> <li>❖ Refinement and Quality check of IDP document to ensure compliance with legislation.</li> <li>❖ To provide technical assistance to the mayor in discharging the responsibilities set out in Section53 of the MFMA.</li> <li>❖ Consist of portfolio Councilor for Financial matters, the Municipal Manager, the Chief FinancialOfficer, Directors and Head of Departments to give technical advice if necessary.</li> </ul>

## External role players

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
KANNALAND MUNICIPALITY	<ul style="list-style-type: none"> <li>❖ Prepare and adopt the IDP.</li> <li>❖ Undertake the overall planning, management and coordination of the IDP process.</li> <li>❖ Consider comments of the MEC on the IDP and adjust the IDP if necessary.</li> <li>❖ Ensure linkage between the Budget and IDP.</li> <li>❖ Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.</li> </ul>
LOCAL RESIDENTS, AND STAKEHOLDERS	<ul style="list-style-type: none"> <li>❖ Represents interest and contributes knowledge and ideas in the IDP process by participating in and through the ward committee structures.</li> <li>❖ Keep constituencies informed on IDP activities and outcomes.</li> <li>❖ Participate in IDP service delivery needs analysis.</li> <li>❖ Submit written representation and comment on draft IDP and Draft annual budgets</li> </ul>
GARDEN ROUTE DISTRICT MUNICIPALITY	<ul style="list-style-type: none"> <li>❖ Ensure alignment of the IDP between the municipality and the district municipality (Integrated District and Local Planning).</li> <li>❖ Preparation of joint strategy workshops between municipality, provincial and national government.</li> <li>❖ Facilitate engagements and planning sessions on district wide development and service delivery matters.</li> <li>❖ Coordinate District Public Participation and Integrated Development Planning engagements to share information and best practices.</li> </ul>
PROVINCIAL GOVERNMENT  IDP DIRECTORATE  &  PROVINCIAL TREASURY	<ul style="list-style-type: none"> <li>❖ Ensure horizontal alignment of the IDP between the municipality and the District municipality.</li> <li>❖ Ensuring vertical and sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level.</li> <li>❖ Facilitate IDP INDABA and Joint Planning Interventions.</li> <li>❖ Guiding the provincial sector departments' participation in and their required contribution to the municipal IDP process; and</li> <li>❖ Guiding them in assessing draft IDP's and aligning their sector programmes and budgets with the IDP's.</li> <li>❖ Efficient financial management of Provincial IDP grants.</li> <li>❖ Monitor the IDP progress.</li> <li>❖ Assist municipalities in compiling the IDP.</li> <li>❖ Coordinate and manage the MEC's assessment of the IDP.</li> <li>❖ Provide IDP related training where required.</li> <li>❖ Share best practices in relation to IDP document content, strategic alignment and spatial mapping.</li> <li>❖ Provincial Treasury must provide views and comments on the draft budget and any budget related policies and documentation for consideration by council when tabling the budget.</li> <li>❖ Conduct Medium Term Revenue and Expenditure Framework (MTREF) budget and IDP assessment.</li> </ul>
INTERNAL SECTOR DEPARTMENTS	<ul style="list-style-type: none"> <li>❖ Contribute sector expertise and knowledge.</li> <li>❖ Provide sector plans and programmes and projects for inclusion in the IDP.</li> <li>❖ Participate in Ward / Area Development Planning Processes.</li> </ul>
NATIONAL GOVERNMENT	<ul style="list-style-type: none"> <li>❖ National Treasury issues guidelines on the manner in which municipal councils should process their annual budgets, including guidelines on the formation of a committee of the council to consider the budget (Section 23(3) of the MFMA).</li> </ul>

## MATTERS REQUIRING ALIGNMENT

Matters that may require alignment may include the IDP process (5 phases), as well as section 84 (1) and (2) of the Systems Act (the division of powers).

IDP Process Programmes

IDP Process Time Frames

IDP Table of Contents

Five Year Planning Process

### **Phase 1: Analysis (Co-ordinate Key Development Priorities)**

### **Phase 2: Strategies**

### **Phase 3: Projects**

### **Phase 4: Integration**

### **Phase 5: Approval (Requires Horizontal and Vertical alignment)**

### **Annual Implementation**

- ❖ Section 27 District Framework
- ❖ Sectoral Operational Business Plans
- ❖ Municipal Budgets
- ❖ Monitoring, Evaluation and Reviewing
- ❖ Spatial Development Framework
- ❖ Joint District Metropolitan Approach (JDMA) – One District Plan
- ❖ Reporting

### **Section 84 (1) and (2) The Division of Powers**

- ❖ Electricity and Gas Reticulation
- ❖ Fire-fighting Services
- ❖ Local Tourism
- ❖ Municipal Airports
- ❖ Municipal Planning (IDP)
- ❖ Municipal Public Transport
- ❖ Municipal Public Works
- ❖ Municipal Health Services
- ❖ Water and Sanitation Services
- ❖ Potable Water Supply Systems
- ❖ Domestic Waste-water
- ❖ Sewage Disposal Systems
- ❖ Cemeteries, Funeral Parlours and Crematoria
- ❖ Markets, Municipal Abattoirs, Municipal Roads
- ❖ Refuse Removal, Refuse Dumps and Solid Waste Disposal

## SECTOR PLAN REVISION

The following sector plans should be drafted and reviewed before the tabling and adoption of the 2022-2027 five-year IDP. The development priorities, recommendations and critical challenges identified in sector plans must be incorporated in the five-year IDP.

