



# NDWEDWE LOCAL MUNICIPALITY

## DRAFT PROCESS PLAN

2022/23 IDP/ANNUAL BUDGET/OPMS

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## LIST OF ABBREVIATIONS

AG	- Auditor General
DCOGTA	- Department of Co-operative Governance & Traditional Affairs
DGDP	- District Growth and Development Plan
EXCO	- Executive Committee
GIS	- Geographical Information System
IDP	- Integrated Development Plan
KZN	- KwaZulu-Natal
LED	- Local Economic Development
MEC	- Member of the Executive Council
MFMA	- Municipal Finance Management Act, No. 56 of 2003
MTEF	- Medium Term Expenditure Framework
MSA	- Municipal Systems Act, No. 32 of 2000
NT	- National Treasury
NDP	- National Development Plan
OPMS	- Organisational Performance Management System
PAC	- Performance Audit Committee
PGDS	- Provincial Growth and Development Strategy
PMAC	- Performance Management Audit Committee
RF	- Representative Forum
SDF	- Spatial Development Framework
SDBIP	- Service Delivery and Budget Implementation Plan

## 1. INTRODUCTION

As stipulated in Section 28 of the Municipal Systems Act of 2000 (MSA), a municipal Council must adopt a **process** set out in writing to guide the planning, drafting, adoption and review of its Integrated, Development Plan (IDP). This Process Plan is developed in line with the District Framework Plan, municipal plans and other relevant legislation, regulations and guidelines have been taken into account. Also the Process Plans must ensure compliance with certain minimum quality standards of the IDP process and proper coordination between and within spheres of government occurs within this process. This process plan will therefore serve as a guide for reviewing the 2022/2023 IDP that will be adopted by Council.

The preparation of a Process Plan, which essentially is the Ndwedwe IDP process set in writing, requires adoption by Council and includes the following:

- A programme specifying the time frames for phases of the planning process.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role-players in the IDP drafting process.
- An indication of the organisational arrangements for the IDP process.
- Legally binding plans and planning requirements to be met within the context of the IDP process.
- Mechanisms and procedures for vertical and horizontal alignment.

### 1.1 INSTITUTIONAL ARRANGEMENTS

The IDP preparation process requires an extensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development alignment. The municipality will utilise existing institutional arrangements. The table below presents the iLembe Family of municipality's (local and district wide) institutional arrangements focusing on a structure, composition and terms of reference aspects.

Structure	Composition	Terms of reference
<b>District Mayors Forum (DIMAFO)</b>	Mayors and Municipal Managers of all municipalities Sector Departments	Monitor progress of preparation and implementation of IDPs and Budgets Ensure intergovernmental co-ordination and alignment between local and district municipalities' IDPs, Sector Departments' plans, budgets and related activities. Sector Departments to focus on providing financial resources and technical expertise on sector plans and issues as requested by DIMAFO.
<b>IDP and Budget Representative</b>	Chairperson: Mayor Councillors Representatives of Wards (in the case of	Represent the interests of constituents in the IDP and budget processes

<p><b>Forum (RF)</b></p>	<p>the local municipalities) Representative of municipality wide organizations Government departments</p>	<p>Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government Ensure communication between all stakeholder representatives including the municipal government. Monitor the performance of the planning and implementation processes. Participate in the process of setting up and monitoring "key performance indicators" in line with the Performance Management Manual.</p>
<p><b>IDP and Budget Steering/Management Committee</b></p>	<p>Chairperson: Municipal Manager CFO/BTO IDP Manager In the case of the District, it should include Municipal Managers from Local Municipalities</p>	<p>Considers the Budget and IDP Process Plan for the municipality Ensures that parameters are set and met Agrees on budget principles to be adopted Reviews budget submissions Monitors adherence to the Budget Process Plan Ensures public participation Provide ToR for the various planning activities Considers and comments on: inputs from sub-committee, study teams and consultants inputs from provincial sector departments and support providers Processes, summarizes and documents outputs Makes content recommendations Prepares, facilitates and documents meetings that sit at least 4 times per year The Budget Technical Committee should be responsible for the establishment of the Budget Local Consultation Forum by:  <input type="checkbox"/> Defining terms of reference and criteria for members of the Budget Local Consultation Forum;  <input type="checkbox"/> Informing the public about the establishment of the Budget Local Consultation Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, number of members, and constitution</p>

## 1.2 LEGISLATIVE REQUIREMENT FOR IDP REVIEW

According to the legislative requirements set out in the MSA as well as the Planning and Performance Management Regulations, all municipalities, both district and local, have to prepare an IDP and submit it to the MEC for Local Government. Chapter 5, Section 26 of the MSA indicates the core components of an IDP and that such an IDP must reflect the following:

:

- *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.*
- *An assessment of the existing level of development in the municipality, such as identification of communities basic needs*
- *Comments of the MEC for the 2020/21 IDP review which in some instances are still to be received and of the role players in the assessment of the final IDP submissions;*
- *The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- *Areas requiring additional attention in terms of the legislative requirements;*
- *Shortcomings and weaknesses identified through the IDP Road shows and internal systems assessment;*
- *The preparation and review of relevant sector plans and their alignment with the IDP;*
- *Alignment of IDP to the PGDS and other relevant National and Provincial development guidelines and policies;*
- *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- *A financial plan, which must include a budget projection for at least the next three years; and*
- *The basic elements of the performance management system, the strategic objectives, the development priorities, indicators of performance, targets set and the organisational layer of the SDBIP.*

The Process Plan forms a important part of the IDP process as elaborated in terms of Section 28 of the Municipal Systems Act;

- Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.
- The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- A municipality must give notice to the local community of particulars of the process it intends to follow.

Adding to this, should there be any amendments and reviews prepared within the IDP, Section 34 of the MSA should be adhered to;

A municipal council—

- must review its integrated development plan—
  - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
  - (ii) to the extent that changing circumstances so demand; and
- may amend its integrated development plan in accordance with a prescribed process.

### 1.3 IDP-BUDGET-OPMS ALIGNMENT PROCESSES

Progress has been made with the process of aligning the IDP, Budget and the Organisational Performance Management System. Every effort will be made in the 2021/2022 financial year to improve the integration of these three processes to an even greater extent through the Process Plan. It should, however, be noted that the Organisational PMS specifically also requires its own in-depth process comparable to that of the IDP as well as the budget.

