



KAROO HOOGLAND MUNICIPALITY

IDP/BUDGET/SDBIP PROCESS PLAN

For

2026/2027

**For planning of the approval
of the 2027/2028 IDP, BUDGET AND SDBIP**

Contents

SECTION ONE: INTRODUCTION & BACKGROUND.....	4
1.1 INTRODUCTION	4
1.2 LONG TERM PLANNING	6
1.3 FIVE YEAR IDP CYCLE	7
1.4 INCORPORATING THE SDF INTO THE IDP	7
1.5 HORIZONTAL AND VERTICAL ALIGNMENT	9
1.6 LEGISLATIVE FRAMEWORK	11
1.6.1 INTERGRATED DEVELOPMENT PLANNING.....	11
1.6.2 SPATIAL DEVELOPMENT FRAMEWORK (Approved Aug 2019 (2018-2023))	12
1.6.3 IDP PROCESS PLAN	13
SECTION TWO: ORGANISATIONAL ARRANGEMENTS	14
2.1 IDP & BUDGET STEERING COMMITTEE	15
2.2 TERMS OF REFERENCE FOR THE IDP & BUDGET STEERING COMMITTEE.....	16
2.3 IDP REPRESENTATIVE FORUM	16
2.4 WARD COMMITTEES	16
SECTION THREE: STAKEHOLDERS	17
3.1 INTERNAL & EXTERNAL STAKEHOLDERS	17
SECTION FOUR: PUBLIC PARTICIPATION AND STAKEHOLDER ENGAGEMENT	21
4.1 CONTEXT OF PUBLIC PARTICIPATION.....	21
4.2 MECHANISM FOR PARTICIPATION	21
4.2.1 MEDIA	21
4.2.2 PUBLIC ENGAGEMENTS	22
4.2.3 MAYORAL ROADSHOWS	22
4.2.4 SECTOR ENGAGEMENTS	22
SECTION FIVE: ACTION PROGRAMME	23
PHASES OF THE IDP & BUDGET PROCESS.....	23
SECTION SIX : 2024/2025 IDP AND BUDGET PROCESS TIME-SCHEDULE.....	26
SECTION SEVEN : Proposed Schedule for 2024/2025 IDP and Budget Public Engagement Sessions	44

LIST OF ABBREVIATIONS

ACRONYM	
IBSC	IDP/Budget Steering Committee
CFO	Chief Financial Officer
IDP	Integrated Development Plan
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act
MM	Municipal Manager
MPPMR	Municipal Planning and Performance Management Regulations
MSA	Municipal Systems Act
NT	National Treasury
PMS	Performance Management System
PT	Provincial Treasury
PP	Public Participation
SDBIP	Service Delivery and Budget Implementation Plan
MTBPS	Medium Term Budget and Policy Statement

Table 1: List of Abbreviations

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 to those challenges.

The IDP is a **five year plan** which clearly stipulates the vision, mission and strategic objectives of Council and is reviewed annually to keep track of the ever changing socio-economic, infrastructural and environmental dynamics and needs of the communities under the jurisdiction of the municipality. The IDP guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of 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 5th 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).

This 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*

Section 29 of the Local Municipal Systems Act, Act 32 of 2000 further describes the contents of the process that the municipality must follow to draft its IDP. In terms of the act, the IDP and Budget Time Schedule of Key Deadlines have to include the following:

- *A programme specifying the timeframes for the different planning steps;*

- *Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP and Budget formulation processes; and*
- *Cost estimates for the process.*

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

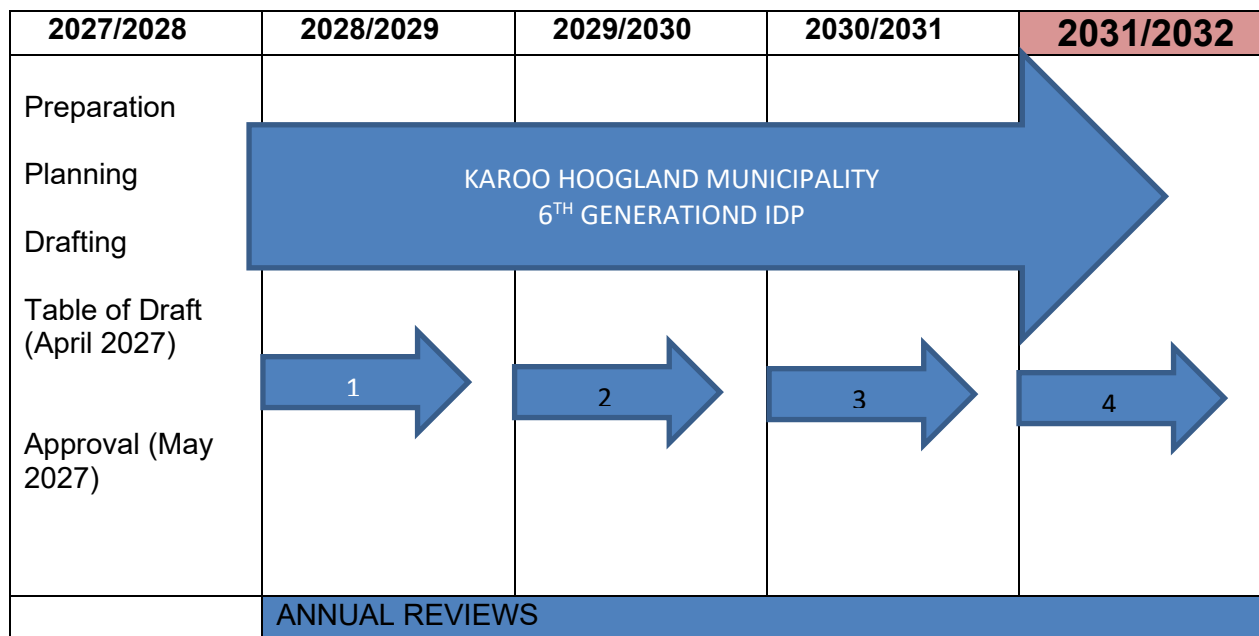
The Municipal Systems Act of 2000, Section 35 states that an Integrated Development Plan (IDP) adopted by the Council of a municipality is the **principal strategic planning instrument** which guides and informs all planning and development and all decisions with regard to planning, management and development, 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 services through 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 6th Generation IDP;



