IDP PROCESS PLAN
FOR
KNYSNA MUNICIPALITY
2016/2017
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## ABBREVIATIONS

<table>
<thead>
<tr>
<th>CDW</th>
<th>Community Development Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFO</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>GKMA</td>
<td>Greater Knysna Municipal Area</td>
</tr>
<tr>
<td>IDP</td>
<td>Integrated Development Plan</td>
</tr>
<tr>
<td>ISDF</td>
<td>Integrated Strategic Development Framework</td>
</tr>
<tr>
<td>LED</td>
<td>Local Economic Development</td>
</tr>
<tr>
<td>LGMTEC</td>
<td>Local Government Medium Term Expenditure Committee</td>
</tr>
<tr>
<td>MEC</td>
<td>Member of Executive Committee (Provincial Minister)</td>
</tr>
<tr>
<td>MFMA</td>
<td>Municipal Finance Management Act, (Nr 56 of 2003)</td>
</tr>
<tr>
<td>MSA</td>
<td>Local Government: Municipal Systems Act (Nr 32 of 2000)</td>
</tr>
<tr>
<td>mSCOA</td>
<td>Municipal Standard Chart of Accounts</td>
</tr>
<tr>
<td>MTBPS</td>
<td>National Treasury, Medium Term Budget and Policy Statement</td>
</tr>
<tr>
<td>MTREF</td>
<td>Medium Term Revenue &amp; Expenditure Framework</td>
</tr>
<tr>
<td>NT</td>
<td>National Treasury</td>
</tr>
<tr>
<td>NYDA</td>
<td>National Youth Development Agency</td>
</tr>
<tr>
<td>PT</td>
<td>Provincial Treasury</td>
</tr>
<tr>
<td>PMS</td>
<td>Performance Management System</td>
</tr>
<tr>
<td>SDBIP</td>
<td>Service Delivery Budget Implementation Plan</td>
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<tr>
<td>SDF</td>
<td>Spatial Development Framework</td>
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<tr>
<td>SEDA</td>
<td>Small Enterprise Development Agency</td>
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</table>
1.1. INTRODUCTION

The Integrated Development Plan (IDP) is the principal strategic instrument of a municipality to give effect to its developmental role as enshrined by the Constitution of South Africa. The external focus of an IDP is to identify and prioritize the most critical developmental challenges of the community whilst organizing internal governance and institutional structures in order to give effect to those challenges.

The IDP is a five year plan which clearly stipulates the vision, mission and strategic objectives of Council and is reviewed annually to keep track of the ever changing socio-economic, infrastructural and environmental dynamics and needs of the communities under the jurisdiction of the municipality. The IDP guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of Knysna Municipality. One of the key objectives of Integrated Development Planning is to co-ordinate improved integration of programmes/projects across sectors and spheres of government in order to maximize the impact thereof on the livelihoods of the community.

The IDP process plan serves as a plan to plan the drafting of the 4th generation IDP with the intention to co-ordinate, integrate and align all the strategic processes of the municipality which include the IDP, Budget, Spatial Development Framework (SDF) and the Performance Management System (PMS). The process plan incorporates all municipal planning, budgeting, performance management and public engagement processes and include the following:

- A programme specifying the time frames for the different planning activities
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, and any other stakeholders in the IDP process
- An indication of the organizational arrangements for the IDP process
- Policy and legislative requirements in respect of Integrated Development Planning
- Mechanisms and procedures for vertical and horizontal alignment

Integrated Development Planning is an elaborate and dynamic process which produces a strategic plan to guide the municipality to eradicate service delivery backlogs, encourage socio-economic development, preserve the natural environment as well as address the spatial disparities of development. The end result of the process should not only be the drafting of an IDP document but rather the implementation of programmes & projects in an integrated sustainable manner which will ultimately create a conducive environment which enhances the socio-economic prosperity for all people in the Greater Knysna Municipal Area.

