TOGETHER FOR
GROWTH AND DEVELOPMENT

Draft

IDP
PROCESS PLAN

2027/28 FY

Victor Khanye Local Municipality

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"A repositioned municipality for a better and sustainable service delivery for all

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1.1 Introduction

The Process plan is an organized activity plan that outlines the process of developing the IDP/Budget and Performance. This process plan outlines the manner in which the 2027/28 IDP development and Budget process will be undertaken. It has been prepared in line with the District Framework Plan. Section 153 of the Constitution of the Republic of South Africa provides that a municipality must *“structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”.*

This constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions. The integration is done through the IDP of a municipality, which is developed for a five-year period and is reviewed annually. Section 25, sub-section 1 (a) of the Municipal Systems Act, No. 32 of 2000 states that *“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality”*. (a) links, integrates and co-ordinates plans and considers proposals for the development of the municipality.

1.2. Background

IDP, as a municipality’s strategic plan, informs proper Municipal decision-making as well as all the business processes of the Municipality. The IDP must inform the Municipality’s financial and institutional planning and most importantly, the drafting of the annual budget. The 2027/28 budget will be developed based on Victor Khanye` s Priorities, emanating from the analysis phase of the Integrated Development Plan. Strategies will be developed in the context of the identified policy priorities. Out of these strategies will emerge Medium Term Revenue and Expenditure Framework (MTREF), Operational Plans will contain departmental performance indicators over a 3-year period, with targets estimates and resource allocation.

The IDP and the Budget processes are two distinct but integrally linked processes, which must be well coordinated to ensure that the IDP and Budget related Policies and the tabled budget are mutually consistent and credible (Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001 and 2006).
The preparation of the IDP process plan is in essence the formulation of the IDP and Budget processes, set out in writing and requires adoption by Council. Therefore, the purpose of this document is to outline the operational plan (an integrated ‘Process plan’) for the development of Integrated Development Plan for Victor Khanye Local Municipality. Victor Khanye Local Municipality (VKLM) is required to consult the local community after the adoption of the Process Plan.

The Final Municipal IDP Process Plan must be presented to the Municipal Council for approval, and any special meeting may be held with the identified stakeholders and communities. In terms of the Process Plan, Communities must be informed of the adoption of the Process Plan, through the available various Municipal`s communication mechanisms.

1.3. **Purpose**

The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential in realizing a system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and finally organizational change. These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments with municipalities own capacities and processes, including alignment with district initiatives.

The preparation and adoption of a Process Plan is provided in terms of the Local Government: Municipal Systems Act, Section 28 (1) ***"each municipal council must, within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan"***. Section 3 further states ***"A municipality must give notice to the local community of particulars of the process it intends to follow"***.

Victor Khanye Local Municipality plans, directs and manages its capacity and resources to support the successful implementation of its Integrated Development Planning Process and the Budget. The reality of limited capacity and resources in Victor Khanye Local Municipality demands innovations and the need for greater intergovernmental cooperation between various spheres of government as well as different stakeholders.

Therefore, Victor Khanye Local Municipality process plan is a document that describes how the municipality will develop and implement the integrated development plan through budget within its area of jurisdiction. This will have a meaningful bearing on the foreseen IDP document once completed and/or most importantly, it will lead to the process of developing an all- inclusive integrated development planning methodology to plan and actualize future development in Victor Khanye Local Municipality through its budgetary allocations.

The process plan is thus similar to business plan and deals with the allocation of municipal capacity and resources in support of and serve as a guideline in terms of which Victor Khanye Local Municipality will carry out its mandate with regard to integrated development planning.

In order to ensure certain minimum quality standards of the IDP process and proper coordination between and within spheres of government, municipalities need to prepare IDP process plan and formulate budget to implement the IDP.

In terms of Section 29, it states that:

A Process Plan must include the following:

(i) *A programme specifying timeframes for the different steps;*
(ii) *The local community to be consulted on its development needs and priorities;*
(iii) *Organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*
(iv) *Be consistent with any other matters prescribed by regulation; and*
(v) *Binding plans and planning requirements, i.e. policy and legislation*

SECTION TWO: LEGAL PLANNING CONTEXT

2.1. IDP Process Plan/Time Schedule

In accordance with the Municipal Systems Act, Section 28:

a) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan;

b) The municipality must, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process; and

c) A municipality must give notice to the local community of particulars of the process it intends to follow.

Section 29(1) of the Municipal Systems Act prescribes that:

The process must –

a) be in accordance with a predetermined programme specifying timeframes for the different steps;

b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for –

   i. *the local community to be consulted on its development needs and priorities;*

   ii. *the local community to participate in the drafting of the integrated development plan; and*

   iii. *organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*

c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and

d) be consistent with any other matters that may be prescribed by regulation.

2.2. Integrated Development Plan

The MSA obligates all municipalities to undertake a process of preparing and implementing IDPs.

According to Chapter 5 and Section 25(1) of the Municipal Systems Act.

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which;

(a) Links integrates and coordinates plans and considers proposals for the development of the municipality;

(b) Aligns the resources and capacity of the municipality with the implementation of the plan;

(c) Comply with the provisions of this Chapter; and

(d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In terms of Section 32 of the Municipal Systems Act:

A municipal council must:

a) review its Integrated Development Plan

(i) annually in accordance with an assessment of its performance measurements in terms of section 41;

(ii) to the extent that changing circumstances so demand;

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

2.3. The Annual Budget

The Municipal Systems Act, No. 32 of 2000 (as amended) and the Municipal Finance Management Act, Act 56 of 2003, confer the responsibility of the Executive Mayor to provide political guidance over the budget process and the priorities that must guide the preparation of the annual budgets.

Furthermore, in terms of section 53 of the Municipal Finance Management Act the Executive Mayor must also coordinate the annual revision of the Integrated Development Plan in terms of the Municipal Systems Act and the preparation of the annual budget. Thereafter, determine how the integrated development plan is to be reviewed for the purpose of the budget.