The Budgetary Process will address the various budget requirements and focus areas identified through self-assessment, i.e. compliance issues. The spotlight is on the alignment of the Budget to the IDP, Organisational PMS and SDBIP.

The Organisational PMS process will address the following issues:

- Alignment of the PMS, Budget and IDP processes and interim feed into the SDBIP.
- Establishment of the Performance Management Audit Committee.
- Implementation of the Individual Performance Management System at Managerial Level.

The following diagram summarise the functions of these processes and their critical linkages to one another.

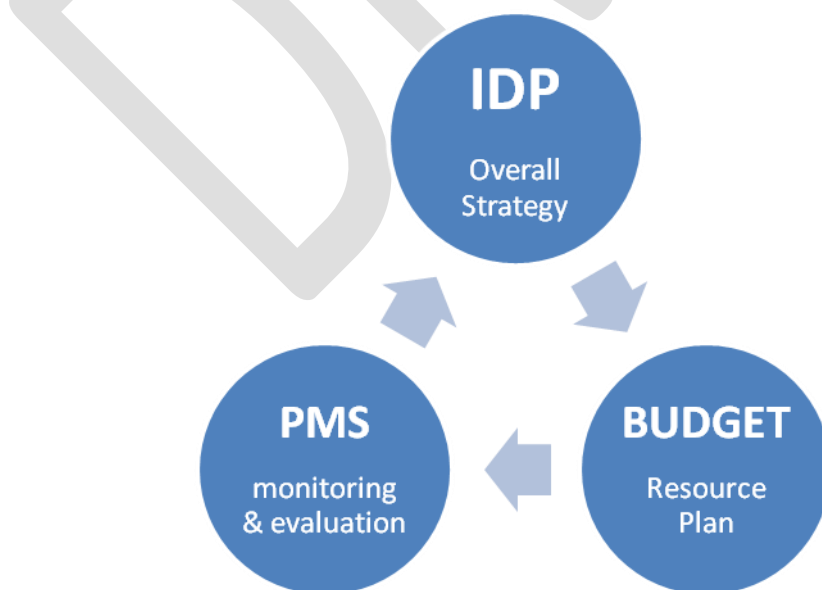


FIGURE 1: PMS, BUDGET AND IDP PROCESSES

## 1.4 KEY ELEMENTS ADDRESSED IN THIS PROCESS

The following is a summary of the main activities to embark upon during this IDP review process:

- Comments received from the various role-players in the assessment of IDP documentation.
- Areas requiring additional attention in terms of legislative requirements that were not addressed during the previous years of the IDP Process.
- Consideration, review and inclusion of any relevant and new information.
- Shortcomings and weaknesses identified through self-assessment as well as on the Draft IDP assessments held in April 2021.
- Significant areas of concern highlighted during the District's IDP Alignment meetings.
- Preparation and review of relevant sector plans and their alignment with the IDP.
- Alignment of the Ndwedwe IDP to the PGDS and other relevant National and Provincial development guidelines and policies such as the Planning and Development Act.
- Ongoing alignment of the Municipality's Performance Management System in terms of Chapter 6 of the MSA, with the IDP.
- Update of the Financial Plan as well as the list of projects, inclusive of a 3-year Capital Investment Framework.
- To incorporate new information on the Council community development Programmes.
- Review and updating the Operation Sukuma Sakhe and War Rooms on a montly basis.
- Review the IDP to align with SPLUMA implementation and requirements.

## 1.5 HORIZONTAL AND VERTICAL ALIGNMENT

Horizontal and vertical alignment within an IDP must be achieved and this is explained by means of the following:

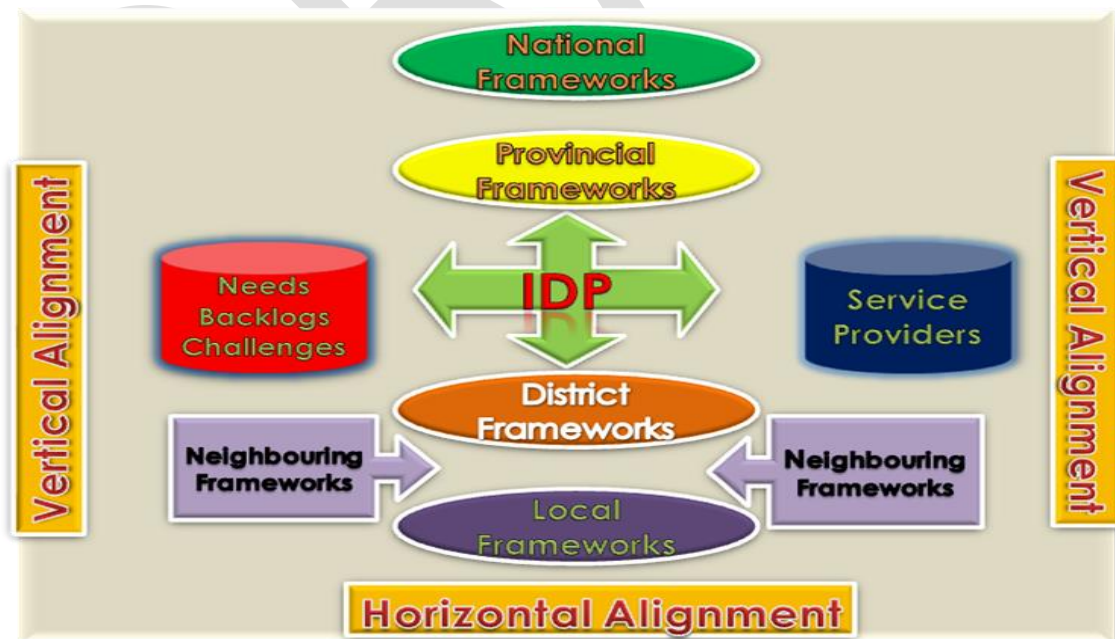


FIGURE 2: ALIGNMENT OF THE IDP PROCESSES



- **Process Plan:**

According to legislation, Chapter 5 and Section 28 of the Municipal Systems Act (2000), Municipalities are to prepare and adopt a Process Plan which indicates how the district and local municipalities will align their IDPs. The Process Plan provides the linkages and proper relationships to be established between the district and local municipalities in the region and in doing so, proper consultation, coordination and alignment of the IDP process within the district and the various local municipalities can be maintained.

