



NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY

IDP / PMS/ BUDGET PROCESS PLAN 2015-2016



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"Leaders in Intergrated Municipal Governance"





1. INTRODUCTION

The Integrated Development Plan (IDP) process is a process through which the municipalities prepare strategic development plans for a five-year period. An IDP is one of the key instruments for local government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In order to ensure certain minimum quality standards of the IDP Review process and proper coordination between and with other spheres of government and other relevant stakeholders, municipalities need to prepare IDP review process plan and formulate budget to implement the IDP. The IDP and Budget Process Plan have to include the following:

- A programme specifying the timeframes for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP review and budget formulation processes; and
- Cost estimates for the review process.

The preparation of IDP process plan is in essence the formulation of the IDP and Budget processes, set out in writing and requires the adoption by Council.

The process however begins with the formulation of the Framework Plan at the District Municipality level, which also provides an IDP framework for Local Municipalities within its area of jurisdiction, as stipulated in Section 27 of the Municipal System Act.

Section 27 of the Local Government Municipal System Act, 2000 states that:

- (1) "Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area of jurisdiction, must adopt a framework for Integrated Development Planning in the area as a whole .
- (2) A framework referred to in subsection (1) binds both the district municipality and the local municipalities in the area of the district municipality, and must at least



- (a) Identify the plans and planning requirements binding in terms of national and provincial on the district municipality and the local municipalities or on any specific municipality;
- (b) Identify the matters to be included in the Integrated Development Plans of the district municipality and the local municipalities that require alignment;
- (c) Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- (d) 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”

This framework therefore binds both the district and the local municipality and is done to ensure alignment and coordination between the two processes.

1.1. PURPOSE OF THE DISTRICT FRAMEWORK PLAN

The main objective of a Framework Plan is to ensure that the processes of both the District and Local Municipalities' IDP reviews are mutually linked and can inform each other. As it has to be used by all municipalities as a basis for drafting their process plans, the framework plan has to be agreed by all municipalities. The District Framework Plan binds both the District and Local Municipalities.

The Framework Plan specifies the roles of different role players in the IDP process and determines procedures for coordination, consultation and alignment between the district and the local municipalities. The Framework Plan guides each municipality in preparing its process plan. While the process plan of a local municipality has to be based on appropriate consultation with local communities and to be communicated to them, the Framework Plan has to be based on consultation process with the local municipalities within Ngaka Modiri Molema District Municipality.



1.2. THE UNDERLYING APPROACH TO THE FRAMEWORK PLAN

The Framework Plan as stipulated in section 27(2) of Municipal System Act of 2000 identifies the following:

- Identify plans and planning requirements that bind the District and Local Municipalities in terms of national and provincial legislation.
- Identify matters that require alignment between the District and the Local Municipalities.
- Specify the principles to be applied and coordinate the approach to be adopted in respect of the matters identified.
- Determine procedures for consultation between the municipalities during the process of drafting their respective IDP and to effect essential amendments to the framework.

This document is still a draft Framework Plan until it has been presented, discussed and modified accordingly by the local municipalities within the jurisdiction of Ngaka Modiri Molema District Municipality, IDP Steering Committee and other relevant internal structures and also adopted by the District Municipal Council.

1.3. THE IDP AND BUDGET PROCESS PLAN

The Local Government Municipal System Act No. 32 of 2000, section 28 stipulates that the Municipal Council must adopt a process to guide the planning, drafting and adoption of its IDP within a prescribes period 10 months before the start of the financial year. In terms of Municipal Financial Management Act 56 of 2003, section 21 (1)(b) the Mayor must table in the municipal council a schedule outlining the key deadlines for the preparation, tabling and approval of the annual budget, annual review of the Integrated Development Plan as well as the budget related policies and related consultative process.

