



KAROO HOOGLAND MUNICIPALITY

IDP/BUDGET PROCESS PLAN For 2019/2020

For approval of 2020/2021 IDP, BUDGET AND SDBIP

Table of Contents

SECTION ONE: INTRODUCTION AND BACKGROUND	3
1.1 INTRODUCTION.....	3
1.2 LONG TERM PLANNING	4
1.3 FIVE YEAR IDP CYCLE	4
1.4 INCORPORATING THE SDF INTO THE IDP.....	5
1.5 HORIZONTAL & VERTICAL ALIGNMENT	5
1.6 LEGISLATIVE FRAMEWORK	7
SECTION TWO: ORGANISATIONAL ARRANGEMENTS	9
2.1 IDP & BUDGET STEERING COMMITTEE.....	9
2.2 TERMS OF REFERENCE FOR BUDGET STEERING COMMITTEE	10
2.3 IDP REP FORUM	10
2.4 WARD COMMITTEES.....	10
SECTION THREE: STAKEHOLDERS.....	11
3.1 INTERNAL AND EXTERNAL STAKEHOLDERS	11
SECTION FOUR: PUBLIC PARTICIPATION AND STAKEHOLDER ENGAGEMENTS	14
SECTION FIVE: ACTION PROGRAMME	15
SECTION SIX: IDP & BUDGET PROCESS PLAN TIME SCHEDULE 2019/2020	18
SECTION SEVEN: PROPOSED SCHEDULE FOR PUBLIC PARTICIPATION	29

SECTION ONE: INTRODUCTION & BACKGROUND

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 in 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 address 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 Karoo Hoogland 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), Service Delivery and Budget Implementation Plan (SDBIP) 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

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 Karoo Hoogland Municipal Area.

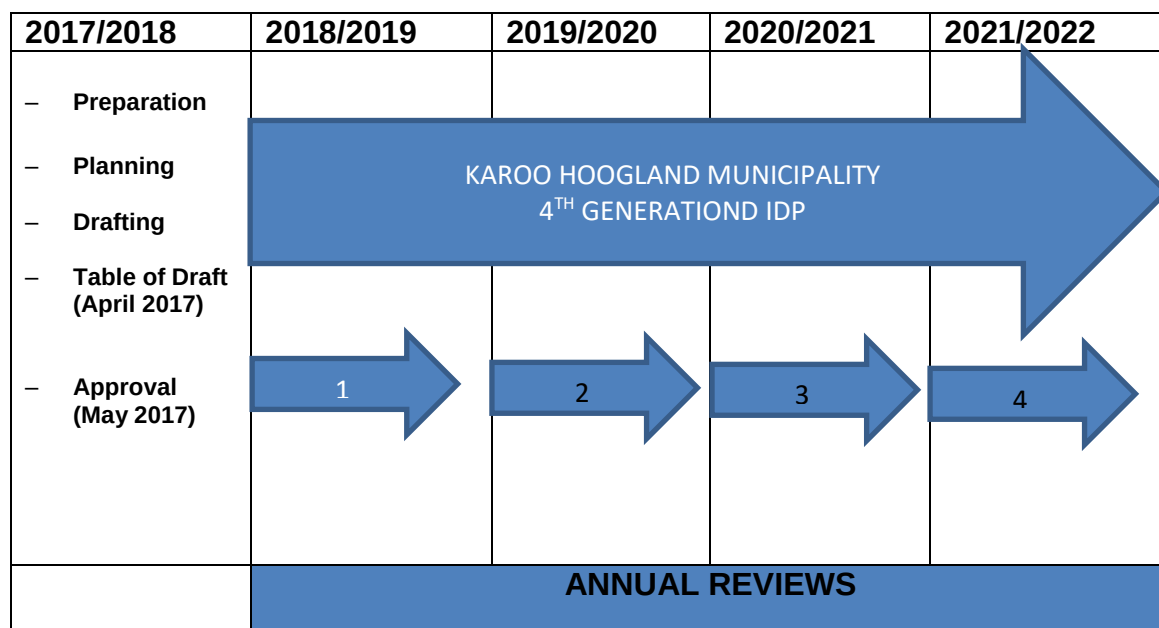
1.2 LONG TERM PLANNING

The Municipal Systems Act of 2000, Section 35 states that an Integrated Development Plan (IDP) adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision for the development of the municipality. Among the core components of an IDP, the following matters must also be outlined in the IDP:

- the municipal Council's vision for the long term development of the municipality with special
- emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an
- identification of communities which do not have access to basic municipal services;
- the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the Council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic the Council's operational strategies;
- applicable disaster management plans;
- 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 the Performance Management System.

1.3 FIVE YEAR IDP CYCLE

Below illustration describes the five year cycle of the 4th Generation IDP;



1.4 INCORPORATING THE SDF INTO THE IDP

The Municipal Systems Act (Act 32, 2000) obligates all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. As an integral component of the IDP the SDF must also adhere to the requirements of the Local Government: Municipal Planning and Performance Management Regulations, 2001. The Local Government Municipal Planning and Performance Regulations (2001) stipulate the content of the SDF. In terms of Section 4 of the Regulations the SDF is required to:

- give effect to principles contained in Chapter 1 of the Development Facilitation Act, 1995;
- set out objectives that reflect desired spatial form of the Municipality;
- contain strategies and policies regarding the manner in which to achieve the objectives which must:
 - Indicate the desired pattern of land use
 - Indicate the direction of growth
 - provide strategic guidance in respect to location and nature of development;
 - set out basic guidelines for a land use management system;
 - set out a capital investment framework for development programmes;
 - incorporate a strategic assessment of the environmental impact of land within the Municipality;
 - identify programmes and projects for development of land within the Municipality;
 - be aligned with neighbouring municipal SDF's;
 - provide visual representation of the desired spatial form which:
 - must indicate areas in which the intensity of land development could be either increased or reduced;
 - must indicate desired and undesired utilisation of land in an area;
 - indicate conservation of both the built and natural environment;
 - must indicate where public and private land development and infrastructure investment should take place;
 - may delineate the urban edge;
 - must identify areas where strategic intervention is required; and
 - must indicate where priority spending is required.

