

## UMZINYATHI DISTRICT MUNICIPALITY

### 2015/16 IDP REVIEW, BUDGET AND PMS PROCESS AND FRAMEWORK PLAN

22 AUGUST 2014

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## **ACRONYMS AND ABBREVIATIONS**

AG	:	Auditor General
BEE	:	Black Economic Empowerment
CBO	:	Community Based Organisations
DEAT	:	Department of Environment, Agriculture and Tourism
COGTA	:	Department of Co-operative Governance and Traditional Affairs
EXCO	:	Executive Committee
GIS	:	Geographical Information System
HOD	:	Head of Department
IDP	:	Integrated Development Plan
KPI	:	Key Performance Indicator
KZN	:	KwaZulu-Natal
LED	:	Local Economic Development
MANCO	:	Management Committee
MM	:	Municipal Manager
MEC	:	Member of the Executive Council (Cooperative Governance and Traditional Affairs)
MFMA	:	Municipal Finance Management Act, No. 56 of 2003
MIG	:	Municipal Infrastructure Grant
MSA	:	Municipal Systems Act, No. 32 of 2000
SPLUMA	:	Spatial Planning and Land Use Management Act, No 16 of 2013
OPMS	:	Organisational Performance Management System
PMS	:	Performance Management System
IPTP	:	Integrated Public Transport Plan
RF	:	Representative Forum
SALGA	:	South African Local Government Association
SEA	:	Strategic Environmental Assessment
SDF	:	Spatial Development Framework

SDBIP : Service Delivery and Budget Implementation Plan  
UDM : Umzinyathi District Municipality  
EMF : Environmental Management Framework  
NT : National Treasury  
PT : Provincial Treasury

## 1. INTRODUCTION

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Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. In terms of Section 28 of the Municipal Systems Act 32 of 2000, municipalities are required to prepare a process that will guide the planning, drafting, adoption and review of the Integrated Development Planning.

All municipalities have to undertake an integrated development planning process to produce integrated development plans (IDPs) as required in terms of the Section 32 of the Municipal Systems Act of 2000. The IDP is a legislative requirement and it has a legal status, and it supercedes all other plans that guide development at local government level.

The 2015/16 IDP Review will serve as a third cycle of the review process of the 2012/17 IDP as required in terms of Section 34 of the Municipal Systems Act (No 32 of 2000).

The IDP also provides specific benefits for different target groups, namely:

Stakeholder	Benefits
Municipality	Enables the municipality to:
	Obtain access to development resources and outside investment;
	Provide clear and accountable leadership and development direction;
	Develop a cooperative relationship with its stakeholders and communities;
	Monitor the performance of the municipality
Councillors	Provides councillors with a mechanism of communicating with their constituencies;

	Enables councillors to represent their constituencies effectively by making informed decisions; and
	Enables Councillors to measure their own performance
<b>Municipal Officials</b>	Provides officials with a mechanism to communicate with the councillors;
	Enables the officials to contribute to the municipality's vision; and
	Enables officials to be part of the decision-making process
<b>Communities and other stakeholders</b>	Gives them an opportunity to inform council what their development needs are;
	Gives them an opportunity to determine the municipality's development direction;
	Provides a mechanism through which to communicate with their councillors and the governing body; and
	Provides a mechanism through which they can measure the performance of the councillors and the municipality as a whole.
<b>National and Provincial Sector Departments</b>	A significant amount of financial resources for the implementation of projects lie with sector departments. The availability of the IDP provides guidance to the departments as to where their services are required and hence where to allocate their resources.
<b>Private Sector</b>	The IDP serves as a guide to the private sector in making decisions with regard to areas and sectors to invest in.

In the absence of an IDP, a municipality would act in an ad hoc, uninformed and uncoordinated manner which would lead to duplication and wastage of limited resources. Furthermore, the lack of a municipal tool to guide development would result in other spheres of government imposing their developmental programmes, which might not be a priority for the municipality.

## **1.1 PROCESS / FRAMEWORK PLAN**

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The Process Plan sets out the approach and activities to be undertaken in reviewing the IDP, and to ensure the buy-in from all key stakeholders. In terms of Chapter 5, Section 26 of the Municipal Systems Act (2000), Districts are required to prepare and adopt Framework Plans which indicate how the District and Local Municipalities will align their IDP's. The Framework Plan provides the linkage and binding relationship to be established between the district and local municipalities in the region and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

The Process Plan forms an important part of the IDP process as elaborated in terms of Section 28 of the Municipal Systems Act which is as follows:

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

A municipal council—

(a) must review its integrated development plan—

- (i) annually in accordance with an assessment of its performance measurements in terms of section 4 (i); and
- (ii) to the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process.

The function of the Framework Plan is to ensure that the process of district and local IDP's are mutual linked and can inform one another. If parallel processes are supposed to be smoothly inter-linked, one has to agree on a joint schedule and some crucial joint milestones. This will be done through the Framework which the district has been in charge in drafting, and it has been agreed to by local municipalities and as it will be used by all municipalities as a basis for drafting their Process Plans.