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Municipal Finance Management Act (2003). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

The Executive Mayor of a municipality must-

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

(i) The preparation, tabling and approval of the annual budget;

(ii) The annual review of-

- The integrated development plan is done in terms of section 34 of the Municipal Systems Act; and
- The budget related policies.

(iii) The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

(iv) The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

2.4. Service Delivery and Budget Implementation Plan (SDBIP)

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved IDP and Medium-Term Revenue and Expenditure Framework (MTREF). Therefore, only projects that are budgeted for, be implemented. The SDBIP serves to address the development objectives derived from the approved IDP.

Section 1 of the MFMA defines the SDBIP as:

" a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

a) projections for each month of-

i. revenue to be collected, by source; and

ii. operational and capital expenditure, by vote;

b) service delivery targets and performance indicators for each quarter"

2.5. Alignment of the IDP, Budget and Performance Management Processes

In terms of the Municipal Systems Act, municipalities are required to prepare organizational performance management system that must be linked with the IDP. Tremendous progress has been made with the process of aligning the IDP, Budget and Performance Management System (PMS). All efforts will be made during the 2027/28 cycle to fully link and integrate the three processes largely through the Process Plan.

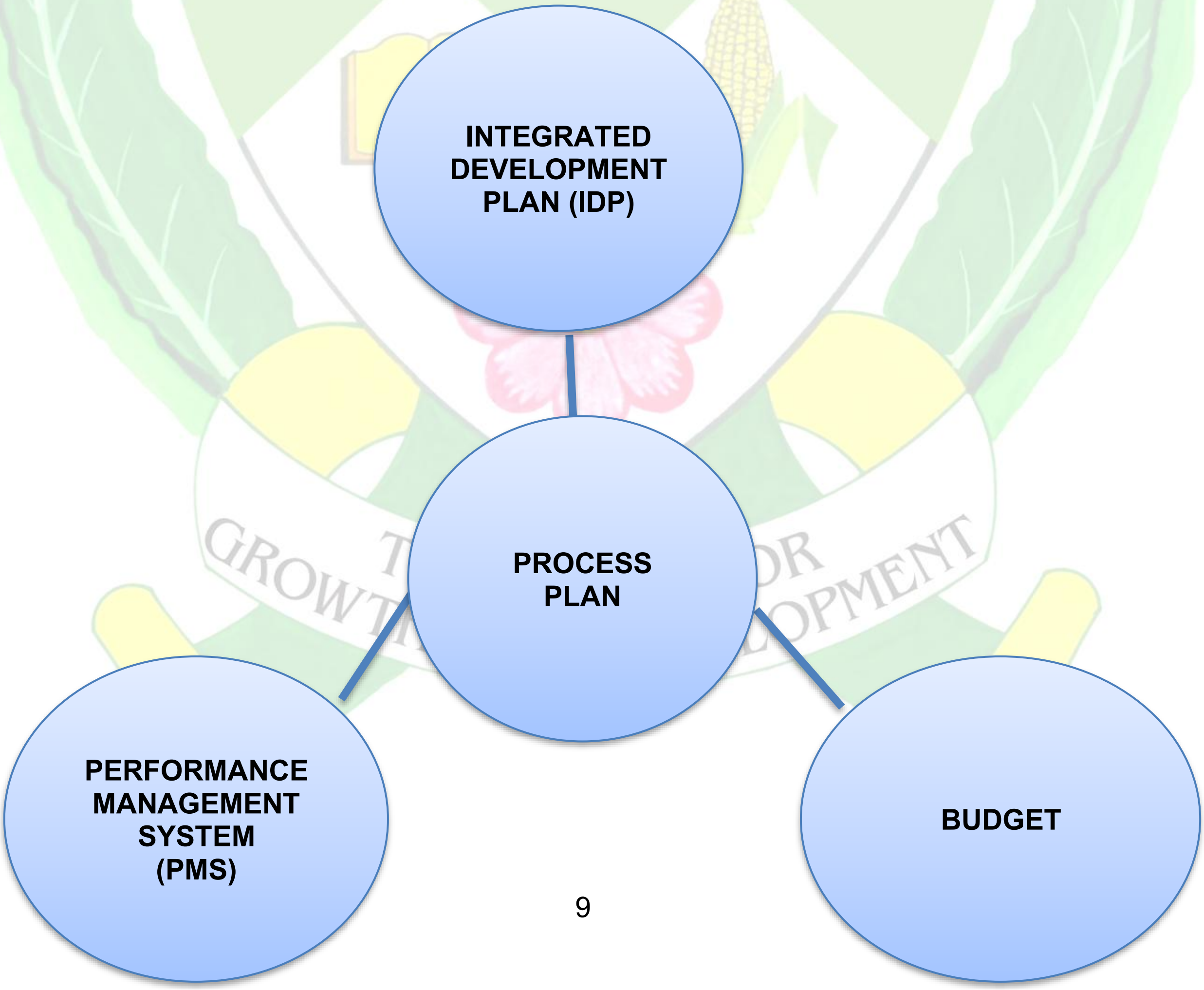
It should however, be noted that the PMS on its own requires an in-depth process comparable to that of the IDP. Such PMS is tightly linked and guided by the IDP and Budget processes. The PMS process will address the following issues:

(a) Alignment of the PMS, Budget and IDP processes;

(b) Implementation of individual performance management system at managerial level.

The IDP, Performance Management Systems (PMS) and Budget are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, and how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims. As indicated earlier, every effort is made in this process plan to align the IDP and PMS formulation and/or review, and the budget preparation process. The linkages of the three processes are summarized in the following diagram:

Figure 1: The IDP, Budget and PMS Linkages



SECTION THREE: IDP REVIEW PROCESS

3.1. MUNICIPAL SYSTEMS ACT, NO. 32, 2000

Local Government: Municipal Systems Act, Sec 34 provides for the annual review and amendment of the IDP.
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 41; and

ii) To the extend that changing circumstances so demand; and

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

The Process Plan specifies timeframes for the different steps; it must at least cover the following issues:

(a) Identify plans and planning requirements binding in terms of national and provincial legislation on local municipality;

(b) Identify matters to be included in the integrated development plans of the district municipality and the local municipality that require alignment;

(c) Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and

(d) Determine procedures:

i. For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans; and

ii. To effect essential amendments to the framework plan.