1.5 HORIZONTAL AND VERTICAL ALIGNMENT

The Local Government Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that Local Government structures prepare Integrated Development Plans (IDP's). In compliance with this legislation Karoo Hoogland Municipality IDP provides the strategic framework that guides the municipalities planning and budgeting over the course of political term.

The current IDP is reviewed annually to re-assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments. This document is compiled in accordance with the term of the council and will be reviewed annually from 2017 to 2022 by the Karoo Hoogland Municipality. These goals are aligned to the six Local Government Key Performance areas (KPA's) as prescribed by the National department of Cooperative Governance and Traditional Affairs.

The IDP review process will identify a number of goals and objectives that are aimed at creating a pathway for the municipality to realize its vision.

The IDP is a principle strategic planning instrument which guides and informs the following process in a municipality;

- planning,
- budgeting,
- Management and decision-process in a municipality.
- Taking Section 25 and 34 of the Municipal Systems Act (32 of 2000) in consideration, Karoo Hoogland Municipality embarked on this IDP Phase, which addressed the following
- Comments received during IDP Hearings and IDP engagement meetings with Provincial Sector Departments
- Alignment of the IDP with the Provincial Growth and Development Strategy (PGDS) as well as with the National Planning documents
- Areas identified through self-assessment i.e. strengthening of public participation structures;
- The compilation of all outstanding Plans and Programmes;
- The reviewing and updating of existing plans and programmes
- The compilation and implementation of the Service Delivery Budget Implementation Plan (SDBIP) according to the MFMA
- Updating of priority issues, objectives, strategies and projects

There is multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path pace and direction for the country's socio economic development.

Table 1: Legislations and policies that guide the development of the IDP

• The Constitution of the Republic of South Africa (1996) • White paper on Local Government (1998) • Municipal Demarcation Board (1998) • Municipal Systems Act of 2000 • Municipal Structure Act of 1998 • Municipal Finance Management Act (2003) • National Property Rates Act (2004) • National Transport Act (2000) • Empowerment Equity Act (2004) • Skills Development Act • White Paper on Spatial Plannig • White Paper on Safety and Security	• White paper on Environmental Management • Millennium Development Goals • 12 Outcomes of Local Government • Integrated Sustainable Rural Development Strategy • Industrial Strategy for RSA • The National Youth Development Agency (2008) • Domestic Tourism Strategy (2004-2007) • National Development Plan 2030 • Disaster Management Act 57 of 2002 • Northern Cape Provincial Growth and Development Strategy • Integrated Urban Development Framework • District Integrated Development Plan
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Key points arising from these documents are summarized below

- **IDP Indaba** – Facilitates structured inter-governmental engagement between the municipality and provincial government departments. This platform will serves as mechanism to facilitate Joint Planning Initiatives (JPI's) between the municipality and provincial government departments.
- **IDP Engagement by the MEC** – Karoo Hoogland Municipality values the IDP engagement conducted by the MEC COGHSTA as an important part of the IDP process and credibility of the document. Karoo Hoogland Municipality was found to maintain the improvements in previous financial years. The retention of improvements within the municipality including assistance from the provincial sector departments.
- **District Rep Forum Meetings:** Facilitates technical support and shares best practise amongst municipalities in respect of IDP processes.

1.6 LEGISLATIVE FRAMEWORK

1.6.1 INTERGRATED 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.*

1.6.2 SPATIAL DEVELOPMENT FRAMEWORK

A Spatial Development Framework (SDF) is to a large extent influenced by the following legislation:

- The Local Government: Municipal Systems Act (Act No. 32 of 2000);
- The IDP and Performance Management Regulations (2001);
- The Spatial Planning and Land Use Management Act (Act No. 16 of 2013);
- The Northern Cape Spatial Planning and Land Use Management Bill 2012

In preparing a SDF, Section 20(1) of SPLUMA requires the following:

1. *The Municipal Council of a municipality must by notice in the Provincial Gazette adopt a municipal spatial development framework for the municipality.*
2. *The municipal spatial development framework must be prepared as part of a Municipality's integrated development plan in accordance with the provisions of the Municipal Systems Act.*
3. *Before adopting the municipal spatial development framework and any proposed amendments to the municipal spatial development framework, the Municipal Council must:*
 - a) *give notice of the proposed municipal spatial development framework in the Gazette and the media;*
 - b) *invite the public to submit written representations in respect of the proposed municipal spatial development framework to the Municipal Council within 60 days after the publication of the notice referred to in paragraph (a); and*
 - c) *consider all representations received in respect of the proposed municipal spatial development framework*

1.6.3 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 which include the SDF*
- (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 and specify timeframes, a programme of the different activities and give the local community and relevant stakeholders an opportunity to participate in the IDP process.*

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

The Integrated Development Plan (IDP) is one of the key tools for local government to assume its new developmental role. In contrast to the role planning has played in the past, integrated development planning is now seen as a strategic function of municipal management, as part of an integrated system of planning and delivery. The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP, however, will not only inform municipal management; it is intended to guide the activities of any agency from other spheres of government, corporate service providers, NGOs and the private sector within the Karoo Hoogland Municipal area.

2.1 IDP & BUDGET STEERING COMMITTEE

As part of the IDP & Budget preparation process the municipality established an IDP & Budget Steering Committee which is constituted as per section 4 of the Local Government Budget and Reporting Regulations as follow:

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 this section 53 of the Act.