1.2. FIVE YEAR IDP CYCLE

The illustration below describes the five year cycle of the 4th Generation IDP:
1.3. INCORPORATING THE SDF INTO THE IDP:

The Spatial Development Framework (SDF) is regarded as one of the core components of a municipal IDP as indicated in Section 26 (e) of the MSA. Knysna Municipality's SDF is incorporated in the draft Integrated Strategic Development Framework (ISDF) process embarked on by the previous Council. This IDP process provides an excellent opportunity to steer the draft SDF of the municipality to conclusion as part of the new IDP process of Council. This will also imply that the SDF will form part of the annual review process of the IDP.

1.4. HORIZONTAL AND VERTICAL ALIGNMENT:

In terms of section 27 of the MSA the District Municipality must develop a Framework Plan which provides the linkage and binding relationships between the district and local municipalities in its area of jurisdiction. In doing so, proper consultation, co-ordination and alignment of the IDP process of the district municipality and various local municipalities can be maintained. The IDP process must align horizontally with neighbouring municipalities especially from a spatial perspective. Due to the fact that a number of sector plans form an integral part of the municipal IDP it is important that the following national and provincial policy documents are also taken into account when Knysna Municipality draft its IDP:

- National Development Plan
- Western Cape Strategic Development Pan
- Western Cape Spatial Development Framework
- IDP Framework of Eden District Municipality

1.5. LEGISLATIVE FRAMEWORK

1.5.1. INTEGRATED DEVELOPMENT PLANNING

Section 25 (1) of the Local Government: Municipal Systems Act (Act 32 of 2000):
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 co-ordinates plans and takes into account proposals for the development of the municipality
b) Aligns the resources and capacity of the municipality with the implementation of the plan
c) 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

Section 26 of the MSA regulates the following core components that must be reflected in a municipality’s IDP:

a) The Council’s vision for the long term development of the municipality with special emphasis on the most critical development and internal transformation needs
b) An assessment of the existing level of development in the municipality, which must include and identification of communities which do not have access to basic municipal services
c) The Council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
d) The Council’s development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation
e) A Spatial Development Framework (SDF) which must include the provision of basic guidelines for a land use management system for the municipality
f) The Council’s operational strategies;
g) Applicable Disaster Management Plans
h) A financial plan, which must include a budget projection for at least the next three years; and the key performance indicators and performance targets determined in terms of Section 41 of the MSA.

1.5.2. IDP PROCESS PLAN

In order to ensure certain minimum quality standards of the IDP process, and proper coordination between and within spheres of government, the preparation of the IDP Process Plan and the drafting of the annual budget of municipalities have been regulated in both the Municipal Systems Act (Act 32 of 2000) and the Municipal Finance Management Act (Act 56 of 2003).

Section 28 of the MSA stipulates that:
(1) Each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of the IDP
(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process
(3) A municipality must give notice to the local community of particulars of the process it intends to follow.

Section 21 (1) of the MFMA stipulates that the Mayor of a municipality must –
(a) Co-ordinate the processes for preparing the annual budget and for reviewing the municipality’s integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

(i) The preparation, tabling and approval of the annual budget;

(ii) The annual review of –

  - the integrated development plan in terms of section 34 of the Municipal Systems Act; and
  - the budget-related policies;

(iii) The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

(iv) Any consultative processes forming part of the processes referred to in sub-paragraphs (i), (ii) and (iii)
SECTION TWO: ORGANISATIONAL ARRANGEMENTS

2.1 IDP & BUDGET STEERING COMMITTEE

As part of the IDP & Budget preparation process the Executive Mayor must establish an IDP & Budget Steering Committee which is constituted as per Section 4 of the Local Government: Budget and Reporting Regulations as follow:

**IDP & Budget steering committee**

4. (1) The mayor of a municipality must establish a budget steering committee to provide technical assistance to the mayor in discharging the responsibilities set out in section 53 of the Act.

