



WEST COAST DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

FRAMEWORK AND PROCESS PLAN

August 2016

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1. INTRODUCTION

1.1 Purpose of the Framework and legislative framework and mandate

The Framework is the most important directional document for aligning the planning process for Integrated Development Plans (IDPs) among local municipalities and the West Coast District Municipality.

The West Coast Section 27 Framework can best be defined as follows:

A co-ordinating effort of the West Coast District Municipality to ensure an integrated and parallel planning process at district and local level. The Section 27 Framework's main aim is furthermore to enhance a process where the Integrated Development Planning of the West Coast District Municipality is in alignment with the Integrated Development Plans of the B Municipalities throughout the West Coast region.

The Section 27 Framework as described in the Municipal Systems Act 32 of 2000 outlines that the identification of plans and planning requirements needs to be clearly defined between the District and the local municipalities. It is pertinent that the West Coast Section 27 Framework be guided by certain responsibilities, which are entrusted to district and local municipalities in terms of legislation.

It is important to note that the Section 27 Framework has been constituted in collaboration by both local and district municipalities. The writing up of this Section 27 Framework has also been influenced by other municipalities' frameworks as to learn best practices from other districts.

The Framework is binding on the district as well as the local municipalities throughout the West Coast Region.

1.2 Objectives of the Framework

In terms of the Constitution of the Republic of South Africa, Act 108 of 1996, the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), including the Municipal Structures Amendment Act, B51-2000, the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), and the White Paper on Local Government, 1998 the most important objectives of the Framework are:–

- To serve as guiding model for sustainable integrated development planning throughout the West Coast region;
- To ensure that all role players are involved in the Integrated planning Processes of district municipality and local municipalities;
- To ensure that all the local municipalities in the West Coast District Municipality be guided by legislation in executing our role and responsibilities to the best of our knowledge;

- To strengthen Intergovernmental relations in the West Coast Region and to align and successfully co-ordinate Integrated Development planning throughout the West Coast Region;
- To educate and guide other role players throughout the West Coast Region relating to the 'business unusual' operation of local government, in particular with regard to aspects of integrated development planning;
- To ensure that rigorous analysis of the needs being identified through public participation processes in our communities on district and local municipalities level be identified and addressed in the Integrated Development Processes;
- To ensure and co-ordinate the effective use of resources, including capital and human and natural resources, by all role-players in the West Coast;
- To ensure that the district and local municipalities are kept abreast with national, provincial legislation, policy and strategies which directly influences our processes through the Integrated Development Planning;
- To encourage the district and local municipalities to utilise the above-mentioned legislation, policy and strategy in development planning across departments and for future reasoning throughout the West Coast region.

1.3 Overall policy and principles for Integrated Development Planning in the West Coast Region:

The Framework 27 Framework takes into account that any existing, approved policy and strategies will be taken into consideration in future development planning throughout the West Coast District and Local municipalities.

The following measures will apply to ensure the above:–

- Strategies arising from existing, approved IDPs both at district and local level that have been implemented in part and as a whole will be continued.
- The Integrated Development Planning Processes both at district and local levels will be guided by the agreed policy and principles of integrated development in the West Coast Region;
- The latter will be taken into account when Integrated Development Plans has been approved and implemented at all levels.
- The Section 27 Framework will take into account the following basic services as indicated by the National indicators and all other sectoral plans in the drafting and completion of their Integrated Development Plans namely:–

Housing
Sanitation
Health
Solid Waste

Water
Electricity
Disaster Management

The above elements will be integrated in the Framework and will also have to be reflected in the various IDPs of the region.

Another point of departure and requirement of the Framework is that performance assessment must be incorporated in the integrated development planning process.

Furthermore, it is a requirement that future budgets of both the district and the local municipalities will be guided by the IDPs in order to effectively support the integrated development process financially. It is, however, accepted that unfunded mandates and disasters may have an effect on the allocation of funds in the budget.

1.4 Current status of development planning in the West Coast Region:

The West Coast District Municipality and Local Municipalities are embarking on a new cycle of IDP formulation for the 2017-2021 new 5 year IDP's. Additional processes such as in strategies and policy will be taking into consideration in our Integrated Development Planning Processes as depicted in the Section 27 Framework.

1.5 Roles and responsibilities of district and local municipalities for continued liaison and co-ordination as depicted in the Section 27 Framework

To successfully ensure ***continued liaison and co-ordination*** the following operations throughout the West Coast Region will apply:–

- Quarterly meetings of the IDP/ LED Managers forum throughout the West Coast Region to engage and co-ordinate IDP related matters that will arise.
- These meetings will also afford the Senior Manager: Strategic Services (responsible for IDP) of the West Coast District (the opportunity to monitor and evaluate progress relating to challenges experienced at local level and in consultation with the Municipal Manager make provision for assistance/support in this regard to a particular municipality.
- Meetings will take place at four times per annum.
- Meetings and workshops will be planned under the auspices of the West Coast District Municipality which will influence the integrated Development Planning Processes of the district and local municipalities.
- Meetings of the forum will be convened and chaired by the West Coast District Municipality, with hosting rotated between the respective municipalities' locations.
- Workshops will be determined based on a particular need raised by the district and local municipalities.
- IDP Co-ordinating committee (IDP CC) engagement will be held tri-annually with the of Executive Mayor and the Municipal Manager of the West Coast District Municipality as the Chairperson, IDP/LED Managers of the local municipalities, Mayors and Municipal Managers from the respective local

municipalities and sector departments where issues pertaining the Integrated Development Planning Processes will be discussed and addressed.

- The IDP Co-ordinating committee (IDP CC) will serve as the co-ordinating platform for the processes of District- and Local IDP formulation, co-ordination and alignment.
- Delegated councillors of local municipalities serving in the West Coast Region Integrated Development Forums at the respective local municipalities will also be forwarded an invitation to attend the West Coast IDP CC engagements.

1.6 Language Policy

The West Coast District Municipality and the Local Municipalities must strive to prepare their IDP documentation fully in at least two of the three official languages in the Western Cape.

The Section 27 Framework will at all time enhance a culture where the Integrated Development Planning Processes of the district and local municipalities will instill languages that are easily understood by ordinary citizens in our communities.