❖ Spatial Development Framework	❖ Long Term Financial Management Plan
❖ Water Services Development Plan	❖ Integrated Human Settlement Plan
❖ Integrated Waste Management Plan	❖ Integrated Informal Settlement Upgrading Plan
❖ Air Quality Management Plan	❖ Disaster Management Plan
❖ Local Economic Development and Tourism Strategy	❖ Integrated Transport Management Plan
❖ Workplace Skills Plan	❖ Climate Change Adaptation and Mitigation Strategy
❖ Electricity Master Plan	❖ Environmental Management Plan
❖ Renewable Energy Plan	❖ Storm water Master Plan
❖ Waste Minimisation Plan	❖ Pavement Management System

## PRINCIPLES GUIDING DEVELOPMENT

The following principles as encapsulated in the National Environmental Management Act 107 of 1998 should form the basis for planning and development:

- ❖ *Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.*
- ❖ *Development must be socially, environmentally and economically sustainable. Sustainable development requires the consideration of all relevant factors including the following:*
- ❖ *that the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;*
- ❖ *that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied;*
- ❖ *that the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied;*
- ❖ *that waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner;*
- ❖ *that the use and exploitation of non-renewable natural resources is responsible and equitable, and considers the consequences of the depletion of the resource;*
- ❖ *that the development, use and exploitation of renewable resources and the ecosystems*

- of which they are part do not exceed the level beyond which their integrity is jeopardised;*
- ❖ *that a risk-averse and cautious approach is applied, which considers the limits of current knowledge about the consequences of decisions and actions; and*
  - ❖ *that negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied.*
  - ❖ *Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must consider the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.*
  - ❖ *Environmental justice must be pursued.*
  - ❖ *Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human wellbeing must be pursued.*
  - ❖ *The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.*
  - ❖ *Decisions must consider the interests, needs and values of all interested and affected parties, and this includes recognising all forms of knowledge, including traditional and ordinary knowledge.*
  - ❖ *Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.*
  - ❖ *The social, economic and environmental impacts of activities, including disadvantages and benefits, must be considered, assessed and evaluated, and decisions must be appropriate in the light of such consideration and assessment.*
  - ❖ *There must be intergovernmental coordination and harmonisation of policies, legislation and actions relating to the environment.*
  - ❖ *Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures.*
  - ❖ *Global and international responsibilities and deliberations relating to the environment must be discharged in the national interest.*
  - ❖ *The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage.*
  - ❖ *The vital role of women and youth in environmental management and development must be recognised and their full participation therein must be promoted.*
  - ❖ *Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and*

*planning procedures.*



*Adherence to the Batho Pele principles*

## ACKNOWLEDGEMENTS

Kannaland Municipality acknowledges the support and assistance rendered in compiling the Kannaland Municipality 2022 – 2027 IDP Process Plan:

**To:**

Dr Sandile Nqele (Mossel Bay Municipality)  
Ms Mercy James (Garden Route District Municipality)  
Mr Bandile (WCPG DLG)  
Ms Melany Wilson (Garden Route District Municipality)  
Mr Clive Africa (Garden Route District Municipality)

**From:**

The Manager IDP & PMS, Ms Celeste Domingo

Thank you.

## COMPLIANCE

### Undertaking to comply with the Kannaland Municipality 2022 – 2027 IDP Process Plan and Time Schedule.

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MS CELESTE DOMINGO  
**MANAGER: IDP&PMS**

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MR GERSDWIN BREDA  
**RISK CONTRACT AND LEGAL MANAGER**

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MRS JOHANALIE ANDREWS  
**HUMAN RESOURCES MANAGER**

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MR ROLAND BUTLER  
**CHIEF FINANCIAL OFFICER**

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MR MORNE HOOGBAARD  
**ACTING MUNICIPAL MANAGER**

**SIGNED ON FRIDAY 13 AUGUST 2021**

## CONCLUDING REMARKS BY THE MUNICIPAL MANAGER

The rural rustic untouched and naturally beautiful Kannaland municipal area, brother to six local municipalities residing in the Garden Route District Municipality is made up of the towns of Calitzdorp, Ladismith, Zoar and Van Wyksdorp. Kannaland was named after the kanna plant (*Sceletium tortuosum*), named as nature's Prozac. The kanna plant has been used by South Africans as a mood-altering substance since prehistoric times and it is legal. Evidence of early San and Khoi people in numerous rock paintings, majestic Seweweekspoort, fertile agricultural valleys and the spectacular aerodynamic inter connecting Route 62 traversing this fascinating land is famed as the longest wine route in the world.

### **Challenges, constraints and solutions:**

Material prosperity is always a push factor and this causes many of its inhabitants to leave in search of a better life. Sadly, Kannaland has not expanded to reach its full potential economically. Livelihoods in Calitzdorp and Ladismith are overly dependent on job opportunities presented through the cheese and wine industry.

The effects of climate change has seen regional changes in precipitation, extreme weather events such as heat waves, and expansion of deserts. This threatens to diminish crop yields thereby harming food security leading to desertion of its citizens in search of this notion of material prosperity.

### *Response:*

Kannaland seeks to adopt a policy approach that will not only focus on material prosperity, but also on personal empowerment, social solidarity and human capabilities of co-operation. Economic diversification shall become an economic policy area of focus, thereby creating an enabling environment for strengthening self-organisation of civil society through community work and member associations. To successfully combat climate change requires action across all economic and societal sectors and at all levels. The principle of the three R's: Reduce, Re-use Recycle will remain our response to climate change. Interesting is to note that the world is moving towards eating plants, not meat to improve climate change and improve human health. A Green finance agenda - mobilising private capital for greener investments - will seek to access available funds set aside to support climate action and adaptation. This becomes crucial to mitigate the harmful effects caused by industrialised cities surrounding Kannaland thereby ensuring an alignment of climate change to the health and social agenda. A strategic foresight which is consistent with a pathway of transition to a decarbonised society through the introduction of appropriate technology innovation and initiated inter-governmental institutional processes will lead to an infrastructure investment rethink.

