

## 2009/2010 IDP REVIEW

# PROCESS FOLLOWED IN FORMULATING A CREDIBLE IDP





**Executive Mayor Robbie Dennis**

## **SECTION A: EXECUTIVE SUMMARY AND PROCESS TOWARDS A CREDIBLE IDP**

### **1.1 BACKGROUND AND LEGAL CONTEXT**

Prior to 1994, Local Government was primarily concerned with service provision and the implementation of regulations. However, with the introduction of the new Constitution (Act 108 of 1996), White Paper on Local Government and other legislative and policy frameworks, the role of Local Government expanded to a large extent. Municipalities are now required to be developmental in their approach and For municipalities to be developmental by nature, integrated development planning is imperative. The resultant Integrated Development Plan (IDP) is said to be a municipal strategic planning tool that supercedes all plans. It is a management tool that is participatory in nature and it integrates the economic, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalised (Forum for Effective Planning and

The value of an IDP is embedded in the formulation of focused plans that are based on community-based developmental priorities towards curbing wasteful expenditure and perpetual past spending patterns, and thus ensuring effective allocation and spending of scarce

In fulfilling the developmental role outlined in Section 153 of the Constitution, Council is expected to structure and manage its administration, budget and planning processes to give priority to the basic needs of the community and to promote the socio-economic development of the community. These processes have to be aligned with programmes in other spheres of government, and should be aimed at the optimisation of available resources to alleviate poverty and promote sustained economic and social development.

In terms of the Municipal Systems Act (Act 32 of 2000), all municipalities have to undertake an IDP process to produce five year IDPs with legal status that super cedes all other plans that guide development at Local Government level. Formulated herein is the first edition of the second generation of an IDP for the period 2009 to 2012.

## 1.2 INTRODUCTION TO IDP REVIEW PROCESS

### 1.2.1 Legislative compliance:

To support the implementation of the IDP, the Municipal Systems Act, 32 of 2000 requires that municipalities monitor and evaluate performance in terms of IDP outputs and outcomes. Section 34 of the Act deals with the review and amendment of the IDP and states that:

#### The Municipal Council:

- a) Must review its Integrated Development Plan
  - i) annually in accordance with an assessment of its performance measures in terms of Section 41, and
  - ii) to the extent that changing circumstance so demand and
- b) may amend its Integrated Development Plan in accordance with the prescribed process
- c) and amendment process must also include the required public participation guidelines and be managed via a documented plan i.e. a Process Plan

The Council had on the 28 August 2008 adopted an IDP/Budget Process Action Schedule which was prepared to guide council on the program to be embarked upon in reviewing IDP and Budget. The schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process

The process schedule used for the review culminated from consultation sessions with the members of the Steering Committee held on the 23 July 2008, the Representative Forum held on the 01 August 2008 and inputs from the general public during the period 01 - 20 August 2008

