

National Treasury - mSCOA Regulations

Comments Register: Strategic and IDP Planning - Working Groups 24 June 2024, 3 July 2024 and 16 September 2024

No.	Presented Agenda Item	Description of Comments/ Questions	Potential Impact	Contributor Name	Contributor Organisation	Date Received	Date Closed	Action Owner	Progress Status	Notes
1	Strategic and IDP Planning	What is meant by an IDP system?	None - Clarity required	Sumaya Rinquest Kallis	No information in the registers	24-Jun-24	08-Sep-24	Kashnee Sewnarain	Completed	An Integrated Development Plan (IDP) system is a comprehensive system used in planning and managing development projects or initiatives within a municipality. The objective of an IDP system is to coordinate and streamline various development activities to ensure they align with broader strategic objectives and efficiently use resources, including the process to record and monitor IDP information. The system requirements will be presented during the second phase of this project
2	Strategic and IDP Planning	It is suggested that we revisit the IDP linking to budget and the monitoring of at least the critical strategic elements of the IDP. Great methodology but needs to be implemented better. Great opportunity to explore again in an innovative manner	Considered in modelling	Willem Claassens	City of Cape Town	24-Jun-24	08-Sep-24	Kashnee Sewnarain	Completed	This is being defined in the processes and will be linked to system requirements. Please review the Strategic and IDP process document for this alignment
3	Strategic and IDP Planning	Comment on slide 38 - funding is mentioned, but slide 39 is the revision since there is an approved IDP, please clarify on the period used whether related to IDP or budgeting and not strategic planning? Request that when finalising the slides to include the timeframes.	Considered in modelling	Hilton Renald	uMhlathuze Municipality	24-Jun-24	08-Sep-24	Kashnee Sewnarain	Completed	Clarity has been included in the modelling, however this would be specific to timelines that the municipality will adopt.
4	Strategic and IDP Planning	Shouldn't we be separating the IDP which is strategic document (prioritising projects and objectives over 5 years) from the SDBIP (Budgeting current year details with forecast etc)? What becomes the differentiator between the two documents	Clarity required	Zwelakhe Tinise	OS Holdings	24-Jun-24	08-Sep-24	Kashnee Sewnarain	Completed	The preparation of the IDP and the SDBIP are separate documents however, the SDBIP aligns the budget information with the IDP requirements for ongoing monitoring
5	Strategic and IDP Planning	Request to touch on the IDP system as they do not appear on the slides. Secondly when is it expected for the process to end?	Clarity required	Sumaya Rinquest Kallis	No information in the registers	24-Jun-24	13-Sep-24	Kashnee Sewnarain	Completed	The Strategic and IDP Planning process document has been issued which assists in clarifying this.
6	Strategic and IDP Planning	For the funding position presented to council, can be what is presented in the tabled budget with the revised IDP for that period?	Clarity required	Sumaya Rinquest Kallis	No information in the registers	24-Jun-24	13-Sep-24	Kashnee Sewnarain	Completed	At this stage, it is a funding assessment based on the current financial year and not the budget year. It is an early assessment of the municipalities current financial position, so that Council is aware of the position of the municipality, prior to planning the IDP requirements
7	Strategic and IDP Planning	The IDP process (new term of office as well as annual review) should not be pre-mapped or modelled. The MSA has sufficient guidelines for this process which is audited by the AG. This has worked well and accommodates a range of possibilities like late election dates or change in political leadership etc.	Clarity required	Lucille Janssens	City of Cape Town	24-Jun-24	13-Sep-24	Kashnee Sewnarain	Completed	The Municipal Finance Management Act refers to the role the IDP plays in financial management and budgeting, and therefore the IDP is a critical process to ensure fiscal responsibility to the citizens. The intention is not to change the MSA, but enhance compliance and alignment of data for both Acts.
8	Strategic and IDP Planning	Reference is made the process where the IDP already approved. There is no IDP preparation process and related funding in a parallel to the budget.	Considered in modelling	Hilton Renald	uMhlathuze Municipality	24-Jun-24	13-Sep-24	Kashnee Sewnarain	Completed	The Strategic and IDP Planning process document has been issued which assists in clarifying this.
9	Strategic and IDP Planning	Should the assess funding position be a high level funding assessment, then why should it be submitted to Council? This will be an issue. The City follows a Strategic management Framework (SMF) process where this funding assessment is presented and processes follow from there	Clarity required	Naiemah Ishmail (CCT)	City of Cape Town	24-Jun-24	13-Sep-24	Kashnee Sewnarain	Completed	At this stage, it is a funding assessment based on the current financial year and not the budget year. It is an early assessment of the municipalities current financial position, so that Council is aware of the position of the municipality, prior to planning the IDP requirements
10	Strategic and IDP Planning	Why is a strategic process (IDP) that is governed by the MSA being mapped as part of this process? There are other National Government forums where IDP processes are covered	Clarity required	Lucille Janssens	City of Cape Town	24-Jun-24	13-Sep-24	Kashnee Sewnarain	Completed	The Municipal Finance Management Act refers to the role the IDP plays in financial management and budgeting, and therefore the IDP is a critical process to ensure fiscal responsibility to the citizens. The intention is not to change the MSA, but enhance compliance and alignment of data for both Acts.
11	Strategic and IDP Planning	How will the IDP be structured as per the narrative of the systems Act, will it achieve its original intent?	Clarity required	Tebogo Mathe	Polokwane municipality	24-Jun-24		Kashnee Sewnarain	In progress	Engagements are currently in the process of being set up with COGTA to discuss the process. The intention is that the municipality will be able to modify narrative information, and link documents into the IDP, however, financial information should be populated directly from the system to prevent incorrect/misaligned information being reported.
12	Strategic and IDP Planning	The IDP process is complex and should never be reduced or simplified to a template boxed into a system. Opposes any system that simplifies the process. Requires COGTA and the Metros to be involved in the conversation when there's a template.	Clarity required	Lucille Janssens	City of Cape Town	24-Jun-24		Kashnee Sewnarain	In progress	Further discussion will be held with COGTA in this regard

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13	Strategic and IDP Planning	<p>Clarity on why the need is there for a formal submission from the city of Cape Town whilst this particular platform has been created for us to engage first.</p> <p>Secondly, there's a concern that there is not a sufficient time to present their inputs and suggestions and proposal presented due to complexity on this particular platform and would love, as a metropolitan municipality particularly to engage with the National Treasury on this particular concept. There are a few topics missed namely: Critical areas that have been agreed on a national level in terms of the guidelines around evidence based IDP's, meaning that the system must make provision for some baseline data that can form your assessment in terms of how you progress with implementing your IDP, and the elements of intergovernmental joint planning.</p> <p>Clarity on the sense of how this proposed template or system will be aligned with the annual reporting circular and that particular template to assist in terms of compliance and accounting on performance. Time to reflect needed on this proposal.</p>	Clarity required	Faith Qebenya	Buffalo City Metropolitan Municipality	24-Jun-24	15-Nov-24	Kashnee Sewnarain	Completed	Annual reporting templates will be addressed in the performance management workstream. Comment period was provided until 15 October 2024 for submissions.
14	Strategic and IDP Planning	In our low capacity (Grade 2) municipality we only have one official (IDP officer) employed in the IDP department. It is not practically possible for that one official to perform the entire 4. Strategic Planning process and 5. Integrated Development Planning process. A low capacity municipality has severe financial resource constraints, and as such staff capacity is limited. Should these processes be regulated, additional funding will have to be re-allocated to expand the IDP staff compliment, and divert funding away from service delivery in order to ensure compliance.	Clarity required	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	The comment has been considered, and whilst we do acknowledge that the municipality has resource constraints, It must be acknowledged that strategic planning and IDP planning process is a necessary and legislatively required processes. Ideally, systems should be in place to assist in enabling an automated process and reduce the level of manual effort. Additionally, the roles can be customised by the municipality to be able to align to the organisational structure of the municipality.
15	4.5 - Word Document Determine strategic direction and community needs	<p>Extract from page 10: "2. Consider National and Provincial KPAs / Priorities: 3. Review Impact on Local Needs: * Resource Allocation: Assess how alignment with national and provincial priorities can affect resource allocation, funding opportunities, and project implementation. "</p> <p>How will an IDP official be able to do this assessment? Will national treasury provide a template of how such an assessment is done holistically for a strategic plan?</p>	Clarity required	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	This task is aimed at considering the published national and provincial priorities and consider the alignment to municipal priorities. National Treasury has an IDP data string that aligns the National and Provincial Priorities to the municipal projects, which should be embedded in systems.
16	4.5 - Word Document Determine strategic direction and community needs	<p>Extract from Page 13: "Point 4. Determine service delivery priorities: 5. Develop Criteria for Prioritisation: Feasibility: Assess the feasibility of delivering each service, including resource availability and cost-effectiveness."</p> <p>Low capacity municipality does not have the expert skilled staff to perform this function. Currently we have one official in the PMU department that must do all feasibility studies for projects. If this becomes a criteria in the Strategic planning phase for project prioritisation, additional funding will be required to either expand the current staff component or outsource this function. More funds will be re-allocated to staff resources for compliance, and less to actual service delivery outputs.</p>	Updated wording	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	This task does not require feasibility studies per project, but rather the assess the viability/ practicality to deliver the services required by the municipality. It is meant to be considerations in developing the criteria for prioritisation of projects. Please further note that detailed procedures will not be regulated, and the municipality can customise these procedures to suit their requirements. The wording has been updated accordingly to clarify this.

