



# **IDP/BUDGET/PMS PROCESS PLAN**

## **2026/2027**

**The Mayor  
Amahlathi Municipality  
Private Bag X4001  
Stutterheim**

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## SECTION ONE: IDP PROCESS PLAN

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### 1. INTRODUCTION

On the 29<sup>th</sup> May 2025, Amahlathi Municipality adopted its 2025/26-2026/27 Integrated Development Plan (IDP) for the municipality which will be reviewed annually. The IDP was developed in accordance with requirements set out in the Municipal Systems Act (32 of 2000) and Local Government Municipal Planning and Performance Management Regulations (2001).

Section 28 (1) of the Municipal Systems Act no. 32 of 2000 states that each municipal council must, within a prescribed period after the start of council's elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP. The way in which the IDP process will be undertaken is outlined in Process Plans which all municipalities must prepare. These Process Plans need to comply with this Framework Plan to ensure alignment and co-ordination between district and local municipalities as stipulated in the Municipal Systems Act.

The Local Government: Municipal Planning and Performance Management Regulation, 2001 provides elaborately on the contents of the Integrated Development Plan and the processes the Municipality must subject the IDP process into when doing its development or review.

#### **1.1 Legal context**

According to Section 27(2) of the Municipal Systems Act, the framework plan binds both the district municipality and the local municipalities. The Act states that the framework plan must at least cover the following issues:

- Identify plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality.
- Identify matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- Determine procedures:
  - i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and
  - ii) To effect essential amendments to the framework.

The Municipal Finance Management Act (MFMA) is very clear in respect to timeframes for the IDP and the budget. The MFMA requires the budget and IDP schedule (or the IDP Process Plan) to be adopted by the Council by the end of August, the budget and IDP to be tabled before the council in March and Budget and IDP to be adopted by council in May (section 21 and 24).

## **1.2 Elements of IDP Reviewal Process**

The IDP reviewal process is mainly geared towards picking up on early-warning sign for corrective action whenever it is required. The Performance Indicators are flowing from the IDP and constitute the heart of the Performance Management System. The above lay the basis for the review of the Integrated Development Plan.

Aside from the statutory imperative, it is necessary for Amahlathi Municipality to review its IDP in order to:

- Ensure the IDP's relevance as the municipality's strategic plan
- Inform other components of the municipal business processes, including institutional and financial planning and budgeting
- Inform the cyclical inter-governmental planning and budget processes

In the IDP review cycle changes to the IDP may be required from these main sources:

- Comments from the MEC, if any;
- Incorporation of the most recent descriptive data
- Review and refinement of the objectives and strategies
- Review and refinement of the projects
- Amendments in response to changing circumstances; and
- Improving the IDP process and content.

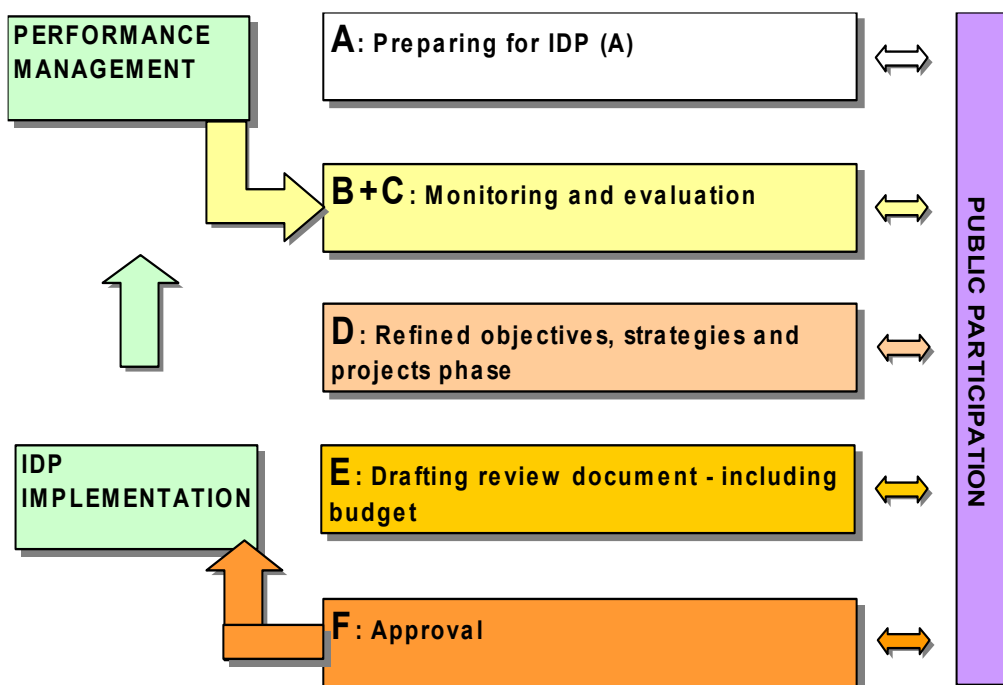
The significant development, which in all probabilities will have a huge impact on the IDP, is the Community Based Planning. The Community Based Planning is a planning instrument, which is geared towards the enhancement of the community participation component of the IDP. Of particular concern has been the inability of the IDP to translate community participation into an organic process.