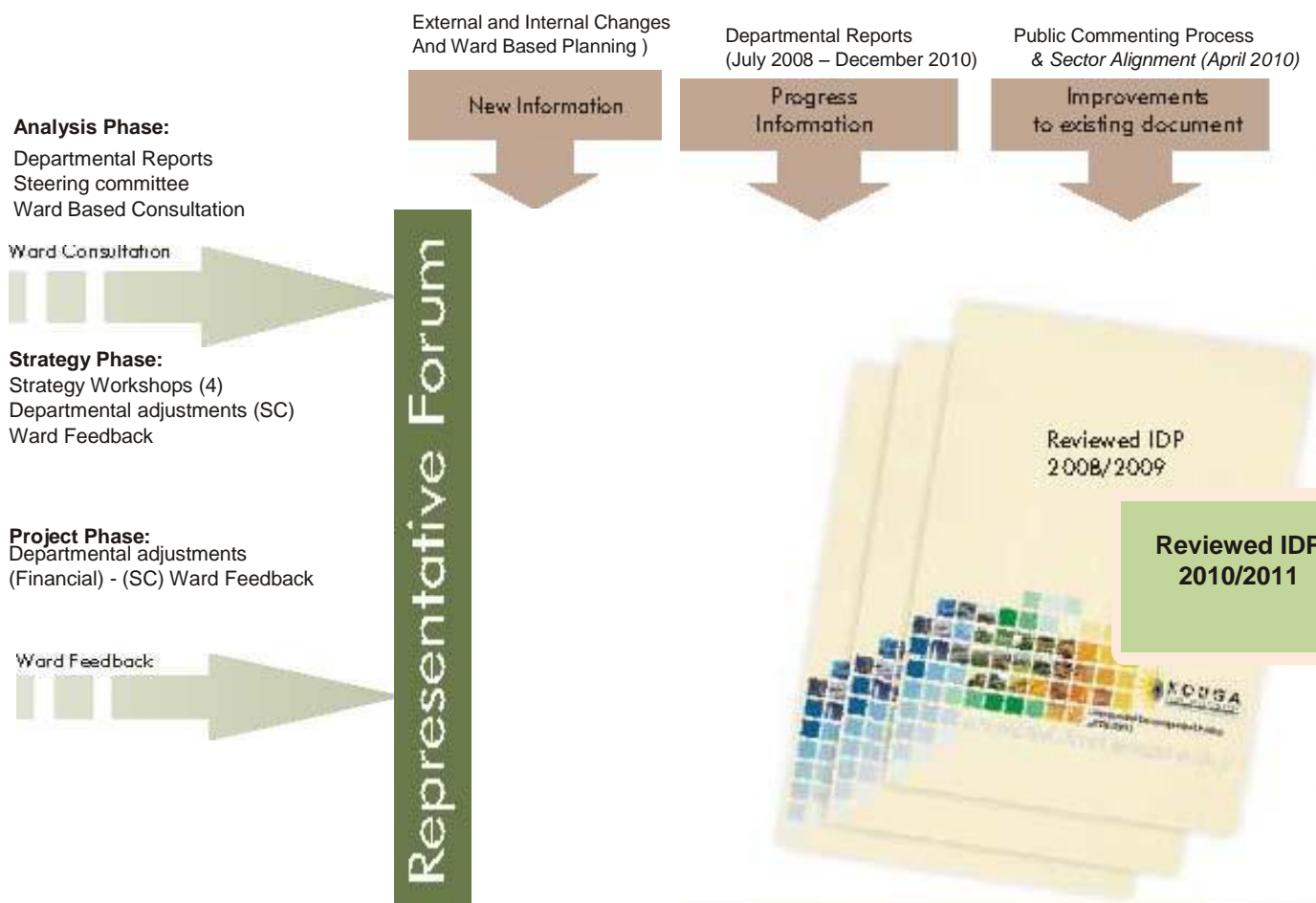
### 1.2.2 Approach to Review

This IDP has been reviewed using the process plan that was adopted by council on the 28 August 2009.

The process Plan formulated has been guided by the following:

- i) Provincial IDP Assessment Report
- ii) Cacadu District Municipal IDP Framework Plan
- iii) The Annual Report and performance Status Quo Report (July 2008 – December 2010)

The flow chart below demonstrates the key elements considered for the process planning





**With this in mind the review process focused on the following:**

1. Community concerns and changing conditions as expressed during the Municipal Imbizo.
2. The Community Based Plans of the wards
3. Areas that were identified as gaps during the Provincial Assessment
4. Departmental reports on progress as reflected in the Service Delivery Budget Implementation Plan (SDBIP)
5. Areas that were identified as gaps during the public commenting process of 13 April – 04 May 2010

**These areas included:**

- Consideration and enhancement of communication and public participation approach
- Financial management to finance IDP needs
- IDP/Budget and PMS alignment constraints
- Improving clear cut alignment of departmental operational plans and the delegation framework work with the Institutional Development Priorities
- Beefing structural arrangement for Stakeholder engagement
- Improved prioritization processes
- Improving the strategic nature of critical performance areas
- Improved demonstration of alignment to the NSDP
- Improved demonstration of the Spatial Development Aspect that ensures institutional capacity for IDP delivery
- Improved consideration of Community issues through aligning Community Based Plans with IDP
- Improved demonstration on how the institution strategize distribution of its Free Basic Services to the Indigent
- Increase attention and mainstreaming of cross cutting development dimensions with specific reference to LED and HIV/AIDS
- Enhance prioritisation of the needs of the vulnerable groups: children, youth, women, elderly, people with disabilities and the poor.
- Promote institutional transformation agenda through consideration of VUNA award priorities