- **Alignment with Sector Departments:**

It is essential that the Ndwedwe Local Municipality priorities can be reflected in the project prioritisation process and in turn, that the Sector departments projects can be reflected in the 2022/2023 IDP and SDF documentation. Regular and strategic meetings with the Sector Departments would be required during the process of the annual IDP review. This can be conducted through Sector Department meetings together with the district.

- **Neighbouring Municipalities:**

Cross-border alignment is necessary to ensure the spatial coordination of development efforts. This can be done through existing organisational structures such as the District Planning and Development Forum, as well as strategic discussions between neighbouring district municipalities. A concerted effort will be made to facilitate such alignment and coordination.

## 1.6 MECHANISMS FOR ALIGNMENT

Alignment needs to occur within the context of the Ndwedwe 2022/2023 IDP review and the following is of particular relevance in this respect:

- **National Linkages**

The National sphere provides a Framework for the preparation of sector plans and funding, where possible. This contributes to the creation of a normative framework and consistency between the Ndwedwe Municipality and the other Municipalities. The National sphere also coordinates and prioritises programmes and budgets between sectors and the National sphere in line with the National Framework.

- **Provincial Level**

As with National Government, Provincial Government prepares sectoral guidelines and funding for the preparation of these plans. The preparation of sector plans and programmes and district programmes also need to be coordinated and aligned.

- **Local Level**

The Ndwedwe Municipality will, in consultation with the district and the other local municipalities within its jurisdiction coordinate all planning activities during the IDP review process. Ndwedwe will participate in all district level alignment events and specific alignment meetings.

## 2. ORGANISATIONAL ARRANGEMENTS

The IDP/Budget/OPMS review process will be guided and undertaken within the following organisational arrangements.

### 2.1 IDP STEERING/MANAGEMENT COMMITTEE

As part of the IDP/Budget/OPMS review process, the municipal Council must establish a Steering/Management Committee which supports the Municipal Manager, IDP and the Budget Office. The composition of this Steering Committee will be as follows:

The Ndwedwe IDP Steering Committee/ Management Committee is composed of the following groups:

- Management Committee
- Municipal Manager
- Senior Managers or relevant representatives
- Senior municipal officials
- DPSS

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

- Consultants (if appointed)
- Sector Departments

For the purposes of the review of the IDP, the IDP Steering Committee/ Management Committee will preferably be chaired by the **Municipal Manager**.

#### 2.1.1 Terms of Reference for the IDP Steering Committee/ Management 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.

## 2.2 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.

### 2.2.1 Composition of the IDP Representative Forum

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

- Mayor and 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
- Parastatal organisations and local businesses

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

### 2.2.2 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 IDP AND PMS MANAGER

The following are some of the responsibilities allocated to the IDP and PMS Manager for the IDP review process:

- Ensuring that the Process Plan is finalised and adopted by Council.
- Adjusting the IDP according to the proposals of the MEC.

- Identifying additional role-players to sit on the IDP Representative Forum.
- Ensuring the continuous participation of role players.
- Monitoring the participation of role players.
- Ensuring appropriate procedures are followed.
- Ensuring documentation is prepared properly.
- Responding to comments and enquiries.
- Coordinating the preparation of the Sector Plans and their inclusion into the IDP documentation.
- Coordinating the inclusion of the OPMS into the revised IDP.
- Submitting the reviewed IDP to the relevant authorities.

The Municipal Financial Management Act, which also impacts on the IDP, may affect the abovementioned functions with the Mayor being given more powers and functions in terms of the IDP.

## 2.4 WORKING GROUPS

Working Groups are established to assist the IDP/Budget/OPMS Steering and Management Committee by focussing on specific matters referred to them by the Steering Committee. The Working Groups need to consist of the necessary officials at a managerial level tasked with the matter at hand and could include any additional external involvement and resources deemed necessary, including specialist consultants, officials from provincial departments, etc.

The Ndwedwe Local Municipality forms part of the following working groups:

- Planning and Development and PMS IDP Working Groups coordinate the development of Council IDP and consists of the following Business Units: Planning, Budget, OPMS and Public Participation
- Technical Working Group (provides Water and Sanitation information to the IDP Working Group in general this information will cover backlogs achieved as well as Strategic Infrastructure Planning)
- Institutional Working Group (provides information relating to the district's current and proposed Organogram in terms of strategic goals and other related Human Resources information).
- LED Working Groups (provides information relating to new Economic opportunities that are informed and inform the District Spatial Development Framework.
- CFO's Working Group (provides budgeting information to the IDP Medium Term Expenditure Framework (MTEF).
- Speaker's Working Group coordinates and aligns all public participation meetings with the district and its local municipalities.

## 2.5 WARD-BASED PUBLIC MEETINGS

This serves as the direct consultation with the members of the public to discuss what the IDP document contains and also to find out if there are other development issues that need to be addressed. The Ndwedwe Municipality also takes part in Ilembe District's Mayoral Imbizos which are rolled out within Ndwedwe jurisdiction.

The diagram below illustrates the above direct consultations and committees are linked together:

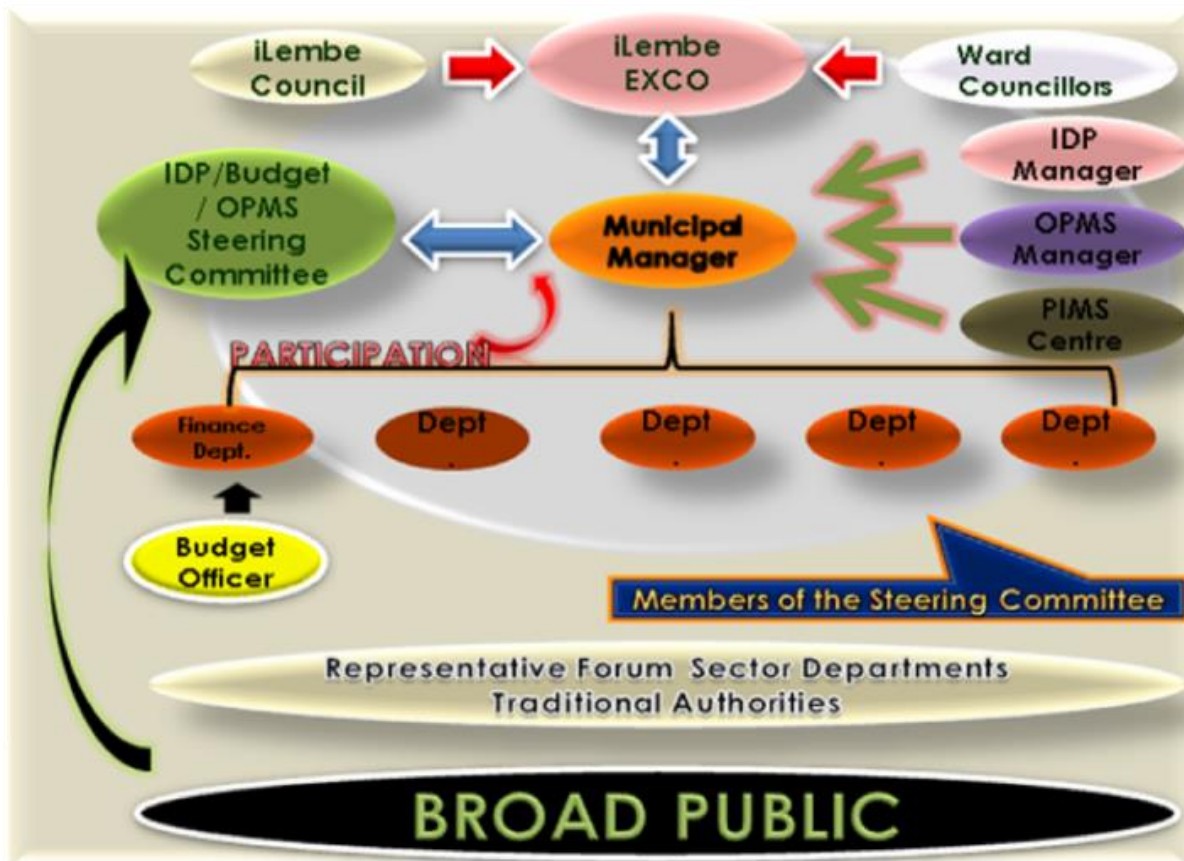


FIGURE 3: CONSULTATION PROCESSES

## 3. INTERNAL AND EXTERNAL STAKEHOLDERS

Within the context of the preparation of this IDP Review the main roles and responsibilities allocated to each of the internal and external role-players are set out in the following tables.

### 3.1 INTERNAL ROLE-PLAYERS

- Mayor
- Council

- Municipal Manager
- IDP and PMS Manager
- Development Planning Shared Service
- Municipal Officials
- Management Committee
- IDP Steering Committee
- Representative Forum/Civil Society

<b>Role-Player</b>	<b>Roles And Responsibilities</b>
<b>Council</b>	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Final decision making</li> <li>• Approval of the reviewed IDP documentation</li> </ul> <p><b><u>Organisational PMS</u></b></p> <ul style="list-style-type: none"> <li>• Final decision making</li> <li>• Consider and adopt final report</li> <li>• Mayor: Submit draft performance agreement for the Municipal Manager via EXCO to the Council for consideration and approval</li> <li>• Municipal Manager: Submit draft performance agreement for each departmental head to EXCO for approval</li> <li>• Municipal Manager: Submit annual performance report to Council via EXCO for consideration and approval</li> <li>• Municipal Manager: Submit audit report via EXCO to Council within 1 month of receipt</li> <li>• IDP and PMS Manager: Submit report via EXCO to the Council about mechanisms, systems and processes for auditing the results of performance measurements as part of the internal auditing process</li> <li>• IDP and PMS Manager: Obtain Council approval for the mechanisms, systems and procedures</li> </ul> <p><b><u>Budget</u></b></p> <ul style="list-style-type: none"> <li>• Approve the budget before the start of the financial year</li> <li>• Consider draft budget</li> <li>• Approve unforeseen and unavoidable expenses</li> </ul>
<b>Councillors, Traditional Councils, etc.</b>	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Linking the IDP process with their constituencies</li> <li>• Organising the public participation</li> <li>• Dissemination of Information</li> </ul>
<b>Mayor</b>	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Decide on the process plan</li> <li>• Overall management, coordination and monitoring of the process and drafting of the IDP review documentation, or delegate this function</li> </ul> <p><b><u>Organisational PMS</u></b></p> <ul style="list-style-type: none"> <li>• Establish the performance agreement for the Municipal Manager in terms of the OPMS</li> <li>• Determine KPAs for Municipal Manager based on institutional KPIs</li> <li>• Determine the performance objectives and targets that the Municipal Manager must meet in relation to the KPAs</li> <li>• Negotiate the performance objectives and targets that the MM must</li> </ul>

<b>Role-Player</b>	<b>Roles And Responsibilities</b>
<b>Municipal Manager</b>	<p>meet</p> <ul style="list-style-type: none"> <li>• Submit draft performance agreement for the Municipal Manager via EXCO to the Council for consideration and approval</li> <li>• Conclude and sign performance agreement with the Municipal Manager</li> </ul> <p><b><u>Budget</u></b></p> <ul style="list-style-type: none"> <li>• Table budget to Council at least 90 days before the start of the financial year</li> <li>• Table budget timetable to Council</li> <li>• Report authorization of unforeseeable and unavoidable expenses at Council meeting after having authorized such expenses</li> <li>• Approval of budget implementation plan</li> <li>• Ensure conclusion of management's performance agreements</li> <li>• Ensure that the management's performance agreements are made public</li> <li>• Submit to Council an annual report within 7 months after the end of the financial year</li> </ul>
<b>Municipal Manager</b>	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Decide on planning process</li> <li>• Monitor process</li> <li>• Overall Management and co-ordination</li> </ul> <p><b><u>Organisational PMS</u></b></p> <ul style="list-style-type: none"> <li>• Establish a performance audit committee</li> <li>• Establish performance agreements for departmental heads</li> <li>• Determine KPAs for each departmental head</li> <li>• Determine proposed performance objectives and targets that each departmental head must meet in respect of each KPA</li> <li>• Negotiate performance objectives and targets that the departmental heads must meet.</li> <li>• Submit draft performance agreement for each departmental head to EXCO for approval</li> <li>• Conclude and sign performance agreements with each departmental head</li> <li>• Performance monitoring of the OPMS</li> <li>• Develop standard progress and variance reporting format</li> <li>• Develop forms and/ or electronic database for tracking progress and variance on monthly basis</li> <li>• Determine the frequency of progress and variance reporting, including dates for submitting reports</li> <li>• Verify interim OPMS measurement results</li> <li>• Submit annual performance report to Council via EXCO for consideration and approval</li> <li>• Submit approved annual performance report, together with financial statements, to the Auditor General</li> <li>• Receive external Auditors report</li> <li>• Submit audit report via EXCO to Council within 1 month of receipt</li> </ul>