The main output is a 5-year strategic document. This strategic document is likely to comprise a number of components, including:

- Institutional Plan
- Financial Plan
- Spatial Development Framework,
- Performance Management Framework
- Various Sector Plans,
- List of programs and projects,
- Service Delivery and Budget Implementation Plan.

### 1.3 IDP Process

This process describes a continuous cycle of planning, implementation and review as can be seen in the figure below. During the year new information becomes available and unexpected events may occur. Some of the information can make immediate changes to the planning and the implementation of the IDP. After the developed IDP has been adopted, implementation as well as situational changes will continue to occur, which is again monitored throughout the year and evaluated for consideration in the next IDP review (DPLG, IDP Guide Pack, Guide IV).



Each of these steps is reflected in the Action Plan which outlines the time frames and activities within which these steps should take. Because the roll out of the PMS is part of the review process, it is also included in the Action Plan.

## 2. ORGANISATIONAL ARRANGEMENTS

Three structures will guide the IDP Process within the Amahlathi Municipal Area

- 2.1 IDP & Budget Steering Committees
- 2.2 Inter-Governmental Relations
- 2.3 IDP Representative Forums

## **2.1 IDP & Budget Steering Committee**

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 section 53 of the Act (MFMA). The Budget Steering Committees shall be comprised as follows guided by MBRR.

- (a) the councilor responsible for financial matters;
- (b) the municipal manager;
- (c) the chief financial officer;
- (d) the senior managers responsible for at least the three largest votes in the municipality;
- (e) the manager responsible for budgeting;
- (f) the manager responsible for planning and any technical expects on infrastructure.
- (g) The manager responsible for internal auditing.

An IDP & Budget Technical Working Committee (Task Team) that would function as a technical working team consists of the following members:

- Municipal Manager – Chairperson
- General Manager office of the MM
- Director Planning & Development
- Chief Financial Officer
- Director Engineering Services
- Director Corporate Services
- Director Community Services
- Senior Manager Budget
- IDP & PMS Manager
- Senior Accountant Budget and Reporting, to provide secretariat
- IDP Officer to assist secretariat
- Senior and middle management

The steering committee would provide a technical support to the IDP Driver to ensure a smooth planning process. It is supposed to guide the process. This means that amongst other things it will be responsible for:

- Establishment of the Representative Forum
- Define criteria to choose members of the Forum

- Inform public about the establishment of the forum, request submissions of applications from stakeholders and communities (indicate objectives, activities and number of members)
- Identify additional stakeholders from unorganized groups, e.g. potential academics, advocates, doctors and resource persons.
- Submit proposed groups/ members to the Council for consideration

## **2.2     *Inter-Governmental Relations***

The main objective of the Amahlathi Local Municipality IGR Forum is to enhance coordinated, integrated and aligned development and consider priorities in the entire municipal area. Additional objectives include the following:

- a) Development of a Local Government Program of Action in relation to the National and Provincial Programs.
- b) To facilitate the coordination, integration and alignment of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that provincial strategic planning informs and is informed by the IDP of the Amahlathi Local Municipality.
- c) To consult on policy issues that materially affects Local Government.
- d) To develop and provide mechanisms to engage Provincial Government and the Office of the Premier on IGR related matters and/or challenges.
- e) To consider such other matters of mutual interest as either party may place on the agenda of a meeting from time to time.
- f) To promote economic growth and development through trade, investment and tourism.
- g) To share knowledge and expertise in local governance generally or in agreed functional areas.

The goal of the Amahlathi Local Municipality IGR Forum is to ensure that the decisions reached are implemented by:

- a) Sharing of information on/and understanding of the respective programs of all stakeholders.
- b) A clearer understanding of mutual strategic priorities and how these complement each other.
- c) A commitment to collaborate, engage continually and share information on policy implementation, success stories and co-ordinate activities

### **Role of Amahlathi Local Municipality in the IGR Forum**

The Amahlathi Local Municipality IGR Forum is a consultative forum for Amahlathi Local Municipality to discuss and consult with stakeholders on matters of mutual interest, including:

- a. Coordinating, overseeing and monitoring the implementation of national, provincial and district governance policies and legislations relating to matters affecting local government interests in Amahlathi Local Municipality;
- b. Matters arising in the District Mayors Forum (DIMAFO), Provincial MUNIMEC and the Premier's Coordinating Forum affecting Amahlathi Local Municipality;
- c. Mutual support in terms of the section 88 of Local Government Municipal Structures Act 117 of 1998;

- d. The provision of services in Amahlathi Local Municipality as well as the performance of the Amahlathi Local Municipality in the provision of services in order to detect failures and to initiate supportive, preventive or corrective action when necessary;
- e. Coherent planning and development in Amahlathi Local Municipality;
- f. The coordination and alignment of the strategic and performance plans and priorities, objectives and strategies between the Amahlathi Local Municipality, District Municipality and other spheres of government.
- g. Any other matters of strategic importance which affects the interests of Amahlathi Local Municipality
- h. Coordination of IGR cluster forums that are aligned to Key Performance Areas of local government.