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17	4.5 - Word Document Determine strategic direction and community needs	Extract from Page 13-14: " Point 5. Consider Council Priorities: 2. Engage with Council Members: * One-on-One Meetings: Meet with council members to gain insights into their priorities, concerns, and strategic vision." In a low capacity municipality it is not practically possible to have individual sessions with each councillor due to staff and time constraints.	Updated wording	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Comment is acknowledged. Updated the wording to reflect meetings required, and removed reference to one and one meetings.
18	4.5 - Word Document Determine strategic direction and community needs	4. Develop / Review Strategic Goals: * Action Plans: Create detailed action plans for achieving these goals, including timelines, responsibilities, and required resources . A strategic plan consists out of various programmes and projects. To develop detailed action plans for achieving ALL council goals, including timelines, responsibilities and required resources are not practical and feasible for a low capacity municipality. What happens to projects that are not feasible for implementation due to insufficient funding and/or insufficient staff resources? Also if this is a requirement more resources (funding and staff) are required for PMU departments to comply. The one IDP official employed will not be able to develop these action plans.	Updated wording	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Noted. I have removed reference to action plans being developed as a procedure within this task. Municipalities can define the manner in which goal setting and alignment of action plans is implemented.
19	4.5 - Word Document Determine strategic direction and community needs	Page 15: Point 6. Provide inputs into the long term strategy plan: 3. Recommend Actions and Strategies: * Resource Allocation: Provide recommendations on resource allocation, including budget, staffing, and technology requirements. Resource allocation cannot be determined at this stage. In low capacity municipalities the highest priorities or number of urgent projects far out ways the available staff and budget allocations available. Recommendation that the resource allocation only be included from IDP/Budget process onwards. The one IDP official employed will not be able to perform this function.	Updated wording	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	The intention of this step is to identify key recommendations on the long term strategy plan, for example, if the municipality intends to embark on construction of a new community building / testing centre etc, it would be recommended to consider the impact on the resources and budget prior to finalising the strategy. It is not determining actual resources but foresessing the impact across the municipality, so that a strategy does not get adopted, which is not affordable, practical and realistic. I have updated the wording to clarify this.
20	4.5 - Word Document Determine strategic direction and community needs	Page 15 – 16: Point 7: Amend long term development strategy: The major concern with the detailed procedures 1-9 is the staff required to perform these tasks in a low capacity municipality. Our staff compliment is One IDP official, One Performance management official, One budget official (Budget official is responsible for Budgeting, Reporting, MFMA compliance and AFS compilation). Our municipality does not have the expert staff to specialize in developing and maintaining the long term development strategy. Should this become a regulated requirement, more funding will have to be re-allocated to ramp up the staff establishment in these fields, diverting critical funding away from actual service delivery.	Clarity required	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	The comment has been considered, however the review and amendments to long term development strategy is essential to ensure that municipalities can deliver services sustainably, meet financial obligations, and support development goals without compromising future generations. However, the intention is not to regulate procedures, and in this instance, these procedures serve as guidance, where the municipality can then customise the procedures based on their structure and time period requirements for the review.

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21	4.7 - Word Document - Determine ranking of projects	<p>Page 24-27: Point 1-3: This Activity with all its Procedures are of concern for low capacity municipalities as there is one PMU staff member who will not be able to perform this function. Budget will have to be re-allocated to outsource this function completely or employ these expert skilled staff, which will take funding away from service delivery. Budget will most likely have to be re-allocated for consultants to perform detailed feasibility studies, cost and impact analysis during the planning phase (Strategic planning) before certainty is given that there is sufficient budget available for implementation. Our municipality is already struggling to find sufficient funding to update existing masterplans, so it is unlikely funds will be available to employ more staff or outsource this function.</p> <p>Also what happens to projects that are critical based on scoring but there is insufficient financial resources for implementation? This occurs in most cases for low capacity municipalities with little own revenue resources.</p>	Clarity required	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Establishing a ranking model for projects is essential for prioritising and managing multiple projects effectively. The establishment of criteria for the ranking of projects is necessary, to ensure that over a period of time, planning considerations are taken into consideration in determining the prioritisation of projects in the IDP. This is an organisational task, therefore not only required by the PMU official, but also all department officials that are responsible for projects. The ranking of projects enables Council to make effective decisions, however, this can be changed at the IDP level, should priorities of Council change.
22	5.6 Assess current funding position	<p>Page 58: Point 2. Consider changes to funding position and amended IDP requirements: 2. Ensure that the IDP is funded, and that can be achieved with fiscal resources allocated in terms of the budget.</p> <p>Does this mean that only projects / programmes that are funded will be included and projects / programmes that are un-funded due to prioritization will be removed from the IDP? Due to the severely constraint financial resources of low-capacity municipalities, many inputs cannot be funded over the 5-year period.</p>	Clarity required	Nadia Hendricks	Swellendam Municipality	15-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	<p>Section 25. (1) Of the Municipal Structures Act indicates that " Each municipal council must, within a prescribed period after the strat of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which...</p> <p>(b) aligns the resources and capacity of the municipality with the implementation of the plan. This therefore implies that the IDP should be funded in to enable a credible and realistic IDP, as over a 5 year period, the IDP should be implemented.</p>
23	3.1. Process Group Description	<p>Page 4 - In order to ensure effective financial management accountability and reporting within an organisation, the IDP needs to drive the budget processes, rather than the budget driving the IDP preparation.</p> <p>S17(3)(b) of the MFMA states that: When an annual budget is tabled in terms of section 16(2), it must be accompanied by the following documents: measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's integrated development plan;</p> <p>This is echoed in 21(2)(a).</p> <p>While we agree that the budget should be strategy-led and thus the MSA and MFMA outline a system whereby the IDP should be developed and reviewed and amended before the budget, annually, the IDP as a strategic document cannot specify every detail of government work which needs to be budgeted for if this was to happen the IDP document would be a duplication of the budget document, just for a 5 year period. The Budget must respond to IDP priorities but similarly, the IDP must take into account budget realities when it is being drafted and amended. The two work together – but at the end of the day, the IDP is a strategic document – See S35(a) of the MSA.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Agreed. The intention is not to include all budget detail in the IDP, but rather the budget is prepared from the projects included in the IDP. The projects should be determined and the budget is then unpacked taking into account the projects in the IDP. It is the driving force of the budget, and therefore there is a direct link between the IDP and Budget.