1.7 Support by West Coast District Municipality or through the Shared Services system

The West Coast District Municipality on request from a particular municipality will assist any local municipality who has a low capacity and limited expertise in drafting, preparing and finalising an Integrated Development Plan on the following assistance:–

- Assistance with facilitation of workshops as identified by the particular local municipality;
- The West Coast District Municipality will support the particular local municipality in the preparation and drafting of the Integrated Development Plan.
- Facilitating information or data gathered on district level that is relevant to local municipalities IDP processes.

2. ORGANISATIONAL ARRANGEMENTS, FRAMEWORK PROGRAMME AND TIMEFRAMES

2.1 Mandate for public participation

2.1.1 Objectives of Public Participation

The objectives of community participation should be to:

- provide information to citizens;
- getting information from and about citizens;
- improving public decisions, programmes, projects and services;
- enhancing acceptance of public decisions, programmes, projects and services.

Information obtained through any public participation process which may impact on the IDP of another municipality (local or district), or which have to be included in the relevant municipality's IDP, must be **relayed** to the IDP Managers of the relevant municipality as soon as possible. **The information from the local municipalities regarding their public participation needs also need to be forwarded to the district municipality as soon as the municipalities has done their analysis of their community needs.**

Feedback to the public must be regarded equally important as participation, and must be undertaken in a structured way both at district and local level as determined in each municipality's Process Plan, but with a minimum requirement of feedback twice a year.

2.1.2 Public Stakeholder engagement:

- In both the Municipal Structures Act (Structures Act) and the Municipal Systems Act (Systems Act) a statutory framework is established that broadly outlines a system of participatory democracy.
- The national statutory framework allows municipalities to develop, in the words of the Systems Act, 'a culture of municipal governance that complements formal representative government with a system of participatory government' (s 16(1)).

2.2 Strategic approach and organisational arrangements

A **consultative participatory approach** should apply throughout the IDP process. The West Coast District Municipality in engaging regarding the IDP Process will utilise the following Structures to ensure local municipality and public stakeholder involvement on a continuous basis, namely:–

IDP Co-ordinating Committee (Regional)

B Municipal level engagement

B Municipality level structures:

The District Municipality will jointly participate with B municipalities to share and support a platform at municipal level around the District IDP and any District Municipality functions. The B Municipalities are already utilising various structures to engage pertaining to their Integrated Development Plan and it is encouraged that the West Coast District and Local Municipalities share the platform to engage with these structures during the IDP Processes.

As it is not feasible to participate at all sub-municipal level engagements, municipal level structures will be utilised in all municipalities where they exist but at least one sub-municipal level will be engaged per B municipality at both the analysis and feedback phases.

In addition the West Coast District Municipality's representation in the IDP Representative Forums of the **local municipalities** can be ensured as follows:–

- West Coast District Municipality's councillors should participate in the IDP Representative Forums of their various geographic areas.

Current structures in municipalities, proposed structures at municipal level highlighted:

MATZIKAMA

Ward Committees
Local Intergovernmental Forum
Local Economic Development Forum
IDP Representative Forum

CEDERBERG

Ward Committees
Engagements with Sector Groups (public participation)
Cederberg Emerging Farmers
IDP Representative Forum (Currently busy establishing)
Cederberg NGO's (Currently busy establishing)
Social Transformation Program (STP) – met NGO's

SALDANHA

Ward Committees
Ward Meetings
Sector Groups Engagements (public participation)

LED:

Economic Advisory Board
BEE Forum
Women in construction
Partnerships with Various Economic role players
Intergovernmental Forum (Saliminator)

SWARTLAND

Ward Committees
SMAF
Sector Groups Engagements (public participation)

BERGRIVIER

Ward Committees
LED forum
IDP Representative Forum
Sector Groups Engagements (public participation)

West Coast District Municipality's IDP Co-ordinating Committee will consist of:–

Chairperson	Executive Mayor WCDM
Deputy Chair	Municipal Manager WCDM
Secretariat	IDP Manager WCDM IDP Administrative WCDM
Other members	District Municipality councillors (with special provision for the attendance of at least one delegated councillor from each of the four local municipalities)
	Sectoral departments
	District-level interest groups

	See Annexure A for a list of interest groups/persons to be involved at regional level
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The IDP Co-ordinating Committee will mainly be responsible for **public participation** in the IDP processes at district and local level, and will also be used for cross-representation between district and local municipalities.

2.3 Framework programme

The Section 27 Framework Plan of Action as described in the Municipal Systems Act is primarily the plan of action that the district and local municipalities will undertake in the drafting and completion of their respective Integrated Development Plans. The Framework will also guide the district and local municipalities that their processes should occur concurrently and jointly to ensure that the West Coast Region Integrated Development Plans are aligned.

2.4 Timeframe

ACTION	DATE OF COMPLETION
Drafting of Framework & Process Plan	August 2016
Submitting Process Schedule to Mayoral Committee for approval	September 2016
IDP Public Participation Process	September 2016- October 2016
IDP Process: Analysis	End of November 2016
: Strategies	End of December 2016
: Projects/ Operational	End of January 2017
: Integration	End of March 2017
: Review/approval	End of May 2017

3. MATTERS, MECHANISMS AND PROCEDURES FOR ALIGNMENT AND CONSULTATION

3.1 WCDM Mayco and Executive Management Engagements with B-municipalities

The Executive leadership (Mayco and Management) at the district will as part of the Section 27 Framework engage on a One-on-One basis with the local municipalities where the emphasis will be on the following:

- Challenges experienced by the local municipalities regarding their developmental mandate.
- The support that the district can render to the B Municipalities in order to ensure they fulfil their developmental mandate.
- Understanding the various programmes and projects undertaken by the local municipalities.

- Clearly aligning the district municipality to the development priorities of the Local Municipalities.
- Clearly understanding the role that the B Municipalities want the district to embark on throughout the West Coast Region.
- The district to view whether they are able to provide funding to the local municipalities regarding potential projects that the local municipalities would like to embark on.