3.2. Key elements to be addressed in this process

During the IDP and Budget review process, the IDP/Budget Steering Committee under the leadership of the Executive Mayor must address service delivery challenges across the municipality. This must be undertaken in conjunction with the task of fulfilling Constitutional mandate and effect strategic partnerships to coordinate development process. The Municipality will pursue the following strategic goals during this IDP review:

i. To ensure **service excellence** within and around Victor Khanye Local Municipality;

ii. To stimulate integrated and sustainable **economic development**;

iii. To improve and sustain **financial, human resource and management** excellence;

iv. To evolve **institutional excellence** through thoroughgoing institutional reengineering, effective leadership and effective long range development planning.

3.3. Review

On an annual basis, municipalities are required to review their plans as to how they have performed against the pre-determined objectives outlined in the IDP. This is a form of institutional performance review and will inform how the municipality adjusts its focus and operations to meet the targets. If there are minor adjustments, there is no need to amend the IDP.

3.3.1. What the review is not

(a) The Review is not a replacement for the 5-year IDP; and

(b) The Review is not meant to interfere with the long-term strategic orientation of the municipality in order to accommodate new changes and additional demands.

(c) Review is done on an annual basis as per the Municipal Systems Act No.32 of 2000, Section 34 (a) A municipal council- must review its integrated development plan annually.

3.3.2. Amendment

Within the term of office, a Municipal IDP may need to be amended when there have been significant unexpected changes within the municipality that requires a re-organization of the municipal priorities and budgets. It is noted that IDP amendments should only be required under exceptional circumstances and should not be done without significant justification. The process for amending a municipal IDP is laid out in section 3 of the regulations and is similar to that of adopting a new IDP.

3.3.2.1. Details of activities to accomplish outputs

3.3. (a) Incorporation of role-players in planning process

In developing the IDP for the newly constituted Council, the Municipality needs to assess the impact on the achievement of the IDP development priorities. This includes reviewing the projects and programme and those that come from various role-players in different engagements, so that they are linked to MTREF. In this way the Municipality will focus on the implementation for a period of three years, while on the other hand is able to monitor and evaluate implementation progress on those programmes, projects and services.

3.3. (b) Review of progress with lessons for the future

The starting point in understanding the current developmental situation is the review of the significance or relevance of the strategies employed to achieve the current and future sets of goals. Secondly, we need to determine the extent of implementation regarding projects, programmes and services against IDP plans for previous years. Some of this can be from secondary data (e.g. previous annual reports).

The review of the organizational performance for the past financial year(s) would provide an opportunity to review progress for the IDP and assist in making information for the annual report readily available, as well as determining the implications for the future. It is suggested that the two processes are integrated, and a format used which ensures that directorates provide lessons learned and implications for the future, as well as analysis of what they have done. This will build on refining and/or developing section 3.2 as part of presentation and discussion, so that directorates are able to come up with coherent recommendations across the Municipality.

3.4. ***(c) Core elements of the IDP preparation***

The core elements of the IDP preparation correspond to the core functions of the municipalities as outlined in the Municipal Systems Act and other Legislations, including the critical elements that came up during the IDP development and review in the past years. The core components of the integrated development plan are explained below.

In terms of the core components of Integrated Development Plans, Chapter 5, Section 26 of the Municipal Systems Act (2000) indicates that: An integrated development plan must reflect the following-

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 and objectives 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 and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;

e) A 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) A financial plan, which must include a budget projection for at least the next three years; and

h) The key performance indicators and performance targets determined in terms of section 41*.*

3.3.(d) Inclusion of new information where necessary:

i. Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review;

ii. Alignment of the IDP with newly completed Victor Khanye Local Municipality Statutory Plans;

iii. Development of the Strategic elements of the IDP;

iv. The ongoing alignment of the Victor Khanye Local Municipality Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;

v. The update of the Financial Plan, the list of projects (both internal and external), and

the capital investment framework;

vi. Incorporate final Ward Projects in term of Medium-Term Revenue and Expenditure Framework (MTREF).

SECTION FOUR: IDP REVIEW PHASES

The synchronization of planning activities between district and local municipalities is essential to ensure that the planned activities occur and output is available simultaneously so that the joint and complimentary responsibilities of the municipalities can be undertaken by all responsible, at the same time. This approach will avoid duplication of the required joint processes and maximize the use of limited human resource capacities.

The review and implementation of the (2026/27) IDP will comprise of five (5) phases, commencing from Phase 0 to Phase 5 (refer to Table 1 below).

In terms of Output 4, issued by Co-operative Governance, states that IDP has a methodology, which consists of 5 phases and key outputs:

Phase 0: Pre-planning phase

Phase 01: Analysis phase

Phase 02: Strategy phase

Phase 03: Project phase

Phase 04: Integration phase

Phase 05: Approval phase

Table 1: IDP Review Phases

PLANNING PHASE	ACTIVITIES	TIME-FRAME	RESPONSIBLE
Preparation Phase 0	✓ Preparing and input into the Process Plan, aligning with the District Framework.	**August 2026**	IDP/PMS and Public Participation Units
Analysis Phase 1	<u>**External Analysis**</u> ✓ Assessment of existing level of development ✓ Review sector plans and priorities implementation of sector plans recommendations. ✓ Review / amendment of Spatial Development Framework. ✓ Review Socio Economic Analysis. ✓ *Public participation:* Community needs analysis and inputs.	**September 2026**	All Departments IDP/PMS and Public Participation Units IDP Technical Committee Local Economic Development Unit
	<u>**Internal Analysis**</u> ✓ Review Long Term Financial Plan. ✓ IDP needs analysis.	**October/November 2026**	
Strategies and developmental objectives Phase 2	✓ The Vision: ✓ Objectives: ✓ Ensure that developmental objectives are realistic. ✓ MAYCO and management consider external and internal analysis in line with the strategies around the 5-year development. ✓ Priorities and operational strategies (programmes / projects /activities and actions). ✓ Formulation and adoption of alternatives.	**October – November 2026**	All Departments Executive Management IDP Steering Committee Council

