



DR NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITY

FINAL IDP/BUDGET/PMS/SDF REVIEW FRAMEWORK AND PROCESS PLAN FOR THE DEVELOPMENT OF THE 2026/2027 INTEGRATED DEVELOPMENT PLAN (IDP)/BUDGET/PMS AND SDF

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GLOSSARY

IDP	-	Integrated Development Plan
SDBIP	-	Service Delivery and Budget Implementation Plan
MSA	-	Municipal Systems Act
PMS	-	Performance Management System
OPMS	-	Organizational Performance Management System
PGDS	-	Provincial Growth Development Strategy
DCOGTA	-	Department of Cooperative Governance and Traditional Affairs
MTAS	-	Municipal Turn Around Strategy
DGDP	-	District Growth Development Plan
SDF	-	Spatial Development Framework
PSC	-	Project Steering Committee
Buffer Committee	-	uKhahlamba Drakensberg Park World Heritage Site Buffer Technical Committee
SPLUMA	-	Spatial Land Use Management Act

1. INTRODUCTION

All local municipalities in South Africa have to use Integrated Development Planning as a tool to plan future development in their areas. Integrated Development Planning is a super plan for an area that gives an overall framework for development. The main aim is to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area.

In terms of the Municipal Systems Act (Act 32 of 2000), all municipalities must prepare an Integrated Development Plan (IDP). The IDP is a product of integrated development planning process. The IDP is a strategic plan that guides and informs all planning processes, activities, decision making, budgeting and management in the municipality. According to Section 34 of the Municipal Systems Act (Act 32 of 2000) a municipal council must review its IDP annually:

- in accordance with an assessment of its performance measurements in terms of section 41
- to the extent that changing circumstances so demand and
- may amend its IDP in accordance with the prescribed process.

Additionally, reference should be made to Government Notice R796 which refers to the legal requirements of a Spatial Development Framework (SDF). The SDF is an integral part of the IDP, and this notice sets out the core components of an SDF, i.e. (paraphrased)

- objectives that reflect the desired spatial form of the municipality
- strategies and policies to achieve the objectives.
- basic guidelines for land use management
- set out a Capital Investment Framework
- contain a strategic assessment of the environmental impact of the SDF.
- identify programmes and projects for development.
- be aligned with SDFs of neighboring municipalities.
- provide visual representation of the desired spatial form.

The promulgation of the Spatial Planning and Land Use Management Act, Act No. 16 of 2013, also known as SPLUMA, which also seeks to guide municipalities in the preparation of the SDF by providing the content or additional components that will be considered during the development and/or review processes from this point onwards.

Furthermore, all municipalities must prepare a Process Plan as a preparatory phase for the review of the IDP. The Process Plan must outline how the IDP Review process will unfold (i.e., the planning process to be undertaken, organizational structures and distribution of roles and responsibilities). The District Municipality is in charge of preparing a Framework Plan. The Framework Plan and the Process Plan are two distinct documents which should be aligned to guide the review process.

1.1 WHO ARE WE? (OVERVIEW)

Dr Nkosazana Dlamini Zuma is a Local Municipality which emerged as a result of the merger between the former KwaSani and Ingwe Local Municipalities. Dr Nkosazana Dlamini Zuma is a category B municipality and falls within Harry Gwala District Municipality. The municipality has its administrative seats in Creighton and Underberg Town. There are 15 wards with 29 Councilors, 15 Ward Councilors and 14 PR Councilors.

In addition to this the areas of Thunzi, Ngqiya, Ridge and Stepmore which were taken as a result of demarcation process had been reincorporated from Impendle.

The municipality is located on the southern part of Harry Gwala District Municipality and is approximately 80 kilometres South-Western part of Pietermaritzburg which is the capital of the province. It is bordered by Impendle Municipality to the north, Richmond Municipality to the north-east, Ubuhlebezwe Municipality to the south-east, Greater Kokstad Municipality to the south and Kingdom of Lesotho to the west. It is approximately 3200 km² in extent with an estimated total population of 128 525. Dr Nkosazana Dlamini Zuma Municipality is predominantly rural in nature, and it is in these areas where most of the population resides.

1.2 LEGISLATIVE REQUIREMENTS

1.2.1 The Constitution of the Republic of South Africa

Section 152 of the Constitution of the Republic of South Africa mandates all local government to:

- (a) to provide democratic and accountable government for local communities.
- (b) to ensure the provision of services to communities in a sustainable manner.
- (c) to promote social and economic development.
- (d) to promote a safe and healthy environment; and
- (e) to encourage the involvement of communities and community organizations in the matters of local government.

Section 153 goes on to argue that:

- (a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- (b) participate in national and provincial development programmes

1.2.2 The White Paper on Local Government

Section B of the White Paper on Local Government presents Municipalities with the challenge of being more developmental. It outlines four main characteristics of a developmental local Government which all municipalities must strive towards. These are:

- (a) Maximizing social development and economic growth.
- (b) Integrating and coordinating.
- (c) Democratizing development.
- (d) Leading and learning.