## **1.2 KEY ELEMENTS OF THE PROCESS PLAN**

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In order to ensure that the requirements of the IDP Review are met, and that proper co-ordination is regulated between and within the different spheres of government (local and provincial, vertical and horizontal), there is a need for the preparation of a process plan. The process plan serves as a good base for the municipality in addressing the following issues:

- **Comments from the MEC** for Co-operative Governance need to be considered as part of the IDP preparation process;
- Consider new **Council priorities**;
- Since the completion of the 2014/15 IDP Review, **new information** has emerged and **priorities** have changed;
- The municipality is currently preparing a number of **Sector plans**. As such, the impact that these sector plans will have on the district as a whole need to be taken into account when undertaking the IDP Review;
- Implementation and alignment to the **New policies**;
- Ensuring the **involvement** of councillors and their constituent communities;
- Ensuring **alignment** with the Local Municipalities and Sector Departments particularly with regards to programmes, projects and sector plans;
- **Interaction** with funding and implementing agents;
- Appropriate **mechanisms, processes and procedures** of consultation and participation for local communities, sector departments, stakeholders and also feedback mechanism to ensure responsiveness to communities; and
- Addressing and alignment of issues for Operation Sukuma Sakhe / War on Poverty campaign which serves to reach out to more poverty stricken communities, with the intention of making maximum impact on those communities in the shortest possible way, and also to ensure that

communities including the private and the public sector join forces to fight against poverty.

## 2. ORGANISATIONAL / INSTITUTIONAL ARRANGEMENTS

In order to ensure ownership of the process, the municipality will make use of existing institutions as much as possible. i.e. Joint Project Steering Committee (IDP Alignment Committee), the IDP Manager, Municipal Manager, IDP\_LED Technical Committee (IDP Representative Forum) etc. The roles and responsibilities of participants are clearly defined as follows:

ENTITY	RESPONSIBILITY
<b>Municipal Council</b>	<p>As the ultimate political decision-making body of the municipality, the Municipal Council has to:</p> <ul style="list-style-type: none"> <li>○ Consider, approve and adopt the Process Plan for IDP, Budget and PMS.</li> </ul>
<b>Executive Committee</b>	<p>The Executive Committee:</p> <ul style="list-style-type: none"> <li>○ Delegate the overall management, co-ordination and monitoring of the process and reviewing the IDP to the Municipal Manager; and</li> <li>○ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and preparation.</li> </ul>
<b>Joint Project Steering Committee (IDP Alignment Committee)</b>	<ul style="list-style-type: none"> <li>○ Consists of the district IDP / PMS Manager, GIS Specialist, Chief Planner, Senior Planners, IDP / PMS Managers and Planners from the four Local Municipalities within the uMzinyathi District, key sector departments, including Department of Co-operative Governance and Traditional Affairs (DCOGTA) and Department of Environmental Affairs.</li> <li>○ The alignment committee deals with the alignment, co-ordination, management of strategic issues of the IDP in terms of the planning process.</li> </ul>
<b>IDP LED Technical Committee( IDP Representative Forum)</b>	<p>Consists of the Planning and Development Forum members, IDP Steering committee members, LED Practitioners from the district and local municipalities, sector departments, business, private sector, NGO's and civil society organizations. The role of the IDP_LED Technical Committee is to:</p> <ul style="list-style-type: none"> <li>○ Streamlining planning process;</li> </ul>



	<ul style="list-style-type: none"> <li>○ Finding a common district wide development vision;</li> <li>○ Consolidation and alignment of programmes and budgets;</li> <li>○ Unifying the channelling of both private and public sector investments;</li> <li>○ Combating socio-economic ills in a strategic and coordinated manner; and</li> <li>○ Put forward a plan of action that will enjoy political buy-in at levels</li> </ul>
<b>Municipal Manager</b>	<p>The role of the Municipal Manager being assisted by the IDP Manager is as follows:</p> <ul style="list-style-type: none"> <li>○ Chairing of the IDP Steering Committee and IDP RF meetings;</li> <li>○ Responsible for the management and co-ordination of IDP process;</li> <li>○ Respond to comments on the IDP;</li> <li>○ Avails documents to inform the IDP process;</li> <li>○ Promote involvement of all stakeholders;</li> <li>○ Adjust the IDP according to the MEC's proposals;</li> <li>○ Ensure vertical and horizontal alignment of the IDP;</li> <li>○ Ensure integration and alignment of the IDP and Budget;</li> <li>○ Ensure submission of the IDP to the MEC on time; and</li> <li>○ Ensure effective implementation of the IDP.</li> </ul>
<b>IDP Manager</b>	<p>The role of the IDP manager is to assist the Municipal Manager in the review, co-ordination and management of the IDP process. This entails:</p> <ul style="list-style-type: none"> <li>○ Being responsible for secretarial services associated with the IDP meetings;</li> <li>○ Responding to comments on the draft IDP from the public;</li> <li>○ Vertical and horizontal alignment with other spheres of government to the satisfaction of the Municipal Council;</li> <li>○ Ensuring proper documentation of the results of the planning process;</li> <li>○ Day to day preparation and management of the IDP; and</li> <li>○ Ensure that the IDP fully complies with the provisions of the Chapter 5 of the Municipal Systems Act and the IDP provincial framework.</li> </ul>

**MANCO(IDP Steering Committee)**

Consists of Heads of Departments to:

- Provide relevant technical, sector and financial information for priority issue analysis;
- Contribute technical expertise in the consideration of strategies and development of projects;
- Provide departmental operational and capital budgetary information; and
- Be responsible for ensuring that project proposals are integrated with cross cutting dimensions such as Gender Equity, Employment Equity, BEE and addressing HIV/AIDS.

### **3. IDP PREPARATION (IN - HOUSE)**

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The office dealing with the review, implementation and management of the IDP is falling under the Planning and Economic Development Department, and it has authority to obtain, analyse, align and integrate data from internal and external stakeholders. It must be noted that the process of reviewing the IDP for 2015/16 financial year will be undertaken internally being co-ordinated by the IDP / PMS Section.

### **4. EXTERNAL ROLE PLAYERS**

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The IDP should guide where private and sector departments allocate their resources at local government level. At the same time, the municipality should take into consideration the sector departments' policies and programmes when reviewing the IDP. Private and sector departments have to participate in the integrated development planning process to ensure that there is alignment between its programmes and that of municipalities. The external role players will include, namely but not limited to National and Provincial Sector Departments, Private Sector, NGO's, CBO's, Community, Traditional Authorities etc.