3.2 Inter Governmental Relations (IGR) Forums according to the IGR framework act Act 13 of 2005, sections 25 and 30:

3.2.1 District Co-ordinating Forum (DCF)

3.2.2 District Co-ordinating Forum technical committee (DCFTECH)

Other forums include:

- IDP LED managers forum (West Coast District)
- Districts Integrated Forum
- Provincial IDP Manager's Forum
- Provincial Public Participation Forum
- IDP Innovation Forum (Ad Hoc)

3.3 Proper alignment as indicated below is pertinent to ensure the successful implementation of the Integrated Development Plans namely:–

- Between WCDM and the five local municipalities;
- Between Provincial- and National government institutions and the WCDM
- Between WCDM and relevant parastatal organisations
- Between the WCDM and Civil society-, NGO- and CBO organisations and business where applicable.

The B Municipalities in most instances are utilising the exact such forums in formulating their Integrated Development Plans. It is encouraged that the B Municipalities invite the district municipality to their public participation engagements and that a shared platform is used or it is clearly indicated the role that the district has to undertake.

The WCDM in conjunction with the local municipalities will be co-responsible for alignment of our planning and processes and that it is done concurrently and jointly.

If special alignment needs arise, e.g. in case of cross-border alignment activities between local municipalities in the WCDM and those in adjacent district (CWDM and the City of Cape Town), these will be referred to the Mayoral Committee who will decide how a specific matter will be dealt with.

For planning our processes at District and local level during the Integrated Development Planning phases, certain factors need to inform our actions when formulating our Integrated Development Planning (process):–

Horizontal alignment between the IDPs of the local municipalities.

- Ensuring vertical alignment between district and local IDPs.

- Facilitation of alignment of district and local IDPs with the policies and strategies/programmes of other spheres of government and sector departments, to ensure that they qualify for allocations from departmental budgets and allocations.
- Facilitation of alignment between IDP strategies and programmes of the WCDM and local municipalities on the one hand and various parastatals.
- The joint promotion of regional vision and cultivating an IDP focus and awareness throughout the region.

The following alignment activities are envisaged between the WCDM and the five local municipalities on the one hand and between local government levels and role-players at national, provincial and corporate service-delivery levels on the other hand:-

PHASE	TIME	ALIGNMENT ACTIVITY	SPHERE	RESPONSIBILITY
Analysis	November 2016	Information on new priorities to WCDM	Local	Local IDP Managers
Strategies	December 2016	Joint decision-making on localised guidelines	Local, District and other spheres	IDP Co-ordinating Committee
	January 2017	District-level strategic workshops	Local, District and other spheres	District IDP Manager
Projects	January 2017	Technical planning input	Local, District and other spheres	Technical functionaries
Integration	February 2017	Facilitation of non-line function programmes	District and other spheres	District and functionaries from other spheres
Review and approval	March 2017	Submission of draft IDP	Local, District and other spheres	All IDP Managers
		Comment on draft IDP	Local, District and other spheres	Public advertisement Stakeholder engagement Other role-players
	April 2017	Formulation of district-level summary of local IDPs	Local, District and other spheres	District IDP Manager
	May 2017	Submit final IDP to council	Local, WCDM	District IDP Manager

In addition to the above-mentioned alignment processes which form part of the various phases in the planning process, section 84 of the Municipal Structures Act, 2000 provides for the inclusion of the following issues and elements, which also require alignment and the establishment of certain principles for a coordinated approach, in the IDPs of district and local municipalities:–

- Service provision
 - Bulk supply of electricity
 - Bulk sewerage services
 - Bulk supply of water
 - Roads
 - Public transport

- Facilities
 - Health
 - Safety and security
 - Education
 - Sports

- Functions
 - Planning
 - Collection of taxes/income and allocation/distribution

The West Coast District Municipality and the local municipalities enter into discussion regarding functions at the DCFTECH level and through bi-laterals when the need arises. At this point a readiness assessment on shared services has been conducted and the outcomes workshopped with the Municipal Managers of the district at a DCFTECH meeting in April 2011. Formalised business plans would be drawn up on the selected shared services, following the signing of a Memorandum of Understanding between the respective municipalities.

The West Coast District Municipality as part of our mandate has started a process where we will be holding **strategic workshops** throughout the region and furthermore analyse the type of strategies that we have in place on district and local level as necessary. These analysis of the strategies currently in place in our municipalities to a large extent need to be in alignment of the region's Integrated Development Plans. It will also be important for municipalities on local level to inform the district on strategies that they are currently embarking on; so that the district can align that particular strategy to the processes of the district.

All strategies that will be formulated for the West Coast Region will be to ensure that all the local municipalities partake in the process where a task team will be established to ensure the planning, formulating, drafting and implementing of such a strategy. It will also be important that other role players and stakeholders be involved in the formulation of strategies for the West Coast Region.

In each of the above-mentioned spheres it is important that the district and local municipalities together find clarity on the way in which they will tackle the challenges of development at regional level and which strategies or development approach they will follow. Each individual municipality must also be sure about its own resources and capacity to deliver within the developmental approach. These aspects will be addressed at the joint strategic workshops.

Joint strategic workshops will also consider the following aspects:–

- Regional economic development Strategy;
- Human development in the region and aspects relating to Poverty Alleviation Strategy;
-
- The Spatial Development Framework for the region;
-
- The sustainable utilisation of scarce resources, with special reference to environmental viability;
-
- Proactive consultation and coordination between district and local municipalities on delivery programmes and projects in the district, to ensure an integrated approach throughout and the achievement of common district objectives in the process;
- Action-specific principles, e.g. bioregional planning principles, will be fundamental to all spatial planning in the district;
- Information sharing among municipalities in the region;
- Priorities identified by more than one local municipality which as such can be regarded as partial regional priorities;
- Proactive definition of components, strategies and programmes of the IDPs arising from non-municipal line functions, as well as crosscutting dimensions such as poverty, gender issues, etc. that have to be addressed;
- Coordination of actions and implementation of IDP strategies.

Facilitation process in regional context:

These refer to aspects which are not necessarily municipal line functions. They should nevertheless be included in IDPs on the express understanding that the relevant local municipality or district municipality, as overall representative, will relay such matters to the various sector role-players at provincial and national levels and will act as facilitator(s) in the promotion processes.