*In search of jobs and service delivery excellence*

Our citizens want jobs and good quality services rendered. Inherited and ongoing aging infrastructure networks are a usage problem and it hampers development. This is as a direct result of a lack of funds for capital projects falling outside areas of MIG preference areas and a lack of political will to divert development to rural areas. The current demand for services from households that are economically part of lower income groups are increasing which exacerbates the current unfunded status of Kannaland which is compounded by its inability to reserve adequate internal funds for smaller capital projects. The over reliance, access to and prioritisation of government grant funding for rural communities is not in line with the principles of good governance and a growing concern. Pressure groups are mostly ignoring the reality and dynamics regarding Kannaland Municipality's diversity in terms of its socio- economic profile coupled with its limited resources. People who have moved from farms are now living in informal areas with little or even no infrastructure and facilities whilst ironically wealthy households who have purchased retirement homes demand five-star services.

*Response:*

We will strive towards creating a virtuous cycle of inclusive growth by addressing infrastructural developmental inequalities and realising of a society where all individuals can make use of their full potential, thus breaking cross generational developmental inequalities, as well as the rural and urban divide.

*Compliance and statutory matters:*

Due to Covid 19 related challenges, the finalization of the annual audit process was extended beyond the already exempt date of compliance and consequently the submission of the 2019/20 Annual report will be dealt with in terms of Section 127(3) of the Municipal Finance Management Act 56 of 2003. Kannaland Local Municipality certainly is also not alone when it comes to requisite outdated Master Plans, Strategic plans and business re-engineering transformation frameworks. Backlog in municipal administration can only be overcome through a capacitated, committed and dedicated work-force. Cohesion between all spheres of government through continuous monitoring and support becomes a crucial ingredient for success. All our efforts shall be ploughed into clean governance practice.

*Politics and playing the blame game for political aspirations:*

Ironically most citizens do understand the dynamics and challenges of Kannaland as one of the poorest Municipality's in the Western Cape Province with unequal wealth sharing but contrary to this, opportunistic and unrealistic pressure groups are usually pointing fingers to the officials and the Accounting Officer. A very few concerned groups are really showing appreciation for the efforts of labour force irrespective of severe shortcomings and lack of resources.

**Way forward: A holistic, credible and responsive local government**

The Section 139 intervention by the Provincial Government was not serving its intended legitimate and rightful purpose. Personal vendetta's and a political agenda contrary to the aspirations of the community of Kannaland characterised the Administration intervention. Management is however very optimistic that the recruitment of specialists together with the existing dedicated staff working together together with both Provincial and National Government to pave the way forward in ensuring an improved state of affairs and further build

on the achievements made thus far. I have also learned that several retired technical and administrative experts are willing to assist with in an advisory capacity through our envisioned community development associations to be established.

### **Conclusion**

Kannaland Municipality and its inhabitants and stakeholders must realise that the only way forward depends on all of us working together as a collective, in good fellowship and through established partnerships which promote good governance and improved service delivery standards through the effective utilisation of both scarce and available resources optimally and in a cost effective and responsible way. Playing politics and blame games will not solve our problems. Such behaviour will rather contribute to further the harm and destruction of our beautiful towns and rural surroundings.

### **Commitments**

- ✓ The forthcoming IDP will lead the way to the transition to a prosperous clean energy economy.
- ✓ We will work together and establish community development associations in all municipal sectors.
- ✓ We will seize all opportunities for inclusive rural growth.
- ✓ We renew our committed towards fighting against corruption and leading by example.
- ✓ Access to education is a human right and a strategic policy area for the development of more inclusive, prosperous and peaceful societies.
- ✓ Gender equality is crucial for economic growth. We will continue to promote initiatives aimed at ending all forms of discrimination against women and girls and gender based violence, women's access to leadership and decision making positions, the development of women and girl's digital skills an increasing their participation in STEM (Science, Technology, Engineering and Mathematics) and high tech sectors and better engage with women entrepreneurs.
- ✓ We will engage in public dialogue in order to discard the diffusion of so-called fake news.
- ✓ The MM remains committed to recruit suitably qualified and skilled professionals in critical positions and alternatively retrain and empower potential individuals.
- ✓ We shall study the impact that Covid-19 has had on our economy through scientific research and put in place safety nets for those who are vulnerable, thereby ensuring recovery and growth.

**M HOOGBAARD**  
**ACTING MUNICIPAL MANAGER**

## IDP AND BUDGET TIME-SCHEDULE / PROCESS PLAN

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
<b>1.</b>	<b>PREPARATION OF IDP AND BUDGET PROCESS PLAN</b>				
a)	Engage with Garden Route District Municipality on the alignment process towards the 5 <sup>th</sup> Generation IDP.	IDP Manager	Align 2022-2027 Process Plan with Garden Route DM and discuss joint planning interventions.	MSA Section 29	Jun/Jul '21
b)	Table Draft 2022-2027 IDP and Budget time-schedule / processplan to Executive Management.	IDP Manager	Quality check and to finalise draftProcess Plan for 2022-2027	(MFMA) Section 21	28 June '21
c)	Convene first Council Meetings after municipal elections.	Municipal Manager	Constitute Council and Council Committees	(MFMA) Section 21	Nov 21
d)	Tabling of Draft 2022-2027 IDP/Budget Process Plan to Councilfor approval with schedule for IDP Public meetings.	Mun. Manager IDP Manager	Approved 2022-2027 Process Plan	(MFMA) Section 21 (b)	Nov 21
e)	Institutionalisation of Ward Committees	IDP Manager PP Unit	Facilitate Ward Committee Establishment / Election	Internal procedure	29 July '21
f)	Advertise 2022-2027 process plan and dates of IDP Public Meetings on website, local newspapers, municipal newsletter, Noticeboards. Inform Ward Committees Accordingly.	IDP Manager	Notification to public and Ward Committees	MSA Section 21, 28 (3)	Jan/ Feb 22
<b>2.</b>	<b>4TH QUARTER CORPORATE PERFORMANCE REPORT</b>				
a)	Prepare and Submit 2020/21 Third and Fourth Quarter Corporate Performance Report to Executive Management for qualitycheck and review.	Performance & Risk Officer	Finalise Fourth Quarter CorporatePerformance Report for inclusion in Council Agenda	MPPMR - Section 13 (2)PMS Framework	July '21

