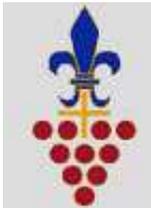




CAPE WINELANDS DISTRICT  
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA



STELLENBOSCH



DRAKENSTEIN  
MUNICIPALITEIT • MUNICIPALITY • U MASIPALA WASE



WITZENBERG  
Municipality • Munisipaliteit • UMasipala Wase



Municipality  
Munisipaliteit  
U/Masipala wase

**BREED** Valley  
Valleij

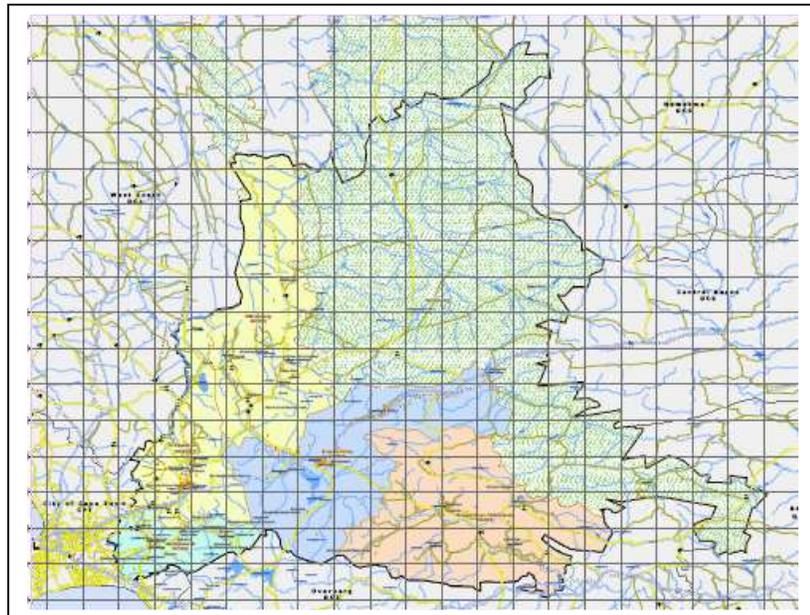


BREED  
RIVER/WINELANDS

# CAPE WINELANDS DISTRICT MUNICIPALITY

## INTEGRATED DEVELOPMENT PLAN

### FRAMEWORK



July 2006

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## 1. INTRODUCTION

### 1.1 Purpose of the Framework and responsibilities in terms of legislation

The Framework is the most important strategic document for aligning the planning process for Integrated Development Plans (IDPs) among the 3 spheres of government. This document can be defined as follows: ***A coordinating document for the district to ensure an integrated and parallel planning process at national, provincial, district and local level, with the objective of ensuring that the process of formulating district and local IDPs is interrelated and mutually reconcilable.***

It is important that the Framework be informed by certain responsibilities, which are entrusted to district and local municipalities in terms of legislation. Therefore, the Framework is prepared jointly by all the municipalities, with the district municipality playing a leading role. ***The Framework is binding on the district as well as the local municipalities.***

### 1.2 Objectives of the Framework

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

- To serve as guiding model for sustainable integrated development planning in the district;
- To involve, integrate and align all relevant role-players in the integrated development planning process;
- To ensure that all the local authorities in the CWDM fulfil the responsibilities entrusted to them by legislation in the form of powers and functions;
- To bring about cooperative governance in regional context and to align and coordinate development planning at local government level;
- To guide the modus operandi of local government, in particular with regard to aspects of integrated development;
- To ensure that the needs of communities and interest groups in the CWDM region are identified, acknowledged and addressed;

- To ensure and coordinate the effective use of resources, including capital and human and natural resources, by all role-players in the district;
- To keep up to date with national and provincial legislation, policy and initiatives;
- To ensure that the above-mentioned approved policy and strategies are taken into consideration in future development planning in the CWDM.

### **1.3 Overall policy and principles for integrated development planning in the Cape Winelands region:**

The Framework accepts that existing, approved policy and strategies will be taken into consideration in future development planning in the CWDM.

The following measures will apply to ensure the above:–

- Strategies arising from existing, approved development plans and policies both at district and local level that have been implemented in part and as a whole will be continued.
- The IDP process both at district and local levels will be informed by the agreed policy and principles of integrated development in the CWDM, and these will be taken into consideration when IDPs have been approved and implemented at all levels. In the meantime, the said policy and principles will not only be carried out, but also deemed to be directional in the new development planning process.
- In addition, the IDP process will take note of the basic services that must be delivered with regard to the following areas of need, namely:–

Housing  
Sanitation  
Health

Water  
Electricity  
Disaster Management

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

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

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

#### 1.4 Current status of development planning in the CWDM region

Existing products and any other outcomes from the processes that have been completed by local authorities in the region must be considered in the continuation of the IDP process according to this Framework.