### **2.3 *Integrated Development Plan Representative Forum***

The most critical structure established for this process, especially for purposes of ensuring maximized participation of different interest groups and sectors, is the IDP Representative Forum. The rationale behind the establishment of this committee is to ensure that communication channels are kept smooth and efficiently.

The function of the IDP Representative Forum includes the following:

- To ensure that every activity and decisions taken in the IDP development process are communicated to the communities.
- To monitor and ensure that all decisions that are taken with regards to routes that the IDP must take from time to time are followed to the latter.
- To reflect and safeguard the community inputs. This means that they are the mouthpiece of the communities.
- To represent the interests of their communities.
- To provide an organizational mechanism for discussion, negotiation and decision making between stakeholders including the municipal government.
- To participate in the process of setting and monitoring key performance indicators.

#### *Ward/PR Councilors, Traditional Leaders and Ward Committees:*

Their responsibility is to ensure that at all times their mandate in the Integrated Development Forum comes from communities which they represent particularly on issues affecting them. The Ward/PR Councilors, Traditional Leaders and ward Committees are further expected to communicate deliberations of the IDP Representative Forum and always ensure that feedback is given to the communities on progress registered. The minutes on the forums convened are always reported to the Council for considerations.

#### *District Municipality:*

The main role of the Amathole District Municipality is to provide technical inputs and assistance on the processes.

## **2.4 PROGRAMME OF ACTION**

The action program will be broken into five phases

- Preparation phase
- Monitoring and evaluation phase
- Objectives, Strategies, Projects phase and Scorecards
- Consolidate Reviewed IDP and Budget
- Approval phase

In addition, various activities are required for the IDP Review Process:

2026/27 IDP,BUDGET & PMS PROCESS ACTION PROGRAM			
PHASE	Activities	Timeframe	Responsible Department
A	Preparation phase / Pre-planning		
IDP AND BUDGET			
1.	Signing of Performance Agreements	31 July 2025	Executive Services- IDP/PMS
2.	Development of Framework Plan Process Plan (IDP & Budget), later submitted to the Council for Approval	28 August 2025	Executive Services / BTO / Corporate Services
3.	Submit adopted Framework and Process Plans with Council resolution to MEC - COGTA	04 September 2025	Executive Services- IDP/PMS
4.	Advertise IDP Framework and IDP/Budget Process Plan	04 September 2025	Executive Services- IDP/PMS
5.	Intergovernmental Relations (IGR) Meeting	10 September 2025	MM's office - IGR
6.	IDP REP Forum Meeting	15 September 2025	Mayor's Office
PERFORMANCE MANAGEMENT			
7.	Submit 4th quarter report for 23/24 financial year to Council	Within 30 days after the end of each Quarter 24 July 2025	Executive Services- IDP/PMS
8.	Signing and Publicize Performance Agreements no later than 14 days after approval  Submission to MEC COGTA	31 July 2025	Executive Services- IDP/PMS
9.	Development and Consolidation of Draft Annual Report (Section 127 report) and submit to Internal Audit for review	04 August 2025	Executive Services- IDP/PMS
10.	Submit annual performance report to Internal Audit Committee	19 August 2025	Executive Services- IDP/PMS
11.	Mayor tables the Draft 2024/25 Annual Report in Council	28 August 2025	Office of the Mayor/ Municipal Manager
12.	Council to submit tabled draft annual report to MPAC for vetting and verification of council's directive on service delivery and the committee to evaluate Senior Managers' performance against agreement entered into	29 August 2025	Executive Services- IDP/PMS



13.	Annual Evaluations sessions: Head of Departments and Accounting Officer	22 August 2025	Executive Services- IDP/PMS
B+C	Analysis Phase / Monitoring and evaluation		
IDP AND BUDGET			
14.	*Assessment of existing level of development - Situational analysis *Prepare analysis information on existing services, current backlogs and identification of development priorities *Collect data from other sources, analyze impact of new information and unexpected events *Evaluate achievement of objectives and strategies *Get inputs from Sector Plan information *Assess implementation progress, overview of funding available per department (both from savings as well as internal budget and external funds)	September-November 2025	All Departments
15.	Ward based planning (Mayoral Imbizo's for priority needs identification)	14-21 October 2025	Executive Services- IDP/PMS Mayor's Office
16.	Intergovernmental Relations (IGR) Meeting	19 November 2025	MM's office - IGR
17.	IDP REP Forum Meeting	26 November 2025	Executive Services- IDP/PMS Mayor's Office
PERFORMANCE MANAGEMENT			
18.	Quarter 1 Performance reporting (July - Sept)	Within 3 working days of the next month after the end of each Quarter  03 October 2025	Heads of Departments
19.	Submit Quarter 1 Performance Report to Council (Section 52d)	Within 30 days after the end of each Quarter.  30 October 2025	Executive Services – IDP/PMS
20.	Annual Report public hearings	11-13 November 2025	Mayor's Office & MPAC
ANNUAL REPORT			
21.	Mayor tabled Annual Report and Audit Report to Council	11 December 2025	Office of the Mayor/MM/
22.	Council adopts Oversight report	22 January 2026	MPAC/ Executive Services
23.	Annual Report and Oversight report made public e.g. posted on municipality's website	26 January 2026	Executive Services
24.	Oversight report is submitted to Legislator, Provincial /National Treasury and COGTA	30 January 2026	Executive Services
MID TERM PERFORMANCE ASSESSMENT			
25.	Quarterly & Mid-term Performance Report	Within 3 working days of the next month after the end of each Quarter	Heads of Departments