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24	4.1. Applicable Legislation	<p>Page 5 - The following legislation applies to the Strategic Planning process:</p> <ul style="list-style-type: none"> •Municipal Systems Act •Municipal Systems Amendment Act, 2022 •Constitution of the Republic of South Africa, 1996 - S26(a) of the MSA states that an integrated development plan must reflect the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs. <p>This is the only reference that it makes to long-term planning. In the work group session on 16 Sep 2024 it was stated that the difference between the Strategic Planning process being set out here and the IDP process is that Strategic Planning is about longer-term objectives beyond the 5 year term of office.</p> <p>The Constitution section 153(a) states that: "A municipality must— (a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community;"</p> <p>CCT does long-term planning and this is an informant into our IDP planning every 5 years and annually, and underpins our strategy-led budgeting process. However, conducting such long-term planning is not required by legislation and to try to force municipalities to conduct such planning goes beyond the mandate of National Treasury.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	<p>Long-term financial planning for municipalities is an essential aspect of governance, ensuring that local government can meet future service demands, invest in infrastructure, and maintain fiscal health while minimising financial risks.</p> <p>National Treasury is not prescribing any minimum period for long term planning through this process, but it rather emphasising the need to consider long term planning in the governance of the municipality. The municipality can decide on the time period, and the example in the working group was to enable the understanding that municipalities can plan for 5, 10, 15 and beyond, as there are municipalities planning for longer than 5 years.</p>
25	4.4. Sub-Process Descriptions	<p>Page 5 - Determine strategic direction and community needs - "Alignment of the municipality's strategic direction with the identified community needs to ensure that municipal plans and initiatives are relevant and effective. This alignment helps in addressing real challenges faced by residents while pursuing long-term goals. Regularly revisiting both aspects ensures that strategies remain responsive to evolving needs and conditions of the community and the municipality as a whole. " -</p> <p>Community needs is an important component and is specifically mentioned as a core component of developing an IDP.</p> <p>However, for the purposes of long-term strategic planning, it is important and less subjective for community needs to be determined through objective measures of real demand for services. I.e. an assessment of where development is happening, where service gaps exist etc. rather than the needs identified by residents – which are subjective and subject to regular change.</p>	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Noted. I have updated the wording to accommodate both considerations.

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26	4.4. Sub-Process Descriptions	<p>Page 6 - Determine ranking of projects - "Ranking municipal projects involves evaluating and prioritising them based on various criteria to determine which projects should be undertaken first. This process ensures that resources are allocated efficiently and that the projects with the greatest impact are given priority. "</p> <p>Nothing in legislation specifies that municipalities should rank and prioritise projects or if they do, how they should do this. Again, this goes well beyond the mandate of National Treasury.</p> <p>Cape Town has its own systems for evaluating and prioritizing projects, but it is critical that the legislative role of the Executive Mayor and Council are upheld in the budget process.</p> <p>S21 (1) of the MFMA states that: The mayor of a municipality must— (a) co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible.</p> <p>The legislative authority for leading the coordinating the annual budget and IDP sits with the Mayor.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	The ranking of projects is a mechanism within the municipality to determine levels of prioritisation, based on the municipality's internal policies. This is not an overreach by National Treasury, but rather implementing best practice to support decision making. Council still has the mandate to amend/modify and identify new projects, and therefore there is no legislative breach in this regard.
27	4.5.1. Sub-Process Description	<p>Page 7 - "Regularly revisiting both aspects ensures that strategies remain responsive to evolving needs and conditions of the community and the municipality as a whole."</p> <p>Long-term plans and strategic plan by nature need to be developed in such as way to not shift and change on an annual basis. While long-term planning should be subject to reviews at intervals, such review should take place on the basis of significant changes – like a new Land Use Model update.</p>	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Agreed. However, the ability to consider any significant changes that occurred on an annual basis, does not mean that long term plans will change, but rather significant conditons that arise, such as Covid, significant disasters, etc are considered. Updated wording to clarify this.
28	4.5.3. Sub-Process Model	<p>Page 8 - "The following model depicts the Determine strategic direction and community needs sub-process. "</p> <p>This assumes several things:</p> <ul style="list-style-type: none"> • That the IDP team is responsible for long-term strategic planning. This may not be the case in all municipalities. • That the IDP office is the custodian of 'local needs'. In the CoCT case, this role falls under sub-council support, in another Directorate. 	Updated modelling	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	I have updated the role to Delegated Strategic Planning Official. Please note roles are used to demonstrate the function that needs to be performed and not an organisational structure/ position in terms of the orgnanogram. Municipalities can customise the roles based on their orgnogram.
29	4.5.4. Sub-Process Detail	<p>Page 9 - Consider the mandate of the municipality - "1. Review Legal Framework:</p> <ul style="list-style-type: none"> * Legislation and Regulations: Examine relevant laws, statutes, and regulations that define the municipality's powers and responsibilities. * Constitutional and Statutory Obligations: Identify specific constitutional or statutory duties, applicable to the municipality. This includes the Constitutional mandate, being Section 4B and 5B of the Constitution." <p>This is a formal step in the annual IDP review process – this is thus duplicative.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	It is a critical step that should interface with both strategic planning and the IDP process. Ideally, strategic planning is performed prior to compilation of the IDP as strategic planning process should integrate into the IDP process, hence it is included under strategic planning.

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30	4.5.4. Sub-Process Detail	<p>Page 9 - Consider the mandate of the municipality -</p> <p>"2. Assess the impact of previous mandates on municipal operations:</p> <p>* Past Mandates: Determine how past mandates have influenced municipal operations and decisions. This includes reviewing historical documents, past strategic plans, and previous mandates.</p> <p>* Lessons Learned: Identify lessons from past experiences to inform current and future approaches." -</p> <p>The mandate of a municipality does not change annually. A change in municipal mandate or a significant change in strategic context such as Covid-19 or a drought or disaster should rather be a trigger for review, rather than an annual review-point.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	This annual review is aimed at addressing core and non-core mandates that needs to be considered, particularly unfunded mandates. An update to the wording has been done in this regard.
31	4.5.4. Sub-Process Detail	<p>Page 9 - Consider National and Provincial KPAs/ Priorities - "Reviewing national and provincial priorities is crucial for a municipality to ensure that its own strategies and plans are aligned with higher-level goals and objectives. This alignment helps municipalities secure funding, comply with regulations, and contribute to broader regional and national initiatives. "</p> <p>- These priorities are generally set on a 5-yearly basis – to review annually would be time consuming and would likely be of little outcome.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Agreed, I have updated the start event to be triggered with the requirement to review the long term strategy. The municipality can then determine how often this is reviewed in terms of the internal policy.
32	4.5.4. Sub-Process Detail	<p>Page 10 - Consider National and Provincial KPAs/ Priorities - "3. Review Impact on Local Needs:</p> <p>* Community Needs Assessment: Analyze how national and provincial priorities impact local community needs and challenges. Ensure that local issues are addressed within the context of broader priorities.</p> <p>* Resource Allocation: Assess how alignment with national and provincial priorities can affect resource allocation, funding opportunities, and project implementation. "</p> <p>- Unclear how resource allocation aligns with local needs.</p> <p>Long-term planning should inform resource allocation – not the other way around. We should not plan for the budget we think we will get.</p>	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-24	Kashnee Sewnarain	Completed	Created a separate point for the assessment of resource allocation on national and provincial KPAs / Priorities.
33	4.5.4. Sub-Process Detail	<p>Page 10 - Facilitate community and stakeholder meetings - "Facilitating community meetings to identify community needs is an essential process for understanding and addressing local concerns and priorities. Planforms for community engagement are ward committees, IDP Forums, public meetings, Provincial and National Department Engagements, among others. "</p> <p>- There are existing mechanisms for community engagement – this is duplicative and would be resource intensive.</p> <p>However, importantly, community needs can be identified objectively in addition to subjective inputs from the communities themselves. For e.g. a stormwater masterplan could identify areas of flooding risk which would inform infrastructure development needs for that community. This type of informant is more pertinent for long-term strategic planning.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	There is no requirement for new community engagement meetings to be established, and municipalities can utilise existing engagement platforms. This task is aimed at reflecting the need for community engagements, and the important of considering their input into long term planning. Municipalities can also utilise other data in the input process, as indicated in the comment, however, community input needs to be considered as well in this process. Discussion with National Treasury has confirmed the need to maintain this, and municipalities can use existing structures to meet these requirements.