Mayoral and Municipal Manager Task Team for Ward engagement with areas that did public demonstration on service delivery issues were held and resolved after dialogues held in October 2009 with the related ward. The IDP office together with relevant directorates documented all issues raised and information is captured in the adjusted analysis and projects chapters of the IDP.

**The departmental reports focused on**

- Identification of what has been achieved in 2008/2009 financial year including the semester performance ending December 2010, in terms of IDP strategic level targets, capacity, projects and spending.
- Identification of financial alignment problems existing between allocations and expectations reflected in the IDP
- Improvement of the extent to which the IDP content can guide performance contracts
- New information that has emerged within the relevant service delivery area (new needs, new difficulties, new opportunities, changing environmental issues)
- Organizational development and Institutional Transformation Plan including departmental anticipated staffing issues (vacant positions / critical posts) for 2009/2010
- Legal compliance issues in the department as well as strategic guidelines/targets from national or provincial government that is relevant to the service delivery of the department
- Service level agreements / section 78 and other shared responsibilities with other agencies such as CDM / provincial departments
- Any attempts to secure inter-governmental co-operation with other municipalities, with CDM, with provincial or national departments
- New Departmental Priorities for 2010/11
- Changes or additions to the existing IDP (2009/10) baseline
- Offer executive summary of any (new or reviewed) sectoral plan (e.g. SDF, WSDP, IWMP etc) that is relevant to the department and can offer the IDP new information that should be considered. This refers to those not already included in the IDP or that need to be adjusted in the IDP due to a review process.

The review process was slightly affected by the National election processes, the councilors have been on recess during a public participation period. Below is an tabula illustration of processes followed in reviewing IDP 2009/2011 for 2010/2011.

### 1.2.3 Process Schedule in Context

#### PLANNING PHASE

Includes developing review schedules and reviving institutions for review

Activities	Date	Jul	Aug	Se p	Oc t	No v	De c	Jan	Fe b	Ma r	Ap r	Ma y	Ju n
Receive and consider CDM Framework Plan and prepare process plan accordingly.	7 Aug '09												
Consultation regarding the process plan with the steering committee ,	08- 12 Aug '10												
Review of Comprehensive Infrastructure need for the new Housing development	17 Oct '09 – Jan '10												
Advertisement and consultation on the formulated process plan with community	11-14 Aug '09												
Adoption by Council the IDP/Budget process schedule and CIP, process plan SDF, LED & Tourism review plan	27 Aug '09												
Advertise on Adopted process schedule	3 Sept '09												

#### ANALYSIS PHASE :

The process where internal and external analysis of available and credible information to determine the status quo , Institutional performance including Powers & Functions and mandatory performance Indicators; the planning and physical environment; Settlements, Population figures; Socio-economic characteristics; Social infrastructure.; Physical infrastructure & backlogs; Economy.; Institutional analysis (departments, staffing, income, financial constraints & potential).; Access to social services; Vulnerability to Disaster

Activities	Date	Jul	A u g	Se pt	Oc t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n
Establishment of Area/ Ward based Rep Forum Members	16 Nov '09												
Development of Community Based Plans	17 Nov '09– 03 Dec '09												
Collating of data , new information, performance status quo, delegation framework, demographic data	05 sep 12 Dec '09												
Review of the Comprehensive Infrastructure Plan for the 11 new housing development project	17 Oct '09 – Jan '10												
Review process of the LED Strategy	Nov '09 - April '10												
Finalisation & consultation on	Jan – Feb												