Projects and Programme Identification Phase 3	✓ Performance indicators ✓ Details of the possible solutions are discussed to determine what needed (budget, human resource etc.) is. ✓ Priorities and operational strategies (programmes / projects /activities and actions). ✓ Projects Discussion on developed project proposals.	**November – December 2026**	Executive Management Project Management Unit Budget and Treasury IDP Steering Committee
Integration Phase 4	✓ Identified projects are integrated and budgeted for through internal meetings. ✓ Intergovernmental alignment – align municipality strategy with national, provincial and district municipality development policies and planning instruments.	**January – February 2027**	All Departments Senior Management Budget and Treasury IDP Technical Committee
Approval Phase 5	✓ Draft IDP is tabled at Council meeting for approval. ✓ Consultation with the public and stakeholders on the draft IDP and Budget.	**31 March 2027**	IDP/PMS and Public Participation Units Council
Adoption	✓ Adoption of final IDP and Budget.	**27 May 2027**	Council

4.3. Submission to MEC for Corporative Governance, Human Settlement and Traditional Affairs (CoGHSTA)

In terms of Sec 32 (1) (a) of the Systems Act, "*the municipal manager of a municipality must submit a copy of the integrated development plan as adopted by the council of the municipality, and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan*". Such a copy must be accompanied by a summary of the process in terms of Sec 28 of the Act, a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement, and a copy of the Process Plan as adopted in terms of Sec 27 of the Act.

SECTION FIVE: HORIZONTAL AND VERTICAL ALIGNMENT

5.1. Framework / Process Plan

In terms of Chapter 5, Section 27 of the Municipal Systems Act (2000), districts are required to prepare and adopt a Framework Plan, which indicates how the district and Local Municipalities will align their IDPs. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the district and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

5.1.a. ALIGNMENT of District Framework/Process Plan/Time Schedule

The table below serves to provide a high - level distinction between the IDP District Framework, IDP Process Plan / Time Schedule adopted in terms of section 21 of the MFMA.

Table 2: Alignment of District Framework, Process Plan and Time Schedule

District Framework	Process Plan	Time Schedule
The district municipality must adopt the District Framework in accordance with section 27 of the MSA within a prescribed period after the start of its elected term. The Framework, amongst others, obligates both the district and the local municipalities in its area on binding legislation, IDP matters that require alignment and procedures for consultation during the process of drafting their respective IDPs.	The IDP Process Plan in accordance with section 28 of the MSA is a process that is set out in writing to guide the planning, drafting, adoption and review of its initial 5-year IDP after the start of Council's elected term. It contain events and activities to be undertaken in the process of developing the actual IDP and supporting IDP processes of the Local municipalities to ensure alignment.	In accordance with Section, 21 of the MFMA the Council must adopt a Time Schedule outlining key deadliness for the tabling and adoption of the annual review / amendment of the IDP, any amendments to the IDP and consultative processes that form part of the annual IDP and Budget review.

5.1. b. **Sector Departments alignment**

This is essential to ensure that the district and local municipalities' priorities are reflected in the different provincial departments' project prioritization process and in turn, that the provincial department's projects are reflected in the IDP. Regular and strategic meetings with the Sector Departments would be required during the different phases of the IDP Review.

5.1. c. **Horizontal / Vertical alignment**

This focus on addressing issues at both District and Local municipal levels, while vertical alignment will focus on issues that affect the municipalities from the National and Provincial departments, and other organizations. Planning, therefore, needs to be informed by all stakeholders in order to effectively and efficiently allocate resources. Mechanisms that will ensure alignment of matters between the Nkangala District Municipality and Victor Khanye Local Municipality will be done by way of participating in the District IDP/PMS Forum and the District Public Participation Forum.

5.1. d. **District Development Model**

The District Development Model (DDM) is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach by which the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. Chapter thirteen of South Africa's National Development Plan (NDP) asserts that "neither social nor economic transformation is possible without a capable and developmental state," thereby entrenching this vague concept as a crucial aspect of our country's growth strategy.

This joint work is expressed through the formulation and implementation of a "One Plan" which is a long-term strategic framework guiding investment, service delivery and development in relation to each of the district and metropolitan spaces. The DDM is aimed at transforming the economy and improving the quality of life of people by enhancing cooperative governance and overall state coherence and performance. It is focused on bringing about fundamental change with the following strategic goals:

(a) To strategically respond to the socioeconomic effects of COVID-19;

(b) To encourage new paradigms, solutions, and alternatives; and

(c) To fundamentally modify the following conditions on the ground:

- *i.* People
- *ii.* Economy
- *iii.* Space

(d) To foster responsive institutions and change management,

(e) Increase the country's resilience and prosperity, and

(f) Integrate a programmatic approach to cooperative governance.

5.1. e. **Nkangala District 'One Plan'**

To articulate a consistent and predictable government strategy concerning these strategic goals for the expansion and development of the District space, all three spheres of government co-produce a long-term strategic framework (One Plan) together with relevant stakeholders and communities. The Nkangala District One Plan's goal *inter alia* is to:

(i) *To ensure that the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes.*

(ii) *To focus on key priorities and implementation of critical high impact projects and programmes in order to accelerate service delivery.*

(iii) *To designate the District as an IGR impact zones for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles.*

(iv) *To provide a One Plan Vision Development Strategy that can be linked and aligned to the NDM IDP, local municipalities IDPs and budget processes.*

5.1. f. **Intergovernmental Relations (IGR) Structures**

The following IGR structures will be utilized to drive the IDP processes in joint planning initiatives with Nkangala District Municipality:

- District IDP/PMS Forum;
- District Public Participation Forum;
- District Coordinating Forum;
- Municipal Managers Forum; and
- Provincial IDP Indaba and Working Group.