Role-Player	Roles And Responsibilities
	<p><b><u>Budget</u></b></p> <ul style="list-style-type: none"> <li>• Give notice of bank account to the NT and AG</li> <li>• Supply NT and AG with list of bank accounts</li> <li>• Table consolidated report of all withdrawals from bank account to Council within 30 days after the end of each quarter</li> <li>• Submit draft budget implementation plan to Mayor within 14 days after approval of the budget</li> <li>• Perform mid-year performance assessment of the Municipality and the submission of the report to the Mayor</li> <li>• Submit the annual financial statements to the AG within two months after the end of the Financial Year</li> <li>• Submit annual oversight reports to the Provincial Legislature within 7 days after adoption by Council</li> </ul>
<b>IDP and PMS Manager</b>	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Day-to-day management of the process</li> </ul> <p><b><u>Organisational PMS</u></b></p> <ul style="list-style-type: none"> <li>• Day-to-day management of the process</li> <li>• Performance planning and preparation</li> <li>• Submit report via EXCO to the Council about mechanisms, systems and processes for auditing the results of performance measurements as part of the internal auditing process</li> <li>• Obtain Council approval for the mechanisms, systems and procedures</li> <li>• Compile schedule/ programme for internal auditing</li> <li>• Submit quarterly reports on audits to the Municipal Manager and the Performance Audit Committee</li> </ul>
<b>Municipal Officials</b>	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Provide technical/sector expertise</li> <li>• Prepare selected Sector Plans</li> </ul> <p><b><u>Organisational PMS</u></b></p> <ul style="list-style-type: none"> <li>• Setting KPIs for administrative components and service providers</li> <li>• Prepare progress reports – Top Management to do this monthly</li> <li>• Report on the performance measures</li> <li>• Verify interim OPMS measurement results</li> </ul>
<b>IDP Management / Steering Committee</b>	<ul style="list-style-type: none"> <li>• Assist and support the Municipal/IDP Manager</li> <li>• Oversee the alignment of the planning process internally within the municipal area</li> </ul>
<b>Representative Forum/Civil Society</b>	<ul style="list-style-type: none"> <li>• Representing interest and contributing knowledge and ideas</li> <li>• Also inclusive of the terms of reference of the IDP Representative Forum</li> </ul>

TABLE 1: INTERNAL RESPONSIBILITIES

### 3.2 EXTERNAL ROLE-PLAYERS

- Relevant Government Sector Departments
- Planning professionals/facilitators



- Municipal officials
- Representative Forum
- Civil Society / Broad Public

<b>ROLE-PLAYER</b>	<b>ROLES AND RESPONSIBILITIES</b>
<b>Planning Professionals</b>	<ul style="list-style-type: none"> <li>• Methodological guidance</li> <li>• Facilitation of planning workshops</li> <li>• Sector Plans</li> <li>• Performance Management</li> <li>• Documentation</li> </ul>
<b>Municipal Officials</b>	<ul style="list-style-type: none"> <li>• Provide technical/sector expertise</li> <li>• Prepare draft progress proposals</li> </ul>
<b>Representative Forum/Civil Society</b>	<ul style="list-style-type: none"> <li>• Representing interest and contributing knowledge and ideas</li> </ul>
<b>Government Departments</b>	<ul style="list-style-type: none"> <li>• Provide data and information (Strategies &amp; Policies)</li> <li>• Budget guidelines</li> <li>• Alignment of budgets with the IDP</li> <li>• Provide professional and technical support</li> </ul>

TABLE 2: EXTERNAL ROLES & RESPONSIBILITIES

## 4. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION AND ALIGNMENT

Participation within the context of the Ndwedwe 2022/2023 IDP process will be guided by the Ndwedwe Municipality Public Participation Process. Due cognisance is also given to the Batho Pele principles and Community Based Planning. This Section of this IDP Process Plan highlights the main points of departure in terms of IDP participation.

### 4.1 FUNCTIONS AND CONTEXT OF PUBLIC PARTICIPATION

Four major functions have been identified for public participation process namely:

- Needs orientation
- Appropriateness of solutions
- Community ownership
- Empowerment

During the preparation of the IDP and its review, the public participation process will be institutionalised in order to ensure all residents have an equal right to participate.

## 4.2 MECHANISMS AND PROCEDURES FOR PARTICIPATION

The following mechanisms and procedures/processes for participation will apply for the 2022/2023 Ndwedwe IDP process:

<b>MECHANISM FOR PARTICIPATION</b>	<b>PROCEDURE/PROCESS FOR PARTICIPATION</b>
<b>IDP/Budget/OPMS Representative Forum</b>	
<p>This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the Rep Forum and ensure their continued participation throughout the process.</p>	<p>The Rep Forum will meet as indicated in the attached programme.</p> <ul style="list-style-type: none"> <li>• The first RF meeting will involve a presentation of the Process Plan as well as a gap analysis identifying areas to be addressed in the IDP/Budget process.</li> <li>• The Rep Forums will be held to provide feedback on the IDP/Budget/Organisational PMS to acquire input from RF members on the Sector Plans and draft Budget.</li> <li>• Ad-hoc RF meetings will be called as and when needed to inform the OPMS implementation process and specifically in setting performance targets.</li> <li>• Input will be invited via the various Ward Committee meetings and Traditional Authority meetings in conjunction with the respective Local Municipality.</li> </ul>
<b>Izimbizo/" Road Shows"</b>	
<p>This process was very successful in previous public engagements and will be continued during the 2021/2022 IDP and Budget review. Comments will be collated into an Izimbizo Findings Report with the relevant line functions been given the responsibility to ensure that issues identified are adequately addressed.</p>	<p>These meetings will be held as indicated in the attached programme and will be widely publicised via the media.</p>
<b>Various Forums</b>	
<p>This involves the assimilation of issues raised at various Forums established at the District and Local level, ranging from LED, Water Forums, Summits and Community Based meetings.</p>	<p>This is an ongoing consultative process and meetings will be held as and when required.</p>
<b>Media</b>	
<p>Local newspapers will be used to inform the community of the progress with the IDP/Budget/Organisational PMS process.</p>	<ul style="list-style-type: none"> <li>• A notice will be published in the local newspaper regarding the initiation and completion of the IDP/Budget/PMS process. This notice will invite stakeholder participation and comments on the Draft Plan. A progress report will be submitted to the local newspaper on the completion of the IDP Review, as well as on the completion of any of the Sector Plans.</li> </ul>

TABLE 3: PROCESSES FOR PARTICIPATION

### 4.3 COMMUNITY BASED PLANNING

The Ndwedwe Municipality has commenced with the CPB process throughout the 19 wards. The municipality's approach in participatory interaction is based on its innovative ward based planning process which escalates to area based planning process where all 19 wards will be involved in the confirmation of their development priorities/needs in the context of the area. Area-based plan as a form of participation in the development of Ndwedwe Municipality's IDP is seen within the context that it must be people-focused and empowering, led and owned by Ward Councillor, Ward Committee members and Community Development Workers (CDW's) based on vision and strengths of the ward and area. Through WBP, communities and stakeholders will highlight and confirm their development priorities that should be included in the IDP in the form of projects, programmes and services linked to wards and on a broader basis of the area of which the ward forms an integral part. A fundamental and statutory component of the IDP process is community engagement and public participation. Ward based planning is considered the preferred form of participatory planning designed to promote community action and to link to the IDP as it provides a mechanism for entrenching participatory planning and management at ward level.

## 5. ACTION PLAN AND BUDGET

### 5.1 CORE ELEMENTS OF THE IDP/BUDGET/ORGANISATIONAL PMS PROCESS

The core elements of the IDP, Budget and Organisational PMS preparation process correspond with the core functions of municipalities as outlined in the MSA, the MFMA and other applicable legislation as well as the Department of Co-operative Governance and Traditional Affairs IDP Guide Packs and the IDP Credibility Framework. In addition to these certain critical elements have arisen from the preparation of the IDPs over the past years and these are also incorporated into this 2022/2023 IDP process.

The core components of the IDP process are grouped as follows:

- Current status of the implementation process of the IDP, including a performance report of the previous Council's full term of office.
- The IDP Components as listed in the MSA.
- Performance Management System requirements.
- Preparation and finalisation of the annual municipal budget and ensuring compliance with the requirements of the MFMA. Milestones

## 5.2 IDP/BUDGET/ORGANISATIONAL PMS PROGRAMME

The Programme for IDP, Budget and Organisational PMS Process is as follows:

TIMEFRAME	ITEM	ACTIVITY	RESPONSIBILITY
1 <sup>st</sup> QUARTER	July	<ul style="list-style-type: none"> <li>Start of the budget, PMS and IDP annual reviews.</li> <li>S57 Managers Quarterly Performance Assessments.</li> <li>IDP Steering Committee/ Management Committee meeting</li> <li>Submission of draft 2021/2022 Process plan to CoGTA</li> </ul>	CFO  IDP and PMS Manager
	August	<ul style="list-style-type: none"> <li>Adoption of the Process Plan, Public Notification PMS Review</li> <li>Notice to the community of the process to be followed.</li> <li>Submission of the Annual Financial Statements to Auditor General.</li> <li>Develop and implement operational planning process to produce KPIs.</li> <li>Adoption of 2021/2022 Process Plan</li> <li>Ensure that the performance agreements of municipal management and senior managers are in place and submitted to CoGTA.</li> </ul>	CFO  IDP and PMS Manager
	September/October	<ul style="list-style-type: none"> <li>Public Participation-Rep Forum meeting Alignment with Sector Departments</li> <li>-Process plan;</li> <li>-Submission of new projects (capital projects); and</li> <li>-Merging of Sector Departments'</li> <li>Engage with Provincial and National sector departments and State Owned Enterprises(SOE's) for alignment of programmes with Municipal plans.</li> </ul>	Mayor  Sector Departements and SOE's
2 <sup>nd</sup> QUATER	October	<ul style="list-style-type: none"> <li>Review of the Strategies, Objections and Public Participation Meetings</li> <li>IDP Steering Committee / Management Committee</li> <li>S 57 Managers Quarterly Performance Assessments; and</li> <li>First performance quarterly report submitted to Council.</li> <li>Conducting the first public participation meetings.</li> </ul>	CFO IDP and PMS Manager

	November	Finalise tariff policies and	<ul style="list-style-type: none"> <li>Review of annual report.</li> <li>Develop budget implementation plans.</li> <li>Begin to compile first draft of balanced 2020/2021 budget.</li> </ul>	CFO
	December	Approval of adjusted budget	<ul style="list-style-type: none"> <li>Municipal entities submit proposed budget for 2019/2020</li> <li>Approval of adjusted budget.</li> <li>Review proposed national and provincial allocations.</li> <li>Mid-year budget review and adjustment of 2019/2020 budget.</li> </ul>	CFO
<b>3<sup>rd</sup> QUATER</b>	January	Municipal Sector Plans And Budget Preparation (Internal)	<ul style="list-style-type: none"> <li>Prepare and Finalization of Sector Plans.</li> <li>S57 Managers Quarterly Performance Assessments. Second performance quarterly report</li> <li>Assess the municipality's budgetary and financial performance for the first six months of the financial year and submit assessment report to Council – MFMA Section 72 report.</li> <li>Finalising the Spatial Development Framework (SDF).</li> </ul>	ALL HODs IDP and PMS Manager
	February	Submission of the proposed budget and plans to Mayor	<ul style="list-style-type: none"> <li>Informal internal and external discussions on the first draft balanced 2020/2021 budget with emphasis on included IDP related projects, outcomes of projects and influence on tariffs.</li> <li>Finalization of the CIF linked to the MTEF Budgetary Framework Framework for inclusion in the IDP and aligning with Sector Department.</li> <li>Table adjustment Budget</li> <li>Advertise annual report for comments and submissions</li> </ul>	MM  IDP and PMS Manager / CFO