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
b)	Submit 2020/21 Third and Fourth Quarter Performance Report to MPAC	Mun. Manager	To provide oversight and in-year performance monitoring	Section 79 of Municipal Structures Act	July '21
c)	Table 2020/21 Third and Fourth Quarter Performance Report to Council.	Mun. Manager	Report on Councils Agenda	PMS Framework	29 July '21
d)	Place 2020/21 Third and Fourth Quarter Corporate Performance Report on municipal website.	Budget Office Performance & Risk Officer	Fourth Quarter Corporate Performance Report on website	MFMA Section 75 (2) MSA 21(b)	30 Jul '21
e)	Submit 2020/21 Third and Fourth Quarter Corporate Performance Report to National and Provincial Treasury	Budget Office Performance & Risk Officer	Fourth Quarter Corporate Performance Report submitted	MBRR- Section 31	30 Jul '21
f)	Submit quarterly status report on the implementation of Performance Management to Performance Audit Committee	Performance & Risk Officer	PMS Status report on PAC Agenda		Aug '21
<b>3.</b>	<b>EMPLOYEE PERFORMANCE MANAGEMENT</b>				
a)	Drafting and signing of new performance contracts for Section 57 Managers for 2021/22 financial year.	Municipal Manager			8 JULY 21
b)	Performance assessments of Section 57 Managers for 2020/21.	Executive Mayor	To give effect to the Performance Management Framework Performance Management Policy Reward and Recognition Policy And relevant legislation	To give effect to the Performance Management Framework Performance Management Policy Reward and Recognition Policy And relevant legislation MPPMR Section 13	SEP 21
c)	Finalise Performance Agreements and Development plans for HOD'S and lower level staff for 2022/23.	Executive Mayor			24 AUG 21
d)	Finalise 2020/21 Bi-annual Employee Performance Evaluations and prepare departmental reports for moderation	Directors HOD'S			6 SEPT 21
e)	Conduct performance moderations for 2020/21 performance reviews in accordance with PMS Policy	Performance & Risk Officer			25 OCT 21
<b>4.</b>	<b>PLANNING FOR THE 2022 - 2027 IDP</b>	IDP Manager			

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
a)	Consider MEC comments and Recommendations on 21/22 IDP assessment. (SIME ASSESSMENT)	Mun. Manager Directors	Implement MEC recommendations and inclusion in 2022 – 2027 IDP		31 May '22
b)	Municipal Manager submits draft 2021/22 SDBIP to the Executive Mayor for consideration, 14 days after approval of the budget (Budget approved on 6 July 2021)	Performance & Risk Officer Mun. Manager	Approved 21/22 Top Layer SDBIP	MFMA Section 69(3)(a)	20 Jul '21
c)	Executive Mayor approves 2021/22 SDBIPs within 28 days after approval of budget (Budget approved on 6 July 2021)	Performance & Risk Officer Mun. Manager	Approved 21/22 Top Layer SDBIP	MFMA Section 53(1)(c)(ii)(2)	03 Aug '21
d)	Review and update Municipal Spatial Development Framework. Convene SDF Review Project.	Director Plan. Economic Dev	Workshop status report of SDF Revision	MSA – 26 MPPMR – Section 4	31 Aug '21
e)	Identification of mandatory projects prioritised for implementation for 22/23 and four outer years MTREF by Internal Sector Departments.	IDP Manager Directors HOD'S	To inform public of planned mandatory projects for sustainable delivery of basic services and to include in 2022-2027 IDP	Internal Planning and Management Procedure	24 Aug '21
f)	Convene Business Development Forum Meeting with internal and external Stakeholders. (In preparation for Local Business Chamber Conference and roll-out of PACA Process for LED and Tourism Strategy review.	IDP Manager LED Officer	To fast-tracked socio economic and infrastructure development in under serviced areas, alleviating poverty through public private partnership.	Internal Planning and Management Strategy	18 August '21
g)	Attend and participate in Local Economic Development Conference arranged by Local Business Chamber	IDP Manager Directors	To strategies together with private sector around LED opportunities to attract new business to Kannaland	Internal Planning and Management Strategy	3 Sep '21
h)	Review Spatial Development Framework. Workshop status report with Ward Committees and Councillors for input and comment	Director Plan. Int. Services	Consult Ward Committees and Councillors in SDF review process	Internal Planning and Management Strategy	17 Sep '2 1
i)	Attend Quarterly Provincial IDP Managers Forum Meeting in preparation for IDP INDABA 2.	IDP Manager	Discuss intergovernmental planning processes, 22/23 PDP and IDP INDABA 2 in preparation to draft 5-year IDP	MSA Section 24	30 Sep '21

