

**KwaDukuza Local Municipality's  
DRAFT IDP, PMS and Budget Process  
Plan**

**2021/2022 Financial Year**

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# 1. BACKGROUND

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## 1.1. INTRODUCTION

The South African constitution (Section 152 and 153) has given local government (municipalities) the major developmental responsibilities which mandates them to conduct municipal planning in order to ensure that the quality of life for all country's citizens is made better and improved. This role of local government includes delivery of basic services, economic development, and promotion of democracy, promotion of accountability and eradication of poverty. To be able to perform this role effectively, municipality ought to develop an Integrated Development Plan (IDPs) which is a five year strategic planning document that serves as the guiding document for the municipal administration in setting its budget priorities and effectively allocates resources accordingly. The five year Integrated Development Planning (IDP) document is reviewed annually and municipal council agrees on the process that will be followed each year.

In order to ensure certain minimum quality standards of the IDP Review process, and proper co-ordination between and within spheres of government, municipalities need to prepare IDP review process plans. The preparation of a Process Plan, which is in essence the IDP Review Process set in writing, requires adoption by Council. This plan has to include the following:

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

## 1.2. LEGAL CONTEXT

According to the Local Government Municipal Systems Act No. 32 of 2000, all municipalities have to undertake a process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level. Section 23 of the Local Government Municipal Systems Act, No. 32 of 2000 determines that a municipality must undertake a development oriented planning in-order to ensure that it strives to achieve the objectives of local government and gives effect to its developmental duties as set out in the Constitution.

Section 25 of the Local Government Municipal Systems Act, No. 32 of 2000 stipulates that immediately after the start of its term, each municipal council must within a prescribed period; adopt a single, inclusive and strategic plan for the development of the municipality. Section 25 of the Local Government Municipal Systems Act, No. 32 of 2000 further stipulates that the municipal must on annual basis, review the adopted integrated development plan until the

new council come into power, which will then adopt its own integrated development plan. It further determines that a newly elected municipal council may adopt the integrated development plan of its predecessor, but must also ensure that it complies with Section 29, which states that:

- (a) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must \_
- (b) Through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for \_ the local community to be consulted on its development needs and priorities;
  - Provide for the identification of all plans and planning requirements binding on the municipality in terms of provincial and national legislation; and be consistent with any other matters that may be prescribed by regulation

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.
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.
- 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 performances targets determined in terms of Section 41 of the MSA.

### 1.3. IDP – BUDGET – OPMS ALIGNMENT

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Progress has been made with the process of aligning the IDP, Budget and the Organisational Performance Management System. Every effort as per the norm will be made in this 2021/22 financial year to link and integrate these three processes to an even greater extent through the 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 Budget process will address the various budget requirements and focus areas identified through self-assessment, i.e. compliance issues. The spotlight is on the alignment between the budget, IDP, OPMS and SDBIP in the end.

The OPMS process will address the following issues:

- Alignment of the OPMS, Budget and IDP processes.
- Implementation of the Individual Performance Management System at Senior Managerial Level.

#### 1.4. KEY ELEMENTS ADDRESSED IN THIS PROCESS

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The IDP for the first five- year term that was adopted in 2002 was reviewed on annual basis in accordance with Section 34 of the Local Municipal Systems Act No. 32 of 2000 and the Municipal Planning and Performance Management Regulations (2001), which stipulates that:

A Municipal Council:-

- (a) Must review its integrated development plan -
  - (i) annually in accordance with an assessment of its performance measurements in terms of section 4 I;
  - (ii) to the extent that changing circumstances so demand; and
- (b) May amend its IDP in accordance with a prescribed process.
  - i Address, amongst others, the following:
    - Address the five steps of IDP preparation, viz, analysis; strategies; projects; integration and approval, and focus on Council's vision, strategies and objectives of the Council while linking it to KwaDukuza Council's mandate.
    - Comments received from the IDP assessment of the final IDPs for 2020/2021, the priority areas that were identified by the Assessment Panel, namely:
    - MEC Comments on the adopted 2020/2021IDP and various role-players in the assessment of the IDP Review documentation;
    - Areas requiring additional attention in terms of legislative requirements;

- Consideration, review and inclusion of any relevant and new information;
- The KwaDukuza municipality shall continue to implement the resolutions of the strategic planning session (Municipal Lekgotla 2016 and 2020) that is still to be scheduled in order to pave way forward for next term of Council.
- The preparation and review of relevant sector plans and their alignment with the IDP for 2021/2022 financial year;

## 1.5. HORIZONTAL AND VERTICAL ALIGNMENT

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

- **Process Plan:** Legislation requires all local municipalities to prepare and adopt a Process 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 process within the district and the 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 Sector Departments' project prioritization process and in turn, that the Sector Departments' projects can be reflected in the IDP documentation. Regular and strategic meetings with the Sector Departments would be required during the course of this IDP Review.
- **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 Provincial Coordinating Committee as well as strategic discussions between neighbouring local municipalities. A concerted effort will be made to facilitate such alignment and coordination.

