



**ILEMBE DISTRICT  
MUNICIPALITY**

**PROCESS PLAN**

**FOR THE 2022/27  
INTEGRATED DEVELOPMENT  
PLAN REVIEW**

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**LIST OF ABBREVIATIONS**

AG	- Auditor General
CIF	-Capital Investment Framework
DCOGTA	- Department of Co-operative Governance & Traditional Affairs
DSEDS	- District Spatial Economic Development Strategy
DGDP	- District Growth and Development Plan
EXCO	- Executive Committee
GIS	- Geographical Information System
IDP	- Integrated Development Plan
IRSDP	- iLembe Regional Spatial Development Plan
KZN	- KwaZulu-Natal
LED	- Local Economic Development
MEC	- Member of the Executive Council
MFMA	- Municipal Finance Management Act, No. 56 of 2003
MIG	- Municipal Infrastructure Grant
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
PDO	- Planning and Development Officer
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
SPLUMA	- Spatial Planning and Development Management Act

# 1 BACKGROUND

## 1.1 Introduction

The Municipal Systems Act 32 of 2000 (MSA), under Section 29, regulates the preparation of a Process Plan to ensure compliance with certain minimum quality standards of the IDP process and that proper coordination between and within spheres of government occurs during this process. This process plan will therefore serve as a guide for the preparation the new 5 year IDP.

The preparation of a Process Plan, which is essentially the iLembe Management Plan, for the new 5 year IDP, requires adoption by Council and includes the following:

- A programme specifying the timeframes for the different planning steps.
- Appropriate mechanisms, processes and alternative procedures for consultation and participation of local communities, organs of state, traditional authorities and other role-players admits the Global pandemic COVID-19 as part of the IDP 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.
- The findings and assessment comments from the MEC: CoGTA for inclusion as part of the new 5 year IDP to achieve a SPLUMA complaint and Credible IDP.

## 1.2 Legal Context

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 Co-operative Governance and Traditional Affairs. The MEC's assessment is done within the context of Chapter 5, Section 25 (1) of the MSA, which indicates that each municipal council must, within a prescribed period after the start of its elected term, adopt an inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality.
- Aligns the resources and capacity of the municipality with the implementation of this plan.
- Complies with the provisions of this Chapter.
- Is compatible with national and provincial development plans and planning requirements that are binding on the municipality in terms of legislation.

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, which must include an identification of communities which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation.
- The council's operational strategies.
- Applicable disaster management plans.
- A financial plan, which must include a budget projection for at least the next three years.

- The key performance indicators and performance targets determined in terms of Section 41 of the MSA.
- Section 26 (e) of the Municipal Systems Act (32 of 2000) indicates that an Integrated Development Plan (IDP) must reflect “a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality”.

The IDP will be undertaken in terms of Section 34(a) of the MSA which states that:

- A municipal council must review its IDP annually and according to an assessment of its performance measurements stated in Section 41 of the MSA.
- The Council must review the IDP as far as changing circumstances demand.
- Section 34 (b) further re-iterates the need for the amendment of the IDP to be according to a prescribe process (the process plan).

### 1.3 IDP-Budget-OPMS Alignment

Progress has been made with the process of aligning the IDP, Budget and the Organisational Performance Management System (OPMS). Every effort will be made in this financial year to improve the integration of these three processes to an even greater extent through the 2022/23 Process Plan. It should, however, be noted that the OPMS specifically also requires its own in-depth process comparable to that of the IDP. Such an OPMS process is strongly linked to and guided by the IDP process.