### **5. MECHANISMS FOR PUBLIC PARTICIPATION**

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Since the IDP involves participation of a number of stakeholders, it is crucial for the municipality to adopt an appropriate approach and also put in place appropriate structures to ensure effective participation. It is in line with the developmental mandate of the municipality to promote effective public participation by:

- creating conditions for public participation, which are in line with the provisions of Chapter 4 of the Municipal Systems Act; and
- encouraging public participation, which should be done in particular with regard to disadvantaged or marginalised groups and gender equity in accordance with the conditions and capacities in a municipality

The municipality has a number of existing structures advocating public participation which are as follows:

The **IDP\_LED Technical Committee (IDP Representative Forum)** is a broad based meeting where all the key role players meet to discuss developmental programmes and projects of the district, and it also serves for alignment and integration of the IDP's. The representatives that attend these meetings include the IDP, LED, and Planning Personnel of the district and four local municipalities, the sector departments, the Service Providers, NGO's etc.

The **Joint Project Steering Committee (IDP Alignment Committee)** is a mechanism that is established with the purpose of addressing specific issues of interest that need to be aligned between the district and local municipalities. The Alignment Committee meetings are different from the IDP\_LED Technical Committee meetings. The intension is that the alignment meetings focus on specific challenges and opportunities that exist between the district and local municipalities.

The **Public Engagements** is a process where communities are being provided an opportunity to discuss developmental issues as required by Chapter 4, Section 16 & 17 of the Municipal Systems Act, which stipulates that municipalities are required to develop a culture of public participation and consult their respective communities on developmental issues.

As the communities will be adequately involved during the preparation of the IDP as per the above structures, the municipality will inform the community about public engagements through radio, newspaper adverts, place notices at public institutions and also via a word of mouth through Councillors, Ward Committees, Community Development Workers etc.

The municipality will also develop an easy to read IDP / Budget booklet which contain a summary of both documents to distribute to the community within the district to enhance the provision of comments and inputs on the documents. The district will also place both the draft and final IDP on the website for public viewing.

## **6. ALIGNMENT MECHANISM**

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### **6.1 Horizontal Alignment**

Alignment of the Umzinyathi IDP with the local municipalities is imperative to ensure that there is a sharing of information – particularly with regards to strategies, objectives, programmes and projects, and it will be undertaken through the Joint Project Steering Committee which convenes on Quarterly basis. The meetings of the Joint Project Steering Committee will assist the district family to monitor alignment and integration of issues constantly.

### **6.2 Vertical Alignment**

Alignment with Sector department and Service providers will also take place as it is essential in order for the district family of the municipalities to have consistence planning and also priorities can be indicated in their project prioritization. This will be undertaken through various meetings or one-on-one basis. The district will convene two IDP\_LED Technical Committee Meetings (IDP Representative Forum), the first session will be in November 2014 to discuss integration issues and also to present to Sector Departments the key municipal priorities which require funding for implementation in the next financial year, and the second session will be in March 2015, to obtain feedback from Sector Departments and also for integration.

### **6.3 Cross Boarder Alignment**

Cross border alignment meetings, Umzinyathi District Municipality will also be arranging meetings with cross border district municipalities to align and integrate issues of functional areas on the IDP, Spatial Development Framework and Disaster Management. It will also assist the municipalities to align development issues in an efficient, effective and sustainable manner especially where there are shared and interdependent functional areas across the district.

The municipality also has in place other intergovernmental forums to enhance the preparation of the IDP and its implementation. These forums include amongst others but not limited to the District Co-ordinating Forum, Municipal Managers Forum, Joint Project Steering Committee, Communicators Forum, Disaster Advisory Forum etc.

## **7. PERFORMANCE MANAGEMENT SYSTEM**

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The legislative and policy framework for PMS includes the Constitution, the Municipal Systems Act (MSA), the Municipal Finance Management Act (MFMA), the 2001 and 2006 Municipal Planning and Performance Management Regulations, the White Paper on Local Government and the Batho Pele principles.

The main regulatory mechanism for PMS is Chapter 6 of the MSA and the related Municipal Planning and Performance Management Regulations. Umzinyathi District Municipality has in place the Organizational Performance Management System as required in terms of Chapter 6 of the Municipal System Act, 2000 (Act 32 of 2000).

The documents which have been developed as part of the process are as follows:

- PMS Framework;
- Organizational and Departmental Scorecards
- Section 54 and 56 Performance Agreements; and
- Individual Performance Plans.

The municipality has also finalized the 2014/15 performance agreements of Section 54 and 56 Managers; the 2014/15 performance agreements meet the requirements of the Municipal Systems Act, Municipal Finance Management Act, the 2006 Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, and 2014 Regulations for appointment and conditions of employment for Senior Managers. During 2014/15, the municipality will review the Performance Management Framework to be in line with the 2014 Regulations for appointment and conditions of employment for Senior Managers.

The municipality is also investigating proper procedures of cascading performance management to the middle Managers and be monitored with the implementation of performance plans signed between the Heads of Departments and concerned middle Managers.

The performance of the Section 54 and 56 **Employees in** relation to the performance agreements and plans, and shall be reviewed as per the following quarters with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2014
<b>Second quarter</b>	:	October – December 2014
<b>Third quarter</b>	:	January – March 2015
<b>Fourth quarter</b>	:	April – June 2015

Umzinyathi District Municipality has recently appointed a new Audit Committee as required in terms of section 166(6)(a) of the Municipal Finance Management Act 56 of 2003, and the municipality also has its own Internal Audit unit which is partly outsourced. One of the functions of the structures is to maintain oversight responsibilities of all financial and performance reporting.