1.4 INCORPORATING THE SDF INTO THE IDP

SDF 2019

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 2022 to 2027 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 a 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 Planning • 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(One 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 serve as a 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 practice 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:

The **Council's vision for the long term development** of the municipality with special emphasis on the most critical development and internal transformation needs:

- a) *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*
- b) *The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs*
- c) *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*
- d) *A Spatial Development Framework (SDF) which must include the provision of basic guidelines for a land use management system for the municipality*
- e) *The Council's operational strategies;*
- f) *Applicable Disaster Management Plans*
- g) *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 (Approved Aug 2019 (2018-2023))

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 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
- Chairperson of MPAC
- Municipal Manager
- Chief Financial Officer
- Director : Infrastructure Services
- Manager Community Services
- Manager HR
- Manager Administration
- All Middle Managers – SCM, Expenditure, Revenue, Assets and ICT, BTO
- Internal Audit

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
- Speaker
- 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
Council	➤ 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.
Mayor	➤ 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.
EXCO	➤ The Council and Executive Committee are regarded as the decision-making institution of the Local Authority, which finally adopts the proposals concerning the IDP Process. The adoption of the Process Plan for the IDP review and the final adoption of IDP Review rests with the Executive Committee and Council.

Speaker	➤ This office will make sure that all councillors, ward committees and Community Development Workers fully participate in the Review Process. Ensuring that projects proposals are integrated with cross cutting dimensions such as Gender Equity, Employment Equity and addressing HIV/AIDS. This office will also be responsible for compiling Ward Based Plans which will inform the IDP.
Ward Councillors / Ward Committees	➤ 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.
Municipal Manager	➤ 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).
Chief Financial Officer	➤ 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 Committees	➤ 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 Council</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 Office**
- **Notices at all business premises in all three towns**
- **Notices to Ward Councillors to disseminate to Ward Committee to distribute to community**
- **Adverts in local news papers – if cost containment allows it**
- **Hand outs of notices at residential houses**
- **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