The committee will act as an advisory and support structure to the Executive Mayor in providing a platform to provide political guidance and to monitor progress in the IDP & budget process. National Treasury has introduced a new Chart of Accounts commonly referred to as mSCOA. Karoo Hoogland Municipality has already established an mSCOA Project Implementation Team and 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:

- Mayor
- Chairperson of the Finance portfolio
- Municipal Manager
- Chief Financial Officer
- All Senior Managers
- Manager Community Services
- Manager HR
- Manager Administration

2.2 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
- Commissions research studies
- Process, summarize and document outputs
- Makes content recommendations
- Prepare, facilitate and document meetings
- Compile a status quo report in respect of spatial planning
- Consider and process all comments received from various stakeholders in respect of the draft IDP, budget and SDF subsequent to a public participation process

2.3 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:

- Mayor
- Councillors
- Ward Committees
- Community Development Workers (CDW's)
- Municipal Manager/Directors and Managers
- Stakeholder representatives of organised sector groups
- NGO's
- Parastatal Organizations
- Sector specialists

2.4 WARD COMMITTEES

Ward Committees has been established in each ward as per the prescribed legislation and guidelines from COGTHA. The ward committees will serve as the official advisory and consultation platform with the community of Karoo Hoogland Municipality 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

INTERNAL STAKEHOLDERS	
ROLE PLAYERS	ROLES AND RESPONSIBILITIES
<i>Council</i>	➤ Approve and adopt the process and framework plans as well as IDP and budget ➤ Monitor the implementation and approve any amendments of the plan when necessary.
<i>Mayor</i>	➤ Consider the IDP and Budget timetable and Process Plan and submit to Council for approval annually by latest 31 August. ➤ Overall political guidance, management, coordination and monitoring of the IDP and budget process (MFMA section 53). ➤ Establish a budget steering committee as envisaged in the Municipal Budget and Reporting Regulations (MBRR) (Regulation 4). ➤ Assign and delegate responsibilities in this regard to the Municipal Manager. ➤ Submit the draft IDP, budget and SDBIP to Council for community consultation and approval. ➤ Submit final IDP and Budget to Council for adoption. ➤ The Mayor must approve the final SDBIP within 28 days after the approval of the budget. ➤ Co-ordinate plans and timetables for the Budget. ➤ Exercise close oversight on the IDP, Budget and SDBIP preparation. ➤ Ensure and drives political engagement with the province and national departments on unfunded or under-funded mandates. ➤ Escalate community priorities and requests (relating to national and/ or provincial mandates) formally, in writing, to the relevant national/ provincial organs of state – follow-up and coordinate that feedback to the community is provided.
<i>Ward Councillors / Ward Committees</i>	➤ Form a link between the municipality and residents. ➤ Link the IDP, Budget and SDBIP process to their respective Wards. ➤ Assist in the organising of public consultation and participation. ➤ Explain and engage the community during the process. ➤ Monitor the implementation of the IDP, budget and SDBIP with respect to their particular wards. ➤ Encourage residents to take part in the IDP process. ➤ Provide feedback to the community during and AFTER APPROVAL of the IDP, budget and SDBIP. Especially on community priorities that could not be accommodated and the reasons for such, including when or how it will be addressed in future.
<i>Municipal Manager</i>	➤ Managing and coordinate the entire IDP process as assigned by the Mayor. ➤ Fulfil the duties of Accounting Officer as set out in Sections 68 and 69 of the MFMA, Act 56 of 2003. ➤ Ensure that the budget is prepared in the prescribed format and includes the minimum prescribed information and in the sequence prescribed (MFMA and Municipal Budget and Reporting Regulations (MBRR)). ➤ Certifies and signs-off that the budget does meet the minimum quality and content requirements (MFMA and MBRR).
<i>Chief Financial Officer</i>	➤ The CFO performs all the budgeting duties as delegated by the Accounting Officer in terms of Section 81 of the MFMA

	➤ Managing and co-ordinates the entire budgeting process ➤ Ensure proper alignment between the IDP and budget processes
IDP Manager	➤ Prepare IDP process plan and monitor the timeously implementation thereof. ➤ Day to day management and coordination of the IDP process. ➤ Ensure stakeholder engagement in the IDP process by organising and setting up meetings for engagement. ➤ Ensure that the IDP process is participatory and that planning is ward-based oriented. Respond to public and MEC comments on Draft IDP. ➤ Compilation of a comprehensive IDP document that complies with all legislator requirements. ➤ Amend the IDP document in accordance with the comments of the MEC. ➤ Assist the Mayor to coordinate the process of establishing ward committees. ➤ Responsible for logistical arrangements pertaining to ward committee meetings. ➤ The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward committee structure. ➤ The responsibility to ensure that representations made through the ward committees and ward councillors are channelled to the appropriate structures/functionaries for further attention/information. ➤ To provide the administrative support to ward committees. ➤ To coordinate within the administration and prepare a consolidated formal document of the community needs/ requests (relating to national/ provincial mandates) that arose during community engagements. This must be provided to the Mayor for escalation to national/ provincial organs of state.
Head of Departments	➤ Provide relevant technical, sector and financial information analysis. ➤ Provide technical expertise in consideration and finalisation of strategies and identification of projects. ➤ Provide departmental, operational and capital budgetary information. ➤ Preparation of project proposals, integration of projects and sector programmes.
Steering Committee	➤ Refinement and quality check of IDP document to ensure compliance with legislation. ➤ Consist of Municipal Manager, Senior Management, IDP Manager/Office. ➤ To provide technical assistance to the mayor in discharging the responsibilities set out in Section 53 of the MFMA. ➤ Consist of the portfolio Councillor for Financial matters, the Municipal Manager, Chief Financial Officer, Senior Managers and any technical experts on infrastructure, the manager responsible for budgeting and manager responsible for planning.
IDP Representative Forum	➤ Provide an organisational mechanism for discussion, negotiation and decision making between stakeholders. ➤ Represents the interest of their constituencies in the IDP process. ➤ Monitors the performance of the planning and implementation process. ➤ Comprises of the Mayor, Councillors, Ward Committees, Municipal Manager, Directors, representatives of various sectors, NGO's, Government Departments and specialised community members.