		06 January 2026	
26.	Consolidated Directorates Quarterly & Mid-Year Performance Reports and later submitted to Internal Audit	Within 10 working days of the next month after the end of the Quarter 09 January 2026	Executive Services- IDP/PMS
27.	Mid-year Evaluations sessions: Head of Departments and Accounting Officer	15 January 2026	Executive Services- IDP/PMS
28.	Submit Quarter 2 and mid-year performance assessment report for 2025/26 to Council	22 January 2026	Municipal Manger/Strategic Planning/BTO/Corporate Services
<b>IDP AND BUDGET</b>			
<b>D</b>	<b>Strategies Phase / Refined objectives, strategies, programs and projects phase</b>		
29.	Refine strategies, programs and draft projects as necessary for MTREF period, with key performance indicators and targets (as per strategic plan outcome)	Dec 2025- Jan 2026	All Departments
30.	Budget hearings to be held between HODs and MM to assess budgets that exceed funding envelopes	January 2026	Municipal Manager
31.	Technical Strategic Planning Session	03-05 February 2026	Executive Services- IDP/PMS
32.	Consolidate all inputs including sector plan information and prepare draft IDP and Budget	February - March 2026	Executive Services / BTO
33.	Budget Steering Committee to consider adjustment Budget allocations (IDP/ Budget link)	11 February 2026	Budget & Treasury Office
34.	Institutional Strat Plan .Adopt proposed programs and projects - agree on key financial issues	19-20 February 2026	Executive Services- IDP/PMS
35.	Mid-year Performance engagements with Treasury	16 February 2026	Executive Services/Budget & Treasury Office
36.	Council to adopt Budget and SDBIP adjustments	26 February 2026	Executive Services/Budget & Treasury Office
37.	Finalize Parameters for MTREF using guidelines from Treasury and outer year budgets	06 March 2026	Budget & Treasury Office
38.	Intergovernmental Relations (IGR) Meeting	11 March 2026	Executive Services - IGR
39.	Budget Steering Committee to present the draft IDP and Budget	12 March 2026	Executive Services/Budget & Treasury Office
40.	IDP REP Forum Meeting to present the draft IDP	13 March 2026	Mayor's Office/ Executive Services- IDP/PMS
41.	Council approval of the draft IDP & Budget and noting of the SDBIP	26 March 2026	Executive Services/BTO/ Corporate Services

42.	Draft IDP and Draft Budget published - Advertise for public comment (21days)	02 April 2026	Executive Services- IDP/PMS
43.	Budget and Benchmarking Engagements with Treasury	24 April 2026	Budget & Treasury Office
PERFORMANCE MANAGEMENT			
44.	Quarterly Performance Report submitted to IDP/PMS unit	Within 3 working days of the next month after the end of each Quarter 03 April 2026	Heads of Departments
45.	Consolidated Directorates Quarterly Performance Reports and later submit to Internal Audit	Within 10 working days of the next month after the end of the Quarter 10 April 2026	Executive Services- IDP/PMS
46.	Submit Quarter 3 Performance Report to Council (Section 52d)	Within 30 days after the end of each Quarter. 23 April 2026	Executive Services – IDP/PMS
E	Reviewed IDP document (Integration/ program implementation and operational plan)		
IDP AND BUDGET			
47.	IDP/Budget Public Hearings	10-15 April 2026	Executive Services/ Budget & Treasury Office Mayor's Office
48.	Incorporate relevant comments to the Draft final reviewed IDP	April- May 2026	Executive Services- IDP/PMS
49.	Intergovernmental Relations (IGR) Meeting	14 May 2026	Executive Services - IGR
50.	Budget Steering Committee (Considering Final IDP and Budget)	14 May 2026	Executive Services/ Budget & Treasury Office
F	Approval phase		
IDP AND BUDGET			
51.	IDP REP Forum Meeting	19 May 2026	Mayor's Office/ Executive Services-IDP/PMS
52.	Council Approval of IDP & Budget	28 May 2026	Executive Services/BTO/ Council Support Services
53.	Submit IDP and Budget to MEC - COGTA, Provincial and National Treasury	04 June 2026	Executive Services- IDP/PMS
54.	Final IDP and Budget published	Within 14 days of approval) (17 June 2026)	Executive Services- IDP/PMS

### 3. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

The following public participation mechanisms are proposed for each and every milestone.