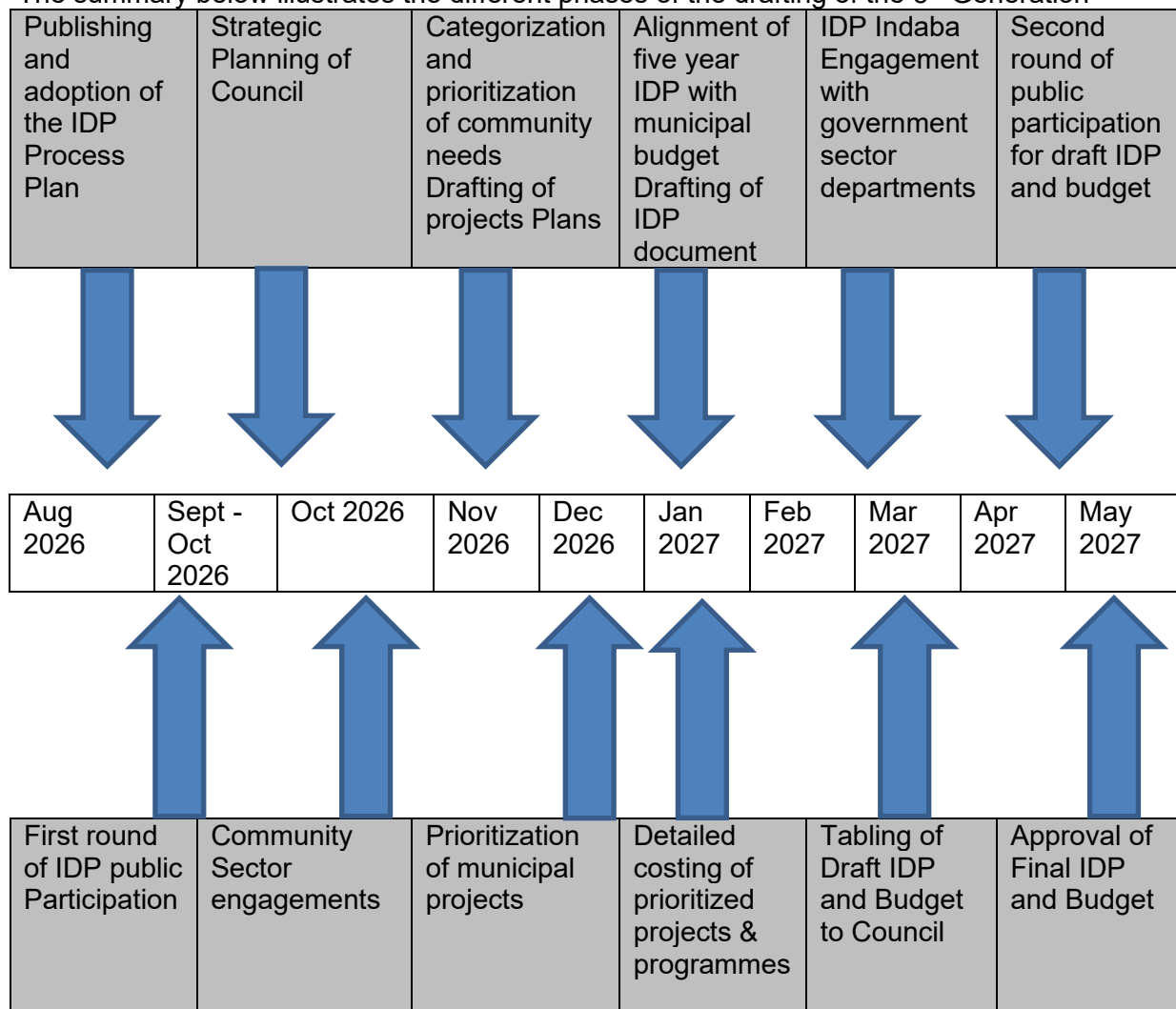
PHASES OF THE IDP & BUDGET PROCESS

The phases 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.



PHASES	ACTIVITIES	DIRECTORATE/STRUCTURE
Preparation	Approval of IDP process Plan	Council
	Information session with Ward Committees	Community Services and Speaker
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/Speaker - 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 5th Generation



Municipal Elections - 4 November 2026

SECTION SIX : 2026/2027 IDP AND BUDGET PROCESS TIME-SCHEDULE

FOR THE APPROVAL OF THE 2027/2028 IDP, BUDGET AND SDBIP

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

F:CM = FINANCE: CONTRACT MANAGEMENT **CW** = COUNCIL WORKSHOP **AC** = AUDIT COMMITTEE
PM = PERFORMANCE MANAGEMENT **S80** = SECTION 80 COMMITTEES **MTM** = MANAGEMENT TEAM MEETINGS
MIG = MIG **VAC** = VACATION PUBLIC HOLIDAY **EXCO** = PROPOSED EXCO DATES **CFO** = CFO IMPORTANT DATES