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

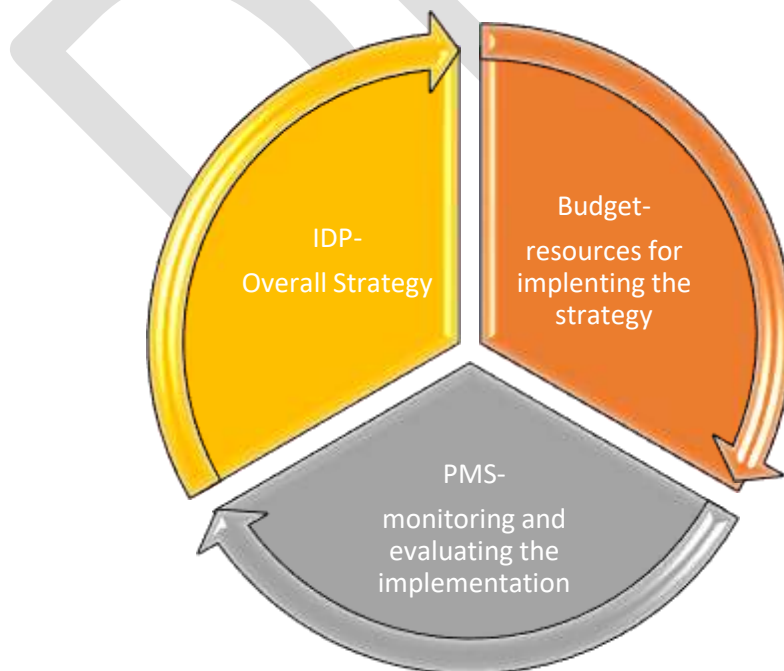


FIGURE 1: IDP, Budget & PMS Processes

## 1.4 Key Elements

The key elements to be addressed and undertaken during the new 5 Year IDP process:

- The prevailing challenges, new strategies and objectives to be reviewed by Council
- Comments received from COGTA during the assessment of the 2021/22 IDP review
- Areas requiring additional attention in terms of legislative requirements that were not addressed during the previous years of the IDP process
- Shortcomings and weaknesses identified through Self-Assessment
- Updating of Water and Sanitation backlogs
- On-going alignment of IDP to the NDP, PGDP/S, DGDP, 14 National Outcomes, Sustainable Development Goals, Back to Basics and the Integrated Urban Development Framework
- Updating the Operation Sukuma Sakhe/War on Poverty and War Rooms
- Review of the IDP and expanding the objectives from the SDF, DSEDS, IRSDP and the DGDP;
- Review and alignment of relevant Sector Plans with the IDP
- On-going alignment of the Municipality's PMS, 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 (CIF) and
- Review the IDP to align with SPLUMA implementation and requirements.
- Alignment with the DDM.

## 1.5 Horizontal and Vertical Alignment

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

- **Framework and Process Plan:** Legislation requires of district municipalities to prepare and adopt a Framework Plan which indicates how the district and local municipalities will align their IDPs. The Framework Plan provides the linkages and binding 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 review process within the district and the various local municipalities can be maintained.
- **Alignment with Sector Departments:** This is essential to ensure that the district and local municipalities' priorities can be reflected in the project prioritisation process and in turn, that the projects can be reflected in the CIF which is an annexure to the 2021/22 IDP review and SDF documentation. Regular and strategic meetings with the Sector Departments would be required during the process of the annual review of the IDP.
- **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. A concerted effort will be made to facilitate such alignment and coordination.

## 1.6 Alignment Mechanisms

Alignment needs to occur within the context of the new iLembe 5 year IDP 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 iLembe District Municipality and four Local 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.
- **iLembe District Municipality:** The iLembe District Municipality will, in consultation with Local Municipalities within its jurisdiction, prepare a Framework Plan to coordinate all planning activities during the IDP process. Through the Manager: Planning and IDP, the District Municipality will also organise district level alignment meetings between all the Municipalities as well as between Municipalities and service providers. There may be a need for iLembe to liaise with the Traditional authorities via the amaKhosi Forum.
- **Local Municipalities:** Local Municipalities will participate in all District level alignment events and specific alignment meetings. Individual service providers will also be drawn into local planning processes. The Local Municipalities will be requested to make strategy contributions regarding the way in which district level issues are addressed during alignment meetings.

## 2 ORGANISATIONAL ARRANGEMENTS

This IDP/Budget/OPMS Process will be guided and undertaken within the following organisational arrangements:

### 2.1 Manager: Planning and IDP

Amongst others, the following responsibilities have been allocated to the IDP Manager for the IDP 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.
- Carrying out the day-to-day management of the IDP process.
- Responding to comments and enquiries.
- Ensuring alignment of the IDP with other IDPs within the District Municipality.
- Coordinating the preparation of the Sector Plans and their inclusion into the IDP documentation.
- Submitting the reviewed IDP to the relevant authorities.