The main objective of the IDP Process Plan is to set out a procedure to guide planning, drafting and adoption of the IDP. It seeks to achieve the following:-

- i. To draw up a process that would encourage inclusiveness and transparency by ensuring the following;
 - Participation by all local municipalities, other stakeholders and communities encouraged in every way possible
 - Comments and inputs made during the IDP engagements, DGDS, IDP Road show and joint Mayoral campaigns are fully considered in developing the IDP



To solicit and align development priorities of Ngaka Modiri Molema District Municipality with those of the Local Municipalities as well as provincial and national sector departments, by looking at the following:

- Aligning the IDP, PMS and budgeting process to the budget cycles of the Provincial and National Government departments
 - Developing a schedule for critical alignment deadlines to ensure that the District is able to timeously align its planning and budget processes to inform those of the Provincial and National spheres, thereby increasing the scope for funding commitments.
- iii. To enhance service delivery and development through the following:
- Preparation and review of relevant sector plans
 - Implementation and review of PMS
 - Preparation and adoption of annual municipal budget
 - Alignment of the IDP and budgeting processes with Provincial and National planning and budgeting process.

1.4 ALIGNMENT BETWEEN IDP, BUDGET AND PMS

In terms of the Municipal Systems Act, municipalities are required to prepare organizational performance management system that must be linked to the IDP. Tremendous progress has been made with the process of aligning the IDP, Budget and Performance Management System (PMS). Every endeavour is made in the 2012-13 financial year to link and integrated these three processes to an even greater extent through the Process Plan. It should however, be noted that the PMS on its own requires an in-depth process comparable to that of the IDP. Such PMS is tightly linked and guided by the IDP and Budget processes.

The PMS process will address the following issues:

- Alignment of the PMS, Budget and IDP processes;
- Implementation of individual performance management system at managerial level.

The IDP, performance management systems (PMS) and budget are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims. As indicated



earlier, every attempt has been made in this process plan to align the IDP and PMS formulation and/or review, and the budget preparation process. The linkages of the three processes are summarised in the following diagram:



1.5 THE ANNUAL BUDGET

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) provide that:

The Mayor of a municipality must-

(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

- i. The preparation, tabling and approval of the annual budget;*
- ii. The annual review of*
 - aa) The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - (bb) The budget related policies.*



- iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
- iv. *The consultative processes forming part of the processes referred to in Subparagraphs (i), (ii) and (iii).*

2. KEY ELEMENTS TO BE ADDRESSED IN THIS PROCESS

The District Municipality will pursue the following strategic goals during this term of local government that are informed by the 10 National Electoral Mandate, Medium-Term Strategic Framework and National Government service delivery priorities and Outcome 9.

- To ensure service excellence within and around Ngaka Modiri District Municipality;
- To stimulate integrated and sustainable Local Economic Development and creation of decent jobs culminating in a better life for all;
- To improve and sustain financial, human resource and management excellence;
- To evolve institutional excellence through a thoroughgoing institutional reengineering, effective leadership and effective long range development planning.
- Responsive, accountable, effective and efficient Local Government System.

2.1. ORGANIZATIONAL ARRANGEMENTS

2.2. IDP Steering Committee

As part of the IDP preparation and the IDP/Budget/OPMS review process, Council established a Steering Committee which supports the Municipal Manager, the IDP Manager and the Budget Office.

The composition of this Steering Committee will remain as follows:

- EXCO Municipal Manager
- Senior Managers
- Unit Managers
- Manager: IDP/Planning



External technical members to be co-opted from time to time will be:

- Consultants (if appointed)
- Service Providers
- Sector Departments

For the purposes of the Review, the IDP Steering Committee will preferably be chaired by the accountable or responsible person for the IDP, i.e. the Municipal Manager or the IDP Manager

2.2.1. Terms of Reference for the IDP Steering Committee

The proposed terms of reference for the IDP Steering Committee are as follows:

- Provides terms of reference for the various planning activities.
- Commissions research studies.
- Considers and comments on:
 - ✓ Inputs from sub-committee/s, study teams and consultants.
 - ✓ Inputs from provincial sector departments and support providers.
- Processes, summarises and document outputs.
- Makes content recommendations.
- Prepares, facilitates and documents meetings.