EXTERNAL STAKEHOLDERS	
ROLE PLAYERS	ROLES AND RESPONSIBILITIES
<i>Karoo Hoogland Municipality</i>	➤ Approve the IDP, budget and SDBIP. ➤ Undertake the overall planning, management and coordination of the IDP and budget process. ➤ Consider comments of the MEC's for local government and finance, the National Treasury and/ or provincial treasury and other national and/ or provincial organs of state on the IDP, budget and SDBIP and adjust if necessary. ➤ Ensure linkage between the Budget, SDBIP and IDP.
<i>Local Residents, Communities and Stakeholders</i>	➤ Represents interest and contributes knowledge and ideas in the IDP process by participating in and through the ward committees. ➤ Keep constituencies informed on IDP activities and outcomes.
<i>Namakwa District Municipality</i>	➤ Ensure alignment of the IDP between the municipality and the district municipality (Integrated District and Local Planning). ➤ Preparation of joint strategy workshops between municipality, provincial and National government.
<i>Provincial Government</i>	➤ Ensure horizontal alignment of the IDP between the municipality and the District municipality. ➤ Ensuring vertical and sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level. ➤ Ensure efficient financial management of Provincial grants. ➤ Monitor the IDP and budget progress. ➤ Assist municipalities in compiling the IDP and budget. ➤ Coordinate and manage the MEC's assessment of the IDP. ➤ Provincial Treasury must provide views and comments on the draft budget and any budget-related policies and documentation for consideration by council when tabling the budget. ➤ Conduct Medium Term Revenue and Expenditure Framework (MTREF) budget and IDP assessments.
<i>Sector Departments</i>	➤ Contribute sector expertise and knowledge. ➤ Provide sector plans and programmes for inclusion in the IDP and budget.
<i>National Government</i>	➤ National Treasury issues MFMA Circulars and guidelines on the manner in which municipal councils should process their annual budgets, including guidelines on the formation of a committee of the council to consider the budget (Section 23(3) of the MFMA). ➤ National Treasury issues guidance and provide support to the provincial treasury to assess the budget, SDBIP and integrations/ links of the budget with the IDP.

SECTION FOUR: PUBLIC PARTICIPATION AND STAKEHOLDER ENGAGEMENT

4.1 CONTEXT OF PUBLIC PARTICIPATION

Karoo Hoogland 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
- 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 MECHANISM 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
- Notices at all Municipal Offices
- Loud hailing prior to the public meetings
- Adverts in local news papers
- Radio announcements
- Municipal mobile app
- E-mails & bulk SMS's to all on consolidated municipal database
- Social media platforms (Facebook, WhatsApp, 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.

4.2.3 MAYORAL ROADSHOWS

The 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.

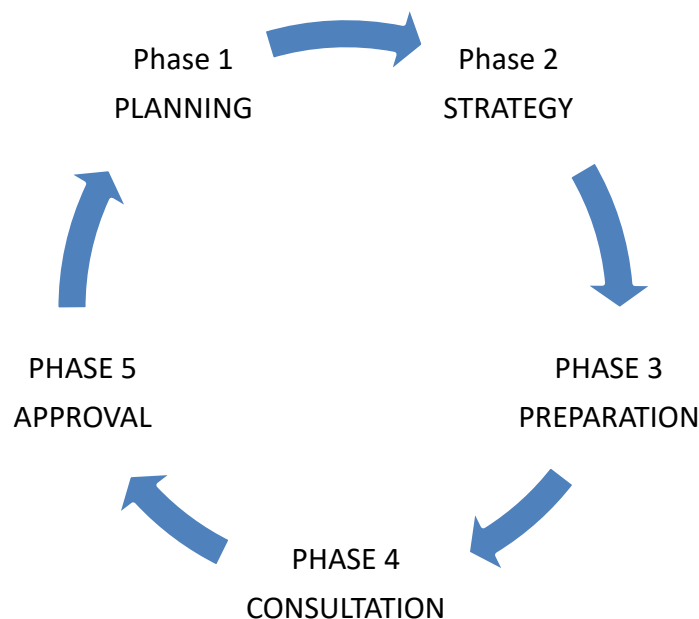
4.2.4 SECTOR ENGAGEMENTS

A number of engagements will be held with various representatives from different sectors of society. This will enable the municipality to obtain valuable technical input from sectors such as business, agriculture, sport, faith based, environmental, etc which will inform all the strategic components and sector plans of the IDP.