the communication & public participation plan with steering committee & CBP members	'10													
<b>DEVELOPMENT STRATEGIES:</b> Includes the review and formulation of the Development Priorities, Vision, objectives & strategies to meet the objectives. The link between priority issues and key development strategies has to be made														
<b>Activities</b>	<b>Date</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	
Consultation with department on areas for review of development strategies	1 – 16 Nov '09													
Consultation with departments on performance status quo information	1 – 16 Nov '09													
Steering Committee to discuss strategic development areas and linking CBP, mayoral Imbizo priorities into IDP	18 – 21 Jan '10													
Consolidation of strategic development priorities – Turnaround Strategy	15 – 19 Feb '10													
Refinement of Roles and Responsibilities and Delegation Framework, organizational Structure by Steering Committee	25 Feb '09													
<b>PROJECTS : Includes projects register, clear indication of funding source, relevant financial years; projects linked to strategies, /objectives, priorities, project management plan, implementation</b>														
<b>Activities</b>	<b>Date</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	
Discussion of project priorities and budget alignment in line with consolidate development priorities	9 March '10													
Consideration of CBP desired outcomes and mayoral Imbizo community inputs and map up priorities in a Steering Committee Meeting	9 March '10													
Confirmation of issues and mapping of feasible priority issues with councilors and Budget Alignment	Mar '10													
Refinement of core priority projects and budget alignment by the steering committee. Refinement of Roles	11, 12, 16, 18 Mar '10													
Noting of the draft IDP/Budget for further public participation by mayoral committee and Council	25 Mar '10 31 Mar													

	'10												
<b>INTEGRATION Includes the review of the action plan and the review of Sector Plans as well as Integrated Operational Strategies</b>													
<b>Activities</b>	<b>Date</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
Integration of operational plans ( CIP, SDF, LED strategy , Audit report, Risk Management, etc)	Feb '10												
Final alignment of IDP / Budget / PMS : Development of Institutional Score Card / SDBIP by the Steering Committee	Feb - April '10												
IGR Integration of Sector departmental programmes & projects	30 Oct '09 & 21 Jan '10												
Integration of strategies as recommended by the community during public participation process	09- 12 Mar '09												
<b>APPROVAL: Mayoral , council and community approving the strategic development plan for the coming year</b>													
<b>Activities</b>	<b>Date</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
21 week days Community consultation – table IDP and budget in all wards with a day session with representative forum members prior the ward session	26 April - 21 May '10												
Steering Committee consider and incorporates community Stakeholders input into IDP for adoption	5-7 May '10												
Mayoral Committee note for adoption the IDP for 2009/2012 financial years	25 May '10												
Tabling of Kouga Priorities for consideration and Sector Related information raised by the communities during public participation	26 May '10												
Council approve for adopts the IDP for 2009/2012 financial years	27 May '10												

Process Plan for 2009/2010 review

### 1.3 INDICATIVE TOOLS FOR THE REVIEW PROCESS

Over and above the legislative context as highlighted upon in 1.1 above, there are National, Provincial and District wide guiding policies and frameworks that exist, which the Kouga Local Municipality took into account during its operations and the review process. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

#### 1.3.1 National Policy Directive – The National Spatial Development Perspective (NSDP)

During the initiation of the IDP planning process a framework was presented to the IDP steering committee and the subsequent Representative Forum meeting that outlines the policy framework to inform the local IDP.

#### 1.3.2 Millennium Development Goals

Review approach focused on revising the approach and commitment in addressing education, matters and poverty

#### 1.3.3 Medium Term Strategic Framework

Review focused on how the planning and resource allocation across all spheres of government, in line with the National Strategic Priorities as identified by the community can be ascertained

#### 1.3.4 Accelerated Shared Growth Initiative of South Africa (ASGISA)

The intention was to see how Kouga can strategically contribute into 15% unemployment reduction and halving poverty by 2014 in line with the National Targets.