2.3. IDP Representative Forum

This forum will represent all stakeholders and will be as inclusive as possible. Efforts are continuously made to bring additional organisations into the RF and to ensure their continued participation throughout the process. The representative forum will meet as indicated in the IDP Action Plan and Programme.

2.3.1. Composition of the IDP Representative Forum

The IDP Representative Forum is constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review process. The composition of this RF is as follows:

- Councillors
- Traditional leaders
- Ward Committee representatives
- Senior municipal officials
- Stakeholder representatives of organised groups
- Advocates of unorganised groups



- Resource persons
- Other community representatives
- National and Provincial Departments regional representatives
- NGO's
- Parastatals organisations

Representatives of the abovementioned groups/organisations may be co-opted onto the Rep Forum. The Rep Forum Meetings will be chaired by the Mayor or any other Executive Committee member so delegated by the Mayor.

2.3.2. Terms of Reference of the IDP Representative Forum

The terms of reference for the IDP Representative Forum are as follows:

- Representing the interest of the municipality's constituency in the IDP process.
- Providing an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government.
- Ensuring communication between all the stakeholder representatives inclusive of municipal government.
- Monitoring the performance of the planning and implementation process.

2.3.3. IDP Manager

- Ensure that the Process Plan is finalised and adopted by Council;
- Adjust the IDP in accordance with the MEC's comments and proposals;
- Identify additional role players to sit in the IDP Representative Forum and Steering Committee;
- Encourage continuous participation of role players
- Ensuring that appropriate procedures are followed;
- Ensuring that documentation is properly prepared;
- Carrying out the day to day management of the IDP process;
- Responding to comments and enquiries;
- Ensuring alignment of the local municipality IDP with the District IDP;
- Proving inputs into the preparation of the Sector Plans and ensuring their inclusion into the IDP documentation;



- Coordinating the inclusion of Performance Information into the IDP and
- Submitting the IDP to the relevant authorities.

The following structure will guide the IDP process;

- IDP Steering Committee that will function as a technical working team and shall compose of at least Municipal Heads of Departments and or Senior Officials including Manger IDP and Manger PMS
- IDP Representative Forum that will function to ensure participation of various interested and affected organisation, groups and individuals, also including local municipalities and their respective ward representation. It is recommended that an advert be posted on a local newspaper to invite various stakeholders to register so as to form part of the database. This database of stakeholders will assist the municipality in encouraging continued participation of the forum members throughout the IDP process.
- District IDP Managers Forum that shall compose of IDP Managers, PMS Manages and representative from Finance Department.

The table below is a possible arrangement and suggested roles and responsibilities.

<p>The Executive Mayor</p>	<ul style="list-style-type: none"> • Responsible for the overall oversight, development and monitoring process or delegate the responsibility of IDP & PMS to the Municipal Manager • Ensure that the IDP & Budget related policies are consistent and credible • Submit the revised IDP & Budget to Council for adoption • Submit proposed PMS to Council for adoption
<p>Municipal Council</p>	<ul style="list-style-type: none"> • Consider and adopt the IDP & Budget • Ensure the municipal budget is based on the IDP • Adopt the Performance Management System • Monitor progress regarding the implementation of the IDP
<p>Municipal Manager</p>	<p>Has the responsibility to provide guidance and ensure that the administration actively participates and support the development and review of the IDP and Budget works towards implementation</p>



Mayoral Committee	To provide political and strategic guidance and direction to the IDP, Budget, Performance Management System Processes and IDP implementation
IDP Representative Forum	<p>The IDP Representative Forum serves as the interface for community participation during the IDP process. The IDP Representative Forum is chaired by the Executive Mayor (or her delegate) and consists of the following role players:</p> <ul style="list-style-type: none">• Members of the Mayoral Committee• Ward Councillors• Ward Committee members• Community Development Workers• NGOs/CBO• Business Forums• Sector Departments• Religious organisations• Municipal officials
Senior Management & IDP Steering Committee	<p>The IDP Steering Committee is chaired by the Municipal Manager and comprises of Senior Managers who are also the technical leaders of the different clusters. The task of the steering committee are to:</p> <ul style="list-style-type: none">• Provide technical support to IDP/ Budget and its implementation• Consider and advice on the budget/IDP contents and process• Ensure cooperation, coordination, communication and strategic thinking to address priority issues• Ensure sector and spatial alignment• Ensure budget & IDP linkage• Ensure PMS is linked to the IDP• Ensure that time frames set are met