## **8. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

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The municipality has also prepared the 2014/15 Service Delivery and Budget Implementation Plan as required in terms of the Municipal Financial Management Plan, which has the following key components:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (Operating and Capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.

## **9. SCOPE OF WORK**

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### **Phase 1: Process Plan**

- To clearly set out the approach and activities to be undertaken in executing the project; and
- To ensure the support and buy-in of all key stakeholders.

### **Activities proposed**

- Review comments from the MEC to be attended to;
- Identify change in circumstances requiring detail analysis;
- Identify elements of the IDP process that require amendment e.g. institutional arrangements, process arrangements etc; and

- Confirm elements to be contained in the Annual Review (performance measurement criteria).

### **Phase 2: Consolidation of Data and Review, Review and Development of the SDF AND EMF**

- To collect all relevant information that will inform the assessment of the IDP and its implementation,
- To identify the implications and impact for the IDP; and
- Status Quo Report of the Environmental Management Framework in place
- Final Spatial Development Framework adopted by Council.

#### **Activities proposed**

- a) Consolidate information relating to the implementation of projects as set out in the IDP, including their financial status;
- b) Collect all new information available within the municipality that could inform further development;
- c) Collect information regarding the funding priorities and allocations of other spheres of government and funding agencies;
- d) Evaluate and assess this information with respect to the current IDP document;
- e) Preparation of an IDP, setting out the key elements from the above, and identifying the implications thereof. Particular focus to be on the analysis of the current implementation and management, including the identification of blockages and challenges in implementation, achievement of IDP objectives and projects financial status, identification of the strategies and objectives affected by changes in circumstances and on the identification of committed funds;
- f) Joint Project Steering Committee (IDP Alignment Committee) meeting to discuss the information analysed, the implications for the IDP, alignment of issues with the local municipalities relating to sector plans and also to determine progress made;
- g) IDP\_LED Technical Committee (IDP Representative Forum) meeting to discuss the information analysed, the implications for the IDP and also to align the projects and programmes; and
- h) Status Quo Report of the Environmental Management Framework in place;
- i) Final Spatial Development Framework adopted by Council.

### **Phase 3: IDP Revision**

- To revise identified sections of the IDP document;
- To prepare revised priority project lists;
- To inform the municipal budget; and
- Draft Environmental Management Framework in place for comments and inputs.

### **Activities proposed**

Revision of identified sections of the IDP, particular focus to be paid to:

- a) Strategic Planning Session, to serve as a framework for the 2015/16 IDP Review and Budget;
- b) Prioritisation of projects, in the light of funding commitments of external agents and the municipal financial capacity;
- c) Integration and alignment with activities of the Local Municipalities;
- d) Informing the municipal budget preparation;
- e) Integration and alignment with the Performance Management System for the municipality;
- f) IDP\_LED Technical Committee (IDP Representative Forum) meeting to confirm the above;
- g) IDP Alignment Committee to discuss issues relating to programmes and projects of the IDP, and ensure alignment;
- h) Preparation of an Implementation Strategy, including a consolidated list of development indicators, tabular compilation of output targets, list of performance indicators, implementation plan and guide for sourcing required funds;
- i) Alignment of the IDP with the Budget;
- j) Draft Environmental Management Framework in place for comments and inputs; and
- k) Submission of the Draft 2015/16 IDP Review, Environmental Management Framework, Performance Management System and Organogram to Council for approval, and subsequently be submitted to COGTA, PT and NT for assessment purposes.



#### **Phase 4: Adoption**

Adoption of the 2015/16 IDP Review, Environmental Management Framework, Performance Management System and Organogram.

#### **Activities proposed**

- a) Advertisement of the Draft IDP Review for 2015/16, Environmental Management Framework Performance Management System and Organogram, for public comments for a period of 21 days;
- b) Undertaking of public engagements in all four local municipalities as required in terms of Chapter 4 of the Municipal Systems Act No 32 of 2000; and
- c) Submission of the Final 2015/16 IDP Review, Environmental Management Framework, Performance Management System and Organogram to Council for adoption and its submission to COGTA, PT and NT for consideration.

### **10. SPATIAL DEVELOPMENT FRAMEWORK AND OTHER SECTOR PLANS**

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All municipalities, at both the district and the local level, are required in terms of the Municipal Systems Act (No. 32 of 2000) to prepare Integrated Development Plans (IDPs) and review them annually. Section 26 (e) of the Municipal Systems Act (No 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”. Section 12 of the Spatial Planning and Land Use Management Act (No 16 of 2013), which stipulates that each municipality must prepare a Spatial Development Framework, and Section 20 (2) (1) stipulates that a municipal Spatial Development Framework must be prepared as part of a municipal Integrated Development Plan.

In terms of the 2001 Performance Regulations, a spatial development framework reflected in a municipality’s Integrated Development Plan must:

- set out objectives that reflect the desired spatial form of the municipality;
- set out a capital investment framework for the municipality’s development programs;
- contain a strategic assessment of the environmental impact of the spatial development framework;’

- identify programs and projects for the development of land within the municipality;
- be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
- provide a visual representation of the desired spatial form of the municipality, which representation
  - must indicate where public and private land development and infrastructure investment should take place;
  - must indicate desired or undesired utilisation of space in a particular area;
  - may delineate the urban edge;
  - must identify areas where strategic intervention is required; and
  - must indicate areas where priority spending is required.