#### 1.3.5 Provincial Growth Development Strategy

Other National and provincial matters that are discussed and incorporated in the IDP include:

- ❖ Improved Service Delivery ( Batho Pele) Principles
- ❖ National Strategic Framework for Water Services
- ❖ Expanded Public Works Programme
- ❖ HIV/AIDS Programme
- ❖ Breaking New Ground – Housing Policy



## 1.4 INSTITUTIONAL ARRANGEMENT

Role players for the development of a 2010/2011 financial years IDP document have been increased due to the nature of the engagement and intensive participation required for this new development.

### 1.4.1 Steering Committee

The IDP Steering Committee consisted of all municipal councillors and officials in senior management. This included the Executive Mayor, portfolio councillors, ward councillors, municipal managers, directors, managers and supervisors, Community Development Workers (CDWs) and representatives from organised labour. These representatives were identified as key stakeholders.

### 1.4.2 Representative Forum

The Representative Forum consisted of Executive Mayor as the chairperson, Speaker, chief whips, ward and portfolio councillors,

Municipal Manager, directors, IDP manager, CDWs, the Kouga Development Agency, ward committee members, interest and civic groupings such as rate payer's organisations, NGOs, CBOs, business forum and sector departments etc.

In response to the MEC's comments received during the IDP hearings the composition of the Representative Forum, it is worth noting that not only was the Forum constituted of community leaders, ward committees, pressure or organised groups etc., but there was also the involvement of regional sector departments and municipal entity representatives.

Below is the composition of the structural arrangement that formulated this IDP document.

I N T E R N A L  A R R A N G E M E N T	Role player	Composition	Roles and Responsibilities
	Council	Ward councillors , portfolio councillors, councillors of all political parties in the institution	Ultimate decision-making body. Responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP review
	Executive Mayor	Directly responsible for all IDP processes	Oversees IDP processes. Ensures that IDP guides strategic planning and implementation of municipal operations
	Municipal Manager	Directly responsible for the IDP, though delegated down to directorate and down to section	To drive, coordinate all IDP strategic processes for integrated municipal operations. Ensures commitment by participants
	IDP Manager	Facilitator and driver of all processes	Assist Municipal Manager in driving processes. Ensures institution compliance to all related rules and regulations
	IDP Steering Committee	Nominated by the MM and confirmed by the Mayor, ward & portfolio councillors, chief whips, senior staff directors and managers, IDP management, CFO , CDWs	To support the IDP official and ensure full participation of relevant stakeholders in strategic planning and implementation
E X T E R N A L  A R R A N G E M E N T	IDP/Budget Ward Based Representative Forum	Constituted by the Executive Mayor, ward and portfolio councillors, MM, Directors,	Promotes and ensures community involvement in the IDP process, and ensures the proper consultation and participation of constituencies throughout the development planning activities
	Kouga / Regional IDP/Budget Representative Forum	And at ward level : All ward committee members , one or two representatives from the Civil associations, CBOs, NGOs , Pressure groups, Political parties , Vulnerable / Special Groups Representatives , ward CDW  Regional level: two reps: Ward Committee , Civil Associations, Political parties , CBO, NGOs Vulnerable / Special Groups Representatives, all CDWs	
	Sector department meetings (IGR)	Relevant government departments, planning professionals/facilitators, Municipality, PIMSS Centre	

## 1.5 PROCESS OF ENGAGING STAKEHOLDER FOR PARTICIPATION

It has been realized that the public participation is not yet yielding the expected results. The IDP office using the questionnaire to assess the quality of the Public Participation Process focused on the following framework:

- An assessment of the representation in ward committees
- Identification of groups currently not represented
- Assessment of form, demographic, geographic representation or attendance at IDP meetings
- The role of CDW in contributing ward-based information to the IDP process
- Progress in terms of the establishment of ward based plans that can inform and support the IDP process
- Expectations with regard to the role of ward councillors to ensure successful ward interactions during the IDP process
- An assessment of the procedure that clarifies:
  - how communities will be informed of meetings
  - the minimum notice period for meetings
  - documentation and distribution of meeting results
  - how communities will be informed of who is represented on the ward committee meetings
  - in what IDP phase the ward committees will be approached and what the purpose of this engagement will be in terms of the review process
- Assessment of the functioning of the Representative Forum