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34	4.5.4. Sub-Process Detail	<p>Page 12 - Determine service delivery priorities - "Determining service delivery priorities for a municipality involves a systematic approach to align resources and actions with community needs, statutory obligations, and strategic goals." - Determining service delivery priorities should be the responsibility of line departments. While there may be a role for corporate guidance, it is imperative that responsibility remains with line for such decision-making.</p> <p>There is nothing in legislation which specifies the need for a prioritization matrix, or how such a matrix should be configured. This is the discretion of each municipality and goes well beyond NT's mandate to prescribe.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-04	Kashnee Sewnarain	Completed	Tasks and procedures are aimed providing guidance to municipalities in terms of implementation. National Treasury is not prescribing procedures or tasks, but rather developing a process linked to standard operating procedures, which can be customised to suit municipalities based on their requirements. The objective is to ensure that municipalities must have the ability to rank / prioritise projects and this will link into the second phase of the project in terms of system functionality. The manner in which this is undertaken is entirely based on the municipality's criteria.
35	4.5.4. Sub-Process Detail	<p>Page 13 - Consider Council priorities - "Considering and aligning with council priorities is essential for a municipality to ensure that its strategies, initiatives, and resource allocations reflect the vision and goals set by the governing body." - This should be part and parcel of any prioritization approach – the two cannot be separated.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-04	Kashnee Sewnarain	Completed	Noted. It has been separated so that the task is clearly identifiable and not omitted in the process, and any prioritisation performed internally, is workshopped with Council, and adjusted based on the input received.
36	4.5.4. Sub-Process Detail	<p>Page 14 - Consider Council priorities - " * Budget and Financial Plans: Analyze the budget and financial plans to identify allocated resources and funding priorities." - Budget should follow from strategic planning</p>	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-04	Kashnee Sewnarain	Completed	Reference is made to existing budgets and financial plans. Wording has been updated.
37	4.5.4. Sub-Process Detail	<p>Page 14 - Consider Council priorities - "2. Engage with Council Members</p> <ul style="list-style-type: none"> * One-on-One Meetings: Meet with council members to gain insights into their priorities, concerns, and strategic vision. * Workshops and Briefings: Participate in workshops or briefings where council members discuss their goals and expectations. <p>3. Map Council Priorities to Municipal Functions and Service Delivery Priorities</p> <ul style="list-style-type: none"> * Service Areas: Identify how council priorities align with various municipal service delivery priorities as identified, such as public safety, transportation, and community development. * Programs and Projects: Assess existing programs and projects to determine their alignment with council priorities. <p>4. Develop/Review Strategic Goals</p> <ul style="list-style-type: none"> * Goal Setting: Set specific, measurable goals that align with the council's priorities. Ensure these goals reflect the broader strategic vision and objectives. * Action Plans: Create detailed action plans for achieving these goals, including timelines, responsibilities, and required resources." <p>- Such a process would be very time intensive and would be duplicative of existing mechanisms of engagement such as portfolio committee meetings.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-04	Kashnee Sewnarain	Completed	The procedures have been included to assist municipalities in understanding the aspects to be considered in implementing the tasks. It is guidance, and therefore municipalities can amend these based on internal organisational activities performed.

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38	4.5.4. Sub-Process Detail	Page 14 - Provide inputs into the long term strategy plan - "Providing inputs into a long-term strategic plan for a municipality involves contributing insights, recommendations, and data that help shape a coherent vision and actionable goals for the future." - It is unclear where this proposed step would sit – is this outlining the role of the IDP official in offering professional inputs through-out the process?	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	15-Nov-04	Kashnee Sewnarain	Completed	An official should be responsible for facilitating inputs from various department officials into the long term plan. The roles has been updated and the procedures amended to clarify this.
39	4.5.4. Sub-Process Detail	Page 15 - Amend long term development strategy - "Amending a long-term strategy document for a municipality involves updating it to better reflect current needs, challenges, and opportunities while ensuring alignment with the municipality's vision and goals." - As per previous comment – such review and amendment should not be on an annual basis. Rather it should be every 5 years, so that it can respond to changing Council priorities. Or in response to a similar such trigger event.	Updated modelling	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Agreed. I have updated the start event to indicate review of long term strategy as required
40	4.6.2. Sub-Process Triggers and Outputs	Page 18 - "Outcomes: •Potential projects on the system for consideration" - For consideration of what?	Updated modelling	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Update wording to include the consideration in the IDP process.
41	4.6.4. Sub-Process Detail	Page 20 - Create potential projects on system -" Creating projects on a municipal project management system involves systematically documenting and linking project details to ensure effective management, transparency, and accountability. 1. Create the project on the system by capturing: * Project Title: Provide a clear and descriptive title for the project. This may be an internal project name that the municipality may utilise the clearly identify the project. * Link to mSCOA Project Segment: Link the potential project to the mSCOA project segmentation. * Project linkage to strategic plan: Link project to strategic plan objectives, scope, and benefits" - The CoCT fundamentally disagrees with this proposal. An accounting system is not an appropriate mechanism for strategic planning project management. The City has its own systems which are robust and within its mandate to control.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The mSCOA Regulations is not an accounting system. It embeds integration and alignment to all processes within the organisation, and therefore is an organisational reform. All electronic systems are under consideration in terms of this reform in order to strengthen processes, improve accountability and enable effective oversight. It is important that all units work together in an organisation and data is integrated across processes, to ensure effective management, decision making and reporting.
42	4.6.4. Sub-Process Detail	Page 22 - Link ward location of the project - "2. Update Project Management System * Include the ward number or name and any relevant ward-specific details to the project." - Again, the City has its own project management systems – to complete all of this information on the Mscoa system would be incredibly time consuming and would be to the detriment of service delivery priorities.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	This is a National Treasury requirement that has been in existence since the implementation of the mSCOA reform in 2017. It is now a mandated requirement to ensure data strings are validate, that projects can be identified, and the deatil is further reported on National and International platforms.
43	5. Integrated Development Planning	Page 29 - This section on IDP planning entirely excludes consideration of community needs and inputs in the drafting process – yet this is extensively covered in the preceding process for strategic planning. The IDP drafting must take local needs and community inputs into account. This input is far more relevant for an IDP than for long-term strategic planning.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Strategic Planning does feed into the IDP process, and therefore is the starting point to ensure that the IDP is aligned to community needs. The public participation process has further been included in the IDP process.