The municipality has a comprehensive Spatial Development Framework in place, which is currently being reviewed to address the MEC Assessment Comments and also the Disaster Management Risk Assessment. The SDF Review will ensure to cover the compliance with legislation in terms of Section 21 of SPLUMA and Section 2 (4) of the MSA, which will cover amongst others but not limited to:

- (a) Give effect to development principles;
- (b) Spatial development plan for municipal form within next five years;
- (c) Spatial Development Vision Statement and desired growth pattern;
- (d) Significant Structuring Elements eg. Corridors, nodes, public and private investment;
- (e) Population Growth Estimates for next five years;
- (f) Housing demand for various sectors, location and densities;
- (g) Employment trends and economic activity and locations for the next five years;
- (h) Location of engineering infrastructure and services required over the next five years;
- (i) Designated areas where National and Provincial Inclusionary housing policy may be applicable;
- (j) Strategic assessment of the environmental pressures as well as environmental sensitivities and potential (eg. Agriculture);
- (k) Locality of areas where incremental upgrading approaches will be followed;

- (l) Identify areas where more detailed local plans are required and/or shortened development procedures may be applicable;
- (m) Spatial expression of sectoral integration and alignment of municipal departments;
- (n) Capital Investment Framework depicted spatially;
- (o) Purpose, Impact and Structure of Municipal Land Use Scheme; and
- (p) Implementation plan, consisting of
  - Sectoral Requirements for budgets and resources, including targets and monitoring indicators;
  - Necessary amendments to land use schemes; and
  - Institutional arrangements for implementation (including partnerships).
- (q) MEC Comments on the SDF; and
- (r) Disaster Risk Assessment depicted spatially.

The municipality is also in the process of developing the Environmental Management Framework, and the final documents will also be integrated into the final 2015/16 IDP Review.

## 11. PROJECTED COST BREAKDOWN FOR EACH IDP PHASE

**Budget = R 1,700,000.00 – Operational Budget**

**R 300,000.00 – MSIG**

**Total = R 2,000,000.00**

NO	ACTIVITIES	SUCCESS INDICATOR	COMPLETION DATE	AMOUNT
1.	<p><b><u>Phase 1: Process Plan</u></b></p> <ul style="list-style-type: none"> <li>To clearly set out the approach and activities to be undertaken in executing the project;</li> <li>To ensure the support and buy-in of all key stakeholders.</li> </ul> <p><b>Activities proposed</b></p> <ul style="list-style-type: none"> <li>Review comments from the MEC to be attended to;</li> <li>Identify change in circumstances requiring detail analysis;</li> <li>Identify elements of the IDP process that require amendment e.g. institutional</li> </ul>	<p>Submission of the Draft 2015/16 Process and Framework Plan to the Department of Co-operative Governance and Traditional Affairs for assessment purposes.</p> <p>Council resolution and submission of the 2015/16 Process and Framework Plan to the Department of Co-operative Governance and Traditional</p>	<p>31 July 2014</p> <p>31 August 2014</p>	R 5000.00

	<p>arrangements, process arrangements etc;</p> <ul style="list-style-type: none"> <li>• Confirm elements to be contained in the Annual Review (performance measurement criteria); and</li> <li>• Advertisement of the process plan.</li> </ul>	<p>Affairs.</p> <p>Advertisement of the Process Plan.</p> <p>Development of an action plan to address the MEC comments</p>	<p>30 September 2014</p>	
<b>NO</b>	<b>ACTIVITIES</b>	<b>SUCCESS INDICATOR</b>	<b>COMPLETION DATE</b>	<b>AMOUNT</b>
2.	<p><b><u>Phase 2: Consolidation of Data.</u></b></p> <ul style="list-style-type: none"> <li>• To collect all relevant information that will inform the assessment of the IDP and its implementation including its review;</li> <li>• To identify the IDP implications; and</li> <li>• Status Quo Report of the Environmental Management Framework in place; and</li> <li>• Final Spatial Development Framework adopted by Council.</li> </ul> <p><b>Activities proposed</b></p> <p>a) Consolidate information relating to the implementation of projects as set out in the IDP, including their financial status;</p>	<ul style="list-style-type: none"> <li>• First IDP_LED Technical Committee (IDP Rep Forum) meeting convened before end of November 2014;</li> <li>• Two Joint Project Steering committee meetings convened; and</li> <li>• Draft consolidated data of the situational analysis, programmes and projects. .</li> </ul>	<p>31 December 2014</p>	<p>R 700,000.00</p>