<b>4<sup>th</sup> QUATER</b>	March	Completion of the Draft Budget and SDBIPs	<ul style="list-style-type: none"> <li>• Draft budget and reviewed IDP are tabled together in council for consideration.</li> <li>• Submit draft budget to National and Provincial Treasuries.</li> <li>• Produce SDBIP from IDP, Budget and PMS.</li> <li>• Draft and Present draft Budget and SDBIPs.</li> <li>• Advertise Public Participation. Conduct Izimbizo.</li> <li>• Submit Draft IDP to COGTA.</li> <li>• Draft budget and revised IDP together with all related documents to be posted onto the municipal website so that the budget is accessible to the public.</li> </ul>	CFO IDP and PMS Manager
	April	Public Comments and Public Participation on the IDP and Budget	<ul style="list-style-type: none"> <li>• Consult with relevant sectors to finalize allocations from Government for 2021/2022 and subsequent 3-year cycle.</li> <li>• Publish tabled budget and invite local community to comment.</li> </ul>	IDP and PMS Manager CFO
	May	IDP and Budget submission to Council	<ul style="list-style-type: none"> <li>• Public Partitpation/ IDP Representative Forum.</li> <li>• Submit 2021/2022 final budget and final IDP and final implementation plans to Council for approval and adoption by the 31 May 2021.</li> </ul>	IDP and PMS Manager CFO
	June	Submission of adopted IDP and Budget to relevant stakeholders.	<ul style="list-style-type: none"> <li>• Submission of the 2021/2022 Final adopted Budget and IDP to Treasury.</li> <li>• Submission of the adopted 2021/2022 Final IDP review to KZN COGTA.</li> </ul>	IDP and PMS Manager CFO

TABLE 4: IDP/BUDGET/OPMS PROCESS

### 5.3. IDP/BUDGET/ORGANISATIONAL PMS ACTION PLAN

The Programme for IDP, Budget and Organisational PMS Action Plan is attached as separate document termed Activity & Time Frame Schedule as part of the Process Plan for Ndwedwe 2022/2023 IDP. The schedule provides a detail of the different activities, binding legislation, responsible entity and projected timelines. It also ensures integration and alignment through the review process of the IDP, Budget and OPMS.

### 5.4 COST ESTIMATE AND BUDGET

An overall budget for driving the whole IDP process has been set aside by the Local Municipality as well as for supporting aspects of the whole process. The cost estimates for the 2021/2022 financial year are as follows:

	ACTIVITY	ESTIMATED COST										
1.	<b>Advertisements</b> <ul style="list-style-type: none"> <li>• Draft Process Plan</li> <li>• Draft IDP</li> <li>• Final IDP</li> </ul>	R 5000.00 R 5000.00 R 5000.00										
3.	<b>Budget and IDP Programme/ Mayoral Imbizo Mayoral IDP Izimbizo</b>	<b>R 3 155 000.00</b>										
	<table border="1"> <tbody> <tr> <td>Catering</td> <td>100 000.00</td> </tr> <tr> <td>Entertainment</td> <td>40 000.00</td> </tr> <tr> <td>Sound system</td> <td>50 000.00</td> </tr> <tr> <td>Tents</td> <td>170 000.00</td> </tr> <tr> <td>Transport</td> <td>60 000.00</td> </tr> </tbody> </table>	Catering	100 000.00	Entertainment	40 000.00	Sound system	50 000.00	Tents	170 000.00	Transport	60 000.00	
Catering	100 000.00											
Entertainment	40 000.00											
Sound system	50 000.00											
Tents	170 000.00											
Transport	60 000.00											
4.	IDP Printing	R200 000. 00										

**TABLE 5: COST ESTIMATE AND BUDGET**

*The above is subjected to Council and Management inputs.*

## **6. REVIEW OF THE SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

### **6.1 LEGISLATIVE BACKGROUND**

The Municipal Systems Act 32 of 2000 (MSA), under Section 26(e), regulates a municipality to prepare and adopt a (SDF) as a component of its Integrated Development Plan (IDP). The SDF is a process through which a municipality prepares a strategic spatial development plan for a medium to long term period as a means to facilitate effective implementation of the IDP. It will serve as principal spatial planning instrument which guides and informs all planning, land management, development and spatial decision-making in the municipality.

### **6.2 SDF ALIGNMENT WITH IDP**

Ndwedwe Local Municipality vision was developed as part of the IDP process in line with the requirements of the MSA. The framework forms part of an integrated planning system guided by law and policies, mainly to formulate a spatial framework which will regionally and locally address the intentions of the National Development Plan of 2011, the principles of the Spatial Planning and Land Use Management Act (SPLUMA) No. 16 of 2013, Rural Development Strategy and District Growth Development Plan (DGDP).

### 6.3 SDF AND CIF

The SDF is aligned to the CIF that is the short, medium and long-term government investment in the form of future capital projects indicates a huge desire for Ndwedwe Local Municipality to endeavour to strike a balance between meeting the needs of settlements while also encouraging the growth and development of nodes. The intention of the Capital Investment Framework (CIF) is to close the gap between the spatial development framework and implementation on the ground. The CIF formulation is based on three intervention programmes which will guide the formulation of a spatially based budget. The integration of the sector plans will ensure impactful outcomes for projects that are implemented. The CIF is annually prepared as part of the SDF, it is prepared in conjunction with internal departments, sector departments and state owned enterprises.

The primary objectives of the CIF are as follows:

- provide a strategic context in which infrastructure and services investments should occur
- provide information on the current development profile of different areas and required interventions
- propose spatial-based investment interventions Budgeting decisions will be made with the clarity that only a visual platform can give Sector plans will be aligned with strategic investment decisions relating to bulk infrastructure Addressing the developmental backlogs;
- Efficiency through the creation of Business Intelligence through providing strategic planning information at a central point.