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No.	Presented Agenda Item	Description of Comments/ Questions	Potential Impact	Contributor Name	Contributor Organisation	Date Received	Date Closed	Action Owner	Progress Status	Notes
44	5.2. Process Description	<p>Page 29 - * Forms the policy framework and general basis on which the annual budget must be based;" - This is very important – as per previous comment:</p> <p>S17(3)(b) of the MFMA states that: When an annual budget is tabled in terms of section 16(2), it must be accompanied by the following documents: measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's integrated development plan;</p> <p>This is echoed in 21(2)(a).</p> <p>While we agree that the budget should be strategy-led and thus the MSA and MFMA outline a system whereby the IDP should be developed and reviewed and amended before the budget, annually, the IDP as a strategic document cannot specify every detail of government work which needs to be budgeted for especially at a metro level. The Budget must respond to and be informed by IDP priorities but similarly, the IDP must take into account budget realities when it is being drafted and amended. The two work together – but at the end of the day, the IDP is a strategic document.</p> <p>During the previous workstream engagement this was raised and the response was that NT already prescribes that nothing can be budgeted for which is not in the IDP and therefore this system must capture all projects which receive budget. This appears to us to be inconsistent with both the MFMA and MSA.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Since 2017, municipalities have been required to submit IDP data strings that aligns the budget to the IDP, upon adoption of the IDP. This data strings include the projects that are budgeted for and linked to the IDP. This requirement is therefore not a new requirement, and therefore there has to be alignment between the budget and IDP in this regard. All planned projects are required to be included in the IDP, and it is critical that the IDP drives the determination of the projects budgeted for. Additionally, the review of IDP of municipalities in the country have indicated that projects are included in the IDP on adoption.
45	5.2. Process Description	<p>Page 29 - "An Integrated Development Plan (IDP) is therefore a comprehensive and strategic plan that outlines the municipality's development priorities, strategies, and actions to achieve sustainable growth and improve the quality of life for its residents. It integrates various aspects of municipal planning, including infrastructure, economic development, social services, and environmental management, into a unified framework." - We would disagree – it is a strategic plan and as such, is inherently not comprehensive. There are a multitude of other plans and strategies which give expression to the IDP operationally and comprehensively.</p>	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Removed the word comprehensive
46	5.4. Sub-Process Descriptions	<p>Page 30 - Assess current funding position - "Assessing the current funding position of a municipality involves a thorough analysis of its financial health, revenue sources, expenditures, and overall fiscal management. The purpose of this funding assessment is to review the current financial position of the municipality and ensuring that all role players, including our Council, fully understands the current financial situation of the municipality, prior to planning for IDP preparation/review processes." - Section 34 of the MSA states that: 34. A municipal council— (a) must review its integrated development plan— (i) annually in accordance with an assessment of its performance measurements in terms of section 4 i; and (ii) to the extent that changing circumstances so demand.</p> <p>Nothing in the MSA prescribes a review of current funding position.</p> <p>This may be necessary when considering the budget but it should not drive decisions on strategic priorities.</p>	Updated modelling	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The wording has been changed from funding assessment to a review of current financial performance and position. It is necessary that Council and its delegated Committees understand the current financial constraints of the municipality, and this is considered in developing the IDP to ensure it is credible and realistic.

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47	5.4. Sub-Process Descriptions	Page 30 - Compile the final IDP for adoption - "Compiling the final Integrated Development Plan (IDP) for adoption involves consolidating all updates, feedback, and revisions into a coherent document that is ready for formal approval. This process ensures that the plan is comprehensive, accurately reflects community needs, and meets all regulatory requirements." - This is all set out in the MSA. We fundamentally disagree with this process being included in the Mscoa business processes. It is inappropriate for a strategic planning process to be inputted into an accounting system. The MSA prescribes the minimum system requirements for the IDP processes – this is a system which is audited.	Updated modelling	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The mSCOA Regulations is not an accounting system. It embeds integration and alignment to all processes within the organisation, and therefore is an organisational reform. All electronic systems are under consideration in terms of this reform in order to strengthen processes, improve accountability and enable effective oversight. It is important that all units work together in an organisation and data is integrated across processes, to ensure effective management, decision making and reporting.
48	5.5.4. Sub-Process Detail	Page 33 - Conduct a workshop to review the achievements against the prior year IDP - "1. Undertake the Preparation Phase for the Workshop" - It is unclear why a workshop is prescribed but the fact that it speaks to the point that the IDP process should not be included in the Mscoa process. Municipalities have the discretion to determine the process by which they conduct their IDP review. This could begin with a workshop, but need not.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	This is a procedure linked to task. This is not prescribed but is guidance as to how to achieve a sub-process.
49	5.5.4. Sub-Process Detail	Page 35 - Consider Council priorities and revised strategy - "1. Review and adjust for Council priorities: * Ensure that existing priorities are still aligned with the council's vision and mission. If the vision or mission has evolved, adjust priorities accordingly. * Review the latest Council strategic plan, and ensure alignment with Council priorities." - What is a Council strategic plan?	Updated wording	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	This is the long term strategy plan defined in the Strategic Planning process. I have updated the wording in this regard.
50	5.5.4. Sub-Process Detail	Page 35 - Develop action plans to address weaknesses - "To effectively address weaknesses identified, an action plan should be developed that is structured, targeted, and monitored regularly." - This strays into performance management. In the CoCT performance management is not handled by the delegated IDP official – although performance is an informant of the annual IDP review as per the MSA. It is also not clear how a 'weakness' is identified. Ability to implement the IDP, or not, is the focus.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	When conducting a workshop to review the achievements against the prior year IDP, considering National and Provincial findings, weaknesses will be identified, for example, including projects that the municipality could not afford, etc. Whilst some of the weaknesses is considered in the performance management process, it is important that the IDP office identifies weaknesses that can be corrected by themselves, and this is the intended purpose of the task.
51	5.5.4. Sub-Process Detail	Page 36 - Consider training to be implemented to address weaknesses - "When addressing weaknesses through training, it's essential to identify specific skills gaps, tailor training programs to meet those needs, and ensure that the training is effectively implemented and evaluated." - It is entirely unclear who this training would be for and why this would be handled by the delegated IDP official. This is outside of the mandate of NT to be prescribing.		Cayley Green	City of Cape Town	14-Oct-24		Kashnee Sewnarain		This is not being prescribed. This is a standard operating procedure that is linked to a task. Training is required in all components in an organisation, especially where new reforms are being released and limited understanding of the reforms are in place. The IDP official should determine whether training is required within the IDP office, including department officials that are involved in the IDP office.
52	5.6.4. Sub-Process Detail	Page 40 - As per previous comment, we do not agree that this assessment need to precede the annual IDP review. Strategic planning should precede budget discussions.		Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The funding assessment has been reworded to assessing the current performance and position of the municipality. For municipalities that are in financial distress, or are struggling to implement the budget adequately, this sub-process is necessary to understand the overall picture of the municipality.

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No.	Presented Agenda Item	Description of Comments/ Questions	Potential Impact	Contributor Name	Contributor Organisation	Date Received	Date Closed	Action Owner	Progress Status	Notes
53	5.6.4. Sub-Process Detail	Page 42 - Compile the funding position assessment for Council - "When compiling a funding assessment for a municipal council , it's essential to present a clear, comprehensive overview of the municipality's existing expenditure commitments, future financial obligations, and funding needs. The assessment should be structured to provide clarity and support informed decision-making." - Funding assessment as per MFMA/MBRR requirements are submitted to Council with the tabling of the budget. This is not done during the IDP process. The engagements during this period are via budget committees and guidance from the Executive Mayor as per the MFMA.	Clarity required	Naiemah Ishmail	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The funding assessment has been reworded to assessing the current performance and position of the municipality. For municipalities that are in financial distress, or are struggling to implement the budget adequately, this sub-process is necessary to understand the overall picture of the municipality.
54	5.6.4. Sub-Process Detail	Page 42 - Compile the funding position assessment for Council - "When compiling a funding assessment for a municipal council , it's essential to present a clear, comprehensive overview of the municipality's existing expenditure commitments, future financial obligations, and funding needs. The assessment should be structured to provide clarity and support informed decision-making." - Submission to Council as I have previously indicated during the engagement is not optimal in an already time consuming tight deadline process.	Clarity required	Naiemah Ishmail	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	I have updated the wording to Council and/or delegated committees
55	5.7.1. Sub-Process Description	Page 44 - "The IDP is a strategic development plan, for a five-year period which guides and informs all planning and development in the municipality and is linked to the term of office for local councillors. The draft IDP is required to drive the budgeting processes , taking into account affordability of the municipality." - This differs from the MSA and MFMA which rather say that: "When an annual budget is tabled in terms of section 16(2), it must be accompanied by the following documents: measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's integrated development plan; " And The IDP "Forms the policy framework and general basis on which the annual budget must be based".	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	In progress	The NT principle on the mSCOA reform is that the Idp must drive the budgeting process. The budget is determined in accordance with the objectives of the IDP. We do not view this as a conflict with the MSA and MFM. However, we will discuss this further with National DCOG early next year.
56	5.7.2. Sub-Process Triggers and Outputs	Page 44 - "Outcomes: •Draft IDP data string and document for 5 years successfully uploaded to GoMuni portal" - Again – we disagree with the inclusion of the IDP in an accounting platform.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The mSCOA Regulations is not an accounting system. It embeds integration and alignment to all processes within the organisation, and therefore is an organisational reform. All electronic systems in a municipal environment are under consideration in terms of this reform in order to strengthen processes, improve accountability and enable effective oversight. It is important that all units work together in an organisation and data is integrated across processes, to ensure effective management, decision making and reporting.
57	5.7.3. Sub-Process Model	Page 45 - This process appears to miss several core components listed in section 26 of the MSA. How will these emerge from the Mscoa system when the draft IDP is generated?	Clarity required	Cayley Green	City of Cape Town	14-Oct-24		Kashnee Sewnarain	In progress	Under "Generate the draft IDP for tabling to Council", a point has been include "3. Include any additional information, via annexures and supporting documentation as required" . The intention is that all financial information linked to projects included in the IDP, should be populated into the IDP from the system. We have further catered for inclusion of additional information, such as the disaster plan, as an aneexure. Narrative information can further be captured in the document on the system. Further guidance will be provided after engagement with National DCOG early next year.