The following steps will be used to encourage the facilitation process (with continued emphasis on the importance of feedback):–

- WCDM acts as facilitator/convenor to promote matters that may represent a district-wide problem or have a district-wide impact, while each local municipality is individually responsible for matters that are locally relevant.
- Representatives/specialists of each issue that come to the fore are identified in the various towns (each town need not be represented). Advertisements inviting experts to participate can be published in the local papers.
- The group that is identified forms a special study group for example to address problems in education etc.

- WCDM or the local municipality concerned assists the study group with arrangement of meetings and other supporting actions in performing their task.
- When the study group makes a recommendation, district-wide actions are further facilitated with the support of WCDM, and local actions with the support of the relevant local municipality.
- The relevant local municipality or WCDM together with the study group negotiate with other spheres of government to ensure the implementation of the components.
- A dynamic checklist is formalised with the aid of the study group to monitor that the crosscutting dimensions mentioned above are incorporated in all strategies and projects.
- Joint strategic workshop(s) are presented by WCDM for the proactive identification and definition of crosscutting dimensions and actions that may arise from non-municipal line functions and for the coordination and implementation of actions.

4. BINDING PLANS, PLANNING REQUIREMENTS AND POLICY AT NATIONAL, PROVINCIAL AND LOCAL LEVELS

To ensure that both the district and local municipalities are aware of all relevant binding national and provincial legislation, policy, programmes, strategies and available funds and that these are considered in the various IDP processes, the Framework contains the following information:–

LIST OF BINDING LEGISLATION, POLICY AND STRATEGIES

4.1 Plans

- Provincial Strategic Plan
- Green Paper on Development and Planning
- National Spatial Development plan

4.2 Planning requirements

- 4.2.1 Water Services Development Plans
- 4.2.2 Integrated Waste Management Plan
- 4.2.3 Integrated Transport Plans
- 4.2.4 Land Development Objectives & Integrated Development Plans
- 4.2.5 Housing Strategy
- 4.2.6 Local Economic Development Strategies
- 4.2.7 Integrated Infrastructure Planning
- 4.2.8 Integrated Energy Planning
- 4.2.9 Spatial Development Framework
- 4.2.10 Environmental Implementation Management Plans
- 4.2.11 Tourism Strategy

4.3 Policy

Growth, Employment and Redistribution Programme (GEAR)
 Public Sector Procurement Reform in SA
 Integrated Pollution and Waste Management for SA
 White Paper on SA Land Policy
 Rural Development Framework
 White Paper on Local Government
 Local Agenda 21(4)
 Draft White Paper on Spatial Planning and Land Use Management, 2001
 Urbanisation Policy
 Farm Worker Housing and Fringe Policy
 Bio-regional Planning Policy and Guide
 Guidelines for Subdivision of Agricultural Land
 White Paper on Transport
 White Paper – Knowledge Economy for the Western Cape
 Provincial Development Council (PDC) Act

All municipalities must locally take cognisance of:–

- IDP: West Coast District Municipality
- IDPs of five local municipalities
- Existing approved Spatial Development Frameworks (SDFs) and/or structure plans for the region
- Existing approved Water Services Plans
- Existing approved Disaster Management Plans
- HIV/AIDS Strategies

5. PROCEDURES AND PRINCIPLES FOR MONITORING THE PLANNING PROCESS AND AMENDMENT OF THE FRAMEWORK

5.1 Procedures and principles for monitoring the planning process and amendment of the framework

The following procedures and principles will apply to the monitoring of the planning process:–

- Each municipality is responsible for monitoring its own process and for ensuring that the agreed principles and programmes for the Framework are adhered to.
- Each municipality will use its IDP Representative Forum and the West Coast IDP Co-ordinating Committee together with the IDP/LED Manager concerned as the responsible monitoring agent. The monitoring agent is responsible for reporting on progress/problems upward to the Council and Mayoral Committee concerned and downward to departmental heads, officials and functionaries. The IDP Representative Forum must also monitor the process.

- Sections 83 and 84(1) (a) of the Municipal Structures Act empower the WCDM to monitor the process at district and local level. The Senior Manager: Strategic Services of the WCDM in conjunction with the IDP/LED Managers of the B Municipalities monitors the processes for the West Coast Region.

5.2 Amendment of framework

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

- The committee of IDP /LED Managers referred to in paragraph 1.5 above meets after each phase in the IDP process to evaluate progress and to identify where changes, amendments or departures to/from both the Framework and the planning process are required.
- Each municipality must notify the WCDM within five (5) working days of any departure from its Action Plan that may have an impact on district-level activities and programmes (e.g. the identification of local priorities are delayed and therefore the district-level strategic workshop on priorities would have to be postponed).
- WCDM Senior Manager: Strategic Services in conjunction with IDP/LED Managers of the respective local municipalities deals with the process and ensures that all proposals for departure/amendment are reported to role-players and that their comment is invited.
- WCDM Senior Manager: Strategic Services and the IDP/LED Managers from the respective local municipalities will amend the section 27 framework and submit to the respective local municipalities' mayoral committee and councils for approval.
- The Section 27 Framework will also be discussed at the IDP CC meetings for inputs from respective role players.

6. COMPONENTS FOR INCLUSION IN INTEGRATED DEVELOPMENT PLANS

6.1 Components for inclusion

The contents of the district and each local municipality IDP need not necessarily be similar, but for the sake of alignment it is accepted that at least the following components will be provided to ensure alignment of district's and local municipalities Integrated Development Plans:–

The Department of Local Government and Housing have developed a standard IDP guideline for municipalities when drafting and planning of the Integrated Development Plans. It must however reiterate that municipalities can utilise their own discretion when drafting their Integrated Development Plan and must realise that each municipality's situation analysis is different from each other.

The West Coast District Municipality and the local municipalities as part of their formulation or drafting of their Integrated Development Plans use the guidelines below as depicted below. It is of utter importance that municipalities align all their processes with the District municipality and the same will be required from the West Coast District Municipality.