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
1	June 2026	Assess the 2025/2026 IDP & Budget process to address deficiencies, improvements and ensure integration and alignment of processes for 2026/2027 and bring in possible amendments necessary and include election dates and committee meeting dates	IDP Office	IDP Manager & CFO	Internal Process	June 2026	
PM		Develop/Revise annual operational plans for all Departments, Divisions and every staff member (in line with their JD's) and merge with the Operational/Bottom Layer SDBIP	HR Manager / MM	All Departments	Internal Process and Staff Regulations	June 2026	
PM		Make public the SDBIP – final date under legislation (Mayor must approve within 28 days of Budget approval)	MM	EXCO / Mayor / MM	MFMA 53(3) (a)	30 June 2026	
2	July 2026	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 Report and Annual Performance Report, Contract management Register finalisation Commitments Register Finalisation	All Departments	CFO & Senior Managers & Middle managers	Internal Process	2 July 2026 – 14 August 2026	
3	July 2026	Draft 2026/2027 IDP and Budget process time schedule outlining the steps and timeframes for compilation of the 2027/2028 IDP, Budget and two	IDP Office	IDP Manager & Council & MM & CFO & Senior managers & HR & Prov Treasury	MFMA S21(1)(b)	31 July 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
		outer year's Budget and SDBIP and include Staff Regulations progress tasks		input on Feb and may meetings			
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/ EXCO	Internal Process	31 July 2026	
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 2026	
6	July 2026	Ward Committee Meetings to review the prioritisation of community needs in approved IDP and discuss the process for developing Neighbourhood Plans: Communicate final approved 2026/2027 Budget, Tariffs and IDP to Ward Committees.	Mayor & Speaker	Mayor / Speaker	MSA	31 July 2026	
7		Consider MEC comments and recommendations on assessment of initial IDP Document and IDP processes followed.	IDP Office	Municipal Manager Senior Managers (Directors) IDP Manager	MSA S21	31 July 2026	
8	July 2026	Signing of 2026/2027 performance agreements for Section 57 and 56 Managers Publish signed Performance Agreements on website (August) and send to Prov Treasury and Cogesta for compliance assurance within 5 days after signing	Office of the MM PMS	Municipal Manager (AO)	MFMA S53(1)(c)(iii) MFMA S53 (3) (a)	24 July 2026-31 July 2026	
9		Prepare and finalise Departmental Plans	All Departments	Municipal Manager Senior Managers	Internal Process	24 – 31 July 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
10		Finalise Section 57 Managers 2026/2027 Performance Agreements	MM	Municipal Manager Mayor	MSA and MFMA	26 July 2026	
11		Finalise logistic processes in respect of each of the IDP and budget meetings and table a business plan to Management in this regard. Receive input from other departments and divisions in terms of their schedule to include in the Draft Process Plan to be able to send draft to portfolio Committees	IDP Office	IDP Manager	Internal Process	31 July 2026	
PM	July 2026	Previous year – Submit quarterly (sec 52) report for period ending 30 June on SDBIP and financial state of municipality to Council			MFMA	31 July 2026	
PM	August 2026	Previous Year - Place quarterly (section 52) report on SDBIP and financial state on the municipal website	AO		MFMA 75 (1) (k)	7 August 2026	
MM	August 2026	Extended Management meeting	MM	MM	Internal Processes	12 August 2026	
S.80	August 2026	Submission of Draft Process Plan to Portfolio Committees or Chairpersons to give feedback				3 -14 August 2026	
MIG	Aug 2026	MIG ANNUAL REPORT SUBMISSION DUE DATE and applications for roll over to be complete and submitted	Infrastructure	Municipal Manager	MIG Compliance	14 August 2026 27 August 2026	
AC		Submit AFS and Annual Performance Report to Audit Committee for Review on 18 Aug	Director: CFO	Municipal Manager	Internal Processes	14 August 2026	
CW		Workshops for Council - if needed: Delegations : MFMA	Council, SALGA, Prov Treasury, CoGHSTA	Municipal Manager	Internal Process / Good Governance	19 – 21 August 2026	
12		Convene Steering Committee Meeting. Final Discussion of Public Participation Meeting Processes.	IDP Office	IDP Manager	MSA Ch 5	12 August 2026	
13		Operational Budget: Salary/Wages schedules to Senior Managers for scrutiny & Corrections	CFO / BTO	Senior Managers	Internal Process	14 August 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
14	Aug 2026	IDP Public Participation Meetings. Communicate Capital Projects per Ward on 2026/2027 budget, Reconfirm / review service delivery/ development priorities.	IDP Office Mayor / Speaker	IDP Manager Senior Managers Ward Councillors Mayor / Speaker	MSA Ch5 S29	12 - 21 August 2026	
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	19 - 20 August 2026	
AC		Meeting with Audit Committee - Review of AFS and Annual Performance report of 2025/2026 and Draft Annual Report of 2025/26 and SDBIP 2026/2027 (Date to be Finalised with the Audit Committee)	CFO Internal Auditor Admin PMS	Municipal Manager	Internal Processes	18 August 2026	
EXCO		Planned EXCO meeting Submission of Draft Process Plan to EXCO	Mayor	Municipal Manager	Internal Processes	20 August 2026	
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	21 August 2026	
17		Tabling of and briefing Council on the Draft 2026/2027 IDP/Budget Process Plan for approval, including time schedules for IDP/Budget Public participation meetings for the 2027/2028 Budget and IDP and SDBIP Processes GENERAL COUNCIL MEETING Table Approved Top Layer SDBIP 2026/2027 to Council / Table Delegations of Power acc to MFMA to Council / Council – Declarations signing	IDP Office BTO	IDP Manager CFO MM	MFMA S21(1)(b)	27 August 2026 Thursday	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
18		Submission of Final AFS 2025/2026 to Auditor General, Council and Audit Committee and Prov Treasury and CoGHSTA Upload onto Portal - GoMuni & Muni eMonitor Submission of Draft Annual Report 2025/2026 and Submission of Schedule of Key Deadlines and Submission of Annual Performance Report 2025/2026 to AG and NT	MM/CFO	CFO Municipal Manager	MFMA Compliance MFMA 126 (2)	29 - 30 August 2026	
19	Sep 2026	Advertise the budget process plan and dates of IDP/Budget Public meetings on Municipal Website, Municipal Newsletter and Local Newspapers and Facebook	IDP Office	IDP Manager Municipal Manager	MSA and MFMA	4 September 2026	
AGSA		External Auditors to commence auditing 2025/2026 financial year	All Departments			1 September 2026 <i>After submission of AFS</i>	Submission of RFI's commenced from 8 July 2026