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58	5.7.3. Sub-Process Model	<p>Page 46 - Develop the IDP Plan with timelines for approval - "1. Develop a template for the draft IDP process plan</p> <p>* A template for the IDP process plan is to be created on the system. * The template shall contain minimum requirements of the IDP process plan, and enable users to customise the plan with additional requirements, should this be required. * The ability to track progress against this plan should further be available on the system." - An accounting system is not required – municipalities have sufficient guidance from the MSA and the timelines for the development (and annual review) or the IDP are very constrained as it is – let alone if this layer of work was added.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The mSCOA Regulations is not an accounting system. It embeds integration and alignment to all processes within the organisation, and therefore is an organisational reform. All electronic systems in a municipal environment are under consideration in terms of this reform in order to strengthen processes, improve accountability and enable effective oversight. It is important that all units work together in an organisation and data is integrated across processes, to ensure effective management, decision making and reporting.
59	5.7.3. Sub-Process Model	<p>Page 47 - Conduct department sessions to identify projects - "3. Determine whether adequate funding is in place to meet Council priorities." - Availability of funding should not drive strategic planning discussions.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>Section 25. (1) Of the Municipal Structures Act indicates that " Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which...</p> <p>(b) aligns the resources and capacity of the municipality with the implementation of the plan. This therefore implies that the IDP should be funded in to enable a credible and realistic IDP, as over a 5 year period, the IDP should be implemented. Without considering funding, the IDP will not be credible and realistic.</p>
60	5.7.3. Sub-Process Model	<p>Page 47 - Conduct department sessions to identify projects - ". Engage with Council on the ranking of projects and its impact on existing resources to enable prioritisation." - It is unclear how Council should be engaged with at this point in the process?</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>Management has an advisory role to play to Council, and therefore existing community needs and projects should be workshopped with Council. For example, if water infrastructure is failing, projects relating to water infrastructure should be prioritised as per the ranking criteria determined by the municipality. This needs to be communicated to Council for their consideration. Council still has the ability to determine otherwise, however, the process is meant to inform Council, for further decision making.</p>
61	5.7.3. Sub-Process Model	<p>Page 47 - Conduct engagement processes with identified stakeholders - "Conducting engagement processes with stakeholders is essential for ensuring that their comments are considered in the development of the IDP. Stakeholders that are key for engagement is funders of the municipality, as well as district municipalities, including Provincial and National Departments, who are responsible for non-core services being delivered by the municipality.</p> <p>1. Set up engagements with stakeholder who have a direct impact on the funding of the municipality. 2. Facilitate engagement with external stakeholders on the IDP process, including the funding of non-core mandates.</p> <p>3. Where agreements and written commitment is required to secure funding, ensure that this is documented and agreed upon, to enable the municipality to deliver on projects included in the integrated development plan." - It is unclear why funders are listed as such a fundamental stakeholder. There is no such mention in the MSA.</p> <p>It is not clear on what basis it is being proposed that agreements and written commitments of funding should drive strategic planning and IDP project decisions. This could have perverse outcomes.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>Section 25. (1) Of the Municipal Structures Act indicates that " Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which...</p> <p>(b) aligns the resources and capacity of the municipality with the implementation of the plan. This therefore implies that the IDP should be funded in to enable a credible and realistic IDP, as over a 5 year period, the IDP should be implemented. Without considering funding, the IDP will not be credible and realistic. The IDP plan is a five year plan that is communicated to the public, in terms of projects that will be implemented. Therefore, the IDP must be implementable, and if a municipality cannot afford to fund all projects internally, it is likely that the difficulties will be faced with implementation of the 5 year plan. Therefore external funding is necessary to ensure that funding will be available to implement the plan to ensure that the IDP is credible and realistic. It is considered to be effective governance.</p>

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62	5.7.3. Sub-Process Model	Page 48 - Consider strategic commitments made by the municipality - "When considering strategic commitments made by the municipality, it is important to ensure that the projects identified during the IDP process align with these commitments. Strategic commitments typically include long-term goals, policies, and priorities that the municipality has pledged to pursue, including Council day to day decisions. These commitments guide the municipality's actions and investments in IDP initiatives." - How is a Council day-to-day decision a strategic commitment? Please can an example be provided?	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Council makes decisions throughout the year, and not only at the IDP stage. Strategic commitments may include decisions to prioritise identified land in certain areas of its jurisdiction for economic development or housing projects, and therefore these commitments will guide the IDP completion process. These decisions may further be committed to National and Provincial stakeholders, and therefore it is anticipated that theses decisions will be fulfilled.
63	5.7.3. Sub-Process Model	Page 48 - Consider strategic commitments made by the municipality - "2. Every department within the municipality to identify the key issues raised in terms of customer complaints, by considering internal call logs, internal impairment assessments of assets, reports from governmental stakeholders, distribution of services across communities, achievements and challenges identified in the oversight report, and other weaknesses that needs to be addressed." - It is not clear how these are included under strategic commitments. These are some of the informants which a municipality may choose to consider, but the is not an exhaustive list and there may be reasons for a municipality to prioritise other inputs over these. Again, it goes beyond the mandate of NT to be specifying this to municipalities.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	This is not being prescribed. This is a standard operating procedure that is linked to a task, that is meant to guide municipalities on how to perform the task. Customer complaints needs to be considered, for example, if a community area is consistently without electricity and experiencing monthly power outages due to failing infrastructure in the area, the municipality would need to consider this in determining the IDP plan.
64	5.7.3. Sub-Process Model	Page 48 - Conduct IDP planning sessions with Management and Council - "Conducting Integrated Development Plan (IDP) planning sessions with Management and Council is a crucial step in ensuring that the municipality's leadership is aligned on the development priorities, strategic goals, and resource allocation. These sessions help in crafting a comprehensive plan that addresses the needs of the community while adhering to the strategic vision of the municipality. Below is a structured approach to conducting these sessions." - Again, budget and resource allocation follows on from strategic planning.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Section 25. (1) Of the Municipal Structures Act indicates that " Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which... (b) aligns the resources and capacity of the municipality with the implementation of the plan. This therefore implies that the IDP should be funded in to enable a credible and realistic IDP , as over a 5 year period, the IDP should be implemented. Without considering funding, the IDP will not be credible and realistic. The IDP plan is a five year plan that is communicated to the public, in terms of projects that will be implemented. Therefore, the IDP must be implementable, and if a municipality cannot afford to fund all projects internally, it is likely that the difficulties will be faced with implementation of the 5 year plan. Therefore external funding is necessary to ensure that funding will be available to implement the plan to ensure that the IDP is credible and realistic. It is considered to be effective governance.
65	5.7.3. Sub-Process Model	Page 48 - Conduct IDP planning sessions with Management and Council - "3. Conduct a Strategic planning session to be held with Council, for presentation of the above-mentioned report as well as the funding and affordability presentation, and to consider the needs of Council." - It is unclear how an strategic planning session would be conducted with the whole of Council. As with previous comments – it is beyond the mandate of NT to specify such specifics in this process.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	This is not being prescribed. This is a standard operating procedure that is linked to a task, that is meant to guide municipalities on how to perform the task.