<p>1. Clear <i>analysis of municipal reality & clear development strategy</i></p>	<ul style="list-style-type: none"> • Socio-economic analysis of municipal area: Ward-based profiling within the municipal area * • Clear development vision • Clear economic development strategy (to broaden economic participation through skills development and higher investment rate) • Clear strategy for people development (skills / health / education) • Clear actions for development of natural resource base • Action for integrated human settlement (spatial planning logic) • Sectoral plans in support (water, transport, energy, land reform)
<p>2. Targeted basic <i>services and infrastructure investment</i></p>	<ul style="list-style-type: none"> • Basic service provision that address national targets for basic service provision (water, sanitation, electricity, waste removal/sanitation) • Clear medium to long term infrastructure provision strategy: Targeting of services and infrastructure to specific areas • Maintenance of infrastructure is addressed • MIG and other infrastructure grants are optimally utilised
<p>3. <i>Community involvement in planning and delivery</i></p>	<ul style="list-style-type: none"> • Municipal-wide engagement on IDP and related task teams • Communication on IDP through council and ward structures
<p>4. <i>Institutional delivery capacity within municipality</i></p>	<ul style="list-style-type: none"> • Clear project and service delivery plans • Budget linked to IDP priorities and projects • Clear performance indicators for IDP implementation: services/project • Internal skills, systems and implementation responsibilities
<p>5. <i>Alignment with national/provincial programmes</i></p>	<ul style="list-style-type: none"> • IDP addresses national & provincial strategies (economic, social and environmental (i.e. NSDP, PGDS)) • District and Local IDP have a shared strategic priorities • Sharing of resources between spheres of government in the IDP

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- iii. Priority issues from a municipal perspective
- iv. Spatial analysis: Patterns and trends
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- viii. Institutional analysis: Strong and weak points of municipal administration
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- i. Municipal vision
- ii. Local Strategic Guidelines
- iii. Objectives and strategies for each priority issue (including objectives, available resources, alternatives considered, enquiries and proposed strategy)
- iv. Financial strategy
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 - v. Integrated social economic, environmental and institutional programmes
 - vi. Disaster Management Plan
 - vii. Monitoring and flow of information diagram
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7. ROLES AND RESPONSIBILITIES, PROCESS SCHEDULE

WEST COAST DISTRICT MUNICIPALITY IDP/BUDGET STRATEGIC MANAGEMENT FRAMEWORK FOR 2016-17



PROCESS SCHEDULE

	Task Name	Start Date	Finish Date	Human Resource
1	TIME SCHEDULE - PREPARATION	2016-07-18	2016-09-01	
1.1	IDP/LED Managers' Forum Concept Discussion	2016-07-26	2016-07-26	Senior Manager: Strategic Services
1.2	Time schedule to be discussed at HOD Meeting	2016-07-25	2016-07-25	Municipal Manager
1.3	National Women's Day	2016-08-09	2016-08-09	
1.4	<i>Executive Mayoral Committee meeting - recommendation of time schedule</i>	2016-07-27	2016-07-27	Municipal Manager
1.5	IDP Co-ordinating Committee Meeting	2016-07-22	2016-07-22	Senior Manager: Strategic Services
1.6	<i>Council meeting to approve time schedule (at least 10 months before the start of the budget year)</i>	2016-09-01	2016-09-01	Municipal Manager
1.6.1	<i>Council meeting and time schedule approval</i>	2016-09-01	2016-09-01	Municipal Manager
1.7	Advertise Process Plan to Public	2016-09-02	2016-09-02	Senior Manager: Strategic Services
2	ANALYSIS	2016-09-05	2017-01-16	
2.1	Community input	2016-09-05	2016-10-28	
2.1.1	Public meetings attended by all ward committee members, other role-players/stakeholders & members of the public (B-Municipalities)	2016-10-20	2016-12-15	Senior Manager: Strategic Services
2.1.2	Meetings with ward committees to compile new 5yr IDP / PMS (B-Municipalities/ C-Municipality 1 Ward per B)		2016-12-12	Senior Manager: Strategic Services
2.1.3	Development of ward based plans (B-Municipalities)	2016-12-15	2017-02-13	Senior Manager: Strategic Services
2.1.4	District Consultation in Municipal Level IDP Meetings (C-Municipality)	2016-09-02	2016-10-28	WCDM

2.1.4.1	Cederberg (Ward based)	2016-09-02	2016-10-28	WCDM
2.1.4.2	Bergrivier (IDP Rep Forum)	2016-09-02	2016-10-28	WCDM
2.1.4.3	Matzikama (IDP Rep Forum)	2016-09-02	2016-10-28	WCDM
2.1.4.4	Saldanha Bay (Ward Based)	2016-09-02	2016-10-28	WCDM
2.1.4.5	Swartland (SMAF)	2016-09-02	2016-10-28	WCDM
2.1.5	District Meetings with Sector Groups (District Municipality)	2016-09-02	2015-10-30	WCDM
2.1.5.1	Economic Development	2016-09-05	2016-10-28	WCDM
2.1.5.2	Civil Society	2016-09-05	2016-10-28	WCDM
2.1.5.3	Government	2016-09-12	2016-10-12	WCDM
2.1.6	IDP Co-ordinating Committee Meeting	2016-11-21	2016-11-21	Senior Manager: Strategic Services
2.2	Performance analysis	2016-09-21	2017-01-06	
2.2.1	Assess municipal performance and identify where changes are needed for next 3 years [incorporate community inputs]	2016-10-26	2016-11-16	Senior Manager: Strategic Services
2.2.2	Heritage Day	2016-09-24	2016-09-24	
2.2.3	the municipality's performance management system (PMS)	2016-10-14	2017-01-09	Senior Manager: Strategic Services
2.2.4	the measures and annual performance targets	2016-10-14	2017-01-09	Senior Manager: Strategic Services
2.2.5	the baseline information for each measure	2016-10-01	2016-12-23	Senior Manager: Strategic Services
2.3	Financial analysis	2016-10-31	2017-02-24	
2.3.1	Assess the financial position and capacity of the municipality	2016-10-31	2016-12-21	CFO
2.3.2	Review budget related policies and set new policy priorities for next 3 years	2016-10-31	2016-12-21	CFO
2.3.3	Determine the funding / revenue potentially available for next three years	2016-10-31	2016-12-21	CFO
2.3.4	Determine the most likely financial outlook and identify need for changes to fiscal strategies	2016-10-31	2016-12-21	CFO
2.3.5	Determine factors that can influence budgets for the next 3 years and broad financial parameters	2016-10-31	2016-12-21	CFO
2.3.6	Refine funding policies including tariff structures	2016-10-31	2016-12-21	CFO
2.3.7	Discussion of financial analysis at HOD meeting	2016-12-21	2016-12-23	CFO
2.3.8	Approval of financial analysis	2016-12-23	2017-01-02	Council
2.3.9	Joint meeting between WCDM and B-Municipalities on financial analysis	2017-01-04	2017-02-02	WCDM
2.3.10	MAYCO Recommendation - financial budget to council	2017-02-15	2017-02-15	Municipal Manager