#### 1.5 Roles and responsibilities of district and local municipalities for continued liaison and coordination

To affect ***continued liaison and coordination*** the following *modus operandi* will apply:–

- Regular meetings of the IDP coordinators/managers and PIMS-Centre (Shared Service Centre) of the district and local municipalities to discuss and coordinate ordinary IDP issues as these occur. These meetings will also give the IDP coordinator of the CW District Municipality the opportunity to monitor progress and/or problems at local level and to make provision for assistance/support in time. **Meetings will take place monthly.**
- Workshops presented under the auspices of the CWDM to discuss problems/issues of regional interest with all interested parties and to determine IDP strategies in this regard will only be arranged when a specific matter requiring consultation has been identified.
- Quarterly meetings of Executive Mayors, IDP Portfolio Chairpersons, municipal managers and IDP coordinators/managers of district and local municipalities to address policy and other serious issues that cannot be dealt with by the IDP coordinators/managers alone.
- Delegated councillors of local municipalities serving in the CWDM Council must also regularly report to their councils on matters of local interest.

Other liaison processes governing specific matters are described elsewhere in the Framework.

#### 1.6 Language Policy

The CWDM and local municipalities must prepare their IDP documentation fully in Afrikaans, English and Xhosa as the three recognised official languages of the Western Cape.

### 1.7 Assistance by CWDM and PIMS-Centre (Shared Service Centre):

The CWDM will assist local municipalities that do not have sufficient capacity and expertise to undertake the IDP process on their own, as follows:–

- Assistance to build capacity locally, on request, e.g. by means of training;
- Assistance with facilitation of workshops;
- Providing information/data gathered at district level that is relevant to local IDP processes, in particular with regard to binding legislation, and information already gathered in rural areas.

## 2. ORGANISATIONAL ARRANGEMENTS, FRAMEWORK PROGRAMME AND TIMEFRAMES

### 2.1 Strategic approach and organisational arrangements

A ***consultative/participatory approach*** should apply throughout the IDP process. Two structures should be introduced to ensure councillor, staff and public involvement on a continuous basis, namely:–

Ward Committees (Ward Base Planning) on a local level and IDP Representative Forum at a district level.

***The CWDM's representation*** in the Ward Committees of the ***local municipalities*** can be ensured as follows:–

- CWDM councillors should participate in the Ward Committee programmes of their various geographic areas.
- CWDM's IDP coordinator and departmental heads and/or senior personnel can be invited to attend meetings of the Ward Committees to provide information.

**CWDM's IDP Representative Forum** will consist of:–

Chairperson	
Secretariat	IDP Office CWDM
Other members	District Municipality councillors (with special provision for the attendance of at least one delegated councillor from each of the five local municipalities)
	Members of the Executive Committee of CWDM
	District-level interest groups/Ward Committees
	Departmental heads/senior officials
	Representative of DMA

**Information** obtained through any public participation process which may impact on the IDP of another municipality (local or district), or which have to be included in the relevant municipality's IDP, must be **relayed** to the IDP coordinator of the relevant municipality as soon as possible.

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

### 2.3 IDP Timeframe:

<b>W</b>	<b>TIMEFRAME</b>	<b>STRATEGIC ACTIVITIES</b>	<b>Responsibility</b>
	<b>July</b>	<b><u>PROCESS START UP</u></b>	
1			
2			
3	21st	IDP Managers Forum Meeting: Finalise IDP/ Budget Process Plan	<b>IDP Managers</b>
4	28th	<b>EMC/ Management Workshop:</b> Proposed Draft Review Process Plan. Finalisation and submit to EMC agenda.	<b>DCF</b>
	<b>August</b>	<b><u>INFORMATION GATHERING AND ANALYSIS</u></b>	
5		<b>EMC Meeting:</b> Draft Review Process Plan for adoption.	<b>All</b>
		<b>Council Meeting:</b> Draft Review Process Plan for approval.	<b>All</b>
		IDP process plan advertised, incl. notice of public meetings.	
6			
7		<b>Public Meetings:</b> Ward Committees and Sector Groups to revise Ward Plans and Sector Plans.	
		Proceed with Performance, Sectoral, Financial, and Institutional Assessments.	
		<b>National &amp; Provincial alignment workshops:</b>	<b>District Municipality</b>
8		Public meetings concluded	
		<b>Management Workshop:</b> Assess the institutional position and capacity of the municipality.	
9		Dept. finalise Business Perspectives	
		Development of ward based plans finalised and submit to all Dept.	<b>LM's</b>
		Development of Sector Analysis concluded and submit to all Dept. (Key managers)	
	<b>September</b>	<b><u>STRATEGY &amp; IMPLEMENTATION FRAMEWORK/ PMS</u></b>	
10		<b>EMC workshop:</b> Analysis & Priorities on Municipal wide level. (Consultation with WCF & Sector Forum)	
11		<b>Development Perspective Report</b>	
12		<b><i>DISTRICT ALIGNMENT WORKSHOP: PRESENTATIONS BY EACH B-MUNICIPALITY AND DISTRICT WIDE STRATEGY GUIDELINES</i></b>	
13		<b>EMC WORKSHOP: STRATEGIC FRAMEWORK (INCL PMS - MEASURES AND TARGETS) (CONSULTATION WITH WCF &amp; SECTOR FORUM)</b>	