### 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 is the Management Committee which will remain as follows:

- Municipal Manager
- Directors
- Deputy Directors
- Managers

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

- 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 and/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 Working Groups**

IDP Working Groups are established to assist the IDP/Budget/OPMS. IGR in the District is fully established with the coordination in the functions of the District Family of Municipalities. It provides a platform for the District Family of Municipalities to plan and synchronize all their programmes and projects that are inter-reliant as provided by the IDPs. It aims to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives, National Priorities/Outcomes.

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.

- 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.



## 2.4 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 Action Plan Programme.

### 2.4.1 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 Representative Forum as follows:

- Councillors and Traditional leaders
- Ward Committee representatives
- Senior municipal officials
- Stakeholder representatives of organised groups
- Advocates of unorganised groups
- Other community representatives
- National and Provincial Departments regional representatives
- NGO's
- Parastatal 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.

### 2.4.2 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.

## 3. INTERNAL & EXTERNAL ROLE PAYERS

Within the context of the preparation of this IDP process the main roles and responsibilities allocated to each of the internal and external role-players as illustrated in the following tables:

### 3.1 Internal Role-players

- Council
- Mayor
- Municipal Managers
- Manager: IDP/Planning & PDO
- IDP Steering Committee
- Municipal Officials
- Local Municipal Officials
- Representative Forum/Civil Society

Role-Player	Roles and Responsibilities
Council	<p><u>IDP</u></p> <ul style="list-style-type: none"> <li>• Final decision making</li> <li>• Approval of the reviewed IDP documentation</li> </ul> <p><u>Organisational PMS</u></p> <ul style="list-style-type: none"> <li>• Approves the final Organisational Scorecard and departmental SDBIP for the financial year through EXCO.</li> <li>• The final performance agreements are submitted to Council via EXCO for consideration and noting.</li> <li>• The audited annual performance report is submitted to Council via EXCO for approval. The reviewed PMS framework is submitted to Council via EXCO approval, annually.</li> </ul> <p><u>Budget</u></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>
Councillors, Traditional Councils and Committees etc.      Ward	<p><u>IDP</u></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>
Mayor	<p><u>IDP</u></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 Process documentation, or delegate this function</li> </ul> <p><u>Organisational PMS</u></p> <ul style="list-style-type: none"> <li>• Approves the draft Organisational Scorecard and departmental SDBIP for the financial year after budget approval.</li> <li>• Submits the final Organisational Scorecard and departmental SDBIP for final approval by EXCO.</li> <li>• Enters into a Performance Agreement with the Municipal Manager on behalf of the Council.</li> <li>• Submits the final performance agreements to Council via EXCO for consideration and noting.</li> </ul> <p><u>Budget</u></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>
Municipal Manager	<p><u>IDP</u></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>

Role-Player	Roles and Responsibilities
	<p><u>Organisational PMS</u></p> <ul style="list-style-type: none"> <li>• Establish a performance audit committee</li> <li>• Enters into performance agreements with Section 56 Managers directly accountable to him/her on behalf of Council.</li> <li>• Leads the process of the formulation and revision of the Service Delivery &amp; Budget Implementation Plan (SDBIP)</li> <li>• Plays an oversight role on performance monitoring, reviewing and assessment of the OPMS</li> <li>• Conducts quarterly reviews with S56 Managers.</li> <li>• Submit quarterly and 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 finding &amp; provide comments</li> </ul>
Municipal Manager	<p><u>Budget</u></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>
Manager: IDP/Planning & PDO	<p><u>IDP</u></p> <ul style="list-style-type: none"> <li>• Day-to-day management of the process</li> </ul>
OPMS Manager	<p><u>Organisational PMS</u></p> <ul style="list-style-type: none"> <li>• Day-to-day management of Performance Management processes,</li> <li>• Performance planning and preparation</li> <li>• Submit annually reviewed Performance Management Framework via EXCO to the Council for approval.</li> <li>• Verify quarterly performance departmental reports before submission to Internal Audit unit for auditing purposes.</li> <li>• Submit quarterly and annual audited performance reports to the Performance Audit Committee and EXCO.</li> </ul>
Municipal Officials	<p><u>IDP</u></p> <ul style="list-style-type: none"> <li>• Provide technical/sector expertise</li> <li>• Prepare selected Sector Plans</li> </ul> <p><u>Organisational PMS</u></p> <ul style="list-style-type: none"> <li>• Setting KPIs for performance monitoring. Prepare quarterly progress reports on targets, Senior Management conduct quarterly performance reviews with Managers.</li> </ul>
IDP Steering Committee	<ul style="list-style-type: none"> <li>• Assist and support the Municipal/IDP Manager and RF</li> <li>• Information “GAP” identification</li> <li>• Oversee the alignment of the planning process internally with those of the local municipality areas</li> </ul>