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
j)	Review of Local Economic Development and Tourism Strategy through the PACA Process	Director Corporate Services	Facilitate stakeholder involvement in LED Review process. Compile LED and Tourism Strategy	Internal Planning and Management Strategy	27 Sep - 01 Oct '21
k)	Attend Provincial IDP INDABA 1 (JPI) to give effect to intergovernmental planning and development.	IDP Manager Mun. Manager Directors	Present and motivate municipal priorities for Government intervention and inclusion in Provincial Development Plan	MSA Section 24	Oct '21
l)	Conduct public participation process into 5-year IDP and Budget for Kannaland	IDP Manager Directors	incorporate Ward Needs and get inputs for 5-year IDP.	MSA Section 17	Aug – Sep 21
m)	Development of ward plans for incorporation into 5-year IDP.	IDP Manager	Area Development Plan included in 2022 - 2027 IDP	Internal Planning and Management Strategy	Jan - Feb 21
n)	Convene Quarterly Ward Committee Meetings.	IDP Manager PPU	Communicate 2021/22 Municipal Performance on TL SDBIP after AG audit and prioritize needs for 5-year IDP and MTREF	MSA Section 17	Feb '22
<b>5. INITIATE THE 22/23 BUDGET PROCESS</b>					
a)	Tabling of 1st 21/22 Adjustment Budget to Council to incorporate Rollovers, Changes on SDBIP and KPI's as per adjustment budget.	CFO Budget Office IDP Manager	Council approves 2021/22 Adjustments budget and amended SDBIP (potential)	Internal Management Procedure	25 Aug '21
b)	Operating Budget: Salaries and Wages schedules to Directors for scrutiny and corrections.	Expenditure/ Directors	Initiate preparation of 22/23 Salaries and Wages budget	MFMA - Section 126	30 Aug 21
c)	Finalize 2020/21 Annual Financial Statements.	CFO	Based on 20/21 AFS assess municipality's financial position, capacity to fund budget over 22/23 MTREF	MFMA Section 28(7)	31 Aug 21
d)	Publication of approved adjustments budget on website and submit to National & Provincial Treasuries both printed and	Budget Office	Approved Adjustments Budget, IDP & SDBIPs being made available on official	MBRR Section 26 & 27	30 Aug 21

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
	electronic formats.		website and submission to NT and PT		
e)	Operating Budget: Salary/Wages schedules with corrections and recommendations to be returned to Finance Department.	Directors/ Expenditure	Initiate preparation of 22/23 Salaries and Wages budget	MSA 21(b)	17 Sept 21
f)	Forward previous years' operating expenditure / income actuals and current year projections to Directors.	Budget Office	Baseline for setting parameters for 22/23 operating budget	Internal Procedure	11 Oct 21
g)	Engage with Provincial Government regarding adjustments to projected allocations for next 3 years i.t.o the MTREF.	Directors/ Budget Office	Intergovernmental Budget Alignment	Internal Procedure	29 Nov 21
h)	Engage with Directors on Salary budget after inputs have been processed.	CFO/Directors	Initiate preparation of 2022/23 Salaries and Wages budget	MSA Section 24	Nov 21
<b>6.</b>	<b>2020/21 ANNUAL REPORT / AUDIT READINESS</b>				
a)	Gather performance information (POE'S) that substantiate actual performance reported on 2020/21 Top level SDBIP and Management Scorecard.	Performance & Risk Officer Mun. Manager Directors	Prepare Corporate Audit File on Performance information for pre- audit by internal audit.	Internal Management Procedure	July '21
b)	Auditing of Performance Information on pre-determined objectives by internal audit. Pre - Audit.	Mun. Manager Directors	Pre- Audit in preparation for external audit by the Auditor General	Internal Management Procedure	July '21
c)	Submit unaudited 2020/21 Annual Report to Auditor-General as required by legislation.	Performance and Risk Officer	Unaudited report includes the narrative Annual Performance Report Annual Financial Statements	MFMA - Chapter 12 – Section 126 MFMA Circular No.63	31 Aug 2021
d)	Auditing of draft 2020/21 Annual Report by Auditor-General.	Performance and Risk Officer and Mun Manager	Auditor-General's audit report on municipality's Annual Report	MFMA - Section 126 MFMA Circular No.63	29 Nov 2021

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
<b>7.</b>	<b>1<sup>st</sup> QUARTER CORPORATE PERFORMANCE REPORT</b>				
<b>a)</b>	Table Bi- Annual Report (Jan-Jun) of Audit and Performance Committee Chairman on Performance Management to Council	Mun Manager	Report on Council Agenda	MFMA Section 166 MPPMR Regulation 14	Dec 21
<b>b)</b>	Prepare and submit 2021/22 First Quarter Corporate Performance Report to Executive Management	Performance & Risk Officer Mun Manager	Finalize Quarter Corporate Performance Report for inclusion on Council Agenda	MPPMR - Section 13 (2) PMS Framework	Oct 21
<b>c)</b>	Submit 2021/22 First Quarter Performance Report to MPAC	Mun Manager	To provide oversight and in-year performance monitoring	Section 79 of Municipal Structures Act	Oct 21
<b>d)</b>	Informal quarterly performance assessments: Section 57 managers.	Mun Manager	To assess performance against targets	PMS Framework	Oct 21
<b>e)</b>	Table 2021/22 First Quarter Performance Report to Council.	Mun Manager/CFO	First Quarter Corporate Performance Report considered by Council	MPPMR Section 13 MFMA Section 52 (d)	28 Oct 21
<b>f)</b>	Place first Quarter Performance Report on website and submit to PT and NT.	Performance & Risk Officer Budget Office	First Quarter Corporate Performance Report published and submitted	MFMA Section 75 (2) MSA 21(b) / MBRR Sect. 31	2 Nov 21
<b>g)</b>	Submit 2019/20 Fourth Quarter Corporate Performance Report to National and Provincial Treasury	Budget Office Performance & Risk Officer	Corporate Performance Report submitted	MBRR- Section 31	10 days after Council Meeting
<b>h)</b>	Submit 2019/20 Fourth Quarter Corporate Performance Report to National and Provincial Treasury	Performance & Risk Officer	PMS Status report on PAC Agenda	MFMA Section 166 MPPMR Regulation 14	Nov 21