5.1. Binding plans, planning requirements and policy on National, Provincial and Local Level

A number of legal and policy documents that impose a range of demands and requirements on the Municipality guide the Integrated Development Planning process. The list below contains some of the most important IDP source documents:

5.1.h. **Relevant Acts**

i. Constitution of the Republic of South Africa, Act 108 of 1996 *ii.* Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA)

iii. Local Government: Municipal Structures Act, 117 (Act 117 of 1998) (MSA)

iv. Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)

v. Disaster Management Act, 2002 (Act 57 of 2002)

vi. Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)

vii. The Housing Charter, 1997 (Act 107 of 1997)

***5.1. i.* <u>Policy Frameworks</u>**

The following policy frameworks must be taken into consideration throughout the planning, development, adoption, implementation and Performance Management processes of the municipal IDPs within the Nkangala District Municipality. In addition, policy directives across the spheres of government also need to be considered, namely:

(a) The State of the Nation Address;

(b) The State of the Province Address;

(c) Sustainable Development Goals;

(d) National Development Plan;

(e) National Spatial Development Plan (NSDP);

(f) Sustainable Integrated Human Settlement Master Plan;

(g) Mpumalanga Industrial Development Plan;

(h) Provincial Anti-Poverty Strategy;

(i) Mpumalanga Economic Growth and Development Plan;

(j) Green Economy Master Plan;

(k) Mpumalanga Green Economy Development Plan;

(l) Tourism Growth and Development Strategy;

(m) Provincial ICT Strategy;

(n) SMME Provincial Strategy;

(o) Mpumalanga Forestry Development Plan;

(p) Provincial Spatial Development Framework; and

(q) Nkangala 'One Plan' – District Development Model (DDM).

5.1. j. Municipal Sector Plan

- Environmental Management Plans
- Air Quality Management Plan;
- Local Economic Development Strategy;
- Disaster Management Plan;
- Human Resources Strategy;
- Information Communication Technology Strategy; and
- Performance Management System Framework.

5.1. k. Planning Tools

(i) Key Performance Areas and targets;

(ii) IDP District Framework and Process Plan; and

(iii) Public participation programmes.

SECTION SIX: ROLES AND RESPONSIBILITIES IN THE IDP PROCESS PLAN

6.1. INTRODUCTION

One of the successful and well-organized IDP process is for all role players to be fully aware of their own as well as other role player's responsibilities. This section deals with the roles, which the municipality has to play in the IDP and Budget processes in relation to the roles which external role players are expected to play.

6.1.a. Roles and Responsibilities within Government Spheres

Table 3: Roles and Responsibilities within government spheres

ROLE PLAYER	ROLES AND RESPONSIBILITIES

Victor Khanye Local Municipality	- Prepare and adopt the IDP Process Plan.
	- Undertake the overall management and co-ordination of the IDP process which includes ensuring that:
	  ✓ all relevant role-players are appropriately involved;
	  ✓ appropriate mechanisms and procedures for community participation are applied;
	  ✓ events are undertaken in accordance with the approved time

	schedule; ✓ the IDP relates to the real burning issues in the municipality; and ✓ the sector planning requirements are satisfied. - Prepare and adopt the IDP. - Adjust the IDP in accordance with the MEC's proposal. - Ensure that the annual business plans, budget, and performance management system are linked to and based on the IDP.
Nkangala District Municipality	- Prepare the IDP District Framework (MSA, Section 27 Framework), as a mechanism to ensure alignment and integration between IDP's. - Ensure alignment of the IDP between the municipality and the district municipality (Integrated District and Local Planning). - Fulfilling a co-ordination and facilitation role in respect of ensuring alignment between district and local planning within the region. - Preparation of joint strategy workshops between municipality, provincial and national government. - Facilitate engagements and planning sessions on district wide development and service delivery matters. - Coordinate District Public Participation and Integrated Development Planning engagements to share information and best practices.
Mpumalanga Provincial Government (CoGTA Department) **&** **Mpumalanga Provincial Treasury**	- Ensure horizontal alignment of the IDP between the municipality and the district municipality. - Ensuring vertical and sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at the local / district level. - Guiding the provincial sector departments' participation in and their required contribution to the municipal IDP process; and - Guiding them in assessing draft IDPs and aligning their sector programmes and budgets with the IDPs. - Efficient financial management of Provincial IDP grants. - Monitor the IDP progress. - Provide guidance to municipalities in compiling the IDP. - Coordinate and manage the MEC's assessment of the IDP. - Provide IDP related training where required. - Share best practices in relation to the IDP document content, strategic alignment, and spatial mapping. - Provincial Treasury must provide views and comments on the draft budget and any budget-related policies and documentation for consideration by the council when tabling the budget. - Conduct Medium Term Revenue and Expenditure Framework (MTREF) budget and IDP assessment.

National Government	- National Treasury issues guidelines on the manner in which municipal councils should process their annual budgets, including guidelines on the formation of a committee of the council to consider the budget (Section 23(3) of the MFMA). - Assessments of IDP, Budget and SDBIP.

6.1.b. Roles and Responsibilities of Political Office Bearers and Ward Committees

Table 4: Roles and responsibilities of political office bearers and ward committees

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Council	- Approve and adopt the process plans, as well as IDP and Budget. - Monitor the implementation and approve any amendments of the plan when and if required.
Executive Mayor and Mayoral Committee	- Consider the IDP and Budget timetable and Process Plan and submit to Council for approval. - The Mayor must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget, the annual review of the IDP and budget-related policies, the tabling and adoption of any amendments to the IDP and budget-related policies and consultative processes. (MFMA section 21(1)(b)). - Overall management, coordination and monitoring of the IDP process. - Assign and delegate responsibilities in this regard to the Municipal Manager. - Submit the draft IDP to Council for approval. - Submit final IDP and Budget to Council for adoption. - Provide political guidance in IDP and Budget (in terms of section 53(a) of the MFMA. - Exercise close oversight on Budget Preparation Process.
Speaker	a) Overall monitoring of the public participation processes. b) Oversight of the ward committee system.
Ward Councilors	- Form a link between the Municipality and residents. - Assist to communicate the IDP process to their respective wards. - Play an active role during public consultation and participation. - Monitor the implementation of the IDP with respect to their wards. - Provide feedback to their communities on the adopted IDP, Budget and SDBIP. - Encourage residents to take part in the IDP process.