SECTION FIVE: ACTION PROGRAMME

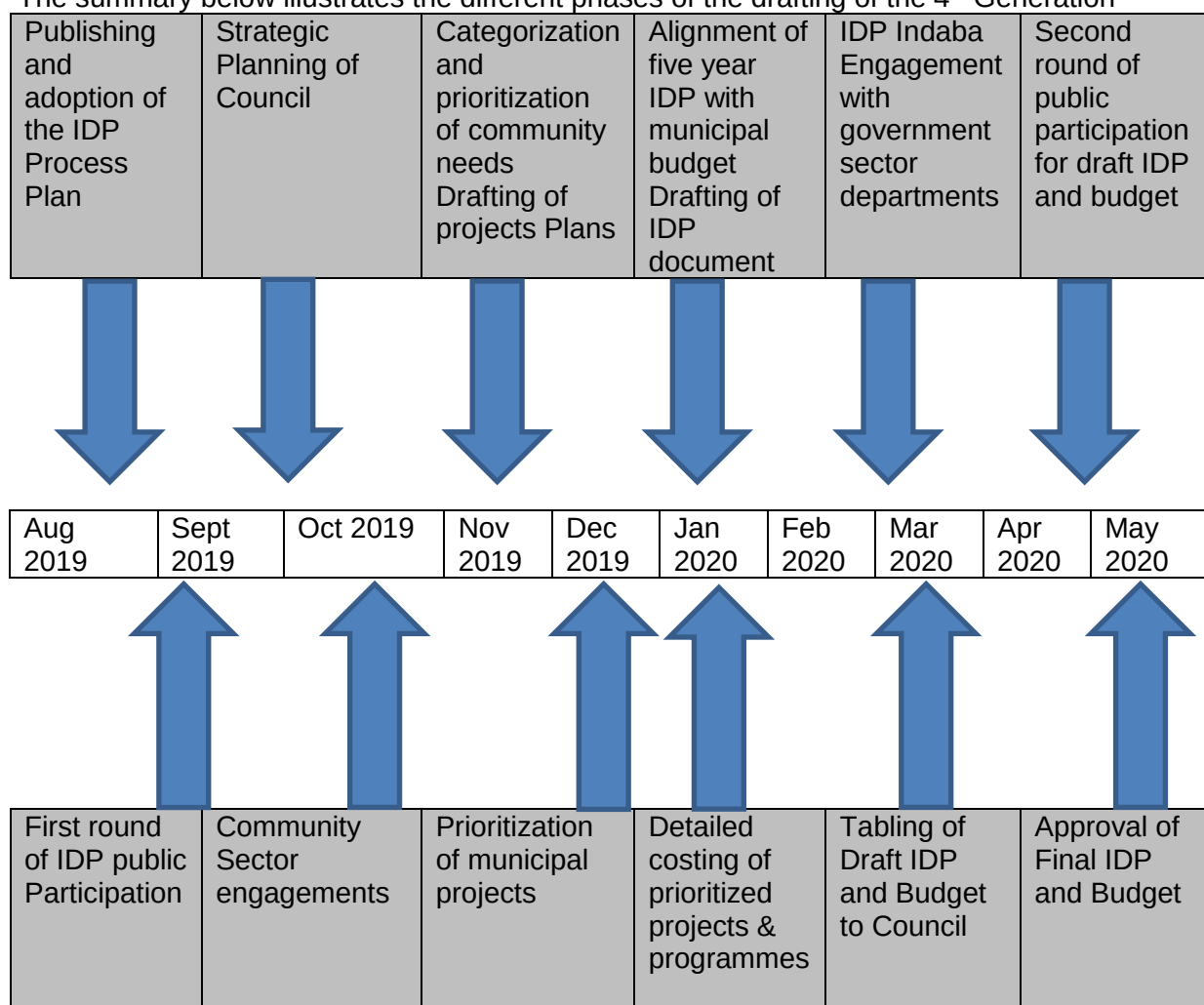
PHASE OF THE IDP & BUDGET PROCESS

The phase in the IDP & Budget process have been indicated in the in the diagram below. The process speaks to planning, preparation. Implementation and monitoring on the IDP, Budget and PMS.



PHASE	ACTIVITIES	DIRECTORATE/STRUCTURE
Preparation	Approval of IDP proses Plan	Council
	Information session with Ward Committees	Community Services
Analysis	- Conduct a community needs analysis through a comprehensive process public participation - Conduct a socio-economic analysis - Conduct ward-based plans - Conduct organizational SWOT analysis	- Mayor - MM/Directors/Managers - Community Services - MM
Strategy	- Develop strategic objectives through strategic planning session of council - Set specific service delivery and development targets - Review Sector Plans	Council
		- Council - MM/Directors/Managers
Project	Develop business plans to give effect to the strategic objectives of Council	Directors/Managers
Integration	Horizontal & vertical alignment of council strategic objectives with other spheres of government	Municipal Manager
	Actively participate in relevant inter-governmental engagements	- Council - MM/Directors/Managers
Approval	Apply all legislative requirements to ensure the credibility of the IDP process	- Mayor - Council

The summary below illustrates the different phases of the drafting of the 4th Generation