<b>Role-Player</b>	<b>Roles and Responsibilities</b>
Local Municipal Officials	<ul style="list-style-type: none"> <li>• Provide technical/sector expertise</li> <li>• Prepare draft progress proposals</li> </ul>
Representative Forum/Civil Society	<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 &amp; External Roles &amp; Responsibilities

### 3.2 External Role-players

- Relevant Government Sector Departments
- Planning professionals and facilitators
- Representative Forum and Civil Society

<b>External Role-player</b>	<b>Roles and Responsibilities</b>
Government Departments	<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>
Planning Professionals (as and when required)	<ul style="list-style-type: none"> <li>• Technical guidance</li> <li>• Sector Plans</li> <li>• Documentation</li> </ul>
Representative Forum/Civil Society	<ul style="list-style-type: none"> <li>• Representing interest and contributing knowledge and ideas</li> </ul>

Table 2: External Roles-players

## 4. MECHANISMS FOR PUBLIC PARTICIPATION

Participation within the context of the iLembe IDP process will be guided by the iLembe District Municipality Framework on public participation. Due cognisance is also given to the Batho Pele principles and Community Based Planning.

### 4.1 Functions and Context of Public Participation

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

- Community needs orientation
- Appropriateness of proposed solutions, projects and programmes
- Community ownership and buy in
- Empowerment

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

## 4.2 Mechanisms for Public Participation

Due to the Global COVID-19 pandemic and the national lockdown, in adhering to the Minister of Cooperative Governance and Traditional Affairs lockdown regulations. The public processes of the Public processes of the IDP/BUDGET roadshows will require alternative and innovative mechanisms to ensure continuous engagements with the public in order to undertake a credible IDP Review process.

The following mechanisms and procedures/processes for participation will apply for the iLembe 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 Rep Forum meeting will involve a presentation of the Framework / Process Plan as well as a gap analysis identifying areas to be addressed in the IDP/Budget Process.</li> <li>• Two other Rep Forum workshops will be held to provide feedback on the IDP/Budget/Organisational PMS Process and to acquire input from Rep Forum members on the Sector Plans and draft Budget.</li> <li>• Ad-hoc Rep Forum 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>Public Participation</b>	
<p>In the IDP reviews, the District and Local Municipalities will have jointly coordinated efforts to ensure public participation and awareness amidst the COVID-19 pandemic and also adhering to the latest gazetted lockdown regulations. This will be done with the primary objective of ensuring greater coordination between the two levels of local government and to ensure the optimum utilization of resources. This process will be undertaken during the new 5 year IDP and Budget Process. Comments will be collated through the alternative public participation initiatives if the latest gazetted lockdown regulations still do not allow for public gatherings, with the relevant line functions being given the responsibility to ensure that issues identified are adequately addressed.</p>	<p>Meetings will be held as indicated in the attached programme adhering to the latest gazetted lockdown regulations and will be widely publicised via the media. Should the meetings do not proceed due to the above mentioned, it will be strategic to utilize the organised structures that exists such as the Operation Sukhuma Sakhe initiatives in order to ensure public participation alongside media engagements.</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 Water Forums, Summits, and Coastal Working Groups to Community Based meetings.</p>	<p>This is an on-going consultative process and meetings will be held as and when required.</p>
<b>Media</b>	

<b>Mechanism for Participation</b>	<b>Procedure/Process for Participation</b>
Local newspapers will be used to inform the community of the progress with the IDP/Budget/Organisational PMS process. Local radio outlets should will be considered as well for a broader reach of the community amidst the Global COVID-19 pandemic.	<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.</li> <li>• A notice of the draft Framework and Process Plan will be submitted to the local newspaper, as well as on the completion of any of the Sector Plans.</li> </ul>
<b>Information Booklets</b>	
These will be prepared in the two dominant languages, i.e. isiZulu and English and consist of a summary of the IDP/Budget/PMS. The members of the Representative Forum, Officials and Councillors will be given copies of these information booklets and will assist in the distribution of the booklets. This should include some training on the content of the booklets to make them more meaningful to the general public.	At the completion of each of the Sector Plans, as well as the IDP/Budget/PMS, an information booklet will be prepared and distributed.