MTM		MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 5 th day after General Council Meeting)	MM	MM and senior management	Internal Process	3 September 2026	
20		Attend District IDP Managers Forum Meeting. Develop uniform guidelines for IDP/Budget review.	IDP Office	IDP Manager Municipal Manager	Internal Process	4 September 2026	
21		Review process Municipal Spatial Development Framework (Assistance from Partner A District Project - await schedule or revision)	Planning and Development	Municipal Manager	Internal Process	8 – 26 September 2026	
MPT		Attend and motivate the SPLUMA applications which have gone through the whole process to comply with the legislative timelines – only if KHM have items	MM / Manager: Admin	MM / Manager:Admin	SPLUMA – MPT	3 - 21 September 2026	
22	Sep 2026	Review of Municipal Strategic Plan Workshop with Council: Review Municipal KPA and Strategic Objectives	Office of the MM	Municipal Manager Senior Managers IDP & Council	Internal Process	8 – 26 September 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
F:CM		Annual Contract Management meeting to evaluate strategic importance of contracts and categorise performance contracts in terms of importance and attention needed and address monthly performance monitoring	All Departments – all contracts	CFO	Internal Control Process	15 September 2026	
HR		Extended Management Meeting to discuss MSR Policies and progress on previous meeting	MM Office	MM	Internal Process	15 September 2026	
MPAC		MPAC Meeting	MPAC	Council / MM / MPAC	Internal Process	16 September 2026	
23		SPECIAL COUNCIL MEETING (If applicable) Upper Limits of Senior Managers	Office of the MM, Speaker	Municipal Manager, CFO, Speaker	Internal Process	29 September 2026	
RMC		Risk Management Committee Meeting	PMS/RISK	MM	Internal Process	30 September 2026	
24		Operational Budget: Salary/Wages schedules with corrections and recommendations to be returned to Finance Department	All Departments	Senior Managers	Internal Process	28 September 2026	
25		Attend Quarterly Provincial IDP Manager Forum Meeting in preparation for IDP Indaba	IDP Office	IDP Manager		28 September 2026	
26	Oct 2026	Submission of all SDBIP KPI Evidence for uploads for Q1 // Evaluation of performance of Service Providers on Q1	IDP Office / PM Office	IDP Manager / Admin manager / PM Officer	Internal Process	1 -16 October 2026 Cut Off : 16/10/2026	
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	9 October 2026	
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) Also remember input to SDF Escalate community needs relating national/ provincial mandates to relevant organ(s) of state	IDP Office	IDP Manager	MSA	6 - 21 October 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
29	Oct 2026	Review and costing of municipal rates and tariffs. Preparation of tariffs and bulk resource (water (Water Board), electricity (NERSA), etc.) engagement documentation. Senior Managers and Middle 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)	BTO	Senior Managers Steering Committee	Internal Process	14 October 2026	
30		Attend District Stakeholders Engagement Session to inform Sector Departments and Stakeholders of IDP/Budget needs analysis.	IDP Office	IDP Manager	Internal Process	14 October 2026	
AC		Audit Committee Meeting – Q1 Reporting	Internal Audit	Internal Audit / MM	Internal Process	21 October 2026	
EXCO		Planned EXCO meeting	Mayor	Municipal Manager	Internal Process	20 October 2026	
31		Table Revised Strategic Plan in Council for approval COUNCIL MEETING : Compliance Quarterly Reports tabling	Office of the MM, Speaker	Municipal Manager	Internal Process	28 October 2026	
32		<i>Review process</i> Municipal Spatial Development Framework (Assistance from Partner A District Project)	Planning and Development	Municipal Manager	Internal Process	7 - 21 October 2026	
33		Submit Quarterly Report (July 2026 – September 2026) on implementation of budget and financial state of affairs to Council and on Performance	Office of the MM	Mayor	MFMA S52(d)	28 October 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
34		Engagements with Provincial Government regarding any adjustments to projected allocations for next 3 years in terms of the MTREF	BTO	Senior Managers	MFMA S28	23 October 2026	
35		Updating and review of strategic elements of IDP in light of the focus of Council	IDP Office	IDP Manager	MSA	29 October 2026	
MTM	Nov 2026	MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 4 th day after General Council Meeting)	MM	MM and senior management	Internal Process	4 November 2026	
ELECTION		LG Election				4 November 2026	
DECLARATION		Declaration of new Councillors	IEC /MM			11- 13 October 2026	
36	Nov 2026	Operational Budget: Income / Expenditure inputs and statistics to be returned to Budget Office	All Departments	Senior Managers	Internal Process	3 – 28 November 2026	
37	Nov 2026	Spatial Development Annual Revision Meetings	All Departments	Senior Managers, MM	Internal Process	3 - 30 November 2026	
38		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	3 - 24 November 2026	
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	24 November 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
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	3 -21 November 2026	
41		Capital Budget: Inputs from the different Departments to be returned to the Budget Office	All Departments	Senior Managers	Internal Process	24 November 2026	
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	24 November 2026	
Inaugural		First Inaugural Meeting of Newly Elected Council	MM / Council	MM		26 November 2026	
43		Based on financial statements of 2025/2026 determine municipality's financial position & assess its financial capacity & available funding for next three years	BTO	CFO	Internal Process	28 November 2026	
44		Finalise Salary Budget for 2027/2028	BTO	CFO	Internal Process	28 November 2026	
MPAC		MPAC Meeting	MPAC	Council / MM / MPAC	Internal Process		
45		Submit Bulk Resource documentation (water (Water Board), electricity (NERSA)) for consultation on municipal tariffs for 2027/2028 and the two outer Budget years.	BTO	CFO	Internal Process	25 November 2026	
MPT		Attend and motivate the SPLUMA applications which have gone through the whole process to comply with the legislative timelines – only if KHM have an item	MM / Manager: Admin	MM / Manager:Admin	SPLUMA – MPT	25 - 28 November 2026	
46	Nov 2026	Obtain Audit Report from Auditors for Audit Action Plan for 2025/2026 Audit to address and rectify during 2026/2027 still	BTO	CFO	Internal Process	28 - 30 November 2026	
47	Dec 2026	Submission of Auditor General Report 2025/2026 to Council	Office of the MM	Municipal Manager	MFMA	1 - 10 December 2026	
SC		Special Council Meeting – Audit Report & Handover Report discussion	MM	Municipal Manager	Internal Process	9 December 2026	