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
<b>8.</b>	<b>MUNICIPAL STRATEGY REVIEW</b>				
a)	Convene High Level Strategic Planning Session to Review municipal high-level overarching strategy and long and short- term development objectives.	Directors Council IDP Manager	Identify and discuss critical challenges projects / programmes for 5-year IDP in line with available funds on CRR. Discuss financial forecasts and possible tariff increases over 5-year period.	Internal Planning and Management Strategy	Jan/ Feb 22
b)	Forward previous financial year and 3-year capital budget and service delivery and development priorities to Directors to start process of loading new Project proposals and change existing Project proposals on Collaborator.	Budget Office Directors	Identify ward-based capital projects for 22/23 and four outer years MTREF	Internal Planning and Management Strategy	12 Oct '21
c)	Draft and table long-short term strategic plan to Council for approval and for incorporation in 5-year IDP	Municipal Manager Council	Council approved long-short term Strategic Plan	Internal Planning and Management Strategy	6 Dec '21
<b>9.</b>	<b>PREPARE THE 2022/23 MTREF BUDGET</b>				
a)	Finalise salary budget for 2022/2023.	Expenditure CFO	Salary Budget	Internal Management Procedure	23 Nov '21
b)	Directors submit directorates 3-year capital budget project priorities with cost on Collaborator Project proposal system.	Directors Budget Office	Compilation of first draft Capital Budget	Internal Management Procedure	12 Nov '21
c)	Finalise preliminary projections on operating budget for 2022/23	Budget Office	2022/23 Operating Budget	Internal Management Procedure	6 Dec '21
d)	Provide Tariff list structure to Departments for 2022/23 Tariff inputs	Budget Office	Finalise 2022/23 Tariff list structure	Internal Management Procedure	6 Dec '21

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
e)	Departments provide Tariff list information to Budget office for finalization of Draft Tariff list	Directors	Finalise 2022/23 Tariff list structure	Internal Management Procedure	15 Jan '22
f)	Discuss Capital budget inputs with Directors	CFO Directors Budget office	Compilation of first draft Capital Budget	Internal Management Procedure	22 – 26 Nov '21
g)	Budget Steering Committee Meeting to table and consider draft Capital Budget for 2021/22 2nd Adjustment Capital Budget.	BS Committee	2021/22 adjustment budget Capital Budget	Internal Management Procedure	10 Dec '21
h)	BS Committee Meeting to table and consider draft Capital Budget for 2021/22 MTREF and 2020/21 2nd Adjustment Budget, and draft 2021/22 Operating Budget	BS Committee CFO Budget office	2021/22 2nd Adjustment Budget	Internal Management Procedure	21 Jan '21
i)	Finalise Budget related policies	CFO	Review all budget related policies	Internal Management Procedure	31 Jan '22
j)	Kannaland Development Association Forum Meeting to ascertain private investment / funding support for 2022/23.	IDP Manager LED Unit	To ascertain private public partnership investment / funding support for 22/23.	Internal Planning and Management Strategy	23 Feb '22
<b>10.</b>	<b>FIRST TABLING OF 2020/21 ANNUAL REPORT</b>				
a)	Table 2020/21 Annual Report to Council.	Mun Manager	20/21 Annual Report Consider by Council.	MFMA - Section 127	Jan 22
b)	Tabled 2020/21 Annual Report submitted to the Auditor General, Provincial Treasury & Dept. Local Government.	Performance/Risk Officer	Tabled 2020/21 Annual Report submitted	MFMA - 127 (5) (b)	Jan 22
c)	Make public the - 2020/21 Annual Report, invite the public to submit representations in connection with the Annual Report	Performance/Risk Officer	Summary of public representations	MFMA - Section 127 (5a)	Jan 22

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
11.	<b>2ND QUARTER / MID-YEAR CORPORATE PERFORMANCE</b>				
a)	Prepare and Submit 2021/22 Second Quarter and Mid-Year Corporate Performance Report to Executive Management	Performance & Risk Officer Mun. Manager Budget Office	Finalise Second Quarter / Mid-Year Corporate Performance Report for inclusion on Council Agenda	MPPMR - Section 13 (2) PMS Framework	14 Jan 22
b)	Submit 2021/22 Second Quarter Performance Report to MPAC	Mun Manager	To provide oversight and in-year performance monitoring	Section 79 of Municipal Structures Act	21 Jan 22
c)	Table 2021/22 Second Quarter and Mid-Year Corporate Performance Report to Council.	Mun Manager/ CFO	Second Quarter & Mid-year Corporate Performance Report Agenda	MPPMR Section 13 MFMA Section 52 (d) & 72	25 Jan 22
d)	Place 2021/22 2nd Quarter & Mid-Year Performance Report on website submit to NT and PT.	Performance & Risk Officer Budget Office	2nd Quarter & Mid-Year Performance Report published and submitted	MFMA Section 52 & 72 MBRR 31 & 35	5 days after Council meeting
e)	Publication of Mid-Year Corporate Budget and Performance Assessment Report.	Budget Office	Publication of Mid-year assessment	MFMA Section 72 MBRR 34	5 days after Council meeting
f)	Submit quarterly status report on the implementation of Performance Management to Performance Audit Committee	Performance/ Risk	Report on PAC Agenda	MFMA Section 166 MPPMR Regulation 14	Feb 22
g)	2021/22 Mid-Year performance assessments of Section 57 managers / HOD'S and lower level staff.	Mun Manager.HODs /Directors	To assess performance against targets	PMS Framework	Feb 22\