Table 3: Mechanisms &amp; Procedures for Participation

## 5. IDP, BUDGET & OPMS PROCESS & COST ESTIMATES

### 5.1 Core Elements of the IDP, Budget & OPMS 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 Cooperative 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 the new 5 year IDP process.

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

- Current status of the implementation process of the (2022/27) IDP, including a performance report of Council's previous 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.

### 5.2 IDP, Budget and Organisational PMS Processes

The Programme for the IDP, Budget and OPMS processes are as follows:

<b>Timeframes</b>	<b>Activity</b>	<b>Responsibility and Actions</b>
July 2021	<ul style="list-style-type: none"> <li>• Previous financial year- Submit the quarterly report for the period ending 30 June 2021 on implementation of the budget and state of financial affairs of the municipality to council. <b>MFMA s52(d)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Manager: IDP/Planning - Submit draft IDP Framework and Process Plan to COGTA.</li> <li>• The accounting Officer and senior officials of the municipality and the entity begin planning for the next three year budget. <b>MFMA s 68,77</b></li> </ul>

	<ul style="list-style-type: none"> <li>The Mayor begins planning for the next three year budget in accordance with co-ordinating role of budget process.</li> </ul> <p><b>MFMA s 53</b></p>	
August 2021	<ul style="list-style-type: none"> <li>Mayor tables time schedule outlining key deadlines for the preparation, tabling and approval of budget, processing the IDP, budget related policies and consultation processes at least ten months before the start of the budget year to Council.</li> </ul> <p><b>MFMA s21</b> <b>MSA s 34</b></p>	
August 2021	<ul style="list-style-type: none"> <li>Mayor: Establish committees and Consultation Forums for the budget process</li> <li>Council: Process provincial and national government sector and strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>Budget Office: Determine revenue and proposed tariffs</li> <li>Engage with Provincial and National sector departments for alignment of programmes with Municipal plans</li> <li>Engage with service providers to estimate price increases of bulk resources</li> </ul>
September 2021	<ul style="list-style-type: none"> <li>Council to approve the Final Framework and Process Plans</li> </ul>	<ul style="list-style-type: none"> <li>Manager: IDP and Planning to submit Final IDP Framework Plan and Process Plan to COGTA.</li> </ul>
September 2021	<ul style="list-style-type: none"> <li>Determination of strategic objectives for service delivery and development for next three-year budgets including process of provincial and national government sector and strategic plans.</li> </ul> <p><b>MSA s34</b></p>	
October 2021	<ul style="list-style-type: none"> <li>Current financial year- Submit the quarterly report for the period ending 30 September 2021 on implementation of the budget and financial state affairs of the municipality to council.</li> </ul> <p><b>MFMA s52(d)</b></p>	<ul style="list-style-type: none"> <li>Process the implementation of budget for the 1<sup>st</sup> quarter of the 2021/22 budget year, analyse the state of affairs in terms of financial performance.</li> <li>Submit report to Council and to Provincial Treasury.</li> </ul>
October - November 2020	<ul style="list-style-type: none"> <li>Public Participation/IDP Representative Forum meetings will be held adhering to latest gazetted COVID-19 lockdown regulations</li> </ul>	<ul style="list-style-type: none"> <li>Conducting the first public participation meetings via alternative methods if the latest gazetted COVID-19 regulations do permit public gatherings.</li> </ul>
December 2021	<ul style="list-style-type: none"> <li>Council finalises tariffs policies (service charges) for the next year.</li> </ul> <p><b>MSA 74,75</b></p>	<ul style="list-style-type: none"> <li>Accounting Officer: review and draft initial changes to IDP.</li> <li><b>MSA s34</b></li> </ul>
January 2022	<ul style="list-style-type: none"> <li>Entity board of directors submit proposed budget for 2022/2023 at least 150 days before the start of the budget year.</li> </ul> <p><b>MFMA s87.</b></p> <ul style="list-style-type: none"> <li>Previous Year – Table in council a consolidated annual report for the year ended 30 June 2021,</li> </ul> <p><b>MFMA 127 (2)</b></p> <ul style="list-style-type: none"> <li>Current financial year- Submit the quarterly report for the period ending 31 December 2021 on implementation of</li> </ul>	<ul style="list-style-type: none"> <li>Review proposed national and provincial budget allocations</li> <li>Process Mid-year budget and performance assessment report and submit to the Mayor, PT and NT for comments, review and consider an adjustment budget if necessary.</li> <li><b>MFMA 72(i)</b></li> <li>Overall performance on budgets is assessed and adjustments budget is considered after the mid-term assessment.</li> <li>Process the implementation of budget for the 2<sup>st</sup> quarter of the 2021/22 budget year,</li> </ul>