## 1.6. MECHANISMS FOR ALIGNMENT

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### **a) National Linkages**

The national sphere should provide a framework for the preparation of the Sector plans, and funding where possible. This will contribute to the creation of a normative framework and consistency between municipalities. The national spheres should also co-ordinate and prioritize programmes and budgets between sectors and the national sphere in line with the framework.

### **b) Provincial Level**

As with the National Government, Provincial Government should prepare Sectoral Guidelines and funding for the preparation of these plans. The preparation of the Sector plans and programmes and district programmes also need to be co-ordinated and aligned.

### **c) Ilembe District Municipality**

Ilembe District Municipality will, in consultation with local municipalities within its jurisdiction prepare a framework plan to co-ordinate all planning activities during the review process. Through the IDP Director, the District Municipality will also organise district level alignment meetings with all the municipalities and as well as with Provincial and service providers.

### **d) KwaDukuza Local Municipality**

KwaDukuza Municipality will participate in all district-level alignment events and specific alignment meetings, but will also engage individual service providers into the local planning processes.

### **e) The IDP and Public Participation Unit**

The IDP Section will support KwaDukuza Municipality to ensure that proper alignment takes place through facilitation and guidance where required.

## **2. ORGANISATIONAL ARRANGEMENTS**

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This IDP, OPMS and Budget Review Process will be guided and undertaken within the following organizational arrangements:

### **2.1. IDP & PUBLIC PARTICIPATION DIRECTORATE**

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Amongst others, the following responsibilities have been allocated to the IDP & Public Participation Unit 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.
- 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 Ilembe District Municipality.
- 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 above mentioned functions with the Mayor being given more powers and functions in terms of the IDP. As part of the IDP preparation and the IDP/Budget/OPMS review process, Council established a Steering Committee which supports the Municipal Manager, the IDP Manager and the Budget Office. The composition of this Steering Committee will remain as follows:

- EXCO
- Municipal Manager
- Executive Directors
- Directors
- Managers

For the purposes of the Review, the IDP Steering Committee will preferably be chaired by the accountable or responsible person for the IDP, i.e. the Municipal Manager or the Chief Operations Officer. Over and above this it should be noted that bi-weekly MANCO meeting will also be a driver in terms of submission of IDP review elements that needs input from Management.

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#### 2.1.1. TERMS OF REFERENCE FOR THE IDP STEERING COMMITTEE

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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

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

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#### 2.2.1. COMPOSITION OF THE IDP REPRESENTATIVE FORUM

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

- Councillors
- Ward Committee representatives
- Senior municipal officials
- Ratepayers Associations
- National and Provincial Departments regional representatives
- Non Governmental Organisations
- Parastatal organizations

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#### 2.2.2. TERMS OF REFERENCE OF THE IDP REPRESENTATIVE FORUM

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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. ROLES AND RESPONSIBILITIES**

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The Municipality has established an IDP Representative Forum that is representative of all stakeholders and interested and affected parties. New role players are continuously added to the list of stakeholders in the IDP Process. The structures that were utilised during the preparation of the first IDP and the previous IDP reviews of the First and Second Generations

of IDPs will continue to be used for purposes of doing the reviews for this Third Generation IDP reviews. The main roles and responsibilities allocated to each of the role players are set out below.

### 3.1. INTERNAL ROLE PLAYERS

Role Player	Roles and Responsibilities
Council	<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>OPMS</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 MM via EXCO to the Council for consideration and approval</li> <li>• MM: Submit draft performance agreement for each departmental head to EXCO for approval</li> <li>• MM: Submit annual performance report to Council via EXCO for consideration and approval</li> <li>• MM: Submit audit report via EXCO to Council within 1 month of receipt</li> <li>• DIRECTOR PMS: 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>• DIRECTOR PMS: 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>• Adoption of the Final Budget</li> </ul>
Councillors, Traditional Councils, etc.	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Linking the IDP process with their constituencies</li> <li>• Organising public participation</li> <li>• Dissemination of Information</li> </ul>
Mayor	<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>• Decide on the process plan.</li> <li>• Overall management, co-ordination and monitoring of the process and drafting of the IDP Review documentation, or delegate this function</li> </ul> <p><b><u>OPMS</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 MM based on institutional KPIs</li> </ul>