	<p>b) Collect all new information available within the municipality that could inform further development;</p> <p>c) Collect information regarding the funding priorities and allocations of other spheres of government and funding agencies;</p> <p>d) Evaluate and assess this information with respect to the current IDP document;</p> <p>e) Preparation of an IDP setting out the key elements from the above, and identifying the implications thereof. Particular focus to be on the analysis of the current implementation and management, including the identification of blockages and problems in implementation, achievement of IDP objectives and project financial status, identification of the strategies and objectives affected by changes in circumstances and on the identification of committed funds;</p> <p>f) Two Joint Project Steering committee</p>	<ul style="list-style-type: none"> <li>• Status quo reports of the Environmental Management Framework for comments and inputs, and Final Spatial Development Framework adopted by Council.</li> </ul>		
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	<p>(IDP Alignment Committee) meetings to discuss the information analysed, the implications for the IDP, alignment of issues with the local municipalities relating to sector plans and also to determine progress made; and</p> <p>g) First IDP_LED Technical Committee (IDP Representative Forum) meeting to discuss the information analysed, the implications for the IDP and also to align the projects and programmes.</p> <p>h) Status quo report of the Environmental Management Framework in place; and</p> <p>i) Spatial Development Framework which covered the provisions of the Municipal Systems Act (No 32 of 2000) and Spatial Planning and Land Use Management Act (16 of 2013), which covered the following</p> <ul style="list-style-type: none"> <li>o (a) Give effect to development principles;</li> <li>o (b) Spatial development plan for municipal form of the next five years;</li> <li>o (c) Spatial Development Vision Statement and</li> </ul>			
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	<p>desired growth patterns;</p> <ul style="list-style-type: none"> <li>○ (d) Significant Structuring Elements eg. Corridors, nodes, public and private investment;</li> <li>○ (e) Population Growth Estimates for next five years;</li> <li>○ (f) Housing demand for various sectors, location and densities;</li> <li>○ (g) Employment trends and economic activity and locations for the next five years;</li> <li>○ (h) Location of engineering infrastructure and services required over the next five years;</li> <li>○ (i) Designated areas where National and Provincial Inclusionary housing policy may be applicable;</li> <li>○ (j) Strategic assessment of the environmental pressures as well as environmental sensitivities and potential (eg. Agriculture);</li> <li>○ (k) Locality of areas where incremental upgrading approaches followed;</li> <li>○ (l) Identification of areas where more detailed local plans are required and/or shortened development procedures may be applicable;</li> <li>○ (m) Spatial expression of sectoral integration and alignment of municipal departments;</li> </ul>			
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	<ul style="list-style-type: none"> <li>o (n) Capital Investment Framework depicted spatially;</li> <li>o (o) Impact and Structure of Municipal Land Use Scheme;</li> <li>o (p) Implementation plan, consisting of             <ul style="list-style-type: none"> <li>• Sectoral requirements for budgets and resources, including targets and monitoring indicators;</li> <li>• Necessary amendments to land use schemes; and</li> <li>• Institutional arrangements for implementation (including partnerships).</li> </ul> </li> <li>o (q) MEC Comments on the SDF; and</li> <li>o (r) Disaster Risk Assessment depicted spatially.</li> </ul> <p>j) Final Spatial Development Framework adopted by Council.</p>			
<b>NO</b>	<b>ACTIVITIES</b>	<b>SUCCESS INDICATOR</b>	<b>COMPLETION DATE</b>	<b>AMOUNT</b>
<b>3.</b>	<p><b><u>Phase 3: IDP Revision</u></b></p> <ul style="list-style-type: none"> <li>• To revise identified sections of the IDP document;</li> </ul>	Draft 2015/16 IDP Review, Environmental Management Framework, Performance	31 March 2015	R 200,000.00

	<ul style="list-style-type: none"> <li>• To prepare revised priority project lists; and</li> <li>• To inform the municipal budget.</li> <li>• Draft 2015/16 IDP Review, Environmental Management Performance Management System and Organogram approved by Council, and submitted to the Department of Co-operative Governance and Traditional Affairs, PT and NT for assessment purposes;</li> </ul> <p><b>Activities proposed</b></p> <ul style="list-style-type: none"> <li>a) Strategic Planning Session, to serve as a framework for the 2015/16 IDP Review and Budget;</li> <li>b) Revision of identified sections of the IDP; particular focus to be paid to:             <ul style="list-style-type: none"> <li>• Prioritization of projects, in the light of funding commitments of external agents and the municipal financial capacity;</li> </ul> </li> </ul>	<p>Management System and Organogram approved by Council and submitted to the Department of Co-operative Governance and Traditional Affairs, PT and NT for assessment purposes;</p>		
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	<ul style="list-style-type: none"> <li>• Enhancement of IDP Sector Plans;</li> <li>• Integration and alignment with activities of the Local Municipality;</li> <li>• Informing the municipal budget preparation;</li> <li>• Integration and alignment with the Performance Management System for the municipality;</li> </ul> <p>c) IDP_LED Technical Committee (IDP Representative Forum) meeting to confirm the above;</p> <p>d) Joint Project Steering committee to discuss issues relating to programmes and projects of the IDP, and ensure alignment;</p> <p>e) Preparation of an Implementation Strategy, including a consolidated list of development indicators, tabular</p>			
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	<p>compilation of output targets, list of performance indicators, implementation plan and guide for sourcing required funds;</p> <p>f) Alignment of the IDP with the Budget;</p> <p>g) Draft Environmental Management Framework in place for comments and inputs; and</p> <p>h) Submission of the Draft 2015/16 IDP Review, Environmental Management Framework, Performance Management System and Organogram to Council for approval, and subsequently be submitted to Department of Cooperative Governance and Traditional Affairs, PT and NT for assessment purposes.</p>			
4.	<p><b><u>Phase 4: Adoption</u></b></p> <p>Adoption of the 2015/16 IDP Review,</p>	<p>Final 2015/16 IDP Review, Environmental Management</p>	<p>31 May 2015</p>	<p>R 1,095,000.00</p>

	<p>Environmental Management Framework, Performance Management System and Organogram by Council.</p> <p><b>Activities proposed</b></p> <p>a) Advertisement of the Draft IDP Review, Environmental Management Framework, Performance Management System and Organogram for public comments for a period of 21 days;</p> <p>b) Undertaking of Public Engagement in all four local municipalities as required in terms of Chapter 4 of the Municipal Systems Act (No 32 of 2000);</p> <p>c) Joint Project Steering Committee (IDP alignment Committee) meeting to consider comments;</p> <p>d) IDP_LED Technical Committee (IDP Representative Forum) to consider comments;</p> <p>e) To make amendments on the Draft IDP</p>	<p>Framework, Performance Management System and Organogram to Council for adoption, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs, PT and NT for consideration.</p> <p>Advertisement of the Final 2015/16 IDP Review, as required in terms of Section 25(4) of the Municipal Systems Act No. 32 of 2000.</p>		
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	<p>Review, Environmental Management Framework Performance Management System and Organogram in response to comments received;</p> <p>f) Submission of the Final 2015/16 IDP Review, Environmental Management Framework, Performance Management System, Organogram to Council for adoption;</p> <p>g) Submission of the adopted 2015/16 IDP Review, Environmental Management Framework, Spatial Development Framework, Disaster Management, Performance Management System and Organogram to COGTA, PT and NT for consideration.</p>			
<b>TOTAL</b>				<b>R2,000,000.00</b>