	<p>the budget and state of financial affairs of the municipality to council.</p> <p><b>MFMA s52(d)</b></p> <ul style="list-style-type: none"> <li>Current Year- Consider Monthly and mid-year (sec 71 and 72) reports for the period ended 31 December 2021, review implementation of the budget and SDBIP, identify problems and amend or recommend appropriate amendments, Submit report and make public any amendments to the SDBIP – due end of the month.</li> </ul> <p><b>MFMA 54 (1)</b></p>	<p>analyse the state of affairs in terms of financial performance.</p> <ul style="list-style-type: none"> <li>Publish the annual report and invite comments from all relevant stakeholders.</li> </ul> <p><b>MFMA 127 (5)</b></p>
February 2022	<ul style="list-style-type: none"> <li>Provincial Treasury engages the municipality on the Mid-Year budget and performance assessment.</li> <li>Council considers municipal entity proposed budget and service delivery plan and accepts or make recommendations to the entity. <b>MFMA s87(2)</b></li> <li>IDP Representative Forum</li> <li>Consider approving the 2021/22 consolidated Adjustment Budget. <b>MFMA s28</b></li> </ul>	<ul style="list-style-type: none"> <li>Provincial Treasury visits for engagement on the Mid-Year budget and performance assessment.</li> <li>Accounting Officer: Submit proposed budget and plans to the Mayor taking into account the recent mid-year review and any corrective measures proposed as part of oversight report for the previous years audited financial statements and annual report.</li> <li>Submit the tabled adjustments budget to PT, NT and other affected stakeholders</li> <li>Publish the approved Adjustment Budgets 2021/22</li> </ul> <p><b>MFMA s75 (1) (a)</b></p>
February-March 2022	<ul style="list-style-type: none"> <li>Entity board of directors considers recommendations of parent municipality and submit revised budget by the 22nd of March. <b>MFMA 87(2)</b></li> </ul>	<ul style="list-style-type: none"> <li>Accounting Officer reviews any changes in prices for bulk resources as communicated by the 15th of March. <b>MFMA s42.</b></li> </ul>
March 2022	<ul style="list-style-type: none"> <li>Mayor tables municipal draft budget, budget of the entity and revisions to the IDP for 2022/23 financial year at least 90 days before the start of the budget year. <b>MFMA s16,22,23,83; MSA s34</b></li> <li>Previous Year – Council adopts an oversight report providing comments on annual report, <b>MFMA 129 (1)</b></li> </ul>	<ul style="list-style-type: none"> <li>Table the draft IDP and Budget to Council for consideration.</li> <li>Accounting Officer publishes tabled budget, plans, invites local community comments. <b>MFMA s22&amp;37; MSA Chapter 4 as amended</b></li> <li>Submit draft budget to National and Provincial Treasuries</li> <li>Produce Draft SDBIP from IDP, Budget and PMS</li> <li>Submit Draft IDP to COGTA.</li> </ul>
April 2022	<ul style="list-style-type: none"> <li>Consult with relevant sectors to finalise allocations from Government for 2022/23 and subsequent 3-year cycle. <b>MFMA s21</b></li> <li>Provincial Treasury Budget &amp; Benchmarking Assessments Engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Publish tabled IDP, and Budget and invite local community to comment.</li> <li>Accounting Officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year.</li> <li>Visit by Provincial Treasury for Engagement on Budget &amp; Benchmarking Assessment.</li> </ul>
April 2022	<ul style="list-style-type: none"> <li>Public Participation/IDP Representative Forum</li> <li>Public hearings “(IDP/Budget/OPMS)”</li> <li>Public hearings and Council debate on budget are conducted.</li> <li>Current financial year- Submit the quarterly report for the period ending</li> </ul>	<ul style="list-style-type: none"> <li>Finalise sector plans for water and sanitation in consultation with national and provincial treasuries.</li> <li>Budget and Benchmark Assessment visit by Provincial Treasury.</li> <li>Process the implementation of budget for the 3<sup>rd</sup> quarter of the 2021/22 budget year,</li> </ul>