2.3.11	Council approval financial budget	2017-02-22	2017-02-22	Municipal Manager
2.4	Situational analysis	2016-10-07	2016-10-24	
2.4.1	and update information contained in LG-MTEC reports	2016-10-07	2016-10-17	Senior Manager: Strategic Services
2.4.2	the current realities and examine changing conditions and new information	2016-10-07	2016-10-17	Senior Manager: Strategic Services
2.4.3	external mechanisms for possible changes to agreements impacting on the next budget	2016-10-07	2016-10-17	Senior Manager: Strategic Services
2.4.4	Examine sectoral plans for gaps and priority issues	2016-10-07	2016-10-17	Senior Manager: Strategic Services
2.4.5	Obtain inputs from Councillors and Management with regard to needs and priorities	2016-10-17	2016-10-26	Senior Manager: Strategic Services
2.5	Inter-governmental alignment	2016-11-04	2016-11-07	
2.5.1	<i>District alignment workshop - presentations by each B-Municipality</i>	2016-11-11	2016-11-14	Senior Manager: Strategic Services
2.5.2	Provincial Sector alignment Workshop with District and B-Municipalities	2016-11-28	2016-11-30	
2.5.2.1	Discussion document based on outcome of the above-mentioned workshop prepared by WCDM and circulated to B-Municipalities.	2016-11-24	2016-11-28	Senior Manager: Strategic Services
3	STRATEGY (Vision, mission, focus areas and strategic objectives)	2016-11-25	2016-11-25	
3.1	<i>Workshop with Executive Mayoral Committee and Management on strategic direction to guide the compilation of the IDP and annual budget (B-Municipalities)</i>	2016-11-29	2016-11-29	Municipal Manager
3.2	Submit a quarterly audit report on performance measurement to the Municipal Manager and the Audit Committee	2016-10-03	2016-10-31	Internal Audit
3.3	Quarterly audit submission	2016-10-03	2016-10-31	
4	PROGRAMMES, PROJECTS AND PRELIMINARY CAPITAL BUDGET	2016-12-23	2017-02-01	
4.1	Priorities and Outputs			
4.1.1	programmes and projects and provide for priorities and outputs desired for next 3 years with updated cost estimates	2016-12-23	2017-01-05	Management
4.1.1.1	Office of the Municipal Manager programme	2016-12-23	2017-01-05	Municipal Manager
4.1.1.2	Technical Services programme	2016-12-23	2017-01-05	Director: Technical Services
4.1.1.3	Financial Services programme	2016-12-23	2017-01-05	Director: Financial Services

4.1.1.4	Administration and Community Services programme	2016-12-23	2017-01-05	Director: Administration and Community Services
4.1.2	Commence with the preparation of project plans as part of the budget process (will later be used to compile SDBIP's)	2016-12-23	2017-01-30	Management
4.1.3	Meetings between Management and Ward Committee members to prioritise (per sector) (B-Municipalities)	2017-01-30	2017-02-02	Senior Manager: Strategic Services
4.1.4	IDP Co-ordinating Committee Meeting	2017-02-17	2017-02-17	Senior Manager: Strategic Services
4.2	Operating Budget	2016-11-03	2017-02-17	
4.2.1	All relevant information as well as computer printouts to various departments	2016-11-04	2016-11-10	CFO
4.2.2	All departments prepare 2017/2018 operating budget as well as revised operating budget for 2016/17	2016-11-04	2016-12-14	Management
4.2.2.1	Office of Municipal Manager programme	2016-11-04	2016-12-14	Municipal Manager
4.2.2.2	Technical Services programme	2016-11-04	2016-12-14	Director: Techninal Services
4.2.2.3	Financial Services programme	2016-11-04	2016-12-14	Director: Financial Services
4.2.2.4	Administration and Community Services programme	2016-11-04	2016-12-14	Director: Administration and Community Services
4.2.3	Departments submit their draft operating budgets to Financial Services (appointments for meetings will be made beforehand)	2016-11-07	2016-12-15	Management
4.2.3.1	Office of the Municipal Manager programme	2016-11-07	2016-12-15	Municipal Manager
4.2.3.2	Technical Services programme	2016-11-07	2016-12-15	Director: Techninal Services
4.2.3.3	Financial Services programme	2016-11-07	2016-12-15	Director: Financial Services
4.2.3.4	Administration and Community Services programme	2016-11-07	2016-12-15	Director: Administration and Community Services
4.2.4	Financial Services compiles draft operating budget for 2017/18 and revised operating budget for 2013/14	2016-12-19	2017-02-08	CFO
4.2.5	<i>Executive Mayoral Committee meeting on draft operating budget</i>	2017-02-08	2017-02-08	Municipal Manager
4.2.5.1	<i>Approval draft financial budget 2017/2018</i>	2017-02-08	2017-02-08	
5	APPROVAL	2017-03-23	2017-03-29	
5.1	Approval of Draft IDP, PMS and Annual Budget	2017-03-29	2017-03-29	
5.1.1	MAYCO Recommendation of draft IDP to council	2017-03-27	2017-03-27	Mayoral Committee
5.1.2	Approval of Draft IDP, PMS and Annual Budget	2017-03-29	2017-03-29	Council