**12. ALIGNMENT OF THE IDP, BUDGET AND PMS PROCESS**

<b>NO</b>	<b>ACTIVITIES</b>	<b>RESPONSIBLE PERSON / STRUCTURE</b>	<b>TARGET DATE</b>
1	Co-ordination of the dates for the 2015/16 Framework and Process Plan with the IDP Managers of the family of municipalities, for alignment purposes	Manager: IDP/PMS and Chief Planner	11 July 2014
2	Mayor begins planning for the next three year budget in accordance with the co-ordination role of the budget process	Chief Financial Officer	July 2014
3	Finalize Performance agreements and plans for Section 54 and 56 Managers for 2014/15, and subsequently submitted to COGTA	Manager: IDP/PMS	18 July 2014
4	Submission of the Draft 2015/16 IDP, Budget and PMS Process and Framework Plan to the COGTA for assessment purposes	Manager: IDP/PMS	31 July 2013
5	MEC Panel Assessment	COGTA	01 August 2014
6	UDM 1 <sup>st</sup> Joint project Steering Committee (Evaluating progress on the development and review IDP Sector Plans, District Economic Development Agency, and alignment of the process and framework plans)	Manager: IDP/PMS and Chief Planner	06 August 2014
7	Sustainable Living Exhibition	Manager: IDP/PMS	22 – 24 August 2014
8	Consideration of the comments and inputs, and Mayor tables in Council for adoption the final 2015/16 IDP, Budget and PMS Process and Framework Plan and subsequently submitted to COGTA, PT and NT	CFO / Manager: IDP/PMS	28 August 2014
9	Assist the Mayor in the preparation of time schedule for the Budget and related policies	CFO	29 August 2014
10	Advertisement of the 2015/16 IDP, Budget and PMS Process and Framework Plan	Manager: IDP/PMS	September 2014

<b>NO</b>	<b>ACTIVITIES</b>	<b>RESPONSIBLE PERSON / STRUCTURE</b>	<b>TARGET DATE</b>
11	Planning Indaba	Manager: IDP/PMS	26 September 2014
12	1 <sup>st</sup> Quarterly performance assessment of Section 54 and 56 Managers as required by Section 28(1) of the 2006 Performance Regulations	Manager: IDP/PMS	October 2014
13	Initial Review of the National policies and Budget plans	CFO / MM	October 2014
14	UDM 1 <sup>st</sup> IDP_LED Technical Committee (IDP Representative Forum) – inter-sphere alignment session (integration / alignment of issues and also key municipal priorities which require funding for 2015/16 fy	Manager: IDP/PMS and LED Manager	13 November 2014
15	2 <sup>nd</sup> Joint project Steering Committee - Presentation of the MEC Comments Action Plan and IDP Review Situational Analysis	MANCO / EXCO	20 November 2014
16	IDP Alignment Session	Manager: IDP/PMS	04 – 21 November 2014
17	Strategic Planning Session – to serve as a framework for the 2015/16 IDP Review and Budget	Management and Council	November 2014
18	Municipal departments to prepare the draft 2015/16 staff structure and staff budget (salaries)	Heads of Departments	30 November 2014
19	Municipal departments to prepare the draft 2015/16 operational and capital budget	Heads of Departments	30 November 2014
20	Review budget related policies and determine guidelines for 2015/16 Budget	CFO / MM / Council	November 2014
21	IDP Best Practise	Manager: IDP/PMS	05 December 2014
22	Council to adopt the Final SDF Review, and also consideration of the Environmental	Manager: IDP/PMS / Chief Planner	December 2014



NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
	Management Framework Status Quo Report		
23	Tabling of the 2014/15 Mid – year Budget review and its approval by Council	CFO / MM / Council	25 January 2015
24	Tabling of the 2013/14 Annual Report to Council	MM / Council	25 January 2015
25	2 <sup>nd</sup> Quarterly performance assessment of Section 54 and 56 Managers as required by Section 28(1) of the 2006 Performance Regulations	Manager : IDP/PMS	January 2015
26	Submission of the 2014/15 mid - year performance report to the Audit Committee, and subsequently to Council	Manager: IDP/PMS	January 2015
27	Council to approve the 2014/15 Adjustment Budget	MM / Council	12 February 2015
28	Provincial IDP Stakeholders Meeting	Manager : IDP/PMS	13 February 2015
29	3 <sup>rd</sup> Joint Project Steering Committee – Alignment of programmes and Projects, Presentation on the progress of the 2015/16 IDP Review and Budget (Alignment & integration of project lists, sector plans, finalizing implementation programmes)	MANCO / EXCO	26 February 2015
30	Consolidation of the Draft 2015/16 Budget <ul style="list-style-type: none"> <li>• Review of the provincial and national allocations for the incorporation into the draft 2015/16 Budget; and</li> <li>• Alignment of the draft 2015/16 Budget to the IDP Review</li> </ul>	CFO / Manager: IDP/PMS	05 March 2015
31	Workshop Council on the Draft 2015/16 IDP Review, Budget and Budget related policies	CFO / Manager: IDP/PMS	March 2015
32	Special ExCo Meeting, for each department to present and motivate the 2015/16 staff structure, operating and capital budget	HODs / MM / ExCo	15 March 2015