	October	<b><u>PROGRAMMES, PROJECTS</u></b>	
14		<b>EMC WORKSHOP: STRATEGIC DEVELOPMENT PROGRAMS (INCL PRELIMINARY BUDGET ALLOCATIONS) (CONSULTATION WITH WCF &amp; SECTOR FORUM)</b>	
15		Finalise Strategic Development Programs	
16		Dept. finalise Business Strategy	
		<b><i>EMC MEETING: ADOPT IDP STRATEGY, IMPLEMENTATION FRAMEWORK (&amp; PRELIMINARY BUDGET ALLOCATIONS)</i></b>	
17		Dept. commence with the preparation of BU Service Delivery Plan	
	November	<b><u>BUDGETING</u></b>	
18			
19			
20		Departments finalise and submit their draft budget to Financial Services	
		Ward Plan Implementation Plans	
21		Start finalise Draft IDP Reports and Budget	
22		Finalise and submit Draft IDP reports and Budget to MM	
	December	<b><u>PROPOSED DRAFT REPORTS &amp; SECTOR PLANS</u></b>	
23		<i>EMC meeting - considers draft reports on outcome of IDP and Draft Budget</i>	
24		<i>Council meeting - considers draft reports on outcome of IDP and Draft Budget</i>	
25			
26			
	January	<b><u>APPROVAL OF DRAFT REPORTS</u></b>	
27			
28		Finalise and submit Proposed Draft IDP/ Budget & WDP's to EMC for public release.	
29		<b><i>EMC MEETING: CONSIDERS PROPOSED DRAFT IDP, PMS AND ANNUAL BUDGET, AS WELL AS PROGRAM FOR PPP.</i></b>	
30		<b><i>COUNCIL MEETING: APPROVE DRAFT IDP, PMS AND ANNUAL BUDGET FOR PUBLIC RELEASE.</i></b>	
	February	<b><u>CONSULTATION ON DRAFT REPORTS</u></b>	
31		Advertise/ publish the Draft IDP, PMS, annual budget and other required documents for public comments and submissions, incl. details of public/ sector meetings.	
		<b>District workshop: Prepare information and inputs for LGMTEC process</b>	

32		Launch of IDP/ Budget starts	
33			
34		PPP on Draft IDP/ Budget finalised	
	<b>March</b>		
35		Prepare comments report on inputs from PPP.	
36		Comments report distributed to the Departments for responses and / or recommendations in consultation with respective portfolio holders.	
37		Comments report finalised for discussion and distributed to EMC.	
38		<i>EMC discussion/ finalisation of comments report, and finalisation of IDP/ Budget</i>	
39		<i>Council meeting: Submit report with responses on comments on Draft IDP/ Budget</i>	
	<b>April</b>		
40			
41		Responses to comments posted to all Councillors, and those institutions and individuals who submitted comments.	
42		Submit Final Draft IDP, Budget & SDBIP Report to the MM	
43		Finalise and Submit Operational Business Plans to MM for approval.	
	<b>May</b>	<b><u>FINAL APPROVAL</u></b>	
44		<b><i>EXECUTIVE MAYORAL COMMITTEE MEETING TO ADOPT PROPOSED FINAL DRAFT IDP REPORT AND BUDGET.</i></b>	
45		<b><i>COUNCIL MEETING TO APPROVE REVISED IDP, PERFORMANCE MANAGEMENT MEASURES AND TARGETS AND THE ANNUAL BUDGET.</i></b>	
46			
47		EMC Finalise and approve all PMS contracts	
48		<i>Give effect to all requirements re communication of approved IDP, Budget, SDBIP and PMS documents</i>	

### 3. MATTERS, MECHANISMS AND PROCEDURES FOR ALIGNMENT AND CONSULTATION

**Two kinds of alignment are required, namely:–**

- Between CWDM and the five local municipalities;
- Between the local government institutions and the CWDM on the one hand and national and provincial spheres of government and corporate service providers such as ESCOM and TELKOM on the other hand.

Each municipality will need to ensure internally that IDP projects that have commenced already are aligned with new projects and that the continuation thereof is safeguarded within the new process. Each municipality will be responsible for addressing such cases themselves.

The CWDM accepts **responsibility** for all alignment processes at local government level in the district.

If special alignment needs arise, e.g. in case of cross-border alignment activities between local municipalities in the CWDM and those in adjacent districts (e.g. between Swellendam, Theewaterskloof Municipality and the Metro), these will be referred to EXCO who will decide how a specific matter will be dealt with.

Special attention must be given to the following overall aspects during all phases of the planning process and in all alignment actions:–

- Horizontal alignment between the IDPs of the local municipalities.
- Ensuring vertical alignment between district and local IDPs.
- Facilitation of alignment of district and local IDPs with the policies and strategies/programmes of other spheres of government and sector departments, to ensure that they qualify for allocations from departmental budgets and allocations (PGDS, NSDP, DSDF, ASGISA).
- Facilitation of alignment between IDP strategies and programmes of the CWDM and local municipalities on the one hand and corporate service providers such as ESCOM, TELKOM, etc. on the other hand.
- The joint promotion of regional vision and cultivating an IDP focus and awareness throughout the region.
- Special attention to addressing agency services rendered by the CWDM on behalf of the provincial authority.
- Dealing with conflict during alignment processes.