	<ul style="list-style-type: none"> <li>• Determine the performance objectives and targets that the MM must meet in relation to the KPAs</li> <li>• Negotiate the performance objectives and targets that the MM must meet</li> <li>• Submit draft performance agreement for the MM via EXCO to the Council for consideration and approval</li> <li>• Conclude and sign performance agreement with the MM</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> <p><b><u>BUDGET</u></b></p> <ul style="list-style-type: none"> <li>• Table draft budget to Council at least 30 days before the start of the financial year</li> <li>• Table budget timetable to Council</li> </ul>
Municipal Manager	<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>OPMS</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 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</li> </ul>

	<p>statements, to the Auditor General</p> <ul style="list-style-type: none"> <li>• Receive external Auditors report</li> <li>• Submit audit report via EXCO to Council within 1 month of receipt</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 annual oversight reports to the Provincial Legislature within 7 days after adoption by Council</li> </ul> <p><b><u>BUDGET</u></b></p> <ul style="list-style-type: none"> <li>• Give notice of bank account to the NATIONAL TREASURY and AUDITOR GENERAL</li> <li>• Supply NATIONAL TREASURY and AUDITOR GENERAL 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 the annual financial statements to the AG within two months after the end of the Financial Year</li> </ul>
<p>IDP Director and OPMS Director</p>	<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>OPMS</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>
<p>MANCO (IDP Steering Committee)</p>	<ul style="list-style-type: none"> <li>❖ Assist and support the Municipal Manager/IDP Director and Representative Forum.</li> <li>❖ Make relevant line function inputs into the various stages of the IDP</li> <li>❖ Information “GAP” identification</li> <li>❖ Oversee the alignment of the planning process internally with those of the local municipality areas.</li> </ul>
<p>Municipal Officials</p>	<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>OPMS</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>
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### 3.2. EXTERNAL ROLE PLAYERS

<b>Role Player</b>	<b>Roles and Responsibilities</b>
Alignment Committee: KwaDukuza IDP Steering Committee/ Extended Manco, Sector Department Representatives, iLembe District Municipality,	<ul style="list-style-type: none"> <li>❖ Provide information on neighbouring municipalities for purposes of aligning strategies and programmes.</li> <li>❖ Facilitation of horizontal vertical alignment of IDP's with other spheres of government and sector departments</li> </ul>
Representative Forum: consisting of Civil Society, Ward Committees, Traditional Structures and Public and Private Sector entities	<ul style="list-style-type: none"> <li>❖ Inform affected and interested groups, communities and organisation/institutions on relevant planning activities and their outcomes.</li> <li>❖ Chaired by the Executive Mayor.</li> <li>❖ Determine priorities, analyse issues, negotiate and reach consensus</li> <li>❖ Make recommendations in project design, monitoring and in assessment of projects.</li> <li>❖ Make recommendations on planning matters to council.</li> <li>❖ Lobby sector departments' participation in municipal planning.</li> <li>❖ Chairperson has a right to discipline members who do not participate meaningfully and inform their principals of their unsatisfactory participation.</li> </ul>
Sector Departments	<ul style="list-style-type: none"> <li>❖ Provide data and information.</li> <li>❖ Budget guidelines</li> <li>❖ Alignment of budgets with the IDP</li> <li>❖ Provide professional and technical support.</li> </ul>
Planning/ Specialist Professionals	<ul style="list-style-type: none"> <li>❖ Methodological guidance</li> <li>❖ Facilitation of planning workshops</li> <li>❖ Support with guidance on Sector Plans (sources of funding and guidelines).</li> <li>❖ Documentation</li> <li>❖ Providing the required specialist services for various planning activities</li> </ul>

### 3.3. ROLE PLAYERS

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The municipality will confirm the identification of the role players in the IDP process by removing/adding to their list of stakeholders in the IDP process. The organizational structures that were utilized during the IDP preparation and all the previous reviews will be revived for the purpose of this third generation IDP review. The main roles and responsibilities allocated to each of the role players are set out in the following table:

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## 4. MECHANISMS AND PROCEDURES FOR PARTICIPATION

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- a. Section 151(1) (e) of the South African Constitution, obliges municipalities to encourage the involvement of communities and community organisations in local government.
- b. Section 16(1) of the Municipal Systems Act 32 of 2000 requires the municipality to develop ‘a culture of municipal governance that compliments formal representative government with a system of participatory governance’
- c. Chapter 4 of the Municipal Systems Act spells out how the objectives of participatory governance compliment the formal system of representative local government. Public participation is seen to include:
  - *Preparation, implementation and review of the IDP;*
  - *Implementing and reviewing the performance management systems and performance outcomes;*
- d. Basic assumptions underlying public participation can be summed up as follows:
  - *Public participation is a fundamental right of all people;*
  - *Public participation is designed to narrow the social distance between the electorate and elected institutions;*
  - *Public participation is about investing in our people;*
  - *Public participation is designed to promote the values of good governance and humans rights;*
  - *South Africans are encouraged to participate as individuals or interest groups in order to improve service delivery*
  - *Community is defined as a ward in the context of public participation;*
  - *Ward committees are central in linking up elected institutions and these linkages are reinforced by other forums of communication with communities like the Izimbizo, road shows, the Iekgotla and so forth.*