<b>Preparation Phase</b>	Notices on the Municipal Website
	Notices on Municipal Facebook Page
	Notices on Notice Boards
	Flyers
	Announcements on Local Radio Stations
<b>Monitoring and Evaluation Phase</b>	Representative Forum Meetings
	Public Hearings
<b>Objectives, strategies and Projects Phase</b>	Representative Forum Meetings
<b>Reviewed IDP Phase</b>	Public Hearings
	Representative Forum Meetings
<b>Approval Phase</b>	Notices on the Municipal Website
	Notices on Municipal Facebook Page
	Announcements on Local Radio Stations
	Representative Forum Meetings

#### 3.1 *Public Participation Strategy*

In the 2022/2023 financial year a Public Participation Strategy has been developed and it has been approved by council on the 29<sup>th</sup> June 2023. The purpose of the Public Participation Strategy is to provide for mechanisms by which the public may participate in the affairs of the Municipality and to clarify roles and responsibilities of all the role players and interested parties. It will therefore be used to report back and account to residents about council decisions, plans and budgets and also inform people of new services, tariffs, developments and policies. The strategy will ensure full and proper accountability to the people of Amahlathi Local Municipality and create an enabling environment for civil society to find a platform upon which they can voice their concerns and take part in the fundamental decision-making issues that affect them and communities at large.

The Municipality has a Public Participation Policy that was adopted by Council it is reviewed annually. In accordance with Municipal systems Act 2000, the municipality holds regular IDP/PMS/ Budget Representative Forum meeting in drafting IDP and Budget. Forum meetings are be convened quarterly in preparation of each phase.

The following forms are used in calling the interested parties

- Website, Facebook, Notice Boards to publish our notices
- Community Radio Stations to reach those parts of our community that do not read newspaper
- Posters, pamphlets, ward councillors, ward committees, Community Development Workers (CDW) and announcements through community gatherings and community-based organizations
- Loud hailing

Other structures used to enhance public participation is through Ward Committee Meetings, LED Forums and SPU Forums and Local Communicator's forum which are convened quarterly.

To ensure that the needs of unorganized groups are represented as well, advocacy groups and Non-Governmental Organizations (NGOs) are used as well for communication. Meetings of the Representative Forum will be held in any appropriate Municipal buildings and the preferable languages that we use during these sessions are:

- English
- Xhosa

#### 4. SECTOR PLANS

The Municipality have identified and developed a number of strategies and plans as reflected in the IDP. New sector plans are developed and/or existing ones reviewed during the IDP process.

It is important to note that all Sector Plan studies were conducted on the local space and as such covers the entire Amahlathi local area.

Following is the list of sectors that the municipality has developed:

ECONOMIC DEVELOPMENT	LAND CARE DEVELOPMENT	SOCIAL AND HEALTH SERVICES	GOVERNANCE OPERATIONS	FINANCIAL VIABILITY
<ul style="list-style-type: none"> <li>Local Economic Development Strategy</li> <li>Forestry Strategy</li> <li>SMME Strategy</li> <li>Tourism Master Plan</li> <li>Agricultural Plan</li> </ul>	Spatial Development Framework	Integrated Waste Management Plan	Employment Equity Plan	Revenue Enhancement Strategy
		Community Safety Plan	Communications Strategy	
		Employee Assistance Plan	Performance Management and Development	Financial Recovery Plan
	Disaster Management Plan: All Hazard Contingency Plan	Occupational Health and Safety Plan	Fraud Prevention Plan	
		Special Programme Strategy	Recruitment Plan	
	Housing Sector Plan	Integrated Fire Management Plan	Human Resources Development Strategy	
			Fleet Management Strategy	
			Workplace Skills Plan	

## 5. MECHANISM AND PROCEDURE FOR ALIGNMENT

The District framework plan was provided as the guiding document to the municipality. The municipality was part of the process of drawing up the framework plan together with other Municipalities that are under the Amatole District Municipality. The municipality participates in the District Wide Planning Forum that aims to strengthen Intergovernmental planning through mechanisms to ensure the full participation of local municipalities in IDP processes. The Inter-Governmental Forum will also be used to ensure that beneficial alignment of programs and projects occur with other spheres of government.

## 6. EXISTING DOCUMENTS

- Legally Binding Documents
  - Municipal Systems Act
  - Municipal Finance Management Act
- Other Documents
  - Spatial Development Framework
  - Amahlathi LED Strategy
  - Tourism Strategy
  - Indigent Policy
  - Integrated Waste Management Plan
  - Agricultural Plan
  - Housing Sector Plan
  - Employment Equity Plan
  - Workplace Skills Plan
  - Employee Performance Management Policy Framework
  - Community Safety Strategy
  - Disaster, Risk Management and All Hazards Contingency Plan
  - Tariffs Policy
  - Rates Policy
  - Credit Control and debt write-off Policy
  - Cash Management and Investment Policy
  - Asset Management Policy
  - Budget Policy
  - Customer Care Policy
  - Supply Chain Management Policy
  - Communication Strategy
  - Petition Policy
  - Public Participation Policy

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## SECTION TWO: BUDGET PROCESS PLAN

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### 1. INTRODUCTION

The concept of a 3-year budget is now well-entrenched in the Council's budgeting process and has been improved upon over the last number of years. Guidelines issued on budget processes by National Treasury from time to time have helped to refine and improve our systems.