Identified planned for execution by June 2009 is a capacity building workshop on IDP and Budget related matters for all ward Based Representative Forum Members

The institution steering committee paid special attention to the involvement of stakeholders including other Government departments and agencies during:

- The collection of new information
- The strategic dialogues conducted during the strategy phase

Participants included:

- Department of Agriculture
- Department of Social Development
- Department of Education
- Department of Health
- Department of Public Works
- Disaster Management CDM
- DGHL- Housing & Public Participation section
- IGR Planning and Development section
- OTMP & M&E

### 1.5.1 Community Based Planning

The Cacadu District Municipality together with GTZ and DPLG piloted a Community Based Plan Programme in three of the municipalities in the District. The programme had a preliminary capacity-building pilot programme on a simplified approach to community based planning which the IDP Manager Ms T. Woni. The manager found the programme user-friendly and playing an integral part in intensive ward based participation hence it was implemented and in phases. Despite the challenge of internal human capacity and the time factor, this programme was successfully conducted by the IDP manager in all Wards during the period 17 November – 03 December 2009.

### 1.5.2 Financial implications of Public Participation

The intensive stakeholders' engagement and new programmes embarked upon have been costly. The budget has been estimated at R100 000, but expenditure incurred is approximately R112 000. These expenses have been subsidised from the institution's reserves and the grant funding received from the PIMMS Unit in the Cacadu District office.

It is recommended that the IDP grant be increased in line with the expected increase in expenditure for monitoring and evaluation

### 1.5.3 Sectoral Alignment

Kouga Municipality strongly realizes that engagement and integration of Provincial and National programmes are a necessity in terms of efficient and effective Service Delivery. The Strategic dialogues created a platform of constructive engagement around issues of mutual interest.

Kouga Municipality is committed in ensuring that sector departments are included in our IDP Review process in order to further our vision and developmental goals. This commitment is based on the legal requirement of ensuring that Kouga fulfills our legislative mandate and the principles of intergovernmental relations.

Some of the critical engagement issues were identified during the ward committee discussions and community meetings are discussed in detail in the following Analysis Section.

## IDP/Budget Review-Public Participation Inputs

**Public Participation and Community Inputs**

Guided by the legislation, the Kouga Municipality, has undertaken the process of consulting its main stakeholders, the community before adopting the IDP and Budget for the coming financial year, the public participation process ended 21 May 2010. Section 29 of the Municipal Systems Act no.32 of 2000 instructs and makes provision that municipalities must develop a culture of representative and participatory governance. It is in this regard that Kouga Municipality has committed itself to creating an enabling environment for optimal public participatory governance. Furthermore, as Kouga Municipality, our commitment to the Batho Pele principles compels us to strive relentlessly in ensuring that the people are always first in the functioning and governance of the municipality. Subsequently a ward based public participation engagement

***MEC / DPLG&TA Assessment Queries and Municipal Response***

<b>Issues on Spatial Development Framework</b>	<b>Response</b>
<ul style="list-style-type: none"> <li>• <i>Alignment of KSDF, District, LUMS, with PGDP &amp; PSDF and NSDP alignment</i></li> <li>• <i>Evidence of the Application of SDF in Strategic Planning &amp; operations</i></li> <li>• <i>Reflect economic comparative advantage and strategies for spatial reconstruction of region</i></li> <li>• <i>Priorities and Strategies for Sustainable Development – taking the natural heritage &amp; potential into account, evidence, Cultural and social integration?( Social Cohesion)</i></li> <li>• <i>Development of the Environment Sector Plans, tools and strategies to manage the environment (e.g. EMP, EMF, SEA , EIA; etc</i></li> </ul> <p><b><i>Housing / Integrated Human Settlement</i></b></p> <ul style="list-style-type: none"> <li>• <i>Identification of the Housing voice and Housing Project Task Team( internal &amp; external)</i></li> <li>• <i>Housing needs assessment and priorities</i></li> <li>• <i>linkages between housing and bulk services, social amenities and economic opportunities</i></li> </ul>	<p>Captured in sections A; E; F and project register</p> <p>Section A; F 2; and project registered budgeted are EIA processes for project implementation.</p> <p>Housing Plan attached</p>
<ul style="list-style-type: none"> <li>• <i>Review of WMMP</i></li> <li>• <i>environmental Impact Assessment for waste management to be included in Waste Management Strategy/Plan</i></li> </ul>	<p>Not reviewed but consideration for the review of IDP WMMP was taken into consideration</p> <p>Copy attached</p>