1.2.3 Municipal Systems Act

Section 25 of the Municipal Systems act outlines that:

- (1) 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 which—
 - (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
 - (b) aligns the resources and capacity of the municipality with the implementation of the plan:

- (c) forms the policy framework and general basis on which annual budgets must be based.
- (d) complies with the provisions of this Chapter; and
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

1.2.4 CORE COMPONENTS OF THE IDP

An integrated development plan must reflect –

- (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 or 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) Applicable disaster management plans:
- (h) A financial plan, which must include a budget projection for at least the next three years: and
- (i) The key performance indicators and performance targets determined in terms of section 41.

And thus, as such, the process plan at hand will guide the drafting and implementation of the above-mentioned components.

Section 28 of the Municipal Systems Act 32 of 2000 requires the following from each of the municipalities:

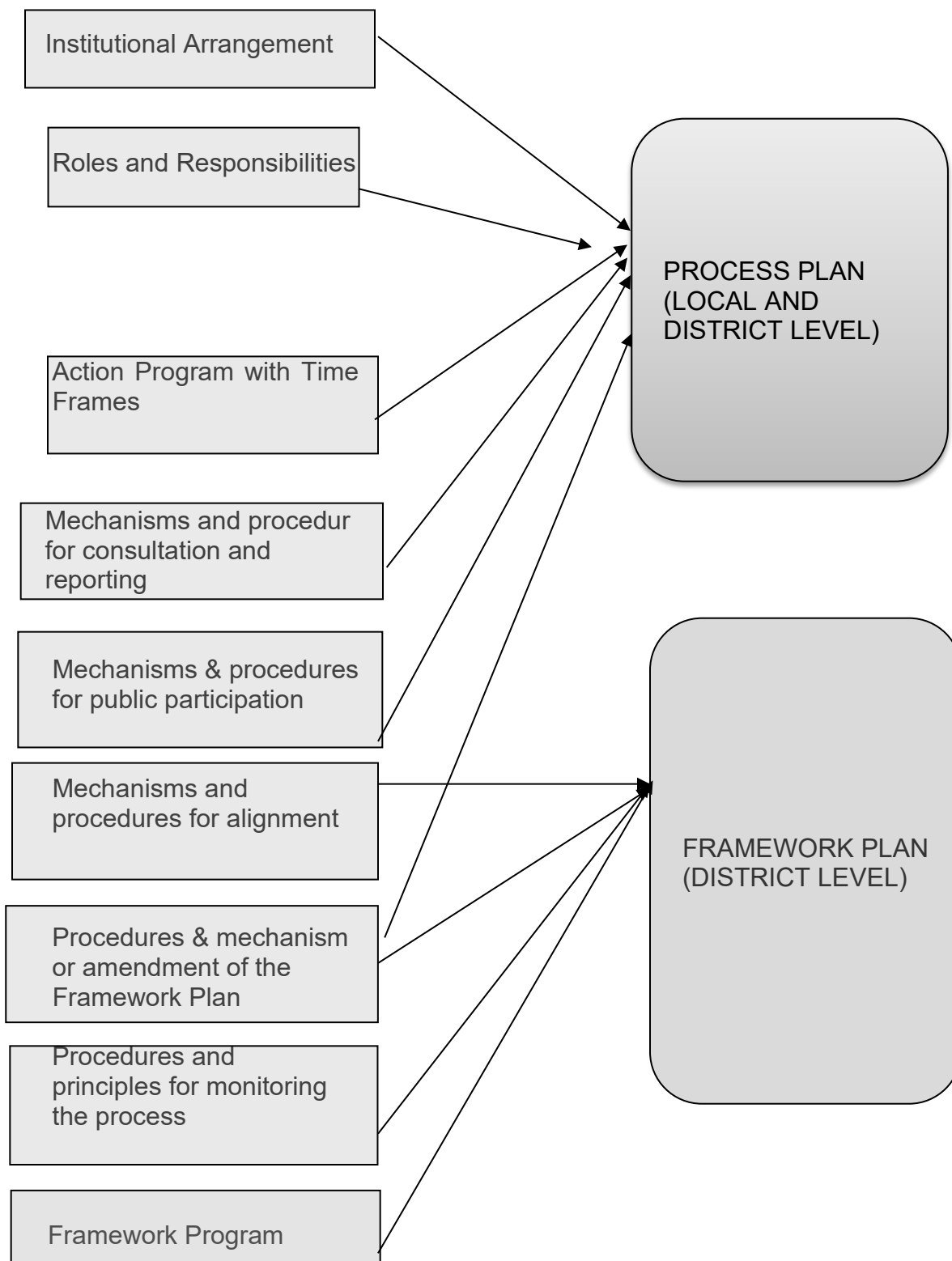
1. Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.
2. The municipality must through appropriate mechanisms, processes and procedures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

2. DISTINCTION BETWEEN A FRAMEWORK PLAN AND A PROCESS PLAN

The Framework Plan is a coordination tool for the district which ensures interrelated and parallel planning processes at district and local levels whilst the Process Plan is a management tool for each municipality which helps with the management of the IDP process on a day-to-day basis. The Framework Plan must ensure that the district IDP and the local municipalities IDP are mutually linked and can inform each other.