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

PHASE	TIME	ALIGNMENT ACTIVITY	SPHERE	RESPONSIBILITY
Analysis	August	Information on new priorities to CWDM	Local	Local IDP coordinators
Strategies	September	Joint decision-making on localised guidelines	Local, CWDM and other spheres	
	October	District-level strategic workshops	Local, CWDM and other spheres	CWDM IDP Coordinator
Projects	October	Technical planning input	Local, CWDM and other spheres	Technical functionaries
Integration	November	Facilitation of non-line function programmes	CWDM and other spheres	CWDM and functionaries from other spheres
Approval	March	Submission of draft IDP	Local, CWDM and other spheres	IDP Coordinators
	March	Comment on draft IDP	Local, CWDM and other spheres	IDP Representative Forums Other role-players

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

- Service provision
  - Bulk supply of electricity
  - Bulk sewerage services
  - Bulk supply of water
  - Roads
  - Public transport
- Facilities
  - Health
  - Safety and security
  - Education
  - Sports
- Functions
  - Planning
  - Collection of taxes/income and allocation/distribution

Some of the above-mentioned still requires final clarification of functions. **Joint strategic workshops** on each of the above-mentioned issues will be held at district level to ensure alignment.

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

**Joint strategic workshops** will also consider the following aspects:–

- Regional economic development;
- Human development in the region;
- The Spatial Development Framework for the region;
- The sustainable utilisation of scarce resources, with special reference to environmental viability;
- Proactive consultation and coordination between district and local municipalities on delivery programmes and projects in the district, to

ensure an integrated approach throughout and the achievement of common district objectives in the process;

- Action-specific principles, e.g. bioregional planning principles, will be fundamental to all spatial planning in the district;
- Information sharing among municipalities in the region;
- Priorities identified by more than one local municipality which as such can be regarded as partial regional priorities;
- Proactive definition of components, strategies and programmes of the IDP/IDPs arising from non-municipal line functions, as well as crosscutting dimensions such as poverty, gender issues, etc. that have to be addressed;
- Coordination of actions and implementation of IDP strategies.

#### **Facilitation process in regional context:**

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

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

- CWDM acts as facilitator/convenor to promote matters that may represent a district-wide problem or have a district-wide impact, while each local municipality is individually responsible for matters that are relevant locally.
- Representatives/specialists of each issue that come to the fore are identified in the various towns (each town need not be represented). Advertisements inviting experts to participate can be published in the local papers.
- The group that is identified forms a special study group for example to address problems in education etc.
- CWDM or the local municipality concerned assists the study group with arrangement of meetings and other supporting actions in performing their task.
- When the study group makes a recommendation, district-wide actions are further facilitated with the support of CWDM, and local actions with the support of the relevant local municipality. The relevant local

municipality or CWDM together with the study group negotiate with other spheres of government to ensure the implementation of the components.

- A dynamic checklist is formalised with the aid of the study group to monitor that the crosscutting dimensions mentioned above are incorporated in all strategies and projects.
- Joint strategic workshop(s) is/are presented by CWDM for the proactive identification and definition of crosscutting dimensions and actions that may arise from non-municipal line functions and for the coordination and implementation of actions.

#### **4. BINDING PLANS, PLANNING REQUIREMENTS AND POLICY ON NATIONAL, PROVINCIAL AND LOCAL LEVELS**

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

#### **LIST OF BINDING LEGISLATION, POLICY AND STRATEGIES**

##### **4.1 PLANS**

Provincial Growth and Development Strategy (PGDS)  
National Spatial Development Perspective (NSDP)

##### **4.2 PLANNING REQUIREMENTS**

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

##### **4.3 POLICY**

Growth, Employment and Redistribution Programme (GEAR)  
Public Sector Procurement Reform in SA

Integrated Pollution and Waste Management for SA  
 Land Reform Strategies  
 Rural Development Framework  
 Local Agenda 21(4)  
 Draft White Paper on Spatial Planning and Land Use Management, 2001  
 Urbanisation Policy  
 Farm Worker Housing and Fringe Policy  
 Bio-regional Planning Policy and Guide  
 Guidelines for Subdivision of Agricultural Land  
 Provincial Development Council (PDC )

All municipalities must locally take cognisance of:–

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

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

### **5.1 Procedures and principles for monitoring the planning process**

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

- Each municipality is responsible for monitoring its own process and for ensuring that the agreed principles and programmes for the Framework are adhered to.
- Each municipality will use its IDP Steering Committee together with the IDP coordinator/manager concerned as the responsible monitoring agent. The monitoring agent is responsible for reporting on progress/problems upward to the Council and ExCo concerned and downward to departmental heads, officials and functionaries. The IDP Representative Committee must also monitor the process.
- Sections 83 and 84(1)(a) of the Municipal Structures Act empower the CWDM to monitor the process at district and local level. The IDP coordinator of the CWDM monitors the processes at local municipalities by way of regular liaison and enquiries.

## 5.2 Amendment of Framework

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

- The committee of IDP coordinators/managers referred to in paragraph 1.5 above meets after each phase in the IDP process to evaluate progress and to identify where changes, amendments or departures to/from both the Framework and the planning process are required.
- Each municipality must notify the CWDM within five (5) working days of any departure from its Action Plan that may have an impact on district-level activities and programmes (e.g. the identification of local priorities are delayed and therefore the district-level strategic workshop on priorities would have to be postponed).
- Requests to amend the Framework must include:–
  - The wording of the proposed amendment;
  - Motivation for the amendment;
  - Expected implications of the amendment.
- CWDM's IDP coordinator deals with the process and ensures that all proposals for departure/amendment are reported to role-players and that their comment is invited.
- The Framework Group responsible for the preparation of the Framework continues with the mandate to consider proposals for the amendment of the Framework, to define proposals for amendment and to approve these.
- CWDM's IDP coordinator amends the Framework and submits it to the various Councils for final approval.