3. ROLES AND RESPONSIBILITIES OF DIFFERENT SPHERES OF GOVERNMENT IN THE IDP PROCESS

The responsibility to prepare and adopt IDPs lies with Ngaka Modiri Molema District Municipality. However IDP is seen as a key measure to identify and respond timeously and effectively to local developmental challenges and priorities, in a manner that leverages involvement and responses of all stakeholders including across sectoral basis and contributions by the district, provincial and national governments. It is therefore a requisite for all stakeholders to be fully aware of their own responsibilities and of other role-players' responsibilities so that the planning process is smooth and well-organised.

In order to ensure that there is a clear understanding of all required roles and responsibilities between the three spheres, the following are highlighted:

ROLE PLAYERS	TERMS OF REFERENCE / ROLES AND RESPONSIBILITIES
LOCAL	
Local municipality and Entity	<ul style="list-style-type: none"> • Prepare an IDP • Adopt an IDP
District Municipality	<ul style="list-style-type: none"> • Prepare an IDP • Adopt an IDP • Provide support to poorly capacitated local municipalities • Facilitate the compilation of a framework which will ensure coordination and alignment between local municipalities and the district
PROVINCIAL	
Department of Local Government	<ul style="list-style-type: none"> • Coordinate training/ Capacity Building • Provide financial support where necessary • Provide general IDP guidance • Monitor the process in the Province • Facilitate coordination and alignment between District municipalities • Facilitate resolution of disputes between municipalities • Facilitate alignment of IDPs with sector department policies and programmes • Assess IDPs



PROVINCIAL	
Sector Departments	<ul style="list-style-type: none"> • Provide relevant information on sector department's policies, programmes and budgets • Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies • Be guided by municipal IDPs in the allocation of resources at the local level
NATIONAL	
Department of Cooperative Governance and Traditional Affairs	<ul style="list-style-type: none"> • Issue legislation and policy in support of IDPs • Issue Integrated Development Planning Guidelines • Provide financial assistance where necessary • Provide a national training framework • Establish a Planning and Implementation Management Support System
National & Provincial Treasury	<ul style="list-style-type: none"> • Issue treasury regulations, guidelines and circular relating to financial management in the local sphere of government, including budget related guidelines • Monitor implementation of the budget • Assist with capacity building in so far as financial management is concerned



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
JUNE 2014 (PREPARATION PHASE)			
PMS	<ul style="list-style-type: none"> Mayor signed the SDBIP 	17 June 2014	MM & Mayor
JULY 2014 (PREPARATION PHASE)			
PMS	<ul style="list-style-type: none"> Publish Performance Agreement (MFMA53 (3)(b)) 	11 July 2014	Manager PMS
BUDGET	<ul style="list-style-type: none"> Development of budget time schedule (MFMA21(1)(b)) 	29 August 2014	CFO/BTO
PMS	<ul style="list-style-type: none"> Compilation of Annual Performance Report (MSA 46) 	31 July 2014	Manager PMS
IDP	<ul style="list-style-type: none"> Development of the IDP Framework and Process Plan (MSA 25 & 27) 	31 July- 29 August 2014	Manager IDP
BUDGET	<ul style="list-style-type: none"> 4th Quarter report to Council on Budget implementation 	31 July 2014	CFO/BTO
AUGUST 2014 (PREPARATION PHASE)			
BUDGET/PMS	<ul style="list-style-type: none"> Prepare the annual financial statement and Annual Performance Report within 2 months after the end of the financial year for auditing purposes and same to be submitted to Council (MFMA 126 & MSA 46) 	25 July – 31 August	CFO/BTO Manager PMS
IDP	<ul style="list-style-type: none"> IDP Managers Forum 	01 August 2014	Managers IDP
	<ul style="list-style-type: none"> IDP/Budget/PMS Steering Committee 	11 August 2014	IDP Manager
IDP/PMS/ BUDGET	<ul style="list-style-type: none"> Executive Mayor tables IDP, PMS and Budget Process Plan in Council (MSA 28 and MFMA 21 (1)(b)) Process of compiling Annual Report 	29 August 2014	Managers IDP/PMS/ CFO and Office of the Mayor