Item No	Period	Activity	Co – Co-ordinating Department	Responsibility	Legislative Requirement and Information	Target date	Progress against target & Comments
48		Finalise preliminary projections on operating revenue and expenditure budget for 2026/2027	BTO	CFO	Internal Process	10 December 2026	
49		Convene IDP Representative Forum Meeting to give feedback and discuss outcome of Budget steering committee meeting	IDP Office	Municipal Manager IDP Manager CFO	MSA	11 December 2026	
50	Dec 2026	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 2026	
MTM		MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 4 th day after General Council Meeting)	MM	MM and senior management	Internal Process	15 December 2026	
51		Compiling an Audit Action Plan pertaining to findings of the AG	BTO Internal Audit	CFO		18 December 2026	
52		Finalise expenditure on operational budget for the budget year and two outer years.	BTO	CFO / Internal Audit	Internal Process	18 December 2026	
53		Conclusion of Sector Plans and integration into the IDP document	IDP Office	IDP Manager	MSA	18 December 2026	
54		Finalise departmental Plans and link to IDP	All Departments	IDP Manager Senior Managers	MSA	18 December 2026	

55	Jan 2027	Request and/ or follow-up with Water Board/ NERSA/ other Bulk Service providers for feedback on proposed municipal 2027/2028 tariffs and engagement documentation submitted in Oct 2026	BTO	CFO	MFMA	7 -17 January 2027	
PMS		Submit KPIs – cut off date	ALL		Internal Process	15 January 2027	
EXCO		Planned EXCO Meeting	Mayor	Municipal Manager	Internal Process	21 January 2027	
56		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	23 January 2027	
57		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	23 January 2027	
58		Meetings and formal consultation with Bulk Service Providers (ESKOM and relevant Water Board on bulk purchase price increase assumptions	BTO	CFO	MFMA S23	19 - 23 January 2027	
AC		Review the Draft Annual Report for Compliance and completeness and the Quarter 2 Reporting	Audit Committee / MM	Audit Committee	Internal Process	26 - 27 January 2027	
RMC		Risk management Committee Meeting	PMS / Risk / MM	MM		28 January 2027	
59		Submit Quarterly (sec 52) Report (Oct 2026 – Dec 2026) for period ending 31 December 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 / EXCO	MFMA S52(d)	29 January 2027	
60		Tabling of 2026/2027 Mid-Year Assessment (to potentially influence 2027/2028 budget) to Council	Office of the MM	Municipal Manager Senior Managers	MFMA S72	29 January 2027	
61		Tabling of 2025/2026 Annual Report to Council COUNCIL MEETING: Compliance	Office of the MM	Municipal Manager	MFMA S127(2)	29 January 2027	

62	Jan 2027	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	19 - 29 January 2027	
63		Final review of municipal strategies, objectives, KPA's, KPI's and targets	IDP Office	IDP Manager Steering Committee	Internal Process	28 - 31 January 2027	
64		Review all budget related policies – Process commence until March	BTO	CFO	MBRR 7	26 January 2027 – 16 March 2027	
65		Adjustment Budget: Finalise Capital and Operational budget projections for 2026/2027	BTO	CFO	MBRR 21	29 January 2027	
65A		Publication of Mid-year budget and performance assessments on the website	MM	MM Performance Unit CFO	MBRR 34	30 January 2027	
65B		Submission of Mid-year budget and performance assessments to National Treasury and Prov Treasury (GoMuni and Muni eMonitor and per email if necessary)				23 - 25 January 2027	
66	Feb 2027	Submit Annual Report to Auditor General, Provincial Treasury and COGTA, MPAC and website and make public Annual Report to local community (Draft)	Office of the MM	Municipal Manager	MFMA S(127)(5)(b)	5 February 2027	
PM		Current Year - Place quarterly (section 52) report on SDBIP and Mid Year Reports on the municipal website	Office of the MM	Municipal Manager (AO)	MFMA 75 (1) (k)	5 February 2027	
MTM		MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 4 th day after General Council Meeting)	MM	MM and senior management	Internal Process	4 February 2027	
PM		Performance Evaluations of MM and Senior Managers - <i>moved to be after audit outcome of Performance received</i>	Office of the MM	Municipal Manager / performance Unit	Performance Agreements	3 - 20 February 2027	
CW		Council Workshop Meetings	Office of the MM	Municipal Manager / Speaker	Internal Process	2 - 5 February 2027	