## **6. COMPONENTS FOR INCLUSION IN INTEGRATED DEVELOPMENT PLANS**

### **6.1 Clear *analysis* of municipal reality & clear development *strategy***

- Socio-economic analysis of municipal area:  
(Ward-based profiling within the municipal area)
- Clear development vision
- Clear **economic development** strategy (to broaden economic participation through skills development and higher investment rate)
- Clear strategy for people development (skills / health / education)
- Clear actions for development of natural resource base
- Action for integrated human settlement (spatial planning logic)
- Sectoral plans in support (water, transport, energy, land reform)

### **6.2 Targeted basic *services* and *infrastructure* investment**

- Basic service provision that address national targets for basic service provision (water, sanitation, electricity, waste removal/sanitation)
- Clear medium to long term infrastructure provision strategy: Targeting of services and infrastructure to specific areas
- Maintenance of infrastructure is addressed, MIG and other infrastructure grants are optimally utilized

### **6.3 *Community involvement* in planning and delivery**

- Municipal-wide engagement on IDP and related task teams
- Communication on IDP through council and ward structures

### **6.4 Institutional *delivery capacity* within municipality**

- Clear project and service delivery plans
- Budget linked to IDP priorities and projects
- Clear performance indicators for IDP implementation: services/project.
- Internal skills, systems and implementation responsibilities.

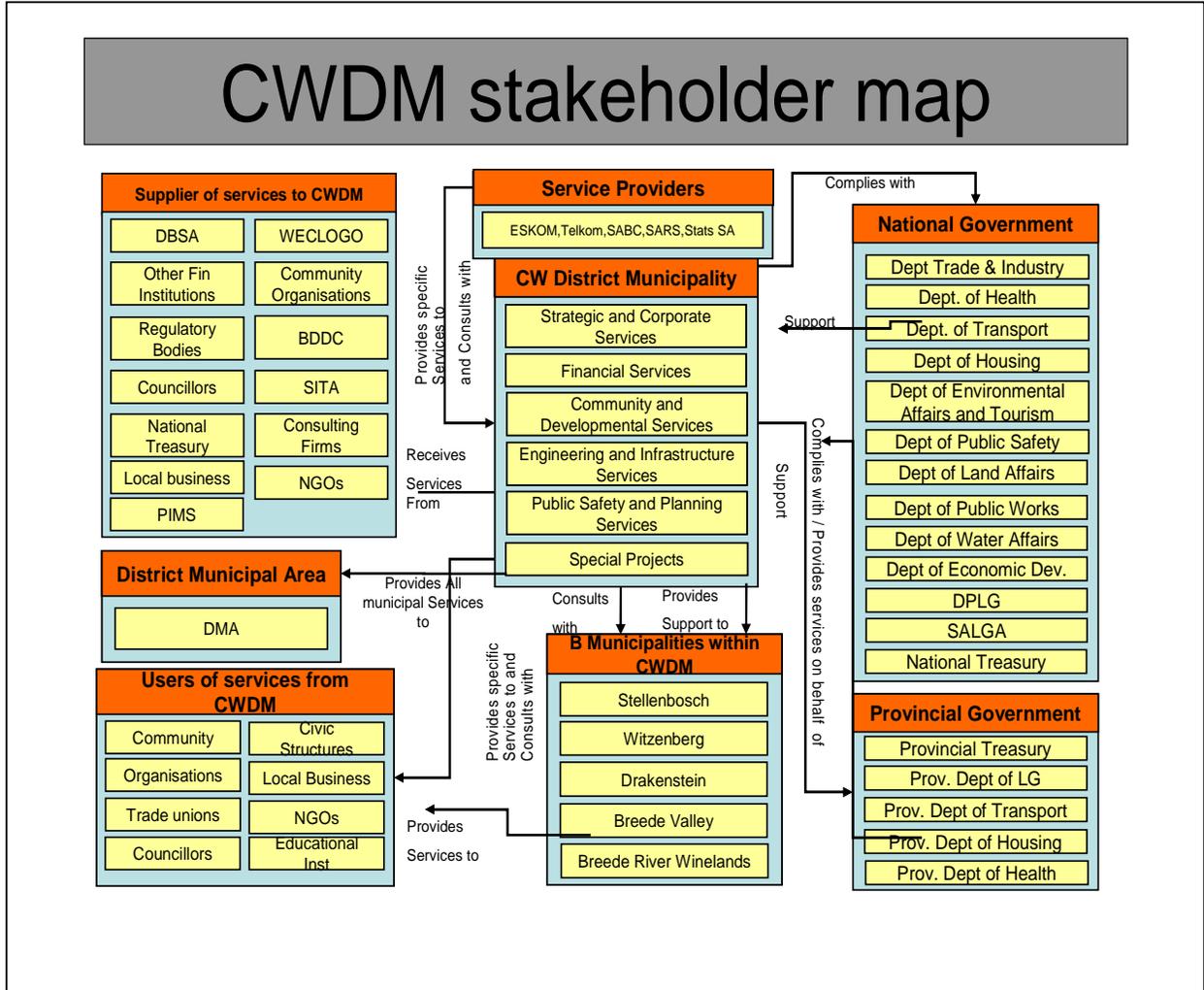
### **6.5 *Alignment with national/provincial programmes***