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
SEPTEMBER 2014 (ANALYSIS PHASE)			
IDP	<ul style="list-style-type: none"> • Advertise IDP & Budget Framework and Process Plan • Analyses Data Collection Evaluate outstanding sector plan requirements and additional analysis where necessary 	04 September 2014 Sept-October 2014	Manager IDP
PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
OCTOBER 2014 (ANALYSIS – STRATEGIES PHASE)			
PMS	<ul style="list-style-type: none"> • All Senior Managers submit 1st Quarter Performance Report with POE to PMS (Jul-Sep) 	06 Oct 2014	Senior Managers
PMS	<ul style="list-style-type: none"> • Audit 1st Quarter Performance Reports 	21 Oct 2014	Internal Audit
IDP	<ul style="list-style-type: none"> • District IDP Representative Forum 	23-24 October 2014	Manager IDP
PMS	<ul style="list-style-type: none"> • 1st Review Session for Senior Managers (PPMR 14(2)) 	31 Oct 2014	MM
IDP	<ul style="list-style-type: none"> • IDP Steering Committee • Sector Engagement 	17 October 2014 05 November 2014	Manager IDP
BUDGET	<ul style="list-style-type: none"> • 1st Quarter report to Council on budget implementation • Identification of capital projects for the Capital Programme and Medium Term Expenditure Framework • Compile Draft Capital Programme and Draft Medium Term Expenditure Framework 	31 Oct 2014	CFO/BTO MM & Senior Managers
PMS	<ul style="list-style-type: none"> • Audited 1st Quarter Performance Report submitted to Council 	31 Oct 2014	Manager PMS



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
NOVEMBER 2014 (OBJECTIVES & STRATEGIES PHASE)			
IDP	<ul style="list-style-type: none"> Community Consultation 	November 2014	Manager IDP
	<ul style="list-style-type: none"> Compile General Expenditure / Vehicle Costing and Maintenance Budget Votes 	November 2014	MM & Senior Managers
NOVEMBER 2014 (STRATEGIES & PROJECT PHASE)			
PMS	<ul style="list-style-type: none"> Publicise 2013/2014 Annual Report and invite comments Submit Reports (Annual) to AG, Provincial Treasury & DLGTA MPAC Meeting Public Hearing on Annual Report 	31 November	Manager PMS Internal Audit Office of the Mayor
DECEMBER 2015 (APPROVAL PHASE)			
PMS	<ul style="list-style-type: none"> MPAC Report submitted to Council 	December 2014	Manger PMS
	<ul style="list-style-type: none"> Publicise MPAC Report Submit MPAC Report & Annual Report to Provincial Legislature 	December 2014	



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
BUDGET	<ul style="list-style-type: none"> Senior Managers to prepare and submit first draft operating and capital budgets in line with the approved operational plans, budget guidelines and secured financing sources. Finance Department to consolidate and prepare the first draft capital and operating budget in the following formats: High level consolidated format; Line item budget Compilation of Capital Programme / MTEF 	30 January 2015	Senior Managers CFO/BTO
JANUARY 2015 (PROJECT INTEGRATION PHASE)			
PMS	<ul style="list-style-type: none"> All Senior Managers submit 2nd Quarter Performance Report with POE to PMS 	05 Jan 2015	Senior Managers
PMS	<ul style="list-style-type: none"> Audit 2nd Quarter Performance Report 	20 Jan 2015	Internal Audit
BUDGET/PMS	<ul style="list-style-type: none"> Breakaway Session for the Preparation of Mid-Year Performance Assessment Assess the Performance of the DM Submit Section 72 report and Mid Term Assessment Report to Council before 25 Jan 2013 Submit section 52(d) report to Council Audited 2nd Quarter Performance Report submitted to Council 	15-17 Jan 2015 24 Jan 2015 31 Jan 2015 31 Jan 2015	Mayco MM Senior Managers Manager PMS CFO Internal Audit