	31 March 2022 on implementation of the budget and financial state affairs of the municipality to Council. <b>MFMA s52(d)</b>	analyse the state of affairs in terms of financial performance.
May 2022	<ul style="list-style-type: none"> <li>• Council considers views of the public, national and provincial treasuries and the Mayor be given an opportunity to respond to these. MSA Chapter 4 as amended; <b>MFMA s23,24</b></li> <li>• The Mayor then tables amendments for Council consideration and that Council to consider the approval of budget and plans at least 30 days before the start of the budget year.</li> <li>• Entity board of directors to approve the entity's budget not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the parent municipality. <b>MFMA s87</b></li> </ul>	<ul style="list-style-type: none"> <li>• Submit final Budget, IDP and implementation plans to Council for approval.</li> </ul>
June 2022	<ul style="list-style-type: none"> <li>• Council to approve annual budget by resolution, setting out taxes and tariffs, approving changes to the IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before the start of the budget year.</li> <li>• The Mayor must approve SDBIP within 28 days after the approval of the municipal budget.</li> <li>• The Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with budgets and SDBIP. The Mayor submits the approved SDBIP and performance agreements to Council, MEC for local government and makes public within 14 days after approval. <b>MFMA s53; MSA s 38-35, 57(2)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of both the 2022/2027 IDP and Budget for financial year 2022/23.</li> <li>• Submission of the adopted IDP to COGTA.</li> <li>• Accounting Officer submits to the Mayor no later than 14 days after the approval the budget a draft of the SDBIP and annual performance agreements required by <b>s 57(1)(b) of the MSA; MFMA s 69</b></li> <li>• Accounting Officer of the municipality and entity's board of directors must publish the adopted budget and plans. <b>MFMA s 75,87</b></li> </ul>

Table 4: IDP/Budget/OPMS Process

A detailed programme which includes the duration of each major activity, binding legislation, responsible entity and projected timeframes to be undertaken during the IDP preparation process. The inter-dependency is also depicted to ensure integration and alignment through the process pertaining to the IDP, Budget, OPMS and Annual report processes.

### 5.3 Cost Estimates

Budget has been provided for the development of 2022/2023 IDP/Budget/OPMS Plan through internal funding. The IDP will be formulated in-house in consultation with all relevant stakeholders.

The table below depicts the funding available for "Road Shows" (IDP/Budget/OPMS) as follows:

No	Item	Activity	Vote	Budget
1	Media	Advert for Public comments of Framework / Process Plan	Community Services	

		Advert to Register for Stakeholder representation		
		Advert for Notice for Public Participation meetings		
		Advert for Public comments of draft IDP		
		Advert for Adopted IDP		
<b>TOTAL COST</b>				

Table 5: Cost Estimate

## 6. SPATIAL PLANNING

### 6.1 Legislative Background

The iLembe Spatial Development Framework (SDF) was reviewed and adopted in the 2021/2022 financial year. 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 Objectives

The main objective of the SDF is to address spatial, environmental and economic issues confronting the District, especially rural areas. The SDF facilitates implementation of the IDP and all government intentions to fight poverty and facilitate rural development.

Therefore the SDF must comply with the MSA and the Municipal Planning and Performance Management Regulations, 2001, read together with the Spatial Planning and Land Use Management Act, 2013. The required SDF must therefore:

- give effect to the principles contained in the Spatial Planning and Land Use Management Act, 2013
- set out objectives that reflect desired- spatial form of the rural municipality;
- contain strategies, policies and plans which must-
  - (i) Indicate desired patterns of land use within the municipality;
  - (ii) Address the spatial reconstruction of the location and nature of development within the municipality; and
  - (iii) Provide strategic guidance in respect of the location and nature of development within the municipality;
- set out basic guidelines for land use management systems in the municipality;
- set out a capital investment framework for the municipality's development programmes;
- contain a strategic environmental assessment to gauge environmental impact of the SDF;
- identify programmes and projects for the development of land within the municipality;
- be aligned with the SDFs reflected in the integrated development plans of neighbouring municipalities; and
- provide a visual representation of the desired spatial form of the municipality, which representation:
  - (i) must indicate where public and private land development and infrastructure investment should take place;
  - (ii) must indicate desired or undesired utilisation of space in a particular area;
  - (iii) may delineate the urban edge;

- (iv) must identify areas where strategic intervention is required; and
- (v) must indicate areas where priority spending is required.