The budget proposals for the 2021 MTREF should be informed by Council's Integrated Development Planning Process, particularly in terms of objectives, outputs and targets envisioned for the next 3 years. In this way, budget proposals and the Integrated Development Plan will be properly aligned.

Better budgeting enhances service delivery. This is the main message underlying the Municipal Finance Management and Budgeting Reform Program. Integrated planning, budgeting and monitoring of service delivery performance strengthens the link between the services that departments provide and the benefits and costs of these services. The performance management system gives effect to the emphasis on improved transparency and accountability for the management and use of public resources.

The *Budget Process Plan* is issued to the Council, Executive Committee, Municipal Manager and various departments for the preparation of their 2025 MTREF budget proposals. It sets out the tasks to be performed and timeframes for each process. It is imperative that the timeframes are strictly adhered to in order to finalize the budget on time.

### 2. BUDGET PROCESS

The Medium Term Revenue and Expenditure Framework (MTREF) details 3-year rolling expenditure and revenue plans for Amahlathi Municipality. The MTREF budget process is designed to match the overall resource envelope, estimated through 'top-down' macroeconomic and fiscal policy processes, with the bottom-up estimation of the current and medium-term cost of existing departmental plans and expenditure programs

The budget process allows Council to:

- **Strengthen and evaluate the alignment between medium and long-term plans and funding proposals**
- **Revise its policy priorities, macroeconomic framework and resource envelope**
- **Evaluate departmental plans and allocate available resources in line with policy priorities**
- **Obtain the required authority from Council to spend [service delivery]**
- **Align parameter setting with budget outcomes and resource allocations.**
- **Link the Integrated Development Planning Process with the budget process**

The purpose of the 2025 budget process will be the completion of a medium-term expenditure framework that apportions resources in line with Council's policy priorities for the next three years. How this will be achieved is described below.

#### *2.1.1 Matching policy priorities and resources*

Deciding and agreeing on the best allocation of scarce resources to fund Council's many social, economic and political goals is the main purpose of the budget process.

Drafting these three-year plans will guide the policy prioritization and budgeting process for the 2025/2026 to 2028 MTREF.

Formulating an MTREF that has a three-year outlook will be put together by various role-players who interact at various stages of the budget process.

### 2.1.2 Medium term policy review

The budget process starts early in the year with a review of the IDP and budget processes of the previous year. Additional resources for funding new priorities arise from a review of the overall budget framework, including fiscal policy considerations, overall spending growth, inflation assumptions, and debt interest projections [if applicable at this stage].

The allocation of resources to the different sections and departments will be largely determined by Council's policies and priorities, which are reviewed during the process of developing the MTREF/budget and will take into account the various departments responsibilities for service delivery.

The timeline for critical budget decisions in the policy review stage of the process is outlined in table 1.

**Table 1: Process plan timeline**

July – August	Establishment of Budget Steering Committee, IDP and budget process plan review and table to council before <b>31 August</b>
November - December	Setting budget parameters Consideration of the revision of the Council's establishment plan – meeting the HR capacity needs and the cost application of such capacity (functions to be considered)
December - January	Mid-year review process, Costing of personnel requirements, Submission of Budget Proposals
January	Mid- year review approved by council not later <b>25<sup>th</sup> January</b> , Consolidate Adjusted Budget Proposals
February	Revised Budget approved by council not later than <b>28<sup>th</sup> February</b>
February	Consolidation Draft Budget Inputs and Prepare Draft Budget
March	Tabling the Draft budget to Council not later than <b>31<sup>st</sup> March</b>
April – May	Public Consultation on the IDP and Budget ; Council Approval not later than <b>30<sup>th</sup> May</b>
June	Submission to National Treasury within <b>10 days</b>

## 3. COMPILING MTREF BUDGET PROPOSALS

### 3.1.1 Budget Principles

Budgeting within the Medium Term Revenue and Expenditure Framework is based on a set of core principles that relate to:

- Fiscal policy and the budget framework
- Policy priorities and public expenditure
- Political oversight of the budget process

### **Budgeting for service delivery**

### 3.1.2 Fiscal policy and the budget framework2

Medium-term spending plans of the various clusters for the period 2025/2026 to 2027/2028 will be prepared within the context of Council's macroeconomic and fiscal framework.

As part of a three-year rolling budget process, the budget framework is revised each year. Additional resources for new expenditure will form part of the macroeconomic forecast. Growth in external funding particularly for capital projects is important if Council is to meet the objectives established in the IDP. Council is dependent on the Equitable Share to provide free basic services and support to the indigent in terms of council's Indigent support Policy.

The various role-players will have to examine the fiscal implications of new spending pressures and match them to available resources.



### *3.1.3 Policy priorities and public expenditure*

Strengthening the link between Council policy priorities and expenditure is at the core of medium-term budgeting. Expenditure allocation translates policy priorities into the delivery of services to communities, and is therefore a key tool for accomplishing Council's goals.

### *3.1.4 Political Oversight of the Budget Process*

The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. The Mayor has established a Budget Steering Committee to provide technical assistance to the mayor in discharging the responsibilities set out in section 53 of the MFMA.

