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Introduction

Under the new constitution, municipalities have been awarded major developmental responsibilities and mandate to ensure that the quality of life of its citizens is improved. The new role for local government includes provision of basic services, economic development, promoting democracy and accountability and eradication of poverty. To be able to perform this new role extensive planning is necessary in the form of the IDP.

In order to achieve the above, chapter 4 of the Municipal System Act of 2000 state that a municipality must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance, and must for this purpose

- a) Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including;
 - i) The preparation, implementation and review of its integrated development plan in terms of Chapter 5;
 - ii) The establishment, implementation and review of its performance management system in terms of Chapter 6;
 - iii) The monitoring and review of its performance, including the outcome and impact of such performance;
 - iv) The preparation of the budget; and
 - v) Strategic decisions relating to the provision of municipal services in terms of Chapter 8;
- b) Contribute to building the capacity of –
 - i) The local community to enable it to participate in the affairs of the municipality; and
 - ii) Councillors and staff to foster community participation; and
- c) Use its resources, and annually allocate funds in the budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b).

In order to ensure that the integrated development planning process complies with certain minimum quality standard and that proper co-ordination between and within spheres of government is established, the preparation of the Review Process Plan for the year 2008/09 is regulated by the Municipal System Act of 2000. The Review Process Plan 2008/2009 will guide the planning, drafting, amendment and adoption of the reviewed IDP for 2009/2010. The Review Process Plan includes the following:

- A programme specifying time frames for the different planning phases;
- Appropriate mechanisms, procedure and processes for consultation with and participation of local communities, organs of state and other stake holders in the IDP review process
- The identification of all plans and planning requirements binding on municipalities in terms of the provincial and national legislation.

The process of compiling the Review Process Planning will be done by the Steering Committee and the IDP Manager in consultation with the communities under Setsoto Municipality and other government departments.

Institutional arrangements

Municipal council

As the senior **governing body** of the municipality, they have to:

- Decide on the Review Process Plan for 2008/2009
- Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP Review Process 2008/2009, or delegate this function to the IDP Manager.
- Approve nominated persons to be in charge of different roles, activities and responsibilities of the process and reviewing.
- Forms part of the IDP steering committee.

IDP Manager

The IDP Manager has to manage and co-ordinate the IDP review process for 2008/2009. This includes to:

- Prepare the Review Process Plan 2008/2009
- Undertake the overall management and co-ordination of the review process
- Ensure that all relevant actors are appropriately involved.
- Nominate person in charge of different roles
- Ensure that the review process is participatory, strategic and implementation oriented and is aligned with and satisfied sectoral planning requirements.
- Respond to comments on the draft RIDP from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council
- Ensure proper documentation of the results of the review of the IDP documents and
- Adjust the RIDP in accordance with the MEC for Local Government's proposals

Divisional Managers

As the persons in charge for implementing RIDP, the technical/sectional officer has to be fully involved in the review process.

- Provide relevant technical, sector and financial information for analysis for determining priority issues.
- Contribute technical expertise in the consideration and finalizing of strategies and identification of projects.
- Provide departmental operational and capital budgetary information.
- Be responsible for the preparation of projects proposals, the integration of projects and sector programmes and
- Be responsible for preparation amendments to the draft RIDP for submission to the municipal council for approval and the MEC for Local Government for alignment.

Consultant/Facilitator

- Providing methodological/technical guidance to the IDP review process
- Facilitation of review workshop if necessary
- Documentation of outcomes of review activities
- Marketing the RIDP to the communities
- Does research

PIMSS-centre

- Give support in any area within IDP Reviewing process that is needed
- Provide information that will assist in doing the IDP review process
- Create links between different stakeholders
- Brief different stakeholders on their roles and responsibilities
- Monitor progress with IDP Review process in the municipality
- Management support of implementation of IDP Review Process Planning
- Monitor implementation of RIDP

Organisational Structures

IDP Steering Committee

Composition:

- Chaired by Mayor
- Executive Committee Members
- Secretariate: Office of the IDP Manager
- Municipal Manager
- Directors
- IDP Manager
- Performance Management Audit Committee Members

Responsibilities (terms of reference)

- Provide terms of reference for various review activities
- Commission research studies
- Considers and comments on inputs from committees/sector departments
- Process, summarizes and documents outputs
- Make content recommendations
- Prepares, facilitates and documents workshops

Ward Committees

- Link the review planning process to their constituencies and/or wards;
- Be responsible for organizing public consultation and participation;
- Ensure the annual business plans, and the municipal budgets are linked to and based on the RIDP 2009/2010;
- Do field work where necessary.