SECTION SIX : 2019/2020 IDP AND BUDGET PROCESS TIME-SCHEDULE

FOR THE APPROVAL OF THE 2020/2021 IDP, BUDGET AND SDBIP

Required in terms of Section 21(1)(b) of the MFMA

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
1	Jun 2019	Assess the 2018/2019 IDP & Budget process to address deficiencies, improvements and ensure integration and alignment of processes for 2019/2020	IDP Office	IDP Manager & CFO	Internal Process	28 June 2019	
2	June 2019	Attend to AFS Preparation, Audit File Preparation, Performance report compilation, Draft Annual Report Compilation and preparation, Preparation and compilation of the reporting of the Implementation of the SCM and SIPDM Policy	All Departments	CFO & Senior Managers	Internal Process	14 June 2019 – 22 August 2019	
3	July 2019	Draft 2019/2020 IDP and Budget process time schedule outlining the steps and timeframes for compilation of the 2020/2021 IDP, Budget and two outer year's Budget and SDBIP	IDP Office	IDP Manager & CFO	MFMA S21(1)(b)	31 July 2019	
4		Municipal Strategic Session to deliberate on (a) the 20/30 year Spatial Development Plan (SDP) and (b) high level strategic issues to redefine Council's short term Strategic Agenda to implement SDP.	Office of the MM	Municipal Manager Senior Managers Mayor	Internal Process	31 July 2019	
5		Attend District IDP Managers Forum Meeting-Discuss outcomes of IDP and Budget Assessments, Challenges and District Interventions i.t.o IDP and budget planning for the review process.	IDP Office	IDP Manager	Internal Process	31 July 2019	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
6	July 2019	Ward Committee Meetings to review the prioritisation of community needs in approved IDP and discuss the process for developing Neighbourhood Plans: Communicate final approved 2019/2020 Budget, Tariffs and IDP to Ward Committees.	Mayor	Mayor	MSA	31 July 2019	Did not Realise // Ward Committee meetings during October and November 2018
7		Consider MEC comments and recommendations on assessment of initial IDP Document and IDP processes followed.	IDP Office	Municipal Manager Senior Managers IDP Manager	MSA S21	31 July 2019	
8	Jul 2019	Signing of 2019/2020 performance contracts for Section 57 Managers Signing of lower levels staff performance agreements.	Office of the MM	Municipal Manager	MFMA S53(1)(c)(iii)	31 July 2019	
9		Prepare and finalise Departmental Plans	All Departments	Municipal Manager Senior Managers	Internal Process	31 July 2019	
10		Final Section 57 Managers 2018/2019 Performance Assessments Final Performance Assessments of lower level staff (Not applicable as yet)	MM	Municipal Manager Mayor	MSA and MFMA	31 July 2019	
11		Finalise logistic processes in respect of each of the IDP and budget meetings and table a business plan to Management in this regard.	IDP Office	IDP Manager	Internal Process	31 July 2019	
12	Aug 2019	Convene Steering Committee Meeting. Final Discussion of Public Participation Meeting Processes.	IDP Office	IDP Manager	MSA Ch 5	19 August 2019	
13		Operational Budget: Salary/Wages schedules to Senior Managers for scrutiny & Corrections	BTO	Senior Managers	Internal Process	19 August 2019	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
14	Aug 2019	IDP Public Participation Meetings. Communicate Capital Projects per Ward on 2019/2020 budget, Reconfirm / review service delivery/development priorities.	IDP Office Mayor	IDP Manager Senior Managers Ward Councillors Mayor	MSA Ch5 S29	19 – 23 August 2019	
15		Consult Sector Departments to establish programme/Projects for 5 years – Inter-governmental engagements on IDP and Budget	IDP Office BTO	IDP Manager CFO	MSA Ch5 S24	26 – 30 August 2019	
16		Adjustment of Budget Rollovers; changes on SDBIP and KPI'S as per Adjustment Budget	BTO Office of the MM	CFO Municipal Manager	MFMA S28 MBRR S23	30 August 2019	
17		Tabling of and briefing Council on the Draft 2019/2020 IDP/Budget Process Plan for approval, including time schedules for IDP/Budget Public participation meetings for the 2020/2021 Budget and IDP Processes GENERAL COUNCIL MEETING	IDP Office BTO	IDP Manager CFO	MFMA S21(1)(b)	30 August 2019	
18		Submission of AFS 2018/2019 to Auditor General, Council and Audit Committee	MM/CFO	CFO Municipal Manager	MFMA	30 August 2019	
19	Sep 2019	Advertise the budget process and dates of IDP/Budget Public meetings on Municipal Website, Municipal Newsletter and Local Newspapers	IDP Office	IDP Manager Municipal Manager	MSA and MFMA	6 September 2019	
20		Attend District IDP Managers Forum Meeting. Develop uniform guidelines for IDP/Budget review.	IDP Office	IDP Manager Municipal Manager	Internal Process	6 September 2019	
21		Forward adjustment budget (hard and electronic copies) to National Treasury and Provincial Treasury after approval.	BTO	CFO	MFMA S28(7)	6 September 2019	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
22	Sep 2019	Review of Municipal Strategic Plan Workshop with Council: Review Municipal KPA and Strategic Objectives	Office of the MM	Municipal Manager Senior Managers Council	Internal Process	9 - 27 September 2018	
23		SPECIAL COUNCIL MEETING Upper Limits of Senior Managers	Office of the MM, Mayor	Municipal Manager, CFO, Mayor	Internal Process	30 September 2019	
24		Operational Budget: Salary/Wages schedules with corrections and recommendations to be returned to Finance Department	All Departments	Senior Managers	Internal Process	25 September 2019	
25		Attend Quarterly Provincial IDP Manager Forum Meeting in preparation for IDP Indaba	IDP Office	IDP Manager	Internal Process	26 September 2019	
26	Oct 2019	Two Day Neighbourhood Development Session with Wards to prepare Draft Neighbourhood Development Plans	IDP Office	IDP Manager	Internal Process	1 -2 October 2019	
27		Departments to be provided with the previous financial year's 5 year Capital Plan in order to be able to indicate any changes that need to be made and identify any new projects that needs to be added for the compilation of the Draft Capital Budget	BTO	Senior Managers	Internal Process	4 October 2019	
28		Ward Committee Meetings: Discuss, scrutinise community needs as outcome of IDP/ Budget public engagement sessions to IDP forum. (IDP forum consolidate requests from all wards where after projects prioritized in line with available funding over five year period) Escalate community needs relating national/ provincial mandates to relevant organ(s) of state	IDP Office	IDP Manager	MSA	14 - 18 October 2019	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
29	Oct 2019	Review and costing of municipal rates and tariffs. Preparation of tariffs and bulk resource (water (Water Board), electricity (NERSA), etc.) engagement documentation.	BTO	Senior Managers Steering Committee	Internal Process	16 October 2019	
30		Senior Managers to be provided with the previous year's operating expenditure / income actual and current year projections to be used as a base for new Operating Budget. (CFO will further submit budget guidelines to Steering Committee for approval. Guidelines to include deadline dates by which Departments have to meet as well as submission of requests per line item with a zero based budget)					
31		Attend District Stakeholders Engagement Session to inform Sector Departments and Stakeholders of IDP/Budget needs analysis.	IDP Office	IDP Manager	Internal Process	17 October 2019	
32		Table Revised Strategic Plan in Council for approval COUNCIL MEETING : Compliance	Office of the MM	Municipal Manager	Internal Process	30 October 2019	
33		<i>Review</i> Municipal Spatial Development Framework (Process commenced August 2018 and was concluded by August 2019) A New Revised SDF will be distributed to the Ward Committees for notice	Planning and Development	Municipal Manager	Internal Process	30 October 2019	
34		Submit Quarterly Report (July 2019 – September 2019) on implementation of budget and financial state of affairs to Council	Office of the MM	Mayor	MFMA S52(d)	31 October 2019	
35		Engagements with Provincial Government regarding any adjustments to projected allocations for next 3 years in terms of the MTREF	BTO	Senior Managers	MFMA S28	31 October 2019	
36	Nov 2019	Updating and review of strategic elements of IDP in light of the focus of Council	IDP Office	IDP Manager	MSA	31 October 2019	
36	Nov 2019	Operational Budget: Income / Expenditure inputs and statistics to be returned to Budget Office	All Departments	Senior Managers	Internal Process	29 November 2019	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
37	NOV 2019	Spatial Development Revision Meetings	All Departments	Senior Managers, MM	Internal Process	6 – 8 November 2019	
38	Nov 2019	Senior Managers Identify/Create Projects as outcome of the prioritisation of development needs during IDP public engagements sessions within projected budget allocations.	All Departments	Senior Managers	MSA	4 - 26 November 2019	
39		Convene Steering Committee Meeting: Identify projects per Ward with Budget Allocations; prioritise implementation and integration where possible.	IDP Office	IDP Manager Steering Committee	MSA	23 November 2019	
40		Review Municipal Strategies, objectives, KPA's, KPI's and targets. - Identification of priority IDP KPI's incorporate in IDP and link to budget, Risk Evaluation Process	IDP Manager	Steering Committee CFO	MSA and MFMA	4 - 27 November 2019	
41		Capital Budget: Inputs from the different Departments to be returned to the Budget Office	All Departments	Senior Managers	Internal Process	28 November 2019	