- IDP addresses national & provincial strategies (economic, social and environmental (i.e. NSDP, PGDS))
- District and Local IDP have shared strategic priorities
- Sharing of resources between spheres of government in the IDP

<b>1. Strategic issues:</b> <b>Improve LED plans to enable critical trade off decisions to be made and ensure implementation</b>	Analysis Strategy	Rigorous analysis of the economic reality of the municipality Clear economic development strategy
	Infrastructure Investment	Targeted economic infrastructure investment strategy or plans ED responses linked to community priorities
<b>2. Implementation issues:</b> <b>Ensure local implementation capacity, &amp; identify actions to reach commitment between the national, provincial and local sphere on the priority actions</b>	Delivery Capacity	Institutional delivery capacity of municipality Skilled human resources, implementation systems (i.e. project management, budget and performance management through clear key performance indicators)
	Alignment	Intergovernmental commitment to delivery on IDP (between the 3 government spheres & between district and local municipalities)

# ANNEXURE A

## IDENTIFIED ROLE-PLAYERS AT DISTRICT LEVEL



## **National IDP Focus Areas**

<b>IDP Focus Area</b>	<b>Delivery Focus Area</b>	<b>Performance Definition</b>
<b>1. Service Delivery</b>	1.1 Sanitation 1.2 Water 1.3 Electricity 1.4 Refuse Removal 1.5 Municipal Roads 1.6 Infrastructure plans 1.7 EPWP <b>1.8 Sector plans</b> 1.8.1 Health 1.8.2 Transport 1.8.3 Poverty 1.8.4 Gender 1.8.5 Housing 1.8.6 Land Reform 1.8.7 Communication 1.8.8 HIV/AIDS 1.8.9 Small Scale Farming Support 1.8.10 Youth 1.8.11 Gender 1.8.12 Disability	Strategies in place. Clear understanding of backlogs.
<b>2. Institutional Arrangements</b>	2.1 Project Consolidate intervention areas. 2.2 Human Resource Strategy. 2.3 Skills Development Plan. 2.4 Performance Management System. 2.5 Operations and Maintenance.	Systems and plans in place.
<b>3. Economic Development</b>	3.1 Alignment (NSDP; PGDS) DM / LM interface. 3.2 Special groups 1 <sup>st</sup> and 2 <sup>nd</sup> Economies	
<b>4. Financial Management and Corporate Governance (Compliance with MFMA and MSA)</b>	4.1 Submission of FS	Are the financial statements timeously (two months after end of financial year) submitted to the Office of the Auditor-General?
	4.2 Audits	Have the observations of the OAG on a) the financial audit

Yes

		b) the performance audit been acted upon in terms of corrective governance procedures and approaches?
	4.3 Financial Plan (MSA s 26h)	Is there a financial plan that includes a budget projection for at least three years?
	4.4 Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26? Are there measurable performance objectives for each vote in the budget, taking into account the IDP?
	4.5 Duties of office bearers re budget (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)	Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act? Is the budget timetable adhered to (July to June)?
	4.6 Service Delivery and Budget Implementation Plan (SDBIP) (MFMA: Section 53)	The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative?
	4.7 SDBIP: Political and executive accountabilities	Has an S 53 document been adopted by Council and are systems in place for effective strategic management?
	4.8 Division of Revenue DORA Equitable Share: Schedules 2 and 3 MIG (infrastructure transfers) Schedule 4B Capacity building Section 14	Municipalities need to demonstrate financial planning aligned to DORA (ES; MIG; Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.
	4.9 Revenue Management MFMA: s 61; MSA: s 95)	Check that the accounting officer is taking all reasonable

		steps to comply with legal requirements.
	4.10 Project Consolidate interventions	Is the role of CDW's articulated and incorporated into the IDP? Check budget for skills and capacity development projects.
	4.11 Community participation – budget (MFMA Section 22 – 23)	Has the draft budget been made public and a meeting held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?
	4.12 Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?
<b>5. Governance</b>	Public Participation	Check compliance with MSA: Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and review of the municipality's performance management system. Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?
	Code of Conduct for Councillors and municipal staff members (Sections 1 and 2, MSA)	Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to re general conduct, duties disclosures? Does the community have access to the Codes of Conduct?
	Ward Committees	Total number of Ward Committees established as

		<p>per the number of demarcated municipal wards. Are Ward Committees functional; do they comply with Terms of Reference of establishment?</p> <p>Does the IDP report on their contribution to development in the municipality?</p>
	Communication	<p>Is the municipality complying with MSA (S21) directives regarding communication to the local community?</p> <p>E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement); Website or public place must contain documents to be made public in terms of the MPFMA and MSA.</p> <p>Are there indications of a positive interface between council, ward committee and community?</p> <p>Does the IDP demonstrate a commitment to communication?</p>
<b>6. Intergovernmental relations</b>	6.1 Cooperative governance	6.1 MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?
	6.2 Establishment of IGR Forums: Provincial – Premier’s Forum Interprovincial forums; Local: District forums; Intermunicipality forums	6.2 The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a) provinces and local government, and b) district and local municipalities. Is the IDP benefiting from intergovernmental dialogue?
	6.3 Role of IGR Forums to promote service delivery	6.3 The forum must meet at least once a year with service