### 6.3 SDF Alignment with IDP

The iLembe SDF is further intended to properly align with the 20-year horizon of the municipal vision contained in the Municipality's IDP. 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).

The SDF is a spatial translation of the IDP goals, objectives and strategies. It is of key importance that the SDF therefore aligns to the vision of the IDP to ensure the realisation of desired goals. The key themes that can be identified in the vision can be summarised as follows:

- Tourism development which is attached to economic development;
- Provision of services; and
- Quality of services.

### 6.4 SDF AND CIF

The Capital Investment Framework (CIF) is the implementation component of the SDF translating the Municipality's goals and objectives into tangible investment strategies and budget allocations. The CIF is annually prepared as part of the SDF, it is prepared in conjunction with the core Internal Departments, Sector Departments and State Owned Enterprises.

The primary objectives of the CIF are:

- Ensuring the improvement and the management of the Municipality's existing infrastructure assets;
- Addressing the developmental and historical backlogs;
- Determining and planning infrastructure requirements for future development;
- Ensuring that new infrastructure is delivered in an objective and structured manner that support the Municipality's vision, DGDP and priorities;
- Prioritising projects and programmes;
- Directing future public and private investment; and
- Strategically aligning capital budgets.

## 7 ACTION PROGRAMME

The action programme is detailed in **Annexure A** as attached. The plan includes the duration of each major activity to be undertaken during the IDP review process that spans over 23 weeks. The local municipalities Process Plans would need to coordinate and align to the district plan. In terms of the attached action plan the legislative timeframes as per the Municipal Finance Management Act No 56 of 2003 have been considered. The programme is aligned to the IDP Phases as follows:

PHASES	PROPOSED PROGRAMME
Preparation	4 weeks
Strategic Analysis	6 weeks
Alignment with service providers	2 weeks
Projects Review	4 weeks
Approval Process	6 weeks

Table 6: Project Programme

It should be noted that the above programme excludes the 3-week year-end vacation period and council recess, and that some activities within the programme will overlap.

## 8 ADOPTION

The following steps need to be taken to facilitate the final approval of the iLembe 2022/27 IDP:

### i. Public Involvement

- The Mayor must make presentations to all Wards by means of a Public Participation.
- Various Public Participation sessions need to be held during the period October to November 2021 and April 2022. These will provide the iLembe 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 the IDP process.
- IDP Representative Forum meetings need to be held and proper attendance ensured.

### ii. Critical Procedural Steps

- A draft 2022/27 IDP must be submitted to COGTA during 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 closed, the draft IDP with relevant amendments must be submitted to the iLembe Council for adoption.
- To achieve District and Family alignment, the iLembe Planning and Development Forum must meet to ensure co-ordination and consultation between the District and Local municipalities.
- Draft IDP containing Finance Plan as well as draft SDBIP to be approved by EXCO and Council.

## 9 CONCLUSION

iLembe 2022/2027 IDP will seek to establish new provisions for implementation through the new 5 year plan to be adopted by the current council. The incoming council subject to when the Local Government Elections are held may endorse or amend the Specific goals that have been set with supporting objectives, strategies and projects/programmes will be upheld and reviewed where necessary.

For the IDP to remain relevant, iLembe must assess its performance and the achievement of its targets and strategic objectives. Therefore purpose of the annual IDP review will be to:

- Ensure its relevance as the Municipality's Strategic Plan.
- Inform other components of the Municipal business process including performance management and institutional and financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

Although the IDP, Budget and Organisational PMS Process are three distinct processes, they are integrally linked processes which must be coordinated to ensure that the IDP, the Budget and the OPMS with their related policies are tabled as mutually consistent and credible. A programme is also developed which includes the IDP, Budget, OPMS and Annual Reporting processes are attached as **Annexure A**.

Draft