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No.	Presented Agenda Item	Description of Comments/ Questions	Potential Impact	Contributor Name	Contributor Organisation	Date Received	Date Closed	Action Owner	Progress Status	Notes
66	5.7.3. Sub-Process Model	<p>Page 49 - Conduct IDP planning sessions with Management and Council - "2. Where projects are dependant on external funding, it is important to indicate as such in the IDP, in order for stakeholders and community to understand these dependencies." - There is no requirement in the MSA for the funding of projects to be determined before finalization of the IDP, nor specified in the IDP. This is at the discretion of Council during the annual budget process and is subject to change.</p> <p>The CoCT does not agree that this should be included in an IDP and goes beyond the mandate of NT to specify.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>Section 25. (1) Of the Municipal Structures Act indicates that " Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which...</p> <p>(b) aligns the resources and capacity of the municipality with the implementation of the plan. This therefore implies that the IDP should be funded in to enable a credible and realistic IDP, as over a 5 year period, the IDP should be implemented. Without considering funding, the IDP will not be credible and realistic. The IDP plan is a five year plan that is communicated to the public, in terms of projects that will be implemented. Therefore, the IDP must be implementable, and if a municipality cannot afford to fund all projects internally, it is likely that the difficulties will be faced with implementation of the 5 year plan. Therefore external funding is necessary to ensure that funding will be available to implement the plan to ensure that the IDP is credible and realistic. It is considered to be effective governance.</p>
67	5.7.3. Sub-Process Model	<p>Page 49 - Capture the IDP information linked to the project - "Capturing Integrated Development Plan (IDP) information linked to specific projects is essential for ensuring that each project is well-documented, aligns with municipal strategic goals, and is effectively managed throughout its lifecycle. This process involves detailing the key aspects of each project and how it contributes to the broader objectives of the IDP, including linking these projects to minimum key information required by National Treasury and Department of Co-Operative Affairs" - The MSA specifies the core components of an IDP. On what basis are NT and COGTA determining minimum requirements for project information of IDP projects?</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>The custodians of the MSA is National DCOG. The custodians of the MFMA is National Treasury. In accordance with Section 74 of the MFMA, there is a General reporting obligation for the accounting officer of a municipality must submit to the National Treasury, the provincial treasury, the department for local government in the province or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as may be required.</p>
68	5.7.3. Sub-Process Model	<p>Page 49 - Capture the IDP information linked to the project - "1. Review the template for the IDP data to ensure minimum requirements of the Municipal Systems Act, National Treasury and Department of Co-Operative Governance is included adequately." - Minimum requirements as set out by the MSA and to the extent that is relevant, the MFMA should be the only requirements considered.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>The custodians of the MSA is National DCOG. The custodians of the MFMA is National Treasury. In accordance with Section 74 of the MFMA, there is a General reporting obligation for the accounting officer of a municipality must submit to the National Treasury, the provincial treasury, the department for local government in the province or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as may be required.</p>
69	5.7.3. Sub-Process Model	<p>Page 49 - Capture the IDP information linked to the project - "The template is to be developed based on minimum requirements and must be editable for additional narrative and disclosure requirements. However, all financial information should be populated into this template directly from the financial system. " - Financial information is not known at the time of drafting an IDP. Costing only follows when there is agreement and approval of the actual projects at a much later stage.</p>	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>The IDP does contain financial information, and once projects are linked to the budget, this should populate directly into the IDP. Section 26 of the MSA further requires a financial plan, which must include a budget projection for at least the next three years to be included in the IDP.</p>

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70	5.7.3. Sub-Process Model	Page 50 - Capture the IDP information linked to the project - "6. Review that all capital and operating projects are included for the five year period, linking to minimum requirements, being GIS co-ordinates, regional impact area, project start and end dates, mSCOA Project Segment, MTSF, IUDF and other legislated requirements." - This is way beyond the scope of the MSA requirement. As already commented previously, the legislated timelines for the development of a new term of office IDP are incredibly pressured, even more so if the election is held later in the calendar year. To expect municipalities to pre-populate all of this information is not viable and could undermine the completion of legislated items in the process. GIS co-ordinates, mSCOA Project Segment, MTSF, IUDF are not legislated requirement. Neither is the specification of project start and end dates in an IDP.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	Section 6(1) of the The Regulations on Standard Chart of Accounts enables the Minister may, by notice in the Gazette, determine minimum business process requirements for municipalities and municipal entities to enable implementation of regulations 4 and 5. The custodians of the MSA is National DCOG. The custodians of the MFMA is National Treasury. In accordance with Section 74 of the MFMA, there is a General reporting obligation for the accounting officer of a municipality must submit to the National Treasury, the provincial treasury, the department for local government in the province or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as may be required.
71	5.7.3. Sub-Process Model	Page 50 - Generate the draft IDP for tabling to Council - "Generating a draft Integrated Development Plan (IDP) for tabling to Council involves compiling all the necessary components into a cohesive document that outlines the municipality's strategic goals, priorities, and projects. The draft IDP should be generated from the system, with additional information added to the document as required. It is important, though, that all projects are created within the IDP system and generated directly from the system, including any financial information being reported in the IDP document." - The CoCT fundamentally disagrees with the premise that an IDP should be generated from an accounting system. The IDP is a strategic document. How a municipality formulates its IDP is at the discretion of each municipality, provided that the core components and requirements as set out in the MSA are included therein.	Clarity required	Cayley Green	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	The mSCOA Regulations is not an accounting system. It embeds integration and alignment to all processes within the organisation, and therefore is an organisational reform. All electronic systems in a municipal environment are under consideration in terms of this reform in order to strengthen processes, improve accountability and enable effective oversight. It is important that all units work together in an organisation and data is integrated across processes, to ensure effective management, decision making and reporting.
72	1. Introduction	Page 4 - Is section 1.1 and 1.2 meant to be blank	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	For the draft version that was published, it was intended to be blank. We have now finalised the standard wording with National Treasury and have updated all documents to reflect the wording.
73	4.1. Applicable Legislation	Page 5 - The following legislation applies to the Strategic Planning process: •Municipal Systems Act" - What year is applicable	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Included the Act year
74	4.5.2. Sub-Process Triggers and Outputs	Page 7 - "Triggers: •Beginning of the financial year" - Is the strategic direction not determined with the Kick-off of the IDP process in Sept/Oct of each year?	Clarity required	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Ideally it should be done earlier, before the IDP planning process takes place. Based on comments received from the working groups, we have included beginning of the financial year, but municipalities can change the trigger if required on the process.
75	4.5.4. Sub-Process Detail	Page 9 - Consider the mandate of the municipality - " * Lessons Learned: Identify lessons from past experiences to inform current and future approaches ." - Consider the inclusion of outcomes of Performance Management (Monitoring and Evaluation) that should also be take into account	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Updated
76	4.5.4. Sub-Process Detail	Page 12 - Determine service delivery priorities - " * Feedback Channels: Review feedback from previous engagements, complaints, and suggestions to identify recurring issues. Consider a customer portal for service delivery issues that are logged ." - Possibly include Consumer feedback surveys	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Updated