		<p>providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district.</p> <p>Does the IDP reflect engagement with forums?</p>
	6.4 Reporting and sector involvement in planning	<p>6.4 The role of sectors in local delivery must be clearly articulated.</p> <p>Is the IDP aligned to these obligations?</p>
	6.5 Assignment of Powers and functions	<p>6.5 Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality?</p>
<b>7. Spatial Development Framework</b>	7.1 Sustainable Human Settlements	<p>7.1 Check that municipalities are familiar with Housing dept policy on SHS and implications of new accreditation framework. Municipalities need to be working intergovernmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services.</p>
	7.2 National Spatial Development Perspective (NSDP)	<p>7.2 The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans to ensure these are incorporated into joint planning initiatives aligned to the NSDP economic and social profile for that province / region.</p>
	7.3 Provincial Growth and Development Strategy (PGDS)	<p>7.3 New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.</p>
	7.4 Economic profile	<p>7.4 Has the NSDP overview been extrapolated and</p>

		integrated into local economic development initiatives based on local and regional economic realities?
	7.5 Geographic profile	7.5 Are studies undertaken to understand environmental and geographic characteristics of the region and the implications for economic spatial choices?
	7.6 Demographic profile	7.6 Have the demographics of the region in terms of household size, poverty statistics, migration, labour preferences, birth and death rates been factored into the spatial strategy of the municipality?

## Annexure “C”

### Framework for contextualising and applying the NSDP at district level

#### a. **Developing a shared analysis**

The objective is for various state and non-state stakeholders to better understand an areas growth and development potential with the aim of fostering greater growth and development. Understanding and area implies more than gathering data is the case with most planning initiatives currently. Generating appropriate and relevant data is important, but of crucial importance is to develop, analyse and interpret socio economic data with the necessary rigour and insight. This entails a comprehensive and incisive analysis of current and future trends with respect to poverty, inequality, economic development and ecological sustainability in **spatial terms**, the forces and factors driving these trends and the strategic implications thereof. Failure to understand issues of development and inequality in spatial terms means that policy and planning decisions will be made in an empirical and analytical vacuum. The district has a pivotal role to play in getting various stakeholders to develop a shared understanding of the essential characteristics, trends and dynamics of the district space economy.

Insightful and rigorous analysis supports proper planning and effective decision making in number of ways. These include:

- Identifying the determinants of poverty and social exclusion and how poverty, inequality and exclusion are reproduced;
- Identifying the special and long-term, hard to replicate unique characteristics that comprise the area’s competitive and comparative advantages.
- The presence of or potential for the emergence of distinct industrial districts or territorial complexes;
- The boarder set of social relations binding firms and workers to each other as well as the actor-rationalities which operate within the region’s dominant institutions and their impact on the distribution of resources and opportunity and innovation.
  
- Use of renewable and non-renewable resources and the risks and opportunities this poses for the area’s growth and development trajectory.

#### b. **Shared socio-economic vision or development trajectory**

The shared analysis above is likely to generate varying challenges and competing demands. It provides the basis of interpreting the strategic direction, promoting policy coordination and fitting government actions into a spatial terms of reference. The District will need to develop trajectory among

various stakeholders. By a shared vision and development trajectory we don't mean arriving at a short, crisp and politically correct vision statement. What is implied here is a strategic dialogue with stakeholders within and outside of government which states that given our shared understanding of the features and characteristics of the district/metro space economy, what are the long-term social and economic outcomes we would strive to achieve and how should the NSDP principles be contextualised and applied to put the area on a firm development path?

It must be remembered that districts are not neutral arbiters merely mediating the varied interests in society. Instead districts should consciously and actively seek to ensure that the development trajectory is underscored by the fundamental values of socio-material citizenship underpinning our constitution. Our government is committed to the objectives of social and economic justice and democratic nation building. Districts have to be vigilant in ensuring that the development trajectory reconciles and is underscored by our basic aspirations of accelerated and shared growth poverty reduction, sustainable resource use protection of biodiversity and social cohesion. In this regard the shared development trajectory or vision is more than a short and catchy statement, but a compelling story of the strategic outcomes to be achieved.

**c. Priority interventions and Critical strategies**

Translating the development trajectory into clear goals (long, medium and short-term), priority interventions for reaching the goals and backed by coherent objectives and strategies is an important part of good planning and strategy making. The shared analysis and development should inform the planning processes of spheres of government and all sectors in so far as these are in charge of implementing of financing projects at local levels. These interventions, objectives and strategies should find concrete expression in the IDP's which should spell out the 5 year plans for achieving the developmental goals and objectives of the area.

**d. Building the institutional base for multi-stakeholder co-operation and action**

A central theme running through this framework is that achieving the long-term development outcomes in a district or metro depends on the mobilisation of collective action by a range of role players both inside and outside of government. A governance framework that enables the district to draw together government and extra-government institutions into a participatory and integrated decision-making process is therefore important.