42		Management articulates outcomes, objectives, priorities and outputs desired for next three years and submit capital budget project proposals for draft IDP Review document to Budget Office	All Departments	Steering Committee	Internal Process	28 November 2019	
43		Based on financial statements of 2018/2019 determine municipality's financial position & assess its financial capacity & available funding for next three years	BTO	CFO	Internal Process	29 November 2019	
44		Finalise Salary Budget for 2020/2021	BTO	CFO	Internal Process	29 November 2019	
45		Submit Bulk Resource documentation (water (Water Board), electricity (NERSA)) for consultation on municipal tariffs for 2020/2021 and the two outer Budget years.	BTO	CFO	Internal Process	26 November 2019	
46	Dec 2019	Finalise preliminary projections on operating revenue and expenditure budget for 2020/2021	BTO	CFO	Internal Process	11 December 2019	
47	Dec 2019	Convene IDP Representative Forum Meeting to give feedback and discuss outcome of Budget steering committee meeting	IDP Office	Municipal Manager IDP Manager CFO	MSA	12 December 2019	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
48	Dec 2019	Workshop 1: draft IDP, Budget and proposed tariffs and SDBIP with Council. Provide progress update to council against IDP/Budget process schedule and obtain approval for any adjustments to process.	IDP Office	Mayor Municipal Manager IDP Manager CFO	MFMA & MSA	Late November/ early December 2019	
49		Finalise expenditure on operational budget for the budget year and two outer years.	BTO	CFO	Internal Process	20 December 2019	
50		Conclusion of Sector Plans and integration into the IDP document	IDP Office	IDP Manager	MSA	20 December 2019	
51		Finalise departmental Plans and link to IDP	All Departments	IDP Manager Senior Managers	MSA	20 December 2019	
52	Jan 2020	Request and/ or follow-up with Water Board/ NERSA/ other Bulk Service providers for feedback on proposed municipal 2020/2021 tariffs and engagement documentation submitted in Oct 2019	BTO	CFO	MFMA	16 January 2020	
53		Submit Draft IDP, Budget and SDBIP to Office of the MM with proposed schedule of Ward Committee Meetings for post IDP & Budget Feedback & Consultation Process	IDP Office	IDP Manager	MSA	17 January 2020	
54		Management finalise the draft IDP & Capital Budget for referral to IDP & Budget Steering Committees. Processes to be followed to be clearly set out in municipality's budget management and implementation policy.	Office of the MM	Municipal Manager Senior Managers	Internal Process	21 January 2020	
55		Tabling of 2019/2020 Mid-Year Assessment (to potentially influence 2020/2021 budget) to Council	Office of the MM	Municipal Manager Senior Managers	MFMA S72	25 January 2020	
56		Meetings and formal consultation with Bulk Service Providers (ESCOM and relevant Water Board on bulk purchase price increase assumptions	BTO	CFO	MFMA S23	28 & 31 January 2020	
57		Submit Quarterly Report (Oct 2019 – Dec 2019) on implementation of budget and financial state of affairs to Council. Consider combining with MFMA S. 72 mid-year performance assessment.	Office of the MM	Mayor	MFMA S52(d)	30 January 2020	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
58	Jan 2020	Tabling of 2018/2019 Annual Report to Council COUNCIL MEETING: Compliance	Office of the MM	Municipal Manager	MFMA S127(2)	30 January 2020	
59		Convening Budget Steering Committee Meeting for the purpose to discuss and prioritise draft Capital projects for the next three years	Office of the MM	Steering Committee	MSA S29	30 January 2020	
60		Final review of municipal strategies, objectives, KPA's, KPI's and targets	IDP Office	IDP Manager Steering Committee	Internal Process	30 January 2020	
61		Review all budget related policies	BTO	CFO	MBRR 7	6 - 28 January 2020	
62		Adjustment Budget: Finalise Capital and Operational budget projections for 2019/2020	BTO	CFO	MBRR 21	30 January 2020	
63	Feb 2020	Submit Annual Report to Auditor General, Provincial Treasury and COGTA	Office of the MM	Municipal Manager	MFMA S(127)(5)(b)	4 February 2020	
64		Directors Identify projects, forward local Budget needs priorities to Namakwa DM. Project alignment between Namakwa DM and KHM. PT mid year review visits.	All Departments	Senior Managers	Internal Process	11 & 12 February 2020	
65		Ward Committee Meetings: Discuss and brief Ward Committees on Council's revised strategic plan, Strategic Objectives and envisaged deliverables.	IDP Office	IDP Manager	Internal Process	3 - 13 February 2020	
66		Review tariffs and charges and determine affordable tariffs and finalise income budget.	BTO	CFO	MFMA s20	14 February 2020	
67	Feb 2020	Attend Provincial IDP INDABA Incorporate Sector Departments Projects in Draft IDP.	IDP Office	IDP Manager Senior Managers	Internal Process	19 February 2020	
68		Municipalities receive inputs from National and Provincial Government and other bodies on factors influencing the budget, e.g. Grant Allocations	Office of the MM BTO	Municipal Manager CFO	MFMA21(2)(c)	3 - 7 February 2020	
69		Attend District IDP Managers Forum Meeting to discuss the alignment of IDP Strategic Development Goals with Namakwa DM. Draft IDP Presentations.	IDP Office	IDP Manager	Internal Process	25 - 26 February 2020	
70		Present Draft IDP and Budget to Steering Committee for quality check	IDP Office BTO	Steering Committee	MBRR S4	27 February 2020	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
71	Feb 2020	Submit first draft IDP to Namakwa DM for Horizontal Project alignment between the Namakwa DM and Karoo Hoogland Municipality	IDP Office	IDP Manager	Internal Process	28 February 2020	
72		Table Adjustment Budget to Council for approval COUNCIL MEETING	Office of the MM	Municipal Manager	MBRR S23	27 February 2020	
73		Amend IDP, SDBIP, KPI's and performance agreements i.t.o adjustment budget	Office of the MM	Municipal Manager Senior Managers	MFMA 28	28 February 2020	
74	March 2020	Present Draft IDP and Budget to Steering Committees for quality Check (Including recommendations / adjustments made at meetings of 27 February 2020)	IDP Office BTO	Steering Committee	MBRR 4	6 March 2020	
75		Workshop 2: draft IDP, Budget and proposed tariffs and SDBIP with Council. Provide progress update to council against IDP/Budget process schedule and obtain approval for any adjustments to process.	IDP Office BTO	IDP Manager CFO	Internal Process	13 & 14 March 2020	
76		Forward Adjustment Budget (hard and electronic copies) to National and Provincial Treasury after approval	BTO	CFO	MBRR 24	10 March 2020	
77		Publication of approved Adjustment Budget after approval per MSA and on municipal website	BTO	CFO	MBRR 26	9 March 2020	
78		Municipal Manager presents final draft IDP, Budget, SDBIP and Budget related policies to the Mayor for perusal and tabling to Council	Office of the MM	Municipal Manager	Internal Process	19 March 2020	
79		Municipal Manager submit draft IDP, Budget, and related policies to the Office of the MM for inclusion in Council Meeting Agenda	Office of the MM	Municipal Manager	Internal Process	23 March 2020	
80		Table (and briefing of council) draft IDP, Budget, SDBIP and Related policies and proposed schedule of Ward Committee Meetings for IDP & Budget Feedback/Consultation Process to Council (Principal Approval)	Office of the MM	Municipal Manager	MFMA S16	27 March 2020	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
81	Mar 2020	Training workshop for councillors to equip councillors for Public participation meetings. Briefing of councillors on logistical arrangements for public participation meetings.	Office of the MM	Municipal Manager Senior Managers	MFMA	26 March 2020	
82		Council to Consider and adopt an oversight report on 2018/2019 Annual Report COUNCIL MEETING	Office of the MM	Municipal Manager	MFMA S129(1)	27 March 2020	
83	April 2020	Advertise & Inviting public comments on Draft Budget, Proposed Tariffs, and IDP. Place copies of Draft Budget and IDP at all municipal buildings.	Office of the MM BTO	Municipal Manager CFO	MBRR S15 MFMA S22	2 April 2020(Advertise) 6 - 24 April 2020 (public comments)	
84	April 2020	Forward Copy of preliminary approved Budget ,IDP, SDBIP & related documents (hard and electronic copies) to National & Provincial Treasury – 10 working days after tabling	Office of the MM	CFO IDP Manager	MFMA S22(b)	10 April 2020	
85		Attend District IDP Managers Forum- Present Draft IDP for input.	IDP Office	IDP Manager	Internal Process	13 April 2020	
86		Public Consultation Meetings: Feedback / Consultation on preliminary approved IDP & Budget (Details as per point 9)	Office of the MM	Municipal Manager Senior Managers	MBRR S15 MFMA S23	14 – 24 April 2020	
87		Engagement with the Provincial Treasury on draft budget benchmark (SPRINGBOK)	Office of the MM	Municipal Manager	MFMA Ch 5	5 May 2020	
88		CFO and Municipal Manager analyse public and Ward Committee comments and inputs on Draft IDP and Budget and prepare recommendations for Council's perusal	Office of the MM BTO	CFO Municipal Manager	MBRR S16(1)(a)	30 April 2020	
89		Submit Quarterly Report (Jan 2020 – Mar 2020) on implementation of budget and financial state of affairs to Council	Office of the MM	Mayor	MFMA s52(d)	30 April 2020	
90	May 2020	Council considers public and Government Departments comments and inputs and revised IDP, Budget and SDBIP if necessary.	Office of the MM	Municipal Manager	MBRR 16(1)(a)	1 – 11 May 2020	
91		Present Final IDP, Budget and final draft SDBIP to Steering Committees for quality Check (Including	IDP Office BTO	Steering Committee	MBRR 4	14 and 15 May 2020	