### 4.1. FUNCTIONS AND CONTEXT OF PARTICIPATION

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Four major functions can be aligned with the public participation process namely:

- Needs orientation;

- Appropriateness of solutions;
- Community ownership; and
- Empowerment.

In the preparation of the IDP, the public participation process has to be institutionalised in order to ensure all residents have an equal right to participate.

#### 4.2. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

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The following mechanisms for participation are proposed:

##### **a) IDP Representative Forum (IDPRF)**

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

- The first IDPRF meeting will involve a presentation of the Process Plan as well as a Gap analysis identifying areas to be addressed in the IDP Process.
- The other two IDPRF workshops will be held to provide feedback on the IDP Review Process as well as to acquire input from RF members on the Sector Plans.
- Ward Committee meetings

##### **b) Media**

- KwaDukuza Municipality will use local newspapers to inform the community of the progress of the IDP process. This will be done from initiation to the completion of the IDP process
- KwaDukuza Municipality shall also place IDP Process Plan, Draft IDP and Final IDP document copies in all the public libraries for stakeholders to have access to the document.

## 5. ACTION PLAN AND BUDGET

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### 5.1. CORE ELEMENTS OF THE IDP/BUDGET/OPMS PROCESS

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The 'core elements' of this Fourth Generation IDP review for 2020/2021 correspond to the core functions of municipalities as outlined in the Municipal Structures Act and other legislation, the Department of Provincial and Local Government's IDP Guide Pack III and VI, as well as critical elements that have arisen from the preparation of the IDP's over the past years. The core components of the IDP process are grouped as follows:

- i. Status of the implementation process of the IDP (Full term performance report).
- ii. Nine IDP Components as per the MSA
  - a. *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;*
  - b. *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;*
  - c. *the council's development priorities for its elected term, including its local economic development aims and its internal transformation needs;*
  - d. *the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
  - e. *spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
  - f. *the council's operational strategies;*
  - g. *applicable disaster management plans;*
  - h. *a financial plan, which must include a budget projection for at least the next three years; and*
  - i. *The key performance indicators and performance targets determined in terms of Section 41 of the Municipal Systems Act.*
- iii. Performance Management System
- iv. Preparation and finalization of the annual municipal budget and ensuring compliance with the requirements of the Municipal Finance Management Act 2003



## 5.2. IDP/BUDGET/OPMS ACTION PLAN

### ALIGNMENT OF IDP, BUDGET AND MUNICIPAL PERFORMANCE MANAGEMENT PROCESSES & DATES

SCHEDULED DATES	IDP	PMS	BUDGET
<b>JULY 2020</b>	<ol style="list-style-type: none"> <li>1. Lodge advert to register on IDP Forum Database</li> <li>2. Adopt the Draft IDP Process Plan at the end of July 2020</li> <li>3. Ensuring alignment of the Section 57 Managers individual Scorecards with the IDP strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. Signing of new performance contracts for Section 56/57 Managers and submission to EXCO (Section 69 of the MFMA and Section 56/57 of the MSA).</li> <li>2. Prepare Departmental Business Plans SDBIP (Component 3) for the next financial year.</li> <li>3. Previous year S56/57 Managers' Performance Assessments</li> <li>4. Adoption of 2020/21 SDBIP</li> </ol>	<ol style="list-style-type: none"> <li>1. IDP and Finance to discuss the 2020/2021 Budget planning issues</li> <li>2. Prepare budget process plan and timetable for the 2021/2022.</li> <li>3. Compile Section 71 Reports and present to the Mayor.</li> </ol>
<b>AUGUST 2020</b>	<ol style="list-style-type: none"> <li>1. By 1<sup>st</sup> of August 2020 Draft 2021/22 IDP Process Plan to be Advertised</li> <li>2. Adoption of 2021/22 Final Process Plan by the 30<sup>th</sup> of August 2020 adoption Plan.</li> <li>3. Director IDP and Public Participation to submit the Final IDP, PMS and Budget Process Plan.</li> <li>4. Receive MEC comments on previous year's IDP COGTA submission.</li> <li>5. 30<sup>th</sup> August 2020 IDP Project Steering Meeting (Extended MANCO)</li> </ol>	<ol style="list-style-type: none"> <li>1. Quarterly Project Implementation Report</li> <li>2. Quarterly Audit Committee meeting</li> <li>3. Performance evaluation panel</li> <li>4. Start the process of the Drafting Annual Report 2019/20</li> </ol>	<ol style="list-style-type: none"> <li>1. Obtain Council's approval for 2021/2022 Multi-year budget process and timetable (IDP Process Plan)</li> <li>2. Review external mechanisms affecting the medium term budget forecasts.</li> <li>3. Compile Section 71 Reports and present to the Mayor.</li> </ol>