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
<b>12.</b>	<b>2021/22 SECOND ADJUSTMENT BUDGET</b>				
a)	Receive inputs on 21/22 2 <sup>nd</sup> Adjustment Budget from Departments	Directors Budget office	Preparation for adjustment budget	MFMA Section 28 MBRR Section 23(1)	3 Jan 22
b)	Budget Steering Committee Meeting to table and consider 2020/21 2 <sup>nd</sup> Adjustment Capital Budget.	BS Committee	Preparation for adjustment budget	Internal Management Procedure	10 Dec '21
c)	Budget Steering Committee Meeting to table and consider 2020/21 2 <sup>nd</sup> Adjustment Operating Budget.	BS Committee Budget Office	Preparation for adjustment budget	Internal Management Procedure	21 Jan '22
d)	Finalise Capital and Operational budget projections for 2021/22.	Budget office	Preparation for adjustment budget	MFMA Section 28 MBRR Section 23(1)	28 Jan '22
e)	Budget office prepare all necessary budget related documentation	Budget office	Preparation for adjustment budget	MFMA Section 28 MBRR Section 23(1)	8 Feb '22
f)	Table 2021/22 Adjustment Budget to Council for approval. (Possible Amend IDP and Top Layer SDBIP).	CFO Budget office Performance & Risk Officer	Table second 2021/22 Adjustment budget for approval	MFMA Sec. 28 & 54 (1) (c) MBRR - Regulation 23(1)	24 Feb'22
g)	Publishing 21/22 Second Adjustment Budget on website and submit to Provincial and National Treasury.	Budget Office	Approved Adjustments Budget being made available on official website and submission to NT and PT	MFMA Section 28(7) MSA 21(b) MBRR Section 26 & 27	5 / 10 days after Council Meeting
<b>13.</b>	<b>FIRST DRAFT OF 2022-2027 IDP / BUDGET AND SDBIP</b>				
a)	Review final tariffs and charges and determines tariffs to balance the budget and finalise income budget for 2022/23.	CFO	Finalise 2022/23 Income Budget	MFMA Section 17	24 Feb '22

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
b)	Submits Draft IDP to Director Corporate Services with proposed public participation programme.	IDP Manager	Review, Scrutinise, do quality check.	Internal Management Procedure	
c)	Table Draft 5-year IDP and Draft Capital Budget to Executive Management	IDP Manager	Finalise Draft IDP and Capital Budget for referral to IDP & B Steering Committee	Internal Management Procedure	31 Jan '22
d)	Attend Provincial IDP INDABA 2	IDP Manager	Incorporate 23/24 Government Sector Department Investment into IDP	MSA Section 24	7 Feb '22
e)	Tabled Draft Spatial Development Framework to Council for adoption and alignment with 5-year IDP.	Director Planning & Economic Dev.	Adopt Spatial Development Framework and align IDP.	Spatial Planning Legislation	24 Feb '22
f)	LGMTEC 2/ SIME - Municipality receive inputs from National and Provincial Government and other bodies "Grant Allocations".	CFO Budget Office	Provincial Feedback Report Appropriate Grant Funding Allocations in Budget	DORA	28 Feb '22
g)	e) Table Draft IDP, Budget and SDBIP to Steering Committee for final overview, inclusiveness and quality check.	Mun. Manager	Draft IDP, Capital and Operating Budget and SDBIP for 2022/23	MFMA No. 56 of 2003, MBRR Section 14 (2)	7 March '22
h)	Workshop draft IDP and Budget with full Council	Mun Manager	Workshop draft IDP and Budget with full council	Internal procedure	10 March '22
i)	Municipal Manager presents final draft IDP, Budget and Budget related policies to the Mayor for perusal and tabling to Council.	Mun. Manager	Tabling of draft IDP to Mayor	MSA Section 30 (c) MFMA Section 21	24 Feb '22
j)	Table Draft 5-year IDP, Budget, SDBIP, Budget related policies and proposed public participation programme to Council.	Mun Manager/ CFO Performance & Risk Officer	Draft IDP and Budget on Council Agenda	MFMA Section 22 and 23 MSA Reg 3 (4) (a-b)	28 Feb '22

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
<b>14.</b>	<b>ADOPTION OF 20/21 ANNUAL REPORT</b>				
a)	Oversight Committee Meeting to discuss 20/21 Annual report.	Ex. Strategic Services	Oversight Committee Report on 18/19 Annual Report	MFMA - Section 129	Feb '22
b)	Council considers the annual report and adopts the 2020/21 Oversight report on Annual Report within two months after the annual report was tabled.		Oversight Report and Annual Report Adopted	MFMA Section 129	March '22
c)	The municipal manager makes the oversight report public within seven days after adoption of the annual report.	Mun. Manager	Advertisement, oversight report	MFMA Section 129 (3)	Within seven days after adoption
d)	Municipal manager submits annual report and oversight reports to provincial legislature within seven days of adoption of the oversight report.	Mun. Manager	Annual Report Submitted	MFMA Section 132 (1) & (2)	Within seven days after adoption
<b>15.</b>	<b>PUBLICATION AND PUBLIC CONSULTATION PROCESS</b>				
a)	Publication of Draft IDP and Budget for public comment and consultation.	Budget Office IDP Manager	Tabled Draft IDP and Budget available for public viewing, scrutiny and comment.	MFMA Section 22(a); MSA Section 21A	March - April '22
b)	Submission of Draft IDP and tabled annual budget and draft SDBIPs to National and Provincial Treasuries and Department of Local Government in both printed and electronic formats.	Budget Office IDP Manager	Draft IDP, tabled annual budget + SDBIP submitted	MFMA Section 22(b) MBRR 15 (3) (b) & 15(1)	Immediately after Tabling to Council
c)	Consult Ward Committees on 5-year Draft IDP and Budget.	IDP Manager	Obtain input/comment from ward committees of Draft IDP and Budget	MFMA Section 22 & 23	4 - 14 April '22
d)	Consult public on Draft IDP and Budget. Public Participation meetings in all wards.	IDP Manager	Inform and obtain public input/comment on draft IDP, Budget and tariffs.	MFMA Section 22 & 23	18 - 29 April '22