		recommendations made by all stakeholders and Council)					
Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
92	May 2020	Table final IDP, budget & related documents to Council for approval. COUNCIL MEETING	Office of the MM	Municipal Manager	MFMA S24(1)	28 May 2020	
93	June 2020	Inform local community on approved IDP and Budget Detail – Place Newspaper Article and Copies at Libraries	Office of the MM	Municipal Manager	MBRR S18	5 June 2020	
94		Send copy of approved Budget, IDP, & related documents (incl. final draft SDBIP) to National and Provincial Governments and other stakeholders. Ensure Signed Quality Certificate as per S5 of MBRR is also attached.	IDP Office BTO	CFO IDP Manager	MFMA S24(3)	9 June 2020	
95		Publication of Approved Budget and IDP within 10 workings days on Municipal Website	BTO IDP Office	CFO IDP Manager	MFMA S75(1)(a)	9 June 2020	
96		Submit draft SDBIP to Mayor within 14 days after approval of budget	Office of the MM	Municipal Manager	MFMA S69(3)(a)	11 June 2020	
97		Mayor approves the municipality's SDBIP within 28 days after the approval of the budget and submit hard and electronic copy to NT and PT	Mayor's Office	Mayor	MFMA S(53)(1)(c)(ii)	25 June 2020	
98		Place approved IDP, budget, SDBIP and related documents on CD for all councillors and distribute.	IDP Office	IDP Manager	Internal Process	26 June 2020	

SECTION SEVEN : Proposed Schedule for 2019/2020 IDP and Budget Public Engagement Sessions

Date	Day	Time	Topic	Ward	Venue	Ward Councillor	Facilitator	Admin Support	Senior Management Representative
14 October 2019	Monday	17H30	Draft Budget & IDP	1					
15 October 2019	Tuesday	17H30	Draft Budget & IDP	2					
16 October 2019	Wednesday	17H30	Draft Budget & IDP	3					
17 October 2019	Thursday	17H30	Draft Budget & IDP	4					
15 April 2020	Monday	17H30	Draft Budget & IDP	1					
16 April 2020	Tuesday	17H30	Draft Budget & IDP	2					
17 April 2020	Wednesday	17H30	Draft Budget & IDP	3					
18 April 2020	Thursday	17H30	Draft Budget & IDP	4					
23 April 2020	Tuesday	17H30	Draft Budget & IDP						
24 April 2020	Wednesday	17H30	Draft Budget & IDP						