Ward Committees	- Assist the ward Councilors in identifying the challenges and needs of residents. - Provide a mechanism for discussion and negotiation between the stakeholders within the ward. - Advise and make recommendations to the ward Councilors on matters and policy affecting the ward. - Disseminate information in the ward. - Ensure constructive and harmonious interaction between the Municipality and community. - Interact with other forums and organizations on matters affecting the ward. - Draw up a ward plan that offers suggestions on how to improve service delivery in their respective ward. - Monitor the implementation process concerning its area.

6.1.c. Roles and Responsibilities of the Administration

Table 5: Roles and Responsibilities of the Administration

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Executive Directors/ Senior Managers/ Managers	- Provide technical, sector and financial information for analysis for determining priority issues, throughout the IDP Budget process. - Provide technical expertise in consideration and finalization of strategies and identification of projects. - Provide departmental, operational, and capital budgetary information. - Preparation of project proposals, integration of projects and sector programmes.
Deputy/Assistant Manager: IDP/Performance Management and Public Participation	- Prepare an IDP process plan and monitor the timeous implementation thereof. - Day to day management and coordination of the IDP process. - Ensure stakeholder engagement in the IDP process by organizing meetings for engagement. Ensure that the IDP process is participatory and that planning is ward-based oriented. - Respond to public and MEC comments on Draft IDP and SDBIP. - Compilation of comprehensive and presentable IDP document that complies with all legislative requirements. Amend the IDP document in accordance with the comments of the MEC.
Senior Managers/ Assistant Managers: Budget and Treasury	- Responsible for the Management, planning and compilation of Budget. - Day to day management and coordination of the Budget process.

SECTION SEVEN: ORGANISATIONAL ARRANGEMENTS

7.1. IDP/Budget Institutional and Management Arrangements

The IDP and Budget formulation process will be guided and undertaken within the following organizational management mechanisms:

i. IDP/Budget Representative Forum.

ii. IDP/Budget Steering Committee.

iii. IDP Technical Steering Committee.

iv. Municipal Council is the final decision-making of IDP and will continuously monitor progress of the development and implementation of its IDP;

v. Councilors will be responsible for linking integrated development planning process to their constituencies/wards;

vi. MANCO (Management Committee) chaired by the Municipal Manager to drive the administrative part of the process;

vii. IDP Task Team across directorates, line management level to drive the IDP;

Table 6: IDP BUDGET FOR THE PLANNING PROCESS

ACTIVITIES	TOTAL ESTIMATED COST
Costs for Workshop, traveling and meetings (Rep. Forum or Steering Committee Workshop, Co-ordination meetings and Strategic Planning Session) Advertisements/ Notices/ Printing & equipment.	R200-000

STRUCTURES	MEMBERS	TERMS OF REFERENCE
IDP/Budget Representative Forum	**Chaired By**: Executive Mayor **Secretariat**: Municipal Manager **Composition**: ✓ Members of the Mayoral Committee; ✓ Council Speaker; ✓ Council Whip; ✓ VKLM Councilors; ✓ Traditional Leaders; ✓ Municipal Manager; ✓ Municipal Head of Departments / Designated officials; ✓ Sector Departments and State Owned Entities; ✓ Business Fraternity; ✓ Stakeholder representatives of organized groups (e.g. Community Policing Forum); ✓ Advocates for unorganized groups; ✓ Other interested and affected parties (e.g. Ward Committee Chairpersons and Secretaries).	✓ Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government. ✓ Represent constituency interest in the IDP process. ✓ Participate in the process of setting and monitoring "key performance indicators". ✓ Promote coordination and alignment of activities vertically and horizontally. ✓ Information assimilation/dissemination forum.
	FREQUENCY OF MEETINGS: There will be ONE (1) meeting held annually, the meeting will provide feedback and consult stakeholders on the draft approved IDP. Given the COVID - 19 pandemic and any other disaster that might occur, other meetings	

	will be conducted on line/virtual and the reviewed IDP/Budget and PMS process plan times schedule will provide details and dates. Under normal circumstances, most of the meetings will be conducted physically.

STRUCTURE	MEMBERS	TERMS OF REFERENCE
IDP/Budget Technical Committee	**Chaired By**: Municipal Manager **Secretariat**: Assistant Manager: IDP **Composition**: ✓ Municipal Head of Departments / Designated officials; ✓ Deputy Chief Financial Officer ✓ Manager: Strategic Support ✓ Manager: Service Delivery ✓ Deputy Manager: M and E (PMS) ✓ Deputy Manager: Water and Sanitation ✓ Deputy Manager: Electricity ✓ Assistant Manager: PMU ✓ Assistant Manager: LED ✓ Assistant Manager: Special Programmes ✓ Assistant Manager: Assets Management	✓ Serves as the communication mechanism between the Municipality and the sector departments. ✓ To ensure the validity and technical correctness of the information presented. ✓ To serve as the mechanism through which consultation and coordination with provincial departments and other external parties e.g. parastatals will take place. ✓ To facilitate the integration of the policies, objectives, strategies and projects. ✓ Discussions/commenting on inputs from consultants or other specialists. ✓ Comment on technical aspects of sector plans. ✓ Information assimilation and dissemination on regional development planning issues.
	FREQUENCY OF MEETINGS: There will be TWO (2) meetings held on 2nd and 4th quarter, respectively. These meetings will develop projects in line with community needs and integrate inputs/projects from relevant stakeholders (i.e. private sector, sector departments	

	etc). Given the COVID - 19 pandemic, other meetings will not seat but will be conducted through Virtual Means of Communications and the reviewed IDP/Budget and PMS process plan times schedule will provide details and dates.