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
e)	LGMTEC 3 / SIME - Provincial analysis (PT and DLG) of the 5-year draft IDP & Budget.	Mun. Manager Directors Budget Office IDP Manager	Provincial Feedback report on Draft IDP and Budget	MFMA Section 34	April '22
f)	Kannaland Development Association Forum Meeting to consult stakeholders on 5-year Draft IDP and Budget.	IDP Manager LED Unit	Consult stakeholders on 5-year Draft IDP and Budget.	Internal Planning and Management Strategy	25 April '22
g)	Deadline for Public inputs on IDP and Budget	IDP Manager	Consult stakeholders on draft 2022/23 revised IDP and Budget.	MSA Section 21	Apr '22
h)	Executive Management analyse public comments on Draft IDP and Budget and prepare report with recommendations for Council's perusal.	IDP Manager CFO Mun. Manager	Report with recommendations on public comments on Agenda	MFMA Section 22(a); MSA Section 21A	2 - 11 May '22
<b>16.</b>	<b>3RD QUARTER CORPORATE PERFORMANCE REPORT</b>				
a)	Prepare and Submit 2021/22 Third Quarter Corporate Performance Report to Executive Management.	Performance & Risk Officer Mun. Manager Budget Office	Finalise Quarter Corporate Performance Report for inclusion on Council Agenda	MPPMR - Section 13 (2) PMS Framework	April '22
b)	Submit 2021/22 Third Quarter Performance Report to MPAC	Mun. Manager	To provide oversight and in-year performance monitoring	Section 79 of Municipal Structures Act	18 April '22
c)	Third informal quarterly performance assessments of Section 57 managers	Mun. Manager	To assess performance against targets	PMS Framework	25 April '22
d)	Table 2021/22 Third Quarter Corporate Performance Report to Council.	Mun. Manager CFO	Third Quarter Corporate Performance Report considered by Council	MPPMR Section 13 MFMA Section 52 (d)	26 April '22
e)	Place 2021/22 Third Quarter Corporate Performance Report on website and make available to Provincial and National Treasury.	Performance & Risk Officer Budget Office	Third Quarter Corporate Performance Report published and submitted	MFMA Section 75 (2) MSA 21(b) MBRR Section 31	5/10 days after Council Meeting

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
f)	Submit quarterly status report on the implementation of Performance Management to Performance Audit Committee	Performance & Risk Officer	Report on PAC Agenda	MFMA Section 166 MPPMR Regulation 14	19 May '22
g)	Table Bi- Annual Report <b>(Jul-Dec)</b> of Audit and Performance Committee on Performance Management to Council.	Mun Manager	Report on Council Agenda	MFMA Section 166 MPPMR Regulation 14	30 June '22
<b>17. APPROVAL OF 2022-2027 IDP AND BUDGET</b>					
a)	Council considers comments from all stakeholders <b>(including LGMTEC 3 report)</b> on draft IDP and Budget and revised IDP and Budget accordingly if necessary.	Mun. Manager CFO Council	Draft IDP and Budget revised	MBRR Section 16(1)	26 May '22
b)	Table 5-year IDP and Budget, Tariff List and budget related policies to Council for approval.	Mayor / CFO Mun. Manager	Approved 5-year IDP and Budget	MFMA Section 24 and 25 MSA Reg. 2(1)	26 May '22
c)	Submission of approved IDP and Budget to National and Provincial Treasuries in both printed and electronic formats.	Budget Office IDP Manager	Submission of approved IDP and Budget and related documents and resolutions	MFMA Section 24(3) MBRR Regulation 20	Within 10 days after final approval
d)	Publish the approved 5-year IDP and Budget on municipality's website.	Budget Office IDP Manager	Publication of approved IDP and annual budget and related documents	MFMA Section 22 MBRR Section 18 MSA Sections 21A and 21B	Within 10 days after final approval
e)	Submission of IDP to MEC of Local Government.	IDP Manager	Revised IDP document and letter to MEC for Assessment	MSA Section 32 (1)	Within 10 days after final approval
f)	Response / Feedback to public comments in respect of IDP. Budget, tariffs and policies.	IDP Manager Budget Office	Feedback to comments	MFMA	15 June '22

DELIVERABLE AND ACTIVITY		RESPONSIBLE PERSON	PURPOSE / OUTPUT	LEGISLATIVE REQUIREMENT AND INFORMATION	TIME FRAME
<b>18</b>	<b>APPROVAL OF 2022/23 TOP LAYER SDBIP</b>				
<b>a)</b>	The Executive Mayor may submit the draft SDBIP with the IDP and Budget documentation to be tabled in Council	Mun Manager	Draft SDBIP Submitted to Council	MBRR- Regulation 14(3)	27 May '22
<b>b)</b>	Municipal Manager submits draft 2022/23 SDBIP to the Executive Mayor for consideration.	IDP Manager Mun. Manager	Approved 20/21 Top Layer SDBIP, 14 days after approval of the budget	MFMA Section 69(3)(a)	14 days after budget approval
<b>c)</b>	Executive Mayor approves 2022/23 SDBIPs within 28 days after approval of budget	IDP Manager Mun. Manager	Approved 19/20 Top Layer SDBIP	MFMA Section 53(1)(c)(ii)(2)	28 days after budget approval
<b>d)</b>	Publish 2020/21 SDBIP on municipal website.	IDP Manager	SDBIP publishes on website	MBRR - Chapter 2, Part 3, 15(3) / MFMA	27 Jun '22
<b>e)</b>	Submit 2020/21 Corporate SDBIP to National and Provincial Treasury and make public	IDP Manager	Approved SDBIP Submitted	MFMA Section 53(3)(a) MBRR Chapter 2, Part 3, 15(3) and 20 (2)(b)	30 Jun '22