### 6.4 NDWEDWE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Ndwedwe Municipality is in the process of reviewing their Spatial Development Plan. The Ndwedwe SDF aims to create a spatial interpretation of the strategies and projects already contained within the IDP. Its main purpose is to guide the form and location of future spatial development within a Municipal area in order to address the imbalances of the past. Its attributes are as follows:

- It is a legislative requirement with a legal status and it supersedes all other spatial plans that guide spatial development within Ndwedwe Local Municipality.
- It enables the municipality to manage land development effectively in a sustainable manner.
- It promotes spatial transformation and integrated development.
- It identifies areas where social and infrastructure backlog is evident.

## 7. LEGALLY BINDING PLANNING REQUIREMENTS

The following table refers to all the applicable legislation and policies the municipalities in KwaZulu-Natal need to consider and comply with in the process of integrated development planning:



## 7.1 LEGISLATION

<b>Legislation</b>	<b>Responsible Department</b>	<b>Subject Matter</b>	<b>Responsibility</b>	<b>Approval</b>
Municipal Systems Act, No. 32 of 2000	Department of Co-operative Governance and Traditional Affairs	Integrated development plans Strategic Planning Multi-sectoral planning, coordination & alignment	Municipalities	Municipalities MEC Local Government may require amendment to IDP
Water Services Act, No. 108 of 1997	Department of Water and Sanitation	Water services plan Provision and delivery of water services	Water Services Authorities/ Municipalities	Water Services Authorities
National Land Transport Transition Act, No. 22 of 2000	Department of Transport	Transport plans Public transport plan Operational plan Integrated transport plan Operational plan	Transport Authorities /Municipalities	Transport Authorities /Municipalities
National Housing Act, No. 107 of 1997	Department of Human Settlements	Housing delivery plans Provision and delivery of housing	National & Provincial Government Municipalities	National & Provincial Government Municipalities
Municipal Structures Act, No. 117 of 1998	Department Of Co-Operative Governance And Traditional Affairs	Municipal establishment and determination of powers and functions of municipalities	Municipalities	N/A
National Environmental Management Act, No. 107 of 1998	Department of Environmental Affairs and Tourism	Environmental management plans Environmental principles Environmental implementation plans	Certain national departments and each province	Relevant department or province
Spatial Planning and Land Use Management Act, No 16 of 2013	Department of Rural Development and Land Reform	Spatial Planning and Land Use Management	Municipalities	Municipalities
Public Finance Management Act, No. 1 of 1999 & Treasury Regulations	National Treasury	Economic, efficient & effective management of public finances transferred from National or Province to municipalities through sound accounting and internal control system	Municipalities	National and Provincial Treasury
Municipal Finance Management Act, No. 56 of 2003	National Treasury	Economic, efficient & effective management of municipal finances through sound accounting and internal control system	Municipalities	Municipal manager MEC Local Government
Property Rating Bill, 2000	Department of Co-operative Governance and	Creation & maintenance of sustainable municipal rates base	Municipalities	N/A

Legislation	Responsible Department	Subject Matter	Responsibility	Approval
	Traditional Affairs			
Administrative Justice Act, No. 3 of 2000	Department of Justice	Fair administrative procedures	Municipalities	N/A
Promotion of Access to information Act 2 of 2000	Department of Labour	Freedom of access to public information	Municipalities	N/A

**TABLE 6: LEGISLATION**

## 7.2 POLICIES & PLANS

Policy	Responsible Department	Subject Matter
National Development Plan	National Planning Commission/Presidents Office	NDP seeks to eliminate poverty and reduce inequality.
12 National Outcomes	The Presidency	The outcomes approach is designed to ensure that government is focused on achieving the expected real improvements in the life of all South Africans.
Provincial Growth & Development Strategy (PGDS)	Premiers Office	A 2020 vision to create a dynamic, peaceful, secure, prosperous, healthy, educated, democratic, attractive and competitive
iLembe District Growth and Development Plan	iLembe Family of Municipalities	DGDP set a long term (20 year +) vision and direction for development in the District
iLembe Regional Spatial Development Plan	iLembe District Municipality	This Spatial Plan moves away from the "button and zip" (nodes and corridors) approach that has become so prevalent specifically in strategic spatial planning. The end-product is a detailed, cadastrally referenced, long term spatial plan that considers future natural resource management, economic development, population distribution and other factors, and packages this Spatial Plan in a phased long term implementation strategy. A short term (to 2020) implementation plan is also provided.

**TABLE 7: POLICIES & PLANS**

## 8. ADOPTION

The following steps need to be taken to facilitate the final approval of this Ndwedwe 2022/2023 IDP review:

- **Public Involvement**

- The Mayor must make presentations to all Wards
- Various consultation sessions need to be held during the period October to November 2021 to May 2022. These will provide the Ndwedwe Council with the opportunity to discuss pertinent issues and needs with constituent communities.
- Various IDP Steering Committee and EXCO meetings need to be held to facilitate reporting on progress with regard to this IDP and the IDP Process.
- IDP Public Participation and RF meetings need to be held and proper attendance ensured.

- **Critical Steps**

- A draft 2022/2023 IDP Process plan will be submitted to CoGTA for comment on the 31 July 2020.
- A draft 2022/2023 IDP document will be submitted to COGTA on the 31 March 2022.
- Simultaneously, the general public need to be informed that the IDP is open for comment and representation.
- After the comment/representation period has lapsed, the draft IDP with relevant amendments must be submitted to the Ndwedwe Council for adoption.
- To achieve integration and alignment, the Ndwedwe IDP and PMS Manager must attend the IDP Sector Alignment meetings that have been scheduled.

## 9. CONCLUSION

The draft Process plan is a document that guides all activities and procedures that need to be followed and carried out during the IDP process. An action programme is attached at **Annexure A** which includes the IDP, Budget, OPMS and Annual reporting processes. The process plan represents a number of legislations that guide all the processes. The Process plan has also fully aligned to the District's Framework Plan as per legislation requirement.

Additional, the Draft Process Plan will be advertised for public comment for a period of 21 days. A copy of the of the draft plan will be submitted to CoGTA on the 31 July 2021 for comment before final adoption by Council.