<b>SEPTEMBER 2020</b>	<ol style="list-style-type: none"> <li>1. Submission of the final IDP, PMS and Budget Process Plan to COGTA.</li> <li>2. Formalise Council's Vision, Mission, Objectives and Strategies</li> <li>3. Consultation with and alignment with Sector Departments.</li> <li>4. Create template in relation to the scorecard (<b>*Situational Analysis*</b>)</li> <li>5. Feedback to Steering Committee regarding MEC's assessment</li> <li>6. Review and updating of Departmental Sector Plans</li> <li>7. Ward Councillors and Ward committees to submit community needs for budget consideration</li> <li>8. Revise prioritization in terms of performance</li> <li>9. 14<sup>th</sup> -18<sup>th</sup> September 2020 come up with dates for Mayoral Izimbizo (Public Participation).</li> <li>10. IDP Representative Forum on/by the 25<sup>th</sup> of September 2020.</li> </ol>		<ol style="list-style-type: none"> <li>1. Assess Council's 2019/2020 Financial Statements and current year's revised results and capacity, to determine the impact on future strategies and budgets</li> <li>2. Assess the funding policies including the tariff structures.</li> <li>3. Compile Section 71 Reports and present to the Mayor.</li> </ol>

<b>OCTOBER 2020</b>	<ol style="list-style-type: none"> <li>1. Integration of information from adopted Sector Plans into the IDP Review</li> <li>2. Review mission, vision and objectives</li> <li>3. Cross border municipal alignment</li> <li>4. Formulate Strategies</li> <li>5. Feedback from Senior Managers on Priorities - Projects – as well as Budget inclusions</li> <li>6. Regional alignment (District Municipality)</li> <li>7. Mayoral Izimbizo to commence</li> </ol>		<ol style="list-style-type: none"> <li>1. Complete first Quarter Section 52 Financial Performance Evaluation Report.</li> <li>2. Discuss Findings and obtain input from management, BSC and Council.</li> <li>3. Compile Section 71 Reports and present to the Mayor.</li> </ol>
<b>NOVEMBER 2020</b>	<ol style="list-style-type: none"> <li>1. November 2020 - IDP Steering Committee - Reviewing of strategies</li> <li>2. November 2020 - Sector Alignment Workshop – COGTA</li> <li>3. Finalise Roadshows report</li> </ol>	<ol style="list-style-type: none"> <li>1. Quarterly Project Implementation Report (for first quarter)</li> <li>2. Quarterly Audit Committee meeting (for the first quarter)</li> </ol>	<ol style="list-style-type: none"> <li>1. Compile Section 71 Reports and present to the Mayor.</li> </ol>
<b>DECEMBER 2020</b>	<ol style="list-style-type: none"> <li>1. Review KPI's and targets</li> <li>2. IDP Best Practise Conference with COGTA</li> <li>3. ILembe District Municipality Planner's Forum</li> <li>4. Review of Strategies</li> <li>5. Alignment of Capital estimates to the IDP</li> </ol>	<ol style="list-style-type: none"> <li>1. Compile annual report (MFMA Sect 121)</li> </ol>	<ol style="list-style-type: none"> <li>1. Compile Section 71 Reports and present to Mayor.</li> </ol>
<b>JANUARY 2021</b>	<ol style="list-style-type: none"> <li>1. Steering Committee in the month of January 2021</li> <li>2. Send reminders 18-22 January</li> </ol>	<ol style="list-style-type: none"> <li>1. Mayor tables annual report MFM Sect 127 (2)</li> <li>2. Make public annual report and</li> </ol>	<ol style="list-style-type: none"> <li>1. Submit the mid-year budget and performance assessment report to Council. Submit to</li> </ol>