Such a governance framework must accomplish at least the following minimum requirements:

- It must enable the district/metro to identify with various agencies and spheres of government the critical or priority intergovernmental actions to achieve the development goals and outcomes;

- These intergovernmental priority actions must be integrated into the IDP of the district so that the IDP becomes the local expression of the plans of all spheres of government;
- Drawing on the Intergovernmental Relations Framework Act as a facilitative piece of legislation, appropriate intergovernmental forums will have to be established and protocols and or service level agreements hammered out to tie commitments into firm agreements;
- Proper mechanisms for monitoring and promoting accountability need to be developed;
- The IDPs incorporating the 5 year development goals and objectives should be cascaded up within government and provide government with rigorous appreciation of the development potential of each district and metro which would feed into an iterative process of review, refinement and further elaboration of the NSDP.

### **Implementing the framework**

As already stated, the framework for contextualising and applying the NSDP must be seen as an integral part of developing more credible IDPs. As such it is part of the IDP development process and not a new process or something extraneous to the IDP development process.

## **ANNEXURE “D”**

### **LGMTEC Framework.**

#### **Planning Objectives for the Cape Winelands**

- 1. Overall Long Term Vision: Based on the following processes and information the district will develop a shared long term vision.**

	<b>Action</b>
<b>1.1</b>	Spatial Development Framework
<b>1.2</b>	District Economic Development Strategy
<b>1.3</b>	Integrated Transport Plan (District Wide)
<b>1.4</b>	Backlog studies – water and sanitation (jointly by DWAF & CWDM) includes both rural and urban areas.
<b>1.5</b>	Environmental Assessment
<b>1.6</b>	Environmental Management Plan
<b>1.7</b>	Risk & Vulnerability Assessment
<b>1.8</b>	Disaster Management Plan
<b>1.9</b>	Bulk infrastructure Assessment (DWAF)
<b>1.10</b>	Implementation & Development of NSDP Framework
<b>1.11</b>	District Solid Waste Disposal & Recycling Strategy
<b>1.12</b>	Renewable Energy Resource Study
<b>1.13</b>	Delineation of Spatial Planning Categories
<b>1.14</b>	Water Limitations on Growth Study
<b>1.15</b>	Approved Shared Vision for district as a whole

**2. Socio Economic Profiling (SEP): to sharpen and deepen the derivation of SEP and to determine and track other economic variables per municipality. (In partnership with the PT).**

	<b>Action</b>
2.1	A Consolidated SEP for the Province
2.2	District Economic Review and Outlook
2.3	Sector Study on Agriculture
2.4	Sector Study on Manufacturing
2.5	Sector Study on Logistics and Transport
2.6	Sector Study on Tourism
2.7	Firm Level Study per local municipality
2.8	Intense Social & Economic data analyses
2.9	Extensive Consultation Process
2.10	National policies, legislation and development reviewed
2.11	District Growth & Development Summit
2.12	District Growth & Development Strategy (DGDS)

**3. Growth Potential: Assessment of the Growth Potential of all the municipalities in the district – detailing strong and weak points (comparative advantages & disadvantages).**

	<b>Action</b>
3.1	Align SEP with SDF and inform choices.
3.2	Addressed local dynamics, sectoral performance and potentials of each regional centre/town/hamlet within the CWDM.

**4. Basic and Bulk Services: Environmental, Social and Economic implications of backlogs in the district.**

	<b>Action</b>
4.1	Study of backlogs on water & sanitation in the district as a whole (rural & urban) jointly undertaken by DWAF and CWDM
4.2	Technical proposals to eradicate backlogs: <ul style="list-style-type: none"> <li>• Identification of possible areas to be developed</li> <li>• Planning of Bulk Infrastructure for proposed areas</li> <li>• Identification of possible water sources (with input from DWAF)</li> <li>• Evaluation of capacity of water purification and sewer treatment plants</li> </ul>

4.3	Cost estimates of technical proposals
4.4	Water & Sanitation Master Plan for the district as a whole

### 5. District IDP Process: Reflecting government as a whole.

	<b>Action</b>
5.1	IDP Framework & Process Plan
5.2	Dev. & Implementation of NSDP Framework

### 6. Financial Sustainability:

	<b>Action</b>
6.1	Assessment of financial stability against the economic growth potential of all municipalities in the district

### 7. Integrated Settlements: Alignment

#### Planning Component:

	<b>Action</b>
7.1	Alignment of district and local SDF's link to IDP's
7.2	District wide settlement model
7.3	Hierarchy of Settlement Model

#### Housing Component:

	<b>Action</b>
7.4	Review Housing Plan
7.5	Establishment of steering committee

### 8. Co-ordination and Synergy:

	<b>Action</b>
8.1	District Plenary
8.2	District Assembly
8.3	Establishment of Technical Task Teams

**9. Shared Services Centre: Government as a whole be responsive, adaptable, efficient and effective within the demarcated area of the CWDM.**

	<b>Action</b>
<b>9.1</b>	To ensure strategic alignment, appropriate utilization of resources and capacitating of local municipalities
<b>9.2</b>	To ensure proper IGR support to the District Mayor's Office

**10. Key Deliverables and Monitoring:**

	<b>Action</b>
<b>10.1</b>	Shared Strategic Analysis of IDP's
<b>10.2</b>	Identified Key Deliverables
<b>10.3</b>	Provide monitoring and evaluation systems, accessible to all stakeholders