STRUCTURE	MEMBERS	TERMS OF REFERENCE
IDP/Budget Steering Committee	**Chaired By**: Municipal Manager **Secretariat**: Assistant Manager: IDP **Composition**: ✓ Members of the Mayoral Committee; ✓ Ward Councilors ✓ Municipal Head of Departments / Designated officials; ✓ Deputy Chief Financial Officer ✓ Manager: Strategic Support ✓ Manager: Service Delivery ✓ Deputy Manager: M and E (PMS) ✓ Assistant Manager: IDP	✓ Facilitate discussion and resolutions of issues pertinent to specific municipal key focus areas. ✓ Consider and make recommendations on items submitted. ✓ Facilitate discussion of pertinent issues affecting governments and stakeholders. ✓ Determine methodology to be followed in order to meet the deadlines of the process plan. ✓ Commissioning of research studies where applicable. ✓ Consider and commenting on inputs from sub-committees, study teams and consultants. ✓ Consider inputs and commenting from Provincial sector departments and support provides ✓ Process, summaries and document outputs. ✓ Conduct an in-depth analysis of all surroundings that affect the planning with the municipality. ✓ Determine the strength, weakness, opportunities and threats in relation to the key focus area under consideration.

		✓ Identify, invite and engage all stakeholders (sector departments, interest group, municipal officials, NGO's, individuals, etc.) that are relevant to key focus tares under consideration and constitute working committee to be chaired by the director. ✓ Formulate strategic objectivities, key performance indicators and projects in a manner that will respond to the development gaps as outlined in problem statement. ✓ Commissioning of research studies, formation of study teams, think tanks, and sun committees and consideration of inputs as they come. ✓ Revise and integrate all sector plans, strategies and policies pertinent to specific municipal key focus areas under consideration.
	FREQUENCY OF MEETINGS: There will be THREE (3) meetings held 2nd, 3rd and 4th quarter, respectively. These meetings will ensure integration of projects, budget/funding and alignment of KPAs. Given the COVID - 19 pandemic and other disasters that might occur, other meetings will not seat physically but will be conducted through Virtual Means of Communications and the reviewed IDP/Budget and PMS process plan times schedule will provide details and dates.	

SECTION EIGHT: MECHANISMS FOR PUBLIC PARTICIPATION

8.1 Public Participation

Victor Khanye Local Municipality will create appropriate mechanisms and procedures as in accordance with Chapter 4 of the MSA for continuous engagement and communication with the local community, stakeholders and interested parties. The Office of the Speaker and the Office of the Municipal Manager facilitates Public Participation.

8.2. Participation/Communication Mechanisms

Depending on whether the public is to be consulted, informed or involved, various forms of participation can be used. The Systems Act (s17) prescribes that the municipality must establish appropriate mechanisms, which take into consideration the special needs of people who cannot read or write people with disabilities, women and other disadvantaged groups.

The municipal website will be the official online platform to publish public participation notices and information on engagements. The Municipality in line with the prescriptions of the Systems Act is thus utilizing the following:

(a) Municipal website;
(b) Social media;
(c) SMS Notifications;
(d) WhatsApp Notifications;
(e) Email;
(f) Online/Physical Public Meetings;
(g) Newsletters; and
(h) Loud hailing.

8.2.a. Municipal Website

The municipal website will be the official online platform to publish public participation notices and information on engagements.

8.2.b. Social Media

The Victor Khanye Local Municipality have three active social media accounts, WhatsApp groups, Facebook and Twitter. These platforms are primarily used to share municipal information on a regular basis. Said platforms are also used to do marketing campaigns and or to create public awareness around issues pertinent to the business of the municipality.

WhatsApp, Facebook and Twitter will be used to inform residents of the public participation process and the means available to the community, businesses, and stakeholders to participate in the development, review and or amendment of the 1st Generation IDP 2022 – 2027. General information regarding the importance of public participation will be conveyed regularly on social media posts and on the municipal website. In these information pieces, members of the community will be encouraged to participate in the all the preferred platforms.

8.2.c. SMS Notifications

The municipality has a vast database of cell phone numbers accumulated over a number of years through its public participation efforts. In addition, the cell phone number on the accounts and complaints database will also be used to inform the local community of the municipality's public participation efforts. Technology has been heralded to connect people to their local government, improve public participation, and hold governments to account.

In a resource-constrained context, existing technologies such as social media and WhatsApp can serve as direct lines between the municipality and the local community and equitably surface the needs of the community; not just those with "inside access" — reinforcing an inclusive and actionable dialogue between the municipality and its residents.

8.2.d. WhatsApp Notifications

In contrast to SMS messaging, WhatsApp messaging is more cost-effective and multi-faceted in its application. It can send location data, messages and large attachments at a fraction of the cost. WhatsApp messages will also be harnessed to broaden the municipality's reach, especially the rural community within the Victor Khanye Local Municipal area since the Communication Unit and the Office of the Speaker has developed what`s app groups for effective communication.

8.2.e. Email

Victor Khanye Local Municipality has a vast database of email addresses accumulated over a number of years through its public participation engagements. This database is regularly updated to add additional new email addresses. Emails will be used to keep the community informed about public participation engagements and platforms for engagements and again in the event of any disaster.

8.2. d. Virtual Public Meetings and Stakeholder Engagements

New public participation methods have broadened the municipality's ability to reach its community and other stakeholders in a more efficient and effective manner. Therefore, online / hybrid/ virtual public participation meetings for the respective stakeholders will be used as a platform for public participation engagements.

Public meetings will steal be conducted and attended by ward committee members, other role-players / stakeholders & members of the public, sectoral groupings and IDP Representative Forum as per approved schedule.