	<p>2021 requesting projects (with proposed budgets)</p> <ol style="list-style-type: none"> <li>3. IDP Review integration phase</li> <li>4. Projects/Send template by the end of January 2021</li> </ol>	<p>invite community inputs into report (MFMA Sect 127 &amp; MSA Sect 12a)</p> <ol style="list-style-type: none"> <li>3. Sect 56/57 Managers' quarterly assessments (for second quarter)</li> <li>4. Tabling of Midterm Report to Council by the 25th of January.</li> </ol>	<p>National Treasury and Provincial Treasury both printed and electronic form the mid-year budget and performance assessment (Section 35).</p> <ol style="list-style-type: none"> <li>2. Compile Section 71 Reports and present to Mayor.</li> </ol>
<b>FEBRUARY 2021</b>	<ol style="list-style-type: none"> <li>1. Consolidation of information and finalization of MEC Assessment issues</li> <li>2. Meeting with COGTA IDP submission and assessment</li> <li>3. Draft IDP &amp; Budget – Prioritization and Budget Allocation</li> <li>4. Conclusion of Sector Plans initiated and integration into the IDP Review report</li> <li>5. Finalise outstanding MEC assessment issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Quarterly Project Implementation Report (for second quarter implementation)</li> <li>2. Quarterly performance audit committee meeting</li> <li>3. Oversight process for the annual report and public participation.</li> <li>4. Submit annual report to AG, Provincial &amp; DTLGA (MFMA Sect 127).</li> <li>5. Adjustment of the Organizational Scorecard targets tabled to Council with Adjustment budget.</li> </ol>	<ol style="list-style-type: none"> <li>1. Compile Section 71 Reports and present to Mayor.</li> <li>2. Adjustment budget to be considered if necessary</li> <li>3. Make public the adjustment budget and supporting documentation within 10 working days after being approved by Council (Section 126).</li> <li>4. Draft IDP &amp; Budget – Prioritization and Budget Allocation</li> <li>5. Review of the Mid-year visit Report by National Treasury and implementation of any recommendations.</li> <li>6. Compile Section 71 Reports and present to Mayor.</li> </ol>
<b>MARCH 2021</b>	<ol style="list-style-type: none"> <li>1. IDP Representative Forum on/by the 15th of March 2021</li> <li>2. 22-26 March 2021 Adoption of Draft IDP</li> </ol>	<ol style="list-style-type: none"> <li>1. Council to consider and adopt an oversight report [Due by 31 March 2020 MFMA Sec 129 (1)]</li> </ol>	<ol style="list-style-type: none"> <li>1. Submit 2021/2022 Draft Multi-year budget and IDP submitted to BSC and Council</li> </ol>

	<p>2021/22 financial year.</p> <ol style="list-style-type: none"> <li>3. Submit 2021/22 Draft Multi-year budget, IDP and Service Delivery and Budget implementation plan in both printed and electronic format forwarded to Provincial COGTA, within 10 working days after being approved by Council.</li> </ol>	<ol style="list-style-type: none"> <li>2. Set performance objectives for revenue for each budget vote (MFMA Sect 17)</li> <li>3. Annual Customer Satisfaction survey (to be considered to annual report) MSA Sect 40.</li> <li>4. Submit 2021/2022 Service Delivery and Budget Implementation Plans submitted to Executive Committee and Council for approval</li> <li>5. Submit 2021/2022 Draft Multi-year and Service Delivery and Budget implementation plan in both printed and electronic format forwarded to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council.</li> <li>6. Final approval and adoption of the 19/20 APR by Council by end of March.</li> </ol>	<p>for consideration.</p> <ol style="list-style-type: none"> <li>2. Submit 2021/2022 Draft Multi-year budget in both printed and electronic format forwarded to National and Provincial Governments, including National Treasury within 10 working days after being approved by Council.</li> <li>3. Make public the tabled draft budget and supporting documentation within 10 working days after being approved by Council.</li> <li>4. Compile Section 71 Reports and present to Mayor.</li> </ol>
<b>APRIL 2021</b>	<ol style="list-style-type: none"> <li>1. Notice to publicize the draft IDP (21 days)</li> <li>2. Incorporate comments –adjust the IDP &amp; Budget where necessary</li> <li>3. IDP Budget Roadshows.</li> <li>4. Report back on the results of Assessment Feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategies, objectives, KPA's, KPI's and targets and inclusion into IDP Review Report.</li> <li>2. S56/57 Managers' Quarterly Performance Assessments</li> <li>3. Publicise Annual Report [Due by 7 April MFMA Sec 129 (3)]</li> </ol>	<ol style="list-style-type: none"> <li>1. Revision of the budget and IDP from inputs received from the community, Government departments and National Treasury, if required</li> <li>2. Compile Section 71 Reports and present to Mayor.</li> </ol>