Representative Forum Composition

- Chaired by mayor
- Secretariat :Office of the IDP Manager
- IDP Steering Committee
- 2 representative from Constituency Office
- 2 representative from each ward of local municipalities
- 1 official per community centre of the municipality
- 2 representative from the different NGOs, trade unions, churches, schools, farmers unions, business associations that focus on the local area
- Consultants when needed.

Responsibilities (terms of reference)

- Represents interest of constituencies
- Provide organisational mechanism for discussion, negotiation and decision making
- Ensure communication between the stakeholder representatives
- Monitor performance of the planning and implementation process

Mechanisms and procedure for participation

Certain principles with regard to participation of different stakeholders within IDP review process include the following:

- The elected council is the ultimate decision-making body for the RIDP.
- The role of the participatory democracy is to inform, negotiate and comment on those decisions.
- Public participation has to be institutionalised in order to ensure that all residents of the area have an equal right to participate.
- Participation should be structured so that there are clear rules and procedures specifying who is to participate, on behalf of whom, on which issue, through which organization mechanism, with what effect.

The purpose of participation can be summarized under four functions:

Needs orientation:

Ensuring that peoples needs and problems are taken into account

Appropriateness of solution:

Using the knowledge and experience of local resident and communities in order to arrive at appropriate and sustainable problem solutions and measures.

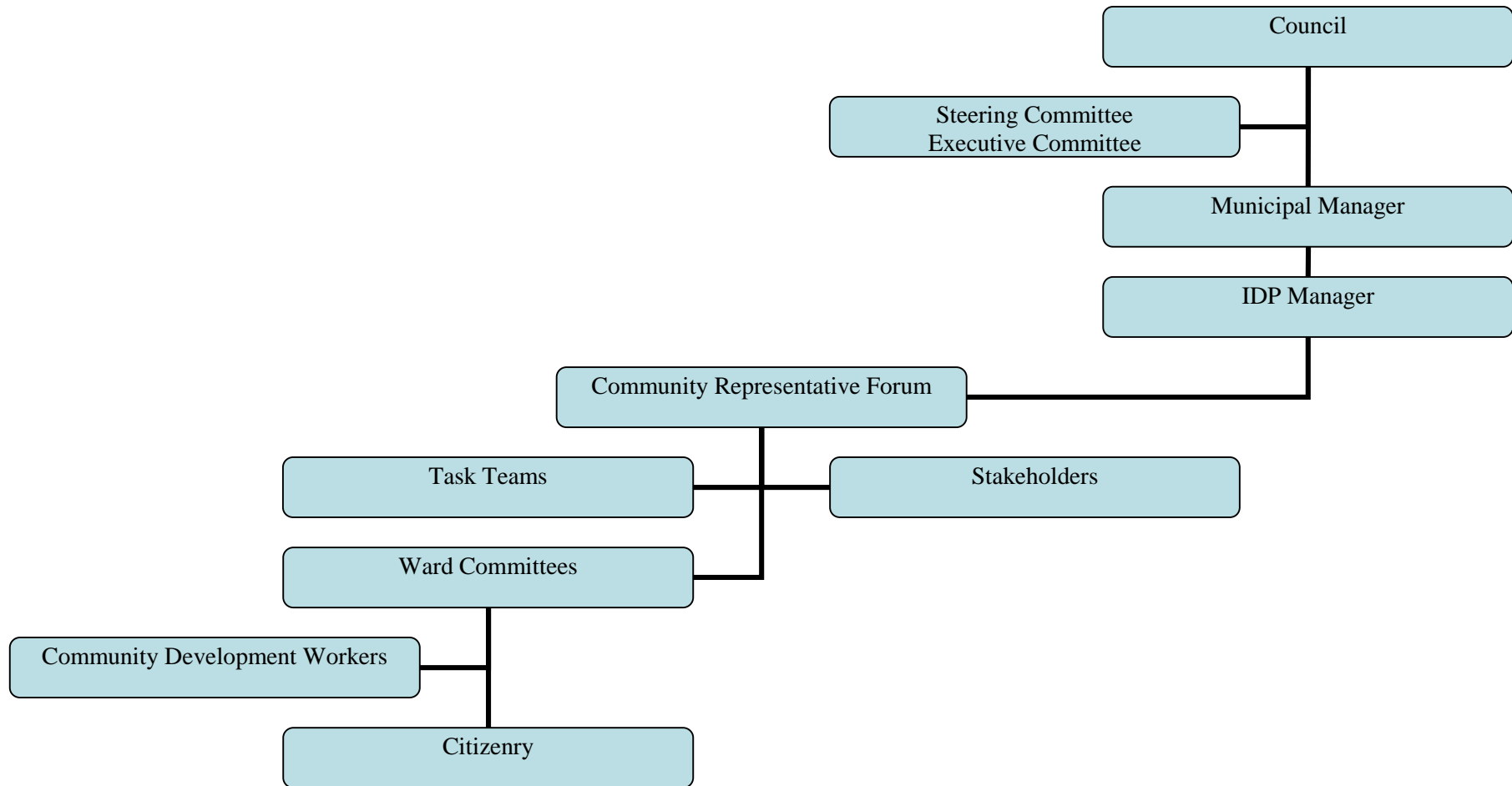
Community ownership:

Mobilizing local residents and community's initiatives and resources, encouraging co-operation, partnerships between municipal government and residents for implementation and maintenance.

Empowerment:

Making integrated development planning a public event and a forum for negotiating conflicting interests, finding compromises and common ground, and thereby, creating a basis for increased transparency and accountability of local government towards residents. The Representative Forum will provide the means for participation for stakeholders that are identified and the representative will discuss issues pertaining to Setsoto municipality as a whole.

IDP REVIEW ORGANIZATIONAL STRUCTURE



PLANNING ACTIVITIES	EVENT	KEY FOCUS AREA	ITEMS BUDGETED FOR	SPECIAL RESOURCES	TIME FRAME	AMOUNT
Quarterly Review	Assessment of the performance of the municipality to 31 December 2008 and submit a section 72 report on the assessment to the mayor, provincial treasury and national treasury. Consider an adjustment budget if necessary Table draft annual report for 2007/2008	Municipal Performance Management Systems	Administrative	Office of the Municipal Manager	10 February 2009	R0.00
Fincom	Revision of draft estimates	OPEX Preparations Preliminary discussion with FINCOM Revision and finalising of draft estimates and calculation of tariffs for consideration	Refreshments for members	FINCOM Members Municipal Manager IDP Manager	10 February 2009	R2 000.00
Ward IDP review Process	Respective Wards Base Planning Sessions	Community needs, reprioritization by ward residents	Travelling	Office of the Speaker Exco Members Ward Councillors Municipal Manager Directors IDP Manager	Ficksburg 12 February 2009 <hr/> Clocolan 13 February 2009 <hr/> Marquard 16 February 2009 <hr/> Senekal 17 February 2009	R 30 000.00
Special Fincom	Revision of draft estimates	OPEX Preparations Preliminary discussion with FINCOM Revision and finalising of draft estimates and calculation of tariffs for consideration Place quarterly section 52 report on the website Place the annual report 2007/2008 on the website	Refreshments for members	FINCOM Members Municipal Manager IDP Manager	19 February 2009	R 0.00
Information session	Deskwork	Briefing on how far the different municipalities are with the review their IDP, and if they are still aligning them to the District IDP	Lunch for 10 persons @ R60.00 p/p	IDP Manager District	District to supply dates	R 1 000.00
Phase2: Strategies In-depth needs analysis, reconciling information and consolidation analysis, Identification of priorities; Vision and objectives, localised strategic guidelines, defining resource framework, creating strategic alternatives, analysing and deciding on alternatives, strategy design,	IDP-Forum two days meeting.	Spatial, socio-economic, environment, institutional analysis. 1. Service back-logs (water, sanitation, housing, electricity, civil) 2. Institutional capacity. (Human resource) 3. Financial situation 4. Economic weaknesses and strengths, opportunities and constraints (for each town, rural areas and wards). Draft layout plans and graphs, reconciling information and rectification. Issuing of forms for audit-current realities to stakeholders, identify priority areas for Setsoto, formulate vision and objective for each priority, localise provincial and national strategies, develop financial and human resource framework, discuss strategic alternatives,	Transport and refreshments for 200 delegates @ R60/person	IDP Manager	23-24 February 2009	R 55 000.00
Strategic Planning	Preparation for long Range Planning	Enhancing an integrated service delivery. Implementation and implication of MFMA Implications of MISS document Implementation of SCM	Accommodation Conference facilities Refreshments Transport for 150	Office of MM	25-28 February 2009	R 200 000.00