5.1.3	Submit a quarterly audit report on performance measurement to the Municipal Manager and the Audit Committee	2017-04-03	2017-04-07	Internal Audit
5.1.4	Quarterly audit submission	2017-04-03	2017-04-07	
5.1.5	Assess the performance of the municipality during the first half of the financial year	2017-01-06	2017-01-30	Management
5.1.6	Assess the monthly statements	2017-01-16	2017-01-30	CFO
5.1.7	Assess the municipality's service delivery performance and the service delivery targets and performance indicators set in the SDBIP	2017-01-16	2017-01-30	Senior Manager: Strategic Services
5.1.8	Assess the past year's annual report, and progress on resolving problems identified in the annual report	2017-01-16	2017-01-30	Administration and Community Services
5.1.9	Prepare an bi-annual audit report for submission to Council	2017-01-16	2017-01-30	Internal Audit
5.1.10	Compile Annual Report i.t.o. Section 121 of the MFMA	2017-01-09	2017-01-23	Administration and Community Services
5.1.11	<i>Executive Mayoral Committee meeting on: (1) performance assessment for the first half of the financial year (by 25 January of each year); (2) the Annual Report; and (3) the bi-annual audit report.</i>	2017-01-25	2017-01-25	Mayoral Committee
5.1.12	<i>Council meeting on the annual report (within 7 months after the end of a financial year) and the bi-annual audit report</i>	2017-01-27	2017-01-27	Council
5.1.13	Submit the Annual Report to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province.	2017-03-03	2017-03-10	Administration and Community Services
5.1.14	Make public the Annual Report for comments and inputs.	2017-02-03	2017-02-10	Administration and Community Services
5.1.15	Human Rights Day	2017-03-20	2017-03-20	All
5.1.16	<i>Executive Mayoral Committee meeting on draft IDP, PMS and annual budget. Also consider Annual Report i.t.o. Section 121 of the MFMA.</i>	2017-03-29	2017-03-29	Mayoral Committee
5.1.17	<i>Council meeting on draft IDP, PMS and annual budget (at least 90 days before the start of the budget year). Council must also consider the Annual Report and adopt an oversight report containing the Council's comments on the report</i>	2017-03-30	2017-03-30	Council
5.1.18	Place Annual Report on the Municipal Website	2017-03-30	2017-03-29	Municipal Manager
5.1.19	Make public the Oversight Report (within 7 days of its adoption)	2017-04-03	2017-03-29	Municipal Manager
5.1.20	Submit the Annual Report and Oversight Report to the provincial legislature.	2017-04-07	2017-04-04	Municipal Manager
5.2	Consultation and Refinement	2017-04-03	2017-04-21	
5.2.1	Make public the Draft IDP, PMS, annual budget and other required documents for public comments and submissions	2017-03-30	2017-04-03	Senior Manager: Strategic Services

5.2.2	Publish the proposed Draft IDP, PMS and annual budget for public comment	2017-03-30	2017-04-03	Senior Manager: Strategic Services
5.2.3	Ward Committee meetings (B-Municipalities)	2017-03-30	2017-04-19	LM IDP Managers
5.2.4	District Workshop with District Stakeholders	2017-04-06	2017-04-06	Municipal Manager
5.2.5	IDP Co-ordinating Committee Meeting	2017-04-07	2017-04-07	Senior Manager: Strategic Services
5.2.6	Submit a quarterly audit report on performance measurement to the Municipal Manager and the Audit Committee	2017-04-11	2017-04-20	Internal Audit
5.2.7	Submit the draft annual budget to National and Provincial Treasury, prescribed national or provincial organs of state and to other municipalities affected by the budget	2017-04-21	2017-04-21	CFO
5.2.8	Submit the proposed IDP to Provincial Government	2017-04-21	2017-04-21	Senior Manager: Strategic Services
5.2.9	B Municipalities submit the proposed IDP and annual budget to the West Coast District Municipality	2017-04-12	2017-04-21	LM IDP Managers & CFO's
5.2.10	District meeting with all B-Municipalities and provincial and national sector departments to discuss the District's comments on the IDP's and budgets of the B-Municipalities (LG-MTECH)	2017-04-19	2017-04-24	Municipal Manager
5.2.11	<i>Council considers submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or municipalities (B-Municipalities)</i>	2017-04-24	2017-04-26	Municipal Manager
5.2.12	Worker's Day	2017-05-01	2017-05-01	
5.3	Final Approval of Final IDP, PMS and Annual Budget	2017-05-31	2017-05-31	
5.3.1	<i>Executive Mayoral Committee meeting to consider the submissions and, if necessary, to revise the budget</i>	2017-05-19	2017-05-29	Mayoral Committee
5.3.2	<i>Special Council meeting to approve new 5yr IDP, Performance Management Measures and targets and the annual budget (at least 30 days before the start of the budget year)</i>	2017-05-31	2017-05-31	Council
5.3.2.1	<i>Council approves final IDP/Budget 2017/2018</i>	2017-05-31	2017-05-31	Council
6	FURTHER ACTION	2017-05-31	2017-06-16	
6.1	Public Notice			
6.1.1	Place the IDP, Annual budget, all budget-related documents and all budget-related policies on the website	2017-05-31	2017-05-31	Senior Manager: Strategic Services

6.1.2	Publish tariffs for 2017/18 for public comment	2017-05-19	2017-05-26	CFO
6.1.3	Submit a copy of the IDP and Budget to the MEC for local government (within 10 days of the adoption of the plan)	2017-05-31	2017-06-05	Senior Manager: Strategic Services
6.1.4	Publicise a summary of the IDP and Budget (within 14 days of the adoption of the plan)	2017-05-31	2017-06-02	Senior Manager: Strategic Services
6.2	SDBIP and Annual Performance Agreements			
6.2.1	Submit to the Executive Mayor a draft SDBIP for the budget year (no later than 14 days after the approval of an annual budget)	2017-06-01	2017-06-12	Municipal Manager
6.2.2	Submit to the Executive Mayor drafts of the Annual Performance agreements (no later than 14 days after the approval of an annual budget)	2017-06-01	2017-06-16	Municipal Manager
6.2.3	Youth Day	2017-06-16	2017-06-16	
6.2.4	<i>Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (within 28 days after approval of the budget)</i>	2017-06-16	2017-07-03	Municipal Manager
6.2.5	Place the performance agreements and all service delivery agreements on the website	2017-06-16	2017-06-20	Municipal Manager
6.2.6	Make public the projections, targets and indicators as set out in the SDBIP (no later than 14 days after the approval of the SDBIP)	2017-06-23	2017-06-27	Senior Manager: Strategic Services
6.2.7	Make public the performance agreements of Mun Manager and senior managers (no later than 14 days after the approval of the SDBIP)	2017-06-29	2017-07-03	Senior Manager: Strategic Services
6.2.8	Submit copies of the performance agreements to Council and the MEC for local government	2017-07-03	2017-07-03	Senior Manager: Strategic Services
6.2.9	Submit the approved budget to the National Treasury and the Provincial Treasury	2017-07-03	2017-07-03	Senior Manager: Strategic Services
6.2.10	Submit a quarterly audit report on Performance Measurement to the Municipal Manager and the Audit Committee	2017-07-07	2017-07-21	Senior Manager: Strategic Services
6.2.11	Prepare an bi-annual audit report for submission to Council	2017-07-07	2017-07-21	Internal Audit