	<ol style="list-style-type: none"> <li>5. Ward committee meeting highlighting involvement of members in the IDP and Budget Public Participation process</li> <li>6. Possibly undertake a 2- week community consultation process of the budget.</li> <li>7. Adjustment of Draft IDP from 15<sup>th</sup> of April 2021.</li> </ol>	<ol style="list-style-type: none"> <li>4. Submit Annual Report to Provincial Legislature/MEC Local Government (Due by 7 April MFMA Sec 132 (2))</li> </ol>	
<b>MAY 2021</b>	<ol style="list-style-type: none"> <li>1. Adjustment of Draft IDP from the 1<sup>st</sup> – 15<sup>th</sup> May 2021</li> <li>2. On/By 31<sup>st</sup> of May 2021 Final 2021/22 IDP Adoption</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation Report (for third quarter)</li> <li>2. Quarterly Audit Committee meeting</li> <li>3. Annual review of organizational KPIs</li> <li>4. Review annual organizational performance targets (MPPR Reg)</li> </ol>	<ol style="list-style-type: none"> <li>1. Compile Section 71 Reports and present to Mayor.</li> <li>2. Final Alignment sessions between IDP, PMS and Budget.</li> <li>3. Presentation of final Budget for adoption to Council.</li> </ol>
<b>JUNE 2021</b>	<ol style="list-style-type: none"> <li>1. Submit to MEC on or before 10 days after adoption.</li> <li>2. Prepare Draft IDP Process Plan for the 22/23 Financial Year.</li> <li>3. Publish Council's adopted FINAL IDP 2021/22 on the Municipal website and local Newspapers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submission of draft SDBIP to the mayor within 14 days of approval of the budget</li> <li>2. Establish and complete performance evaluations for functional outcomes based on operational plans and the IDP</li> <li>3. Approval of the SDBIP within 28 days after approval of the budget and completion of the annual performance contracts in accordance with S56/57 of MSA</li> <li>4. Make public the SDBIP within 10</li> </ol>	<ol style="list-style-type: none"> <li>1. Compile Section 71 Reports and present to Mayor.</li> <li>2. Approved 2021/2022 Multi-year budget in both printed and electronic format forwarded to National Treasury within 10 working days after being approved by council</li> <li>3. Make public the</li> </ol>

		<p>working days after being approved by Council</p> <p>5. The Service Delivery and budget implementation plan in both printed and electronic format to be forwarded to national Treasury within 10 working days after being approved by Council</p>	<p>approved budget and supporting documentation within 10 working days after being approved by Council.</p> <p>4. Publish Council's budget on the website and local Newspapers.</p>
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***It must be noted that all above proposed physical public participation engagements will only be conducted once the applicable lock-down regulations for the currently existing Covid-19 pandemic have been officially cleared.***

### 5.3. IDP/BUDGET/OPMS ACTION PLAN

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The above outlines the Programme for IDP, Budget and OPMS Action Plan for KwaDukuza Municipality 2021/2022 IDP Annual Review intended to provide details of the different activities, binding legislation, responsible entity and projected time lines. The interdependency is also depicted in the action plan in order to ensure integration and alignment through the review process pertaining to the IDP, Budget, and OPMS.

### 5.4. SECTOR PLANS AND POLICIES' STATUS

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Below are sector plans and municipal policies that will either be adopted or reviewed in the 2020/2021 financial year.

<b>SECTOR PLANS</b>			
	<b>SECTOR PLAN</b>	<b>RESPONSIBILITY</b>	<b>COMMENT</b>
1.	Skills Development Plan	Corporate Services	To be reviewed
2.	Employment Equity Plan	Corporate Services	To be reviewed
3.	Human Resources Management and Development Plan	Corporate Services	To be reviewed
4.	Organisational Design and Development Plan	Corporate Services	To be reviewed
5.	Housing Sector Plan	Economic and Development Planning	To be reviewed
<b>POLICIES</b>			
	<b>Policy</b>	<b>Responsibility</b>	<b>Comment</b>
1.	Human Resources Policy	Corporate Services	To be reviewed
2.	Training and Development Policy	Corporate Services	To be reviewed
3.	Occupational Health and Safety Policy	Corporate Services	To be reviewed
4.	Employment Assistance Programme	Corporate Services	To be reviewed
5.	Recruitment and Selection Policy	Corporate Services	To be reviewed
6.	Budget Policy	Finance	To be reviewed
7.	Supply chain Management Policy	Finance	To be reviewed
8.	Asset Management Policy	Finance	To be reviewed

9.	Borrowing Policy	Finance	To be reviewed
10.	Cash Management Banking & Investment Plan	Finance	To be reviewed
11.	Funding Reserves Policy	Finance	To be reviewed
12.	Long term Financial Planning Policy	Finance	To be reviewed
13.	Rates Policy	Finance	To be reviewed
14.	Virement Policy	Finance	To be reviewed