The committee will act as an advisory and support structure to the Executive Mayor in providing a platform for her to provide political guidance and to monitor progress made in the IDP & budget process. National Treasury has introduced a new Standard Chart of Accounts commonly referred to as mSCOA. Knysna Municipality has already established an mSCOA Budget Steering Committee which will also be utilized as the IDP & Budget Steering Committee which will comprise of the following Councillors and officials as prescribed in section 4 (2) of the Budget and Reporting Regulations:

- Executive Mayor;
- Chairperson of the Finance Portfolio;
- Municipal Manager;
- Chief Financial Officer;
- All Senior Managers;
- Manager: IDP; and
- Manager: Budget.

2.1.2. Terms of Reference for the IDP & Budget Steering Committee

The terms of reference for the IDP & Budget Steering Committee are as follows:

- Provides terms of reference for the various planning activities
- Commission research studies
- Process, summarize and document outputs
- Makes content recommendations
- Prepare, facilitate and document meetings
2.2 IDP REPRESENTATIVE FORUM

2.2.1 Composition of IDP Representative Forum

The IDP Representative Forum is constituted as part of the preparation phase of the IDP and will continue its functions throughout the IDP Review process. The composition of the IDP Representative Forum is as follows:

- Executive Mayor
- MAYCO members
- Councillors
- Ward Committees
- Community Development Workers (CDW’s)
- Municipal Manager and Directors
- Stakeholder representatives of organised sector groups
- NGO’s
- Parastatal Organizations
- Sector specialists

2.3 WARD COMMITTEES

Ward Committees will be established in each ward as per the prescribed legislation and guidelines from Department of Local Government. The ward committees will serve as the official advisory and consultation platform with the community of GKMA throughout the IDP and budget process. The role of the ward committees in respect of the IDP and budget will be to:

- Assist the ward councillor to identify service delivery needs and development challenges
- Prioritize the service delivery needs and development challenges in the ward
- Provide a mechanism for discussion and consultation between the stakeholders in the ward
- Encourage active participation amongst all the stakeholders in the IDP and budget processes
- Ensure co-operation and constructive interaction between the municipality and the community
- Provide timeous feedback to the community on issues pertaining the ward
- Assist with the drafting of ward development plans which are incorporated in the IDP
- Monitor the implementation of projects & programmes in the ward
SECTION THREE: STAKEHOLDERS

3.1 INTERNAL & EXTERNAL STAKEHOLDERS

There are a number of stakeholders which need to contribute towards the success of the IDP & budget processes which can be categorized as follow:

<table>
<thead>
<tr>
<th>STAKEHOLDERS</th>
<th>ROLES &amp; RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>• Approves and adopts the IDP process plan and budget timetable</td>
</tr>
<tr>
<td></td>
<td>• Approves the IDP and MTREF</td>
</tr>
<tr>
<td></td>
<td>• Monitors the implementation of the IDP and budget and consider any amendments of the plan when necessary</td>
</tr>
<tr>
<td></td>
<td>• Allocation and alignment of human (organizational structure) and financial (budget) resources for the implementation of IDP</td>
</tr>
<tr>
<td>Executive Mayor &amp; Mayoral Committee</td>
<td>• Consider the IDP Process Plan &amp; Budget timetable and submit it to Council for approval</td>
</tr>
<tr>
<td></td>
<td>• Overall management co-ordination and monitoring of the IDP &amp; budget process</td>
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<tr>
<td></td>
<td>• Assign and delegate responsibilities to the Municipal Manager, CFO and other relevant Senior Managers for the implementation</td>
</tr>
<tr>
<td></td>
<td>• Submit the draft and final IDP &amp; budget to Council for approval</td>
</tr>
<tr>
<td></td>
<td>• Provide political guidance in respect of the IDP and budget process</td>
</tr>
<tr>
<td>Speaker</td>
<td>• Overall monitoring of the public participation process</td>
</tr>
<tr>
<td></td>
<td>• Establishment and oversight of the ward committee system</td>
</tr>
<tr>
<td>Ward Councillors</td>
<td>• Liaison between the public and the municipality</td>
</tr>
<tr>
<td></td>
<td>• Assist to facilitate meaningful participation by the public and relevant stakeholders in the IDP and budget process</td>
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<tr>
<td></td>
<td>• Oversee the public meetings and other engagements in their respective wards</td>
</tr>
<tr>
<td></td>
<td>• Monitor the implementation of the programmes/projects culminating from the IDP and budget in the respective wards</td>
</tr>
<tr>
<td>Municipal Manager</td>
<td>• Fulfill the duties &amp; responsibilities of the Accounting Officer as per the MFMA</td>
</tr>
<tr>
<td></td>
<td>• Managing and coordinating the entire IDP &amp; budget process as assigned by the Executive Mayor</td>
</tr>
<tr>
<td></td>
<td>• Chairperson of the IDP &amp; Budget Steering Committee</td>
</tr>
<tr>
<td></td>
<td>• Establish task teams for the alignment and implementation of programmes/projects identified in IDP</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>• The CFO performs all the budgeting duties as delegated by the Accounting Officer in terms of Section 81 of the MFMA</td>
</tr>
<tr>
<td></td>
<td>• Managing and co-ordinates the entire budgeting process</td>
</tr>
<tr>
<td></td>
<td>• Ensures proper alignment between the IDP and budget processes</td>
</tr>
<tr>
<td>IDP Manager</td>
<td>• Prepare the IDP process plan and co-ordinate the implementation thereof</td>
</tr>
<tr>
<td>STAKEHOLDERS</td>
<td>ROLES &amp; RESPONSIBILITIES</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| National Government                | • National Treasury issues guidelines on the manner in which municipal councils should prepare and process their annual budgets  
• Assist with funding and technical support in respect of projects & programmes emanating from the IDP process |
| Western Cape Provincial Government | • Ensuring vertical alignment of the municipal IDP with all the relevant provincial sector departments  
• Facilitate structured inter-governmental engagements between the municipality and provincial government (IDP Indaba and LGMTEC)  
• Participate in the IDP processes through local offices  
• Assessment and commenting on draft IDP’s to strengthen the credibility thereof  
• Assessment of the MTREF to improve the responsiveness of the IDP process |

**EXTERNAL STAKEHOLDERS**

**National Government**
- National Treasury issues guidelines on the manner in which municipal councils should prepare and process their annual budgets
- Assist with funding and technical support in respect of projects & programmes emanating from the IDP process

**Western Cape Provincial Government**
- Ensuring vertical alignment of the municipal IDP with all the relevant provincial sector departments
- Facilitate structured inter-governmental engagements between the municipality and provincial government (IDP Indaba and LGMTEC)
- Participate in the IDP processes through local offices
- Assessment and commenting on draft IDP’s to strengthen the credibility thereof
- Assessment of the MTREF to improve the responsiveness of the IDP process
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Eden District Municipality                | - Ensure vertical and horizontal alignment of the municipal IDP with the district as well as neighbouring municipalities  
                                           - Facilitate district wide IDP engagements to foster cross-border planning between municipalities in the Eden District  
                                           - Facilitate joint planning initiatives between municipalities in the district with national and provincial spheres of government |
| Ward Committees                           | - Serve as an advisory body to the ward Councillor in respect of the IDP & budget  
                                           - Encourage active participation from all stakeholders in their respective wards  
                                           - Identify the critical development needs of the community and prioritize such needs in their respective wards  
                                           - Provide input in the draft IDP & budget  
                                           - Monitor the implementation of the programmes/projects culminating from the IDP and budget in the respective wards |
| IDP Representative Forum                  | - Encourage active participation from all stakeholders in their respective wards  
                                           - Serve as an advisory body to the IDP & Budget Steering Committee  
                                           - Facilitate participation of sector representatives and specialists in the IDP process  
                                           - Prioritization of municipal-wide community needs and development challenges |
| General public                            | - Participate meaningfully in the IDP and budget processes of the municipality    |
SECTION FOUR: PUBLIC PARTICIPATION AND STAKEHOLDER ENGAGEMENT