Political oversight of the budget process is essential to ensure that:

- The political executive is responsible for policy and prioritization

### **Policy priorities are linked to cluster spending plans and the delivery of quality services**

The Budget process commences with parameter and policy assessment and formulation.

Budgeting is primarily about the choices and trade-offs that Council has to make in deciding how to meet the agreed set of policy objectives through better service delivery. Political oversight of the budget process allows Council to manage the tension between competing policy priorities and fiscal realities.

### *3.1.5 Budgeting for Service Delivery*

Strengthening the link between Council's priorities and spending plans is not an end in itself. The goal is to improve delivery of services and ultimately the quality of life of people throughout Amahlathi.

Better budgeting, as mentioned in the introduction, leads to enhanced service delivery. In particular, integrated planning, budgeting and monitoring of service delivery performance strengthens the link between the services that departments provide and the benefits and costs of these services. It is important to emphasize the role of performance management which serves to monitor performance against measurable performance objectives that are informed by service delivery targets as captured in the IDP.

The municipality must develop and approve measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's IDP. These measurable performance objectives must inform the Service Delivery and Budget Implementation Plan which must be approved by the Mayor within 28 days after the approval of the budget.

### ACTION PLAN FOR IDP/PMS/BUDGET

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
<b>AUG 2025</b>	<ul style="list-style-type: none"> <li>• Preparation of the Draft IDP and PMS Process Plan.</li> <li>• Present IDP Process Plan to IDP/Budget Steering Committee</li> <li>• IDP Process Plan tabled to Council for approval.</li> <li>• Self-assessment to identify gaps in the IDP process.</li> <li>• Council Meeting (Budget &amp; IDP Process Plan, Annual Performance Report, Financial Statements and Draft Annual Report)</li> <li>• Submissions to AG, MEC and Treasury etc. (Annual Performance Report, Annual Financial Statements and Draft Annual Report)</li> </ul>	<ul style="list-style-type: none"> <li>• Publicizing Approved SDBIP for inspection and information</li> <li>• Signing of new performance contracts for Section 57 Managers</li> <li>• 2025/26 Final S57 Managers' Performance Assessments.</li> <li>• Submission of Q4 SDBIP Reports</li> <li>• Quarter 4 performance report submitted to Council</li> <li>• Submission of Performance Agreements to EC-Cogta</li> <li>• Submission of the Annual Performance Reports prepared in terms of s46 of MSA 2000 to Council</li> <li>• Quarterly Audit Committee meeting (for the last quarter of 16/17) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>• Evaluation Panel Audit Committee meeting (for the last quarter of 2023/24) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>• Evaluation Panel Audit Committee meeting (for evaluation of Sect 57 Managers final assessments) MPPR Reg. 14(3)(b)</li> <li>• Submission of draft annual report (MFMA Circular 63</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of the Draft Budget Process Plan.</li> <li>• Present the Budget Process Plan to the IDP/Budget Steering Committee</li> <li>• Budget Process Plan tabled to Council for approval</li> </ul>

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
<b>SEPT 2025</b>	<ul style="list-style-type: none"> <li>▪ Advertisement of the IDP and PMS Process Plan</li> <li>▪ Review and updating of the IDP Vision, Mission and Objectives.</li> <li>▪ IDP/Budget Steering Committee Meeting</li> <li>▪ Advertise to resuscitate the IDP Rep Forum</li> <li>▪ IDP Rep Forum meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reminder to be sent to HOD's to submit their Q1 SDBIP Reports in terms of s41 MSA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertisement of the Budget Process Plan and submission to Provincial and National Treasury.</li> </ul>
<b>OCT 2025</b>	<ul style="list-style-type: none"> <li>▪ IDP/Budget Steering Committee Meeting</li> <li>▪ Process Plan and the role of the Steering Committee</li> <li>▪ Develop agenda for Rep forum</li> <li>▪ Priority needs assessment (Ward Community visits)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Submission of Q1 Reports by HOD's</li> <li>▪ Q1 Reports tabled to Council (for first quarter of 25/26) <b>MPPR Reg. 14</b></li> <li>▪ Sect 57 Managers' quarterly <b>informal</b> assessments</li> </ul>	
<b>NOV 2025</b>	<ul style="list-style-type: none"> <li>▪ IDP/Budget Steering Committee Meeting</li> <li>▪ Rep forum meeting</li> <li>▪ Budget Assumptions &amp; Strategies</li> <li>▪ Identification of priority needs.</li> <li>▪ Departments to submit situation analysis and or status quo for IDP review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly Audit Committee meeting (for the first quarter of 24/25) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>▪ Annual Report Public hearings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Set parameters for the next three years based on market trends and circular issued by National Treasury.</li> <li>▪ Determine the funding/revenue potentially available for next three years in Dora.</li> <li>▪ Review and update pricing strategies of National Regulators e.g. NERSA</li> </ul>