67		Directors Identify projects, forward local Budget needs priorities to Namakwa DM. Project alignment between Namakwa DM and KHM. PT mid year review visits. – virtual – Date to be confirmed by ProvTreasury	All Departments	Senior Managers	Internal Process	2 - 13 Feb 2027 17 Feb 2027 Virtual Meeting Friday	
68		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	2 - 13 February 2027	
69		Review tariffs and charges and determine affordable tariffs and finalise income budget.	BTO	CFO	MFMA s20	23 February 2027	
70	Feb 2027	Attend Provincial IDP INDABA Incorporate Sector Departments Projects in Draft IDP.	IDP Office	IDP Manager Senior Managers	Internal Process	February 2027	
71		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)	February 2027	
72		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	4 - 20 February 2027	
73		Present Draft IDP and Budget to Steering Committee for quality check	IDP Office BTO	Steering Committee	MBRR S4	18 February 2027	
74	Feb 2027	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	23 February 2027	
75		Table Adjustment Budget to Council for approval COUNCIL MEETING	Office of the MM	Municipal Manager	MBRR S23	24 February 2027	
76		Amend IDP, SDBIP, KPI's and performance agreements i.t.o adjustment budget	Office of the MM	Municipal Manager Senior Managers	MFMA 28	23 - 26 February 2027	

77	March 2027	Present Draft IDP and Budget to Steering Committees for quality Check (Including recommendations / adjustments made at meetings of 26 February 2026)	IDP Office BTO	Steering Committee	MBRR 4	5 March 2027	
MTM		MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 4 th day after General Council Meeting)	MM	MM and senior management	Internal Process	4 March 2027	
78		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	3 - 5 March 2027	
79		Forward Adjustment Budget (hard and electronic copies) to National and Provincial Treasury after approval – GoMuni and Muni eMonitor	BTO	CFO	MBRR 24	5 March 2027	
80		Publication of approved Adjustment Budget after approval per MSA and on municipal website	BTO	CFO	MBRR 26	5 March 2027	
SC		Budget Steering Committee	Mayor	Mayor	Internal Process	16 March 2027	
Ad Hoc Comm		Land Audit Committee Meeting	Committee members	Chairperson of Committee	Internal Process	16 March 2027	
MPAC		MPAC to meet for draft Oversight Report	MPAC	MPAC	Internal Process	18 March 2027	
81		Municipal Manager presents final draft IDP, Budget, SDBIP and Budget related policies to the Mayor/EXCO for perusal and tabling to Council	Office of the MM	Municipal Manager	Internal Process	23 - 25 March 2027	
82		Municipal Manager submit draft IDP, Budget, and related policies to the Office of the Speaker for inclusion in Council Meeting Agenda	Office of the MM	Municipal Manager	Internal Process	23 March 2027	
EXCO		Planned EXCO meeting	Mayor	MM	Internal Process	16 March 2027	

VAC		Human Rights Day				21 March 2027	
		Public Holiday				22 March 2027	
83	Mar 2027	Training workshop for councillors to equip councillors for Public participation meetings. Draft Budget to be presented to Council Briefing of councillors on logistical arrangements for public participation meetings.	Office of the MM	Municipal Manager Senior Managers	MFMA	24 March 2027	
VAC		Good Friday				26 March 2027	
VAC		Family Day				29 March 2027	
84		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) and Procurement Plan for 2027/2028	Office of the MM	Municipal Manager	MFMA S16	30 March 2027	
85		Council to Consider and adopt an oversight report on 2025/2026 Annual Report COUNCIL MEETING	Office of the MM	Municipal Manager	MFMA S129(1)	30 March 2027	
SDF		Revised SDF for Approval	Admin/SPLUMA	MM	Internal	30 March 2027	
86	April 2027	Advertise & Inviting public comments on Draft Budget, Proposed Tariffs, and IDP. Place copies of Draft Budget and IDP at all municipal buildings. Make Public the Oversight report	Office of the MM BTO	Municipal Manager CFO	MBRR S15 MFMA S22	1 April 2027 (Advertise) 1 April - 3 May 2027 (public comments)	
87	April 2027	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)	7 April 2027	
MTM		MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 4 th day after General Council Meeting)	MM	MM and senior management	Internal Process	7 April 2027	
88		Attend District IDP Managers Forum- Present Draft IDP for input.	IDP Office	IDP Manager	Internal Process	10 April 2027	

PM		Submit KPI's - cut off date				16 April 2027	
89	April 2027	Engagement with the Provincial Treasury on draft budget benchmark (VENUE TO BE CONFIRMED)	Office of the MM	Municipal Manager		20 April 2027 Tuesday	
90		Public Consultation Meetings: Feedback / Consultation on preliminary approved IDP & Budget	Office of the MM	Municipal Manager Senior Managers	MBRR S15 MFMA S23	20 - 23 April 2027	
VAC		Freedom Day				27 April 2027 Tuesday	
AC		Audit Committee Meeting – Q3 Reporting				28 April 2027	
91		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)	28 April 2027	
92		Submit Quarterly Report (Jan 2027 – Mar 2027) on implementation of budget and financial state of affairs to Council/Mayor and Report on PMS /SDBIP Present Work Skills Plan for approval before deadline of 30 April 2027	Office of the MM	Mayor	MFMA s52(d)	29 April 2027	
RMC		Risk Management Meeting	MM / PMS / Risk	MM		30 April 2027	
VAC		Workers day				1 May	
93	May 2027	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)	4 - 8 May 2027	
94		Present Final IDP, Budget and final draft SDBIP to Steering Committees for quality Check (Including recommendations made by all stakeholders and Council)	IDP Office BTO	Steering Committee	MBRR 4	11 - 15 May 2027	
Budget	May 2027	Budget Steering Committee	Mayor/CFO	Steering Committee	MBRR 4	17 May 2027	
EXCO		Planned EXCO meeting	Mayor	MM	Internal Process	19 May 2027	