4.1 CONTEXT OF PUBLIC PARTICIPATION

Knysna Municipality has always regarded Integrated Development Planning as a people-driven process and will again place a high premium on inclusivity and active participation of all relevant stakeholders in the processing of its 4th generation IDP. The public participation process will be structured in such a way to facilitate community-based planning in order to achieve the following objectives:

- Identification of the real needs of all communities in the GKMA
- Prioritization of such needs and development challenges
- Collective development of appropriate solutions to address such needs
- Empowerment of the local communities to take ownership for their own development

4.2 MECHANISMS FOR PARTICIPATION

4.2.1 Media

A vigorous communication and information sharing or dissemination campaign aimed at reaching out to all the communities will be undertaken in terms of the annual IDP and Budget process.

The following means of communication will be utilized:

- Municipal Website & Intranet;
- Notices at all Municipal Offices,
- Municipal newsletters and accounts;
- Loud hailing prior to the public meetings
- Adverts in local newspapers
- Radio announcements
- Municipal mobile app
- E-mails & bulk SMS’s to all on consolidated municipal database
- Social media platforms (Facebook, Twitter, etc.)

4.2.2 Public engagements

All venues for public meetings will be selected in a manner that enables easy access for all community members to attend. The meetings will be ward based but in instances where wards comprise distinctly geographical and socio-economic different communities, more than one meeting will be held in such wards in order to maximize participation. Time chosen for the meetings will also ensure maximum attendance of all the citizens and the meetings will be conducted in the preferable language in a specific
area with interpretation services available. Details of the meetings will be communicated to stakeholders timeously in order to maximize participation at meetings. It is the responsibility of stakeholders to notify the relevant officials at the municipality of any changes in their contact details or who will represent them at meetings.

### 4.2.5 Mayoral roadshow

The Executive Mayor will from time to time interact with all communities in the different wards in order to keep track of the issues they face as well as give feedback regarding various municipal matters.
5.1 PHASES OF THE IDP & BUDGET PROCESS

The phases in the IDP & Budget process have been indicated in the diagram below. The process speaks to Planning, Preparation, Implementation and Monitoring of the IDP, Budget, and PMS.

The table below summarizes the important activities and deliverables to be considered during the different phases of the IDP process:

<table>
<thead>
<tr>
<th>PHASE</th>
<th>ACTIVITIES</th>
<th>DIRECTORATE/STRUCTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation</td>
<td>• Approval of IDP process plan</td>
<td>• Council</td>
</tr>
<tr>
<td></td>
<td>• Establishment of Ward Committees</td>
<td>• Corporate Services</td>
</tr>
<tr>
<td>Analysis</td>
<td>• Conduct a community needs analysis through a comprehensive process of</td>
<td>• Executive Mayor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Planning &amp;</td>
</tr>
<tr>
<td>public participation</td>
<td>development</td>
<td></td>
</tr>
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<td>----------------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>• Conduct a socio-economic analysis</td>
<td>All Directorates</td>
<td></td>
</tr>
<tr>
<td>• Develop ward-based development plans</td>
<td>Planning &amp; Development</td>
<td></td>
</tr>
<tr>
<td>• Conduct an organizational SWOT analysis</td>
<td>Municipal Manager</td>
<td></td>
</tr>
</tbody>
</table>

### Strategy
- **Strategy**
  - • Develop strategic objectives through a strategic planning session of Council
  - • Set specific service delivery and development targets
  - • Review all sector plans

### Projects
- **Projects**
  - • Develop business plans to give effect to the strategic objectives of Council

### Integration
- **Integration**
  - • Horizontal & vertical alignment of Council strategic objectives with other spheres of government
  - • Actively participate in relevant inter-governmental engagements

### Approval
- **Approval**
  - • Apply all legislative requirements to ensure the credibility of the IDP process
  - • Municipal Manager
  - • Executive Mayor
  - • Council