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
	<ul style="list-style-type: none"> <li>Commencement of Departmental Strat plans</li> </ul>		
<b>DEC 2025</b>	<ul style="list-style-type: none"> <li>Submit Situation Analysis to Council with Community priority needs</li> </ul>	<ul style="list-style-type: none"> <li>Reminder to be sent to HOD's to submit their Q2 SDBIP Reports in terms of s41 MSA</li> <li>Council adopts Final Annual Report and Oversight report</li> <li>Final Annual report and oversight report submitted to Treasury and Cogta</li> </ul>	<ul style="list-style-type: none"> <li>Departments to submit Budget proposals for Adjustment and next 3 year MTREF Budget.</li> </ul>
<b>JAN 2026</b>	<ul style="list-style-type: none"> <li>Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>IDP/Budget Steering Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Submission of Q2 Reports by HOD's</li> <li>Sect 57 Managers' <b>formal</b> quarterly assessments (for second quarter of 25/26 on the 17<sup>th</sup> of January)</li> <li>Municipal Manager submits Midterm/Midyear Report to the Mayor with recommendations (in terms s72 MFMA)</li> <li>Midyear Reports submitted to Treasury (provincial and National)</li> <li>Midterm/Midyear Report is published</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Review Tariffs and Charges and develop options for changes to be included in draft budget.</li> <li>Prepare and submit Mid-year performance review to council by <b><u>25th January.</u></b></li> <li>Consolidate Adjusted Budget Proposals and prepare Adjustment Budget.</li> </ul>
<b>FEB 2026</b>	<ul style="list-style-type: none"> <li>Continuous Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.</li> <li>Institutional Strategic Planning Session</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Audit Committee meeting (for the second quarter of 25/26) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>Review PMS policy framework</li> <li>Review SDBIP and publicize any amendments</li> </ul>	<ul style="list-style-type: none"> <li>IDP/Budget Steering Committee for Adjustment Budget</li> <li>Submit Adjustments Budget for current year to Council not later than the <b><u>28th February.</u></b></li> <li>Submit Adjustment Budget to National and Provincial Treasury.</li> </ul>

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
	<ul style="list-style-type: none"> <li>IDP/Budget Steering Committee Meeting</li> <li>Technical Strategic Planning Session</li> </ul>		<ul style="list-style-type: none"> <li>Publicize Adjustment Budget within 10 working days of approval.</li> <li>Consolidate Draft Budget proposals and prepare Draft Budget</li> </ul>
<b>MARCH 2026</b>	<ul style="list-style-type: none"> <li>IDP/Budget Steering Committee</li> <li>IDP Rep Forum</li> <li>Submission of draft IDP and Budget 2026/27 to council</li> <li>Submit Strategic Session Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>Draft SDBIP's for 2026/27 developed and for incorporation into draft IDP 2026/27 FY</li> <li>Reminder to be sent to HOD's to submit their Q3 SDBIP Reports in terms of s41 MSA</li> </ul>	<ul style="list-style-type: none"> <li>Review and workshop all budget related policies</li> <li>IDP/Budget Steering Committee for Draft Budget</li> <li>Table Draft Budget to Council by <b><u>31 March.</u></b></li> </ul>
<b>APR 2026</b>	<ul style="list-style-type: none"> <li>Publicize tabled IDP (Invite Local Community to make written comments in respect of the IDP)</li> <li>IDP/Budget Steering Committee</li> <li>Public participation process launched through series of public hearings on the IDP and Budget</li> <li>Review written comments in respect of the Budget and IDP</li> </ul>	<ul style="list-style-type: none"> <li>Submission of Q3 Reports by HOD's</li> <li>Sect 57 Managers' <b>informal</b> quarterly assessments</li> <li>Quarter 3 performance report submitted to Council</li> </ul>	<ul style="list-style-type: none"> <li>Publicize tabled Budget, inviting comments and undertake community consultation on tabled Budget.</li> <li>Receive and analyze additional inputs from community and other stakeholders.</li> <li>Incorporate feedback from community and other stakeholders and if required revise the budget previously tabled to Council.</li> </ul>

MONTH	ACTIVITIES		
	IDP	PMS	BUDGET
<b>MAY 2026</b>	<ul style="list-style-type: none"> <li>▪ IDP/Budget Steering Committee</li> <li>▪ Rep forum meeting</li> <li>▪ Adoption of the 2026/27 IDP by Council.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community input into organization KPIs and targets</li> </ul>	<ul style="list-style-type: none"> <li>▪ IDP/Budget Steering Committee for Final Budget</li> <li>▪ Municipal council approves budget, tariffs and revised budget related policies by <b><u>31 May.</u></b></li> </ul>
<b>JUNE 2025</b>	<ul style="list-style-type: none"> <li>▪ Publicize Approved IDP</li> <li>▪ Submission of the Final IDP to EC- Cogta, Treasury (National and Provincial)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reminder to be sent to HOD's to submit their Q4 SDBIP Reports in terms of s41 MSA</li> <li>▪ Submission of final SDBIP to The Honorable Mayor for approval s53 MFMA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publicize Approved Budget and Tariffs</li> <li>▪ Submission of Final Budget to National and Provincial Treasury</li> <li>▪ Complete and submit the budget returns required by National Treasury.</li> <li>▪ Email Approved Budget to All Departments</li> </ul>