			delegates			
Phase 3: Projects						
Screening of draft project proposals	IDP Rep Form- Two day workshop	Identify projects and establish project task teams Compile draft budget framework for each project Listing of the projects. Design Project Proposals Implementation plan, outlining the projects cost and institutional resources needed Define indicators, outputs and targets; Identify major activities, time frames and responsibilities Setting targets and key performance indicators.	200 delegates @ R60,00/person for meals, invitations & document	IDP/PMS Unit6-7 PIMSS Task teams	2-3 March 2009	R 55 000.00
Budget discussion	EXCO	Finalise alteration if applicable Submission of altered draft budget to Mayor and EXCO	Refreshments for members	EXCO Members Municipal Manager IDP Manager Manager Income and Budget Division	17 March 2009	R 2 000.00
Information session	District IDP Review one day workshop	Briefing on how far the different municipalities are with the review of their IDP and if they are still aligning them to the District IDP	Travelling	IDP Manager District	District to give date	R 1 000.00
Approval of draft budget	Council	Submission of EXCO report on draft budget and draft IDP to full Council Consider and approve, reject or refer back the annual report 2007/2008 at a council meeting Adopt an oversight report providing comments on the annual report 2007/2008	Refreshments for 60 delegates	Mayor Municipal Manager Director Financial Services	31 March 2009	R15 000.00
Phase 4: Integration Integrating sector programmes	Steering Committee	Facilitate draft budget with communities per ward Advertising the draft budget and draft IDP for public comments for a period of 21 days Consolidate project proposals in terms of location and sector, water services Development plan, Integrated waste Management plan, 5 year financial plan, 5 year Capital Investment Programme, Monitoring and Performance management system, Spatial Development Framework, poverty, Gender and HIV-AIDS Programmes Make public the oversight report Submit the oversight and annual report the provincial legislature	Refreshments for members attending specific meeting	IDP Manager PIMSS Task Team	1-21 Apr 2009	R 0.00
Quarterly Review	Assessment of the performance of the municipality to 31 March 2009 and submit a section 72 report on the assessment to the mayor, provincial treasury and national treasury. Consider an adjustment budget if necessary Table draft annual report for 2007/2008	Municipal Performance Management Systems	Administrative	Office of the Municipal Manager	01-2 April 2009	R 0.00
Phase 5: Approval						
Draft RIDP, Draft budget	Desk work	Circulation for comments from provincial/ national department and community Higher level approvals if necessary	None	Municipal Manager Directors IDP Manager Manager Income and Budget	22 Apr -25 May 2009	R 0.00
		Submit draft service delivery and budget implementation plan 2009/2010 to the mayor Submit draft annual performance agreements for the next year to the mayor		Management	By 14 July 2009	R 0.00

Budget Control and IDP Implementation	Management	Load accounting system with new budget data Implementation of SDBIP Approve service delivery and budget implementation plan 2009/2010	None	Management	1 July 2009-30 June 2010 By 28 July 2009	R 0.00
Quarterly Review	Assessment of the performance of the municipality to 31 March 2009 and submit a section 72 report on the assessment to the mayor, provincial treasury and national treasury. Consider an adjustment budget if necessary Table draft annual report for 2007/2008	Municipal Performance Management Systems	Administrative	Office of the Municipal Manager	01-2 April 2009	R 0.00
Total						R361 000.00

Issues, Mechanisms and Procedure for Alignment

Alignment between the different spheres of government will be regulated by the procedure stipulated in the District Framework for IDP. It includes the following:

ROLE-PLAYERS

NATIONAL GOVERNMENT

- All National Department

PROVINCIAL GOVERNMENT

- National Department based in the Province
- Provincial Sector Department

DISTRICT LEVEL

- District Municipality

ALIGNMENT OF PLANS

Alignment will be enforced between the following documents:

- National Spatial Development Perspective
- Free State Growth and Development Strategies
- District IDP

COMMUNICATION MECHANISM

The communication between the different stakeholders is crucial in aligning plans successful. Appropriate mechanism for communication will differ from event to event.