#### 5.5. COST ESTIMATES AND BUDGET

<b>IDPRF/ WARD BI-MONTHLY COMMITTEE MEETINGS</b>	R 75 178, 00
<b>ADVERTISEMENTS/MEDIA</b>	R 30 000, 00
<b>MAYORAL IDP IMBIZO/ROADSHOWS</b>	R 230 505, 00
<b>IDP PRINTING</b>	N/A
<b>TOTAL</b>	<b>R335 685, 00</b>

## **6. COMMUNITY BASED PLANNING**

### 6.1. LEGISLATIVE FRAMEWORK

The Constitution of South Africa stipulates that one of the key objectives of local government is to encourage the participation of communities and community organizations in matters of local governance. The Municipal Systems Act (32 of 2000) determines that a municipal council must develop a culture of participatory governance that encourages and creates conditions for communities and other stakeholders to participate in the preparation, implementation and review of its integrated development plan and preparation of its budget.

## 6.2. THE COMMUNITY BASED PLANNING CONCEPT

Community Based Planning is an approach to participatory planning that has been designed to promote community action and is dynamically linked to the statutory Integrated Development Planning (IDP) and budgeting Process. Because CBP/WBP is a process, it enables and allows for greater involvement of stakeholders in the development of the municipal IDP. It further presents a move away from short ad-hoc workshops where problem are listed to an approach that analyses the richness of local context, identifies local strengths and opportunities and provides a platform for local action. It therefore ensures that the municipal annual budget is guided by the priorities of the wards, defined by the community and that these priorities are included in the municipal IDP.

## 6.3. IMPLEMENTATION OF COMMUNITY BASED/ WARD BASED PLANNING IN KWADUKUZA MUNICIPALITY

Community based planning (CBP) or Ward Based planning process was initially planned to be implemented in the 29 wards within KwaDukuza Municipality in 2016/2017 financial year and plans were reviewed in 2017/2018 financial year. Unfortunately a total of 25 ward based plan (WBP) resulted and was able to be aligned to the municipal IDP in order to consider and prioritize needs that are raised by the community of a specific ward. The reviewed ward based plans have been submitted together with the Final IDP document for assessment in the said financial year.

## 6.4. COMMUNITY BASED PLANNING STEERING COMMITTEE

The table below depicts the proposed main role relevant to the ward in community based planning

Ward Councillor	<ul style="list-style-type: none"> <li>-chairs key public meeting during planning prioritization and feedback meetings.</li> <li>-represents ward on CBP issues in the municipal IDP structure.</li> <li>-chairs ward committee meetings where implementation is monitored.</li> </ul>
Ward Committees	<ul style="list-style-type: none"> <li>-co-ordinate and manage ward planning and implementation in the ward.</li> <li>-represent the ward on CBP issues in the municipality's IDP task teams.</li> </ul>
Residents of the ward drawn from different social groups	<ul style="list-style-type: none"> <li>-Participate in the ward planning process.</li> </ul>
Community Development Workers	<ul style="list-style-type: none"> <li>-assist with collection of information and articulation of community needs.</li> <li>-facilitate community participation in the CBF process.</li> <li>-Interact with government structures to meet the community's needs and solve problems identified.</li> </ul>
Municipality (IDP and Public Participation)	<ul style="list-style-type: none"> <li>-Support in facilitation and writing up of the plan.</li> <li>-Act (IDP) as contact points in the different municipal department.</li> </ul>
Traditional Leaders	<ul style="list-style-type: none"> <li>-Participate in ward planning.</li> <li>-Ensure implementation of ward plans.</li> </ul>
Community Organizations	<ul style="list-style-type: none"> <li>-Participate as part of the working groups on days of the planning and in the implementation of the plan.</li> </ul>

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Service Agents (SAPS, Social Development, Dept of Health) etc.	- Participate as part of the working groups on days of the planning and in the implementation of the plan.
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### 6.5. COMMUNITY BASED PLANNING PROCESS AS PER COGTA'S PROPOSAL

The community based planning process should include the following steps:

- Preparing for data and information collection
- Data and information collection
- Analysis
- Validation and reporting

## 7. CONCLUSION

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KwaDukuza 2021/22 IDP Process Plan seeks to give direction that will be followed when developing KwaDukuza 2021/22 IDP. The 2021/22 IDP will also focus on the comments from the IDP Assessment session. IDP process will also ensure that the IDP/BUDGET/OPMS Alignment is really achieved. The Action Plan covers all the activities that that will be implemented during the forthcoming financial year.