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77	4.6.4. Sub-Process Detail	Page 20 - Create potential projects on system - * Project linkage to strategic plan: Link project to strategic plan objectives, scope, and benefits" - Possible inclusion of the use of the column for Individual Projects "G46247" to specifically identify projects for NT reporting purposes also. Should we not also emphasise the link to the IUDF and MTSF Framework (this is blank for some municipalities).	Clarity required	Bronwyn Govender	KZN Treasury	30-Sep-24	30-Nov-24	Kashnee Sewnarain	Completed	National Treasury has indicated G46247 was the gazette number for Covid Disaster Management. Therefore, this will not be included here as the project segment that needs to be used is disaster related. UIDF and MTSF is addressed when the project is created in the projects management system
78	4.7.2. Sub-Process Triggers and Outputs	Page 24 - Outcomes: "None " - Should this not be ranked Projects	Updated modelling	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Agreed and corrected.
79	5.1. Applicable Legislation	Page 29 - "Municipal Systems Act " - Refer to the Act No and amendments where applicable. See above	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Update effected to the document
80	5.2. Process Description	Page 29 - "Section 25 (1) of the Act stipulates that each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:" - Which act?	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Update effected to the document
81	5.6.4. Sub-Process Detail	Page 40 - Determine mechanisms to maximise revenue - "2. Determine the impact of these strategies on potential revenue. Undertake scenario planning to explore different future revenue possibilities and prepare strategies that can be adapted as circumstances change ." - Should this not include consideration of all existing funding sources, own revenue, transfers and subsidies, borrowings etc.	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Agree. This would need to be considered in scenario planning
82	5.7.2. Sub-Process Triggers and Outputs	Page 44 - Triggers: "Beginning of the financial year" - This starts in Sept/October of the preceding year	Clarity required	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	This process can commence earlier, should the municipality wish to. Based on comments received from the working groups, we have included beginning of the financial year, but municipalities can change the trigger if required on the process.
83	5.7.2. Sub-Process Triggers and Outputs	Page 44 - Outcomes: "Draft IDP data string and PDF document for 5 years successfully uploaded to GoMuni portal " - This should include the Draft PDF to be uploaded	Updated wording	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	Updated
84	5.7.4. Sub-Process Detail	Page 46 - Develop the Draft IDP Plan with timelines for approval - "Developing an Integrated Development Plan (IDP) process plan is a critical step for municipalities to ensure structured and inclusive planning, therefore ensuring that timelines, activities and roles being understood." - Should this not state "Draft"	Clarity required	Bronwyn Govender	KZN Treasury	30-Sep-24	15-Nov-24	Kashnee Sewnarain	Completed	It is the IDP process plan, and therefore needs to include the entire IDP process, including draft and final IDP.
85	5.6. Assess the current funding position Sub-Process	Page 38 - With regards to the Sub- process Assessment of current funding position. Should this not rather be part of the Budgeting process? Not all the projects listed or identified through the IDP can be funded. The IDP is kind of a Wishlist and exceed the affordable available funding and implementation of projects by far. As SBM we submit a report in beginning of October each year to the Budget Steering committee indicating what can be afforded in terms of the financial position and proposed tariff increases and the BSC then provisionally give a mandate or guidance what tariff increases can be provisionally be budgeted to prepare a first draft budget. With subsequent budget steering committees the BSC then consider the draft budgets and guide on final budget to be tabled to council.		Sybrand Roets	Saldanah Municipality	27-Sep-24		Kashnee Sewnarain	In progress	I will discuss this with DCOG and National Treasury and revert. The MSA requires the IDP to be credible, and therefore we cannot develop a credible IDP without determining whether we can fund this.
86	Strategic and IDP Planning	Slide 37 - When assessing the funding position of the municipality is this process done for the duration of the IDP i.e. five years? What is the required period of the assessment? To what extent is the funding assessment? This seems to be open to interpretation.	Clarity required	Zola Nkosemntu	City of Cape Town	28-Aug-24	15-Nov-24	Kashnee Sewnarain	Completed	Ideally a funding assessment should be considered on an annual basis, however the municipality can determine how significantly their cash position changes and align this accordingly. We have municipalities in the country that needs to perform this assessment annually, due to the inadequate cash position, and therefore the timeline has been indicated at beginning of the financial year.

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87	Strategic and IDP Planning	Slide 39 - "Determine the current revenue base and projected revenue" - When determining the current revenue base and projecting forward, is the assumption that the current rates and tariffs will be implemented going forward? If so, what is the period we are assessing? It's not clear from the slides.	Clarity required	Zola Nkosemtu	City of Cape Town	28-Aug-24	15-Nov-24	Kashnee Sewnarain	Completed	Refer to "Determine the revenue base of the municipality" under revenue and tariff modelling in the budget process. In order to project the future revenue, we need to know the current revenue and existing projections for the current year
88	Strategic and IDP Planning	<p>Please find attached comments to the process document however note that urgent consideration is required to the below comments as it reduces the City's and other municipalities autonomy with the IDP and the budgeting process. Both the Director responsible for the IDP and Strategy in the City as well as the Executive Director expressed very strong views in opposing the regulation of an already regulated process. The reasons provided:</p> <p>1. significantly infringe on the City's executive authority over municipal planning (incl. how we choose to frame the IDP) The Constitution grants municipalities the executive authority over municipal planning, as articulated in Schedule 4B. The process being proposed by NT would effectively take that authority away. While we agree that NT may have a role to play in assisting municipalities towards strengthened strategy-led budgeting processes, to prescribe the processes, steps and system in the way that they are proposing goes way beyond their scope and mandate;</p> <p>2. infringe on the mandate of the Mayor to guide IDP drafting It is understandable that at some municipalities prescribing such processes will result in better planning or putting processes in place that is currently lacking. However an IDP that reflects every project will be very long and not strategic. It will likely be hard for the public to engage with. And it will duplicate the specificity of the budget document. The MSA is clear about the role of the Exec Mayor in guiding the drafting of the IDP, for both content and presentation;</p> <p>3. significantly effect for our budgeting process (Director Budgets concur); The attached proposal from NT specifies a number of detailed steps such as the following:</p> <p><i>"Review that all capital and operating projects are included for the five year period, linking to minimum requirements, being GIS co-ordinates, regional impact area, project start and end dates, mSCOA Project</i></p>	Clarity required	Naiemah Ishmail	City of Cape Town	14-Oct-24	30-Nov-24	Kashnee Sewnarain	Completed	<p>There is a clear link between the MFMA and the Municipal Systems Act in terms of the IDP.</p> <p>The IDP is a critical service delivery document that drives the planning of the municipality, and the allocation of resources of the municipality to achieve service delivery. Systems need to be embedded to ensure the planning and co-ordination of the IDP process within local government.</p> <p>The generation of the IDP from the system is aimed at ensuring that the financial information being reported in the IDP is generated from one source, and therefore aligned to the budget and actual financial information from the system. Flexibility is being considered in terms of narrative information and inclusion of additional documentation.</p> <p>In accordance with Section 74 of the MFMA, there is a General reporting obligation for the accounting officer of a municipality must submit to the National Treasury, the provincial treasury, the department for local government in the province or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as may be required.</p>

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89	Strategic and IDP Planning	<p>Written submission has been received on the IDP Process: Key Points included in the submission are as follows:</p> <p>While the City is in-principle, supportive of systems that support/reflect the alignment between the budget and strategy, for a number of reasons the City of Cape Town does not support the proposal from NT to include the IDP processes in the mSCOA business processes. By including the IDP processes in the mSCOA business processes risks significantly impeding on and limiting the strategic nature of this process, contrary to the intent of the MSA, reducing strategy formulation to a mere "box-ticking" exercise, leaving no room for adaptive and innovative approaches. This is particularly also significant given that the City is considering how to improve its collaboration with the public and other stakeholders through digital collaboration in processes like the drafting of its IDP.</p> <p>It is the City's firm position that the mSCOA system should not be used to generate IDPs for municipalities in that it will reduce and limit the role, scope and quality of the process as well as the final product. Further, it is specifically recommended that NT remove all IDP processes from the mSCOA business processes and instead develop a mechanism for linking budgeting to final IDP priorities in a way that does not impeded on the existing IDP processes as set out in the MSA.</p>	Under consideration	Gareth Morgan	City of Cape Town	27-Aug-24		Kashnee Sewnarain	In progress	The comments have been acknowledged. The Municipal Finance Management Act refers to the role the IDP plays in financial management and budgeting, and therefore the IDP is a critical process to ensure fiscal responsibility to the citizens. The intention is not to change the MSA, but enhance compliance and alignment of data for both Acts. This matter is undergoing extensive consultation with the senior management at National Treasury. Consultants are being set up with National COGTA in this regard.