CW		Budget and IDP to be presented to Council for next day approval	CFO / MM			26 May 2027	
95		Table final IDP, budget & related documents to Council for approval. COUNCIL MEETING	Office of the MM	Municipal Manager	MFMA S24(1)	27 May 2027	
96		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. Upload to GoMuni and Muni eMonitor	IDP Office BTO	CFO IDP Manager	MFMA S24(3)	31 May 2027	
97	June 2027	Inform local community on approved IDP and Budget Detail – Place Newspaper Article and Copies at Libraries	Office of the MM	Municipal Manager	MBRR S18	4 June 2027	
MTM		MM and Management Team to meet on the progress of the Council Resolutions Register and Tasks from Council Meeting (On the 4 th day after General Council Meeting)	MM	MM and senior management	Internal Process	3 June 2027	
CFO		Draft AFS Preparation Plan for 2026/2027 meeting Submit Draft plan by 15 June 2027	CFO	CFO		7 June 2027	
RMC		Risk Management Committee meeting – Review Register				10 June 2027	
MPAC		MPAC Meeting	MPAC	Council / MM / MPAC	Internal Process	10 June 2027	
98		Publication of Approved Budget and IDP within 10 workings days on Municipal Website	BTO IDP Office	CFO IDP Manager	MFMA S75(1)(a)	8 June 2027	
99		Submit draft SDBIP to Mayor within 14 days after approval of budget	Office of the MM	Municipal Manager	MFMA S69(3)(a)	9 June 2027	
VAC		Youth Day				16 June 2027 WEDNESDAY	
AC		Audit Committee Meeting - Quarter 4 Reporting	Internal Audit MM AC			21 - 25 June 2027	

IDP	June 2027	Assess the 2026/2027 IDP & Budget process to address deficiencies, improvements and ensure integration and alignment of processes for 2027/2028 and bring in possible amendments necessary	IDP Office	IDP Manager & CFO	Internal Process	2 June 2027	
PM	June 2027	Develop/Revise annual operational plans for all Departments, Divisions and every staff member (in line with their JD's) and merge with the Operational/Bottom Layer SDBIP	HR Manager / MM	All Departments	Internal Process and Staff Regulations	29 June 2027	
100		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)	22 June 2027	
PM		Make public the SDBIP – final date under legislation	MM	EXCO / Mayor / MM	MFMA 53(3) (a)	24 June 2027	
101		Place approved IDP, budget, SDBIP and related documents on Memory Stick or per email for all councillors and distribute. Upload to website	IDP Office	IDP Manager	Internal Process	30 June 2027	
102	July 2027	Promulgation of Resolution Levying Rates within 60 Days of Final Budget and Tariffs approval	BTO / CFO	CFO / BTO / Revenue	Internal Process Municipal Property Rates Act, 2004 S14(2)	27 June 2027 placement week before Before : 27 July 2027	
PMS	July 2027	Submit KPIs – Cut Off : 16 July 2027				16 July 2027	
AFS	July 2027	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 Report and Annual Performance Report, Contract management Register finalisation Commitments Register Finalisation	All Departments	CFO & Senior Managers & Middle managers	Internal Process	3 July 2027 – 14 August 2027	
Next year	July 2027	Draft 2027/2028 IDP and Budget process time schedule outlining the steps and timeframes for compilation of the 2028/2029 IDP, Budget and two outer year's Budget and SDBIP and include Staff Regulations progress tasks	IDP Office	IDP Manager & Council & MM & CFO & Senior managers & HR & Prov Treasury input on Feb and may meetings	MFMA S21(1)(b)	26 July – 30 July 2027	

SECTION SEVEN : Proposed Schedule for 2026/2027 IDP and Budget Public Engagement Sessions

Date	Day	Time	Topic	Ward	Venue	Ward Councillor	Facilitator	Admin Support	Senior Management Representative
October 2026	Monday	14H00	Draft Budget & IDP	1 & 5 Williston					
October 2026	Tuesday	14H00	Draft Budget & IDP	2 & 3 Fraserburg					
October 2026	Wednesday	14H00	Draft Budget & IDP	4 & 6 Sutherland					
February 2027	Monday	14H00	Draft Budget & IDP	1 & 5 Williston					
February 2027	Tuesday	14H00	Draft Budget & IDP	2 & 3 Fraserburg					
February 2027	Wednesday	14H00	Draft Budget & IDP	4 & 6 Sutherland					
April 2027	Monday	14H00	Draft Budget & IDP	1 & 5 Williston					
April 2027	Tuesday	14H00	Draft Budget & IDP	2 & 3 Fraserburg					
April 2027	Wednesday	14H00	Draft Budget & IDP	4 & 6 Sutherland					