SECTION NINE: TIME FRAMES

Following are a summary of the key activities to take place in terms of the IDP/BUDGET/PMS Review Process Plan for the 2027-28 FY:

ANNEXURE A: IDP/BUDGET & PMS TIME SCHEDULE /PROCESS PLAN FOR 2027/28 FY

Table 7: IDP / BUDGET / PMS TIME SCHEDULE / PROCESS PLAN FOR 2027/28

JULY 2026							
ACTIVITY / TASK		**TARGET DATES**					
NO	**DESCRIPTION**	**LEGISLATIVE REQUIREMENTS**	**IDP**	**BUDGET**	**PMS**	**REPORTING**	**RESPONSIBLE OFFICIAL**
1.	Signing of new performance contracts for Section 57 Managers and submission to MAYCO & Council	Section 69 of the MFMA and Section 57 of the MSA			**31 July 2026**		**Deputy Manager: M&E (PMS)**
2.	Compilation of the First Quarter Performance Report	Section 52 (d) of the MFMA of 2003			**18 October 2026**		**Deputy Manager: M&E (PMS)**
3.	Commence with the preparation of Roll-Over Budget for the 2026/26 Financial year	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)			**31 July 2026**		**Chief Financial Officer**
4.	Finalize the Draft 2026/2026 Annual Report, incorporating financial and non-financial on performance, audit reports and annual Financial Statements	MFMA No. 56 of 2003 (s127)			**13 December 2026**		**DM:M&E (PMS)**

NO	DESCRIPTION	LEGISLATIVE REQUIREMENTS	IDP	BUDGET	PMS	REPORTING	RESPONSIBLE OFFICIAL
5.	Submit Quarterly report for **period ending 30 June 2026** on implementation of the budget and financial state of affairs of the Municipality to Council	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29				**31 July 2026**	**Chief Financial Officer**
AUGUST 2026							
ACTIVITY / TASK		**TARGET DATES**					
NO	**DESCRIPTION**	**LEGISLATIVE REQUIREMENTS**	**IDP**	**BUDGET**	**PMS**	**REPORTING**	**RESPONSIBLE OFFICIAL**
6.	Place 4th Quarter Performance Report 2026/26 on website **(must be placed on the website not later than 5 days** after its tabling in the council or on the date on which it must be made public, whichever occurs first)	MFMA - Section 75 (2) MSA 21(b)			**31 August 2026**		**Chief Financial Officer**
7.	Submit 4th Quarter Performance Reports 2026/26 - SDBIP and Finance Performance Reports to National and Provincial Treasury	MPPMR - Reg 13				**31 August 2026**	**Chief Financial Officer** **Deputy Manager: M&E (PMS)**
8.	Executive Mayor and Mayoral Committee considers the 2024/25 Capital Roll-Over Budget	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		**01 July 2026**			**Chief Financial Officer**
9.	Council considers the 2024/25 Capital Roll- Over Budget (to be tabled before 25 August 2026)	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		**01 July 2026**			**Chief Financial Officer**
10.	Place 2024/25 Capital Roll-Over Budget on website (must be placed on the website not later than 5 days after its tabling in the council or on the date on	MFMA - Sec 75(2) MSA - Sec 21(b)		**31 August 2026**			**Chief Financial Officer**

NO	DESCRIPTION	LEGISLATIVE REQUIREMENTS	IDP	BUDGET	PMS	REPORTING	RESPONSIBLE OFFICIAL
	which it must be made public, whichever occurs first)						
11.	Submit Final Process Plan to Council for adoption	**MSA -**	**27 August 2026**				**IDP Manager**
12.	Submit Annual Financial Statements (AFS) and Annual Performance Report (APR) 2026/26 to the Auditor - General for auditing (the accounting officer of a municipality must prepare the annual financial statements of the municipality and within 2 months after the end of the financial year to which those statements relate, submit the statements to the Auditor - General for auditing)	MFMA Sec 126 (1)(a) MSA - Sec 46 (1) (2)			**29 August 2026**	**29 August 2026**	**Chief Financial Officer Deputy Manager: M&E (PMS)**
SEPTEMBER 2026							
ACTIVITY / TASK			**TARGET DATES**				
NO	**DESCRIPTION**	**LEGISLATIVE REQUIREMENTS**	**IDP**	**BUDGET**	**PMS**	**REPORTING**	**RESPONSIBLE OFFICIAL**
13.							
14.							

Table 8: Time Frames on Key Activities for IDP/BUDGET and PMS

ACTIVITY	DATE	TIME
Adoption of the Final Process Plan by Council	27 August 2026	10h00
COMMUNITY CONSULTATIVE MEETINGS (FIRST CONTACT SESSION)		
District Consultative Outreach	September 2026	10h00
Ward 01	01 September 2026	15h00
Ward 02	02 September 2026	15h00
Ward 03	03 September 2026	15h00
Ward 09	05 September 2026	09h00
Ward 08	06 September 2026	09h00
Ward 04	08 September 2026	15h00
Ward 05	09 September 2026	15h00
Ward 06	10 September 2026	15h00
Ward 07	12 September 2026	09h00

STAKEHOLDER ENGAGEMENTS		
IDP/Budget Technical Committee Meeting	08 October 2026	10h00
Budget Steering Committee	16 October 2026	10h00
IDP Rep. Forum	28 October 2026	10h00
Budget Steering Committee	23 January 2027	10h00
IDP Technical Strategic Planning Session	28 January 2027	10h00
Main Strategic Planning Session	24 & 25 February 2027	09h00
Budget Steering Committee	04 March 2027	09h00
Tabling Draft IDP to Council	23 March 2027	10h00

COMMUNITY CONSULTATIVE MEETINGS (SECOND ROUND)		
District IDP Community Outreach	April 2027	10h00
Ward 01	14 April 2027	15h00
Ward 02	15 April 2027	15h00
Ward 03	06 April 2027	15h00
Ward 07	03 April 2027	09h00
Ward 08	04 April 2027	09h00
Ward 04	07 April 2027	15h00

Ward 05	08 April 2027	15h00
Ward 06	13 April 2027	15h00
Ward 09	10 April 2027	09h00
STAKEHOLDERS ENGAGEMENTS		
District IDP/Budget Indaba	02 April 2027	10h00
IDP/Budget Technical Committee	08 April 2027	10h00
IDP Assessment NDM	22 April 2027	10h00
IDP Budget Indaba	18 May 2027	10h00
Budget Steering Committee	25 May 2027	10h00
Adoption of Final IDP/Budget	27 May 2027	09h00

SECTION 10: CONCLUSION

The IDP/Budget Process Plan guides the planning, drafting, adoption and review of the Integrated Development Plan. The IDP review process also provides an opportunity for the municipality to debate and agree on a long-term vision for the development of the municipality. After the adoption by the Municipal Council, the Plan binds the municipality in the exercise of its executive authority.