Issues on Local Economic Development	Response
<p><b>LED: OUTPUT: STIMULATING GROWTH OF ROBUST LOCAL ECONOMY;</b></p> <p><b>By: war against Poverty; Creating an enabling environment for Job Creation. This should be communicated in a Strategy</b></p> <p><b>1. Review of a Local Economic Development Strategy.</b></p> <p>TOR to consider the following :</p> <ul style="list-style-type: none"> <li>• how intergovernmental dialogue informs spatial &amp; regional economic investment choices</li> <li>• strategy/plan aligned with the national, provincial and district objectives, particularly in respect of infrastructure and skills development</li> <li>• adequate consideration of spatial issues relevant to the economic development</li> <li>• empirical and statistical evidence to support the main development thrust of the strategy/plan</li> <li>• Has a review taken place of institutional factors that need to be in place to deliver the strategy/plan</li> <li>• financial implications been considered, at least as far as an indicative budget</li> <li>• evidence of adequate stakeholder and community involvement</li> <li>• identified objectives and attainment of these be measured and timeframe for the strategy/plan</li> <li>• management arrangements in place, such as coordinating committee, a structure for reporting and an indicative format for work programme</li> <li>• Consider governance relating to investment, job creation provide and support to small enterprises adequate</li> <li>• Competitive and comparative advantages and strategy to stimulate the second economy</li> <li>• Management housing planning &amp; delivery risk ( Planning , fiscal and policy issues, Political , IGR risk, Bureaucratic risk, procurement, social management risk, project management &amp; Implementation)</li> </ul> <p><b>Social Cohesion Social Inclusion</b></p>	<p>CDM budget; Tender is out to.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<ul style="list-style-type: none"> <li>• Development of a Financial Plan &amp; strategy ( long/medium&amp; short term)</li> <li>- Revenue Enhancement measures</li> <li>- Income generation Strategy ( Augment , loans&amp; other sources) Return on investments</li> <li>- Cost effectiveness, Expenditure &amp; Income trends</li> <li>- Risk Assessment and Management, Basic interventions that address the audit report</li> <li>- how municipality would be resourced over a Medium /long term ;</li> <li>- DORA allocations, source of funding;</li> <li>- Corrective steps for Qualified reports or reports with matters of emphasis</li> <li>- Budget and plan to finance the future human resource need in line with the work place skills</li> </ul> <p>Development Plan and service delivery plan.</p> <p><b>Step 1. Analysis of the financial situation</b></p> <p>I) Identification of challenges with regard to cash flow plan, debt management)</p> <p>II) The pointers should be on operating revenue focusing on issues as employee cost, repairs and maintenance, debt management )</p> <p><b>Step 2. Strategic Response to the identified challenges and data above</b></p> <p>i) Reduction strategy of the cost of long term debt considering the available interest.</p> <ul style="list-style-type: none"> <li>- Projected staff growth and costs; targeted revenue collection from municipal services</li> <li>- Affordability, sustainability and capital expenditure program and its impact on revenue</li> </ul> <p>ii) Billing system and Review of debt Control / debt collection, Indigent policy , its Implementation plan and budget</p> <p>Source : Assessment &amp; IDP guidelines : Finance as required by National Treasury (Remember they commended us on the Finance chapter in the IDP lets improve the current status, it can be done</p>	<p>Refer to Section F5</p>
<p>Community Consultation , participation and empowerment ( CBP, Governance priorities, Potential advancement of adequate skills of ward – based councillors and function of Council</p>	<p>Refer to section F6 and Project Register</p>