ANNEXURE A

IDENTIFIED ROLE-PLAYERS AT DISTRICT LEVEL

<u>NATIONAL</u>	<u>PROVINCIAL</u>	<u>CORPORATE</u>	<u>OTHER</u>
Home Affairs	Health		
Land Affairs	Welfare Services		WESGRO
Water Affairs	Education	Spoornet	
Forestry	Roads	Telkom	
Environmental Affairs	Environmental Affairs	Cape Nature Conservation Council	SA National Parks
SAPS (District)	Economic Affairs, Agriculture and Tourism	Naval Base	Agricultural Unions
Corrective Services (District)	Transport/Traffic	Saldanha Steel	Trade Unions (District)
	Department Local Government Planning		Cooperatives
			Chambers of business

ANNEXURE B

NATIONAL IDP FOCUS AREAS

IDP Focus Area	Delivery Focus Area	Performance Definition	National Targets (if applicable)
1. Service Delivery	Sanitation Water Electricity Refuse Removal Municipal Roads Infrastructure plans EPWP Sector plans (Health, Education, Transport)		
2. Institutional Arrangements	Human Resource Strategy Skills Development Plan Performance Management System Operations and Maintenance Skills Development Human Capital/Social Capital		
3. Economic Development	Alignment (NSDP; PGDS) DM / LM interface Special groups 1 st and 2 nd Economies		
4. Financial Management and Corporate Governance (Compliance with MFMA and MSA)	Submission of FS	Are the financial statements timeously (two months after end of financial year) submitted to the Office of the Auditor-General?	
	Audits	Have the observations of the OAG on a) the financial audit b) the performance audit been acted upon in terms of corrective governance procedures and approaches?	
	Financial Plan (MSA s 26h)	Is there a financial plan that includes a budget projection for at least three years?	
	Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26? Are there measurable	

		performance objectives for each vote in the budget, taking into account the IDP?	
	Duties of office bearers re budget (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)	Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act? Is the budget timetable adhered to (July to June)?	
	Service Delivery and Budget Implementation Plan (SDBIP) (MFMA: Section 53)	The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative?	
	SDBIP: Political and executive accountabilities	Has a S 53 document been adopted by Council and are systems in place for effective strategic management?	
	Division of Revenue DORA Equitable Share: Schedules 2 and 3 MIG (infrastructure transfers) Schedule 4B Capacity building Section 14	Municipalities need to demonstrate financial planning aligned to DORA (ES; MIG; Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.	
	Revenue Management MFMA: s 61; MSA: s 95)	Check that the accounting officer is taking all reasonable steps to comply with legal requirements.	
	Project Consolidate interventions	Is the role of CDW's articulated and incorporated into the IDP? Check budget for skills and capacity development projects.	
	Community participation – budget (MFMA Section 22 – 23)	Has the draft budget been made public and a meeting	

		held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?	
	Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?	
5. Governance	Public Participation	<p>Check compliance with MSA: Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and review of the municipality's performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?</p>	
	Code of Conduct for Councillors and municipal staff members (Sections 1 and 2, MSA)	<p>Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to re general conduct, duties disclosures? Does the community have access to the Codes of Conduct?</p>	
	Ward Committees	<p>Total number of Ward Committees established as per the number of demarcated municipal wards; Are Ward Committee functional; do they comply with Terms of Reference of establishment? Does the IDP report on their contribution to development in the</p>	

		municipality?	
	Communication	<p>Is the municipality complying with MSA (S21) directives regarding communication to the local community?</p> <p>E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement);</p> <p>Website or public place must contain documents to be made public in terms of the MPFMA and MSA.</p> <p>Are there indications of a positive interface between council, ward committee and community?</p> <p>Does the IDP demonstrate a commitment to communication?</p>	
6. Intergovernmental relations	Cooperative governance	MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?	
	Establishment of IGR Forums: Provincial – Premier’s Forum Interprovincial forums; Local: District forums; Intermunicipality forums	The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a) provinces and local government, and b) district and local municipalities. Is the IDP benefiting from intergovernmental dialogue?	
	Role of IGR Forums to promote service delivery	The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does the IDP reflect engagement with forums?	
	Reporting and sector involvement in planning	The Premier of a province must report to PCC on the implementation of national policy and legislation within the province.	

		The role of sectors in local delivery must be clearly articulated. Is the IDP aligned to these obligations?	
	Assignment of Powers and functions	Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality?	
7. Spatial Development Framework	Sustainable Human Settlements	Check that municipalities are familiar with Housing dept policy on SHS and implications of new accreditation framework. Municipalities need to be working intergovernmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services.	
	National Spatial Development Perspective (NSDP)	The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans for joint planning initiatives aligned to the NSDP economic and social profile for that province / region.	
	Provincial Growth and Development Strategy (PGDS)	New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.	
	Economic profile	Has the NSDP overview been extrapolated and integrated into local economic development initiatives based on local and regional economic realities?	
	Geographic profile	Are studies undertaken to understand environmental and geographic characteristics of the region and the implications for economic spatial choices?	
	Demographic profile	Have the demographics of	

		the region in terms of household size, poverty statistics, migration, labour preferences, birth and death rates been factored into the spatial strategy of the municipality?	
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