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
FEBRUARY 2015 (INTEGRATION PHASE)			
IDP	<ul style="list-style-type: none"> IDP Steering Committee Meeting/District IDP Managers Forum 	19 February 2015	Manager IDP
BUDGET	<ul style="list-style-type: none"> Prioritisation of capital projects on Capital Programme and MTEF Consideration of Draft Capital Budget Draft Operational Budget 	End February 2015	MM & Senior Managers
MARCH 2015 (APPROVAL PHASE)			
IDP/ BUDGET	<ul style="list-style-type: none"> Mayor table Draft IDP& Budget 	27 March 2015	Mayor's Office Manager IDP CFO/BTO
	<ul style="list-style-type: none"> 		
APRIL 2015 (APPROVAL PHASE)			
IDP/ BUDGET	<ul style="list-style-type: none"> IDP/ Budget submitted to Provincial Treasury & Dept of Local Government & Traditional Affairs Advertise Draft Budget & IDP 	10 April 2015 14 April 2015	Manager IDP CFO/BTO



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
PMS	<ul style="list-style-type: none"> All Senior Managers submit 3rd Quarter Performance Report with POE to PMS (Jan-Mar) Audit 3rd Quarter Performance Reports 	04 Apr 2015	Manager PMS
		14 April 2015	Internal Audit
IDP	<ul style="list-style-type: none"> District Sector Engagement/ IDP Representative Forum 	02 April 2015	Manager IDP/IGR Manager
BUDGET	<ul style="list-style-type: none"> Budget / IDP Community Consultative Meetings 	13-22 April 2015	Manager IDP CFO/BTO
MAY 2015 APPROVAL (FINAL APPROVAL)			
PMS	<ul style="list-style-type: none"> Breakaway Session to develop SDBIP 	7-9 May 2015	Manager PMS
	<ul style="list-style-type: none"> Draft SDBIP incorporated into the IDP 	12 May 2015	Manager PMS/IDP
IDP/BUDGET	<ul style="list-style-type: none"> Incorporate IDP & Budget community inputs 	15 May 2015	Manager IDP
	<ul style="list-style-type: none"> Approval of IDP and Budget 	29 May 2015	CFO/BTO
JUNE 2015 (POST APPROVAL)			
IDP & BUDGET	<ul style="list-style-type: none"> Submit IDP to MEC 	05 June 2015	CFO & Manager IDP
	<ul style="list-style-type: none"> Submit Budget to Provincial Treasury Public notice of the adoption of IDP & Budget 	12 June 2015	IDP Unit
	<ul style="list-style-type: none"> Summary of the IDP 	19 June 2015	IDP Unit



PROCESS	ACTIVITY	TIME FRAME	RESPONSIBILITY
JUNE 2015 (POST APPROVAL)			
PMS	<ul style="list-style-type: none"> • Draft SDBIP & draft Performance Agreements submitted to Mayor 	14 June 2015	MM
	<ul style="list-style-type: none"> • Signed PA's and SDBIP submitted to Mayor 		MM
	<ul style="list-style-type: none"> • All Senior Managers submit 4th Quarter Performance Report with POE to PMS (Apr-Jun) 	28 June 2015	All Senior Managers
	<ul style="list-style-type: none"> • Audit 4th Quarter Performance Reports 	5 July 2015	Internal Audit
	<ul style="list-style-type: none"> • Start the Process of Annual Performance Report (section 46) 	31st July 2014	Manager PMS