<b>NO</b>	<b>ACTIVITIES</b>	<b>RESPONSIBLE PERSON / STRUCTURE</b>	<b>TARGET DATE</b>
33	UDM 2 <sup>nd</sup> IDP_LED Technical Committee Meeting (IDP Representative Forum) presentation of the draft IDP for comments and also to obtain feedback on key municipal projects submitted to Sector Departments and Private Sector.	Manager : IDP/PMS and LED Manager	12 March 2015
34	Submission of the draft 2015/16 IDP Review, Budget and Budget related policies to ExCo, to recommend to Council the approval thereof	MM / ExCo	25 March 2015
35	Council to approve the Draft 2015/16 IDP Review, Budget and Budget related policies and its submission to COGTA, PT and NT	MM / Council	26 March 2015
36	Council to adopt the 2013/14 Oversight Report and Annual Report and its submission to COGTA, PT and NT	MM / Council	26 March 2015
37	Advertisement of the Draft 2015/16 IDP Review and Budget for a period of 21 days as required by the Municipal Systems Act	Manager: IDP/PMS / CFO	April 2015
38	Convening of Decentralised IDP Assessment Forums	Manager: IDP/PMS / COGTA	07 – 29 April 2015
39	Public Consultation Meetings on the Draft 2015/16 IDP Review, Budget and Budget related policies in terms of Chapter 4, Section 17 and 18 of the Municipal Systems Act, of 2000 and Section 22 (a) (i) of the Municipal Finance Management Act, of 2003 in all four Local Municipalities	Manager: IDP/PMS / CFO	April 2015
40	IDP Assessment Feedback Session	Manager: IDP/PMS	08 May 2015
41	Third Quarterly performance assessment of Section 54 and 56 as required by Section 28(1) of the 2006 Performance Regulations	Manager: IDP/PMS	May 2015

NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
42	4 <sup>th</sup> Joint Project Steering Committee - to finalize and align the programmes and projects, and key strategic issues, IDP and Budget	Manager: IDP/PMS and Chief Planner	14 May 2015
43	Adoption of the 2015/16 IDP Review, Budget and Budget related policies by Council	Council	29 May 2015
44	Submission of the Final 2015/16 IDP Review, Budget and Budget related policies to COGTA, PT and NT within 10 days after adoption.	CFO / Manager: IDP/PMS	08 June 2015
45	Fourth performance assessment of Section 54 and 56 as required by Section 28(1) of the 2006 Performance Regulations	Manager: IDP/PMS	July 2015
46	Audit committee submits the annual performance assessment report to Council	Manager: IDP/PMS	July 2015
47	Commence with the implementation of the 2015/16 IDP Review and Budget, and monitor performance through PMS	CFO / Manager: IDP/PMS	July 2015

### 13. LOCAL MUNICIPALITIES – IDP STEERING COMMITTEE MEETINGS AND REPRESENTATIVE FORUMS

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Herewith below are the IDP Steering Committee and IDP Representative Forum meeting dates for the local municipalities:

#### Endumeni Local Municipality

ACTIONS	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
1 <sup>st</sup> IDP Steering Committee Meeting	IDP Manager	24 September 2014
2 <sup>nd</sup> IDP Steering Committee Meeting	IDP Manager	10 December 2014
3 <sup>rd</sup> IDP Steering Committee Meeting	IDP Manager	19 March 2015
3 <sup>rd</sup> IDP Steering Committee Meeting	IDP Manager	19 June 2015
1 <sup>st</sup> IDP Representative Forum Meeting	IDP Manager	15 October 2014
2 <sup>nd</sup> IDP Representative Forum Meeting	IDP Manager	05 February 2015

#### Nquthu Local Municipality

ACTIONS	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
1 <sup>st</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	29 October 2014
2 <sup>nd</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	04 February 2015
3 <sup>rd</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	18 March 2015

4 <sup>th</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	20 May 2015
1 <sup>st</sup> IDP Representative Forum Meeting	Manager: IDP/PMS	26 November 2014
2 <sup>nd</sup> IDP Representative Forum Meeting	Manager: IDP/PMS	11 February 2015
3 <sup>rd</sup> IDP Representative Forum Meeting	Manager: IDP/PMS	15 April 2015

### Msinga Local Municipality

<b>ACTIONS</b>	<b>RESPONSIBLE PERSON / STRUCTURE</b>	<b>TARGET DATE</b>
1 <sup>st</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	05 November 2014
2 <sup>nd</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	04 January 2015
3 <sup>rd</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	11 March 2015
4 <sup>th</sup> IDP Steering Committee Meeting	Manager: IDP/PMS	27 May 2015
1 <sup>st</sup> IDP Representative Forum Meeting	Manager: IDP/PMS	25 November 2014
2 <sup>nd</sup> IDP Representative Forum Meeting	Manager: IDP/PMS	17 February 2015
3 <sup>rd</sup> IDP Representative Forum Meeting	Manager: IDP/PMS	28 April 2015

**Umvoti Local Municipality**

<b>ACTIONS</b>	<b>RESPONSIBLE PERSON / STRUCTURE</b>	<b>TARGET DATE</b>
1 <sup>st</sup> IDP Steering Committee Meeting	Manager: Planning	27 October 2014
2 <sup>nd</sup> IDP Steering Committee Meeting	Manager: Planning	09 March 2015
3 <sup>rd</sup> IDP Steering Committee Meeting	Manager: Planning	18 May 2015
1 <sup>st</sup> IDP Representative Forum Meeting	Manager: Planning	26 November 2014
2 <sup>nd</sup> IDP Representative Forum Meeting	Manager: Planning	18 March 2015