The Framework Plan binds the district and the local municipalities in consultation and alignment of their planning processes. The Framework Plan is based on a consultative process with the local municipalities whilst the Process Plan is based on appropriate consultation with local communities. The Framework Plan is prepared by the district in consultation with the local municipalities and all municipalities must agree on a joint time schedule and joint milestones. The approved plan has to be made available to all Local Municipalities. It is important to note that some of the sections of the Framework Plan and Process Plan are identical. All local municipalities will use Framework Plan as a basis for drafting their IDP review process plans.

4. PROCESS PLAN AND FRAMEWORK PLAN: CONTENTS IN COMPARISON



4. KEY ELEMENTS TO BE ADRESSED DURING THE DR NKOSAZANA DLAMINI-ZUMA MUNICIPALITY IDP REVIEW

- Draft IDP Assessments
- MEC Panel Comments
- Self-Assessment of the contents of the IDP as well as its credibility
- New Council priorities
- Outcomes based approach (Cabinet Lekgotla Resolutions, District Lekgotla Resolutions, OPMS, State of the Nation Address, State of the Province Address, PGDS and PDP, Outcome 9, Back to Basics, COP 30)
- The Sukuma Sakhe/War on Poverty and War Rooms.
- The review/updating of the SDF to ensure that the IDP and SDF preparation processes are adequately aligned.
- District Growth Development Plan (DGDP)

These are inputs into the IDP development process. The main output is a reviewed strategic document. This, depending on the circumstances of the municipality, is likely to comprise several components, including:

- a reviewed Spatial Development Framework,
- a reviewed Performance Management Framework
- reviewed Sector Plans,
- updated list of projects,
- Service Delivery and Budget Implementation Plan.

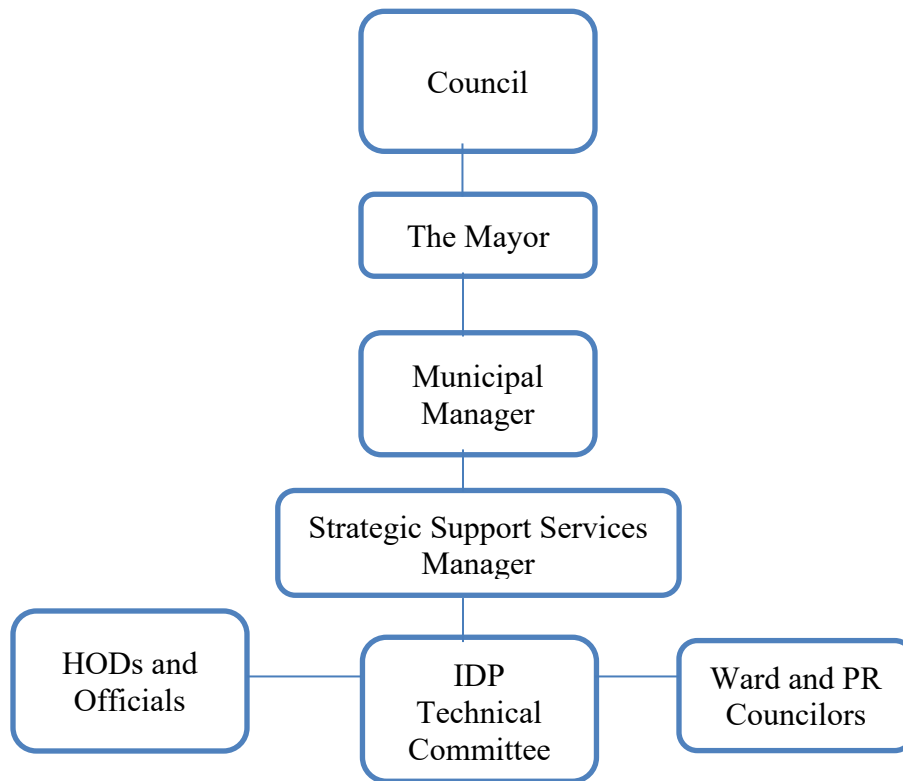
5. ORGANISATIONAL/INSTITUTIONAL ARRANGEMENT

IDP is an integrated plan and requires the involvement of different role players. For the project of this magnitude to be successful, all stakeholders involved must be encouraged to participate in the process. The IDP review process requires participation of communities, stakeholders, and all spheres of government and professionals. In order to ensure the involvement of all affected groups the following persons and structures should be in place:

5.1 INSTITUTIONAL ARRANGEMENT

The diagram below reflects the Internal Organizational Structure.

5.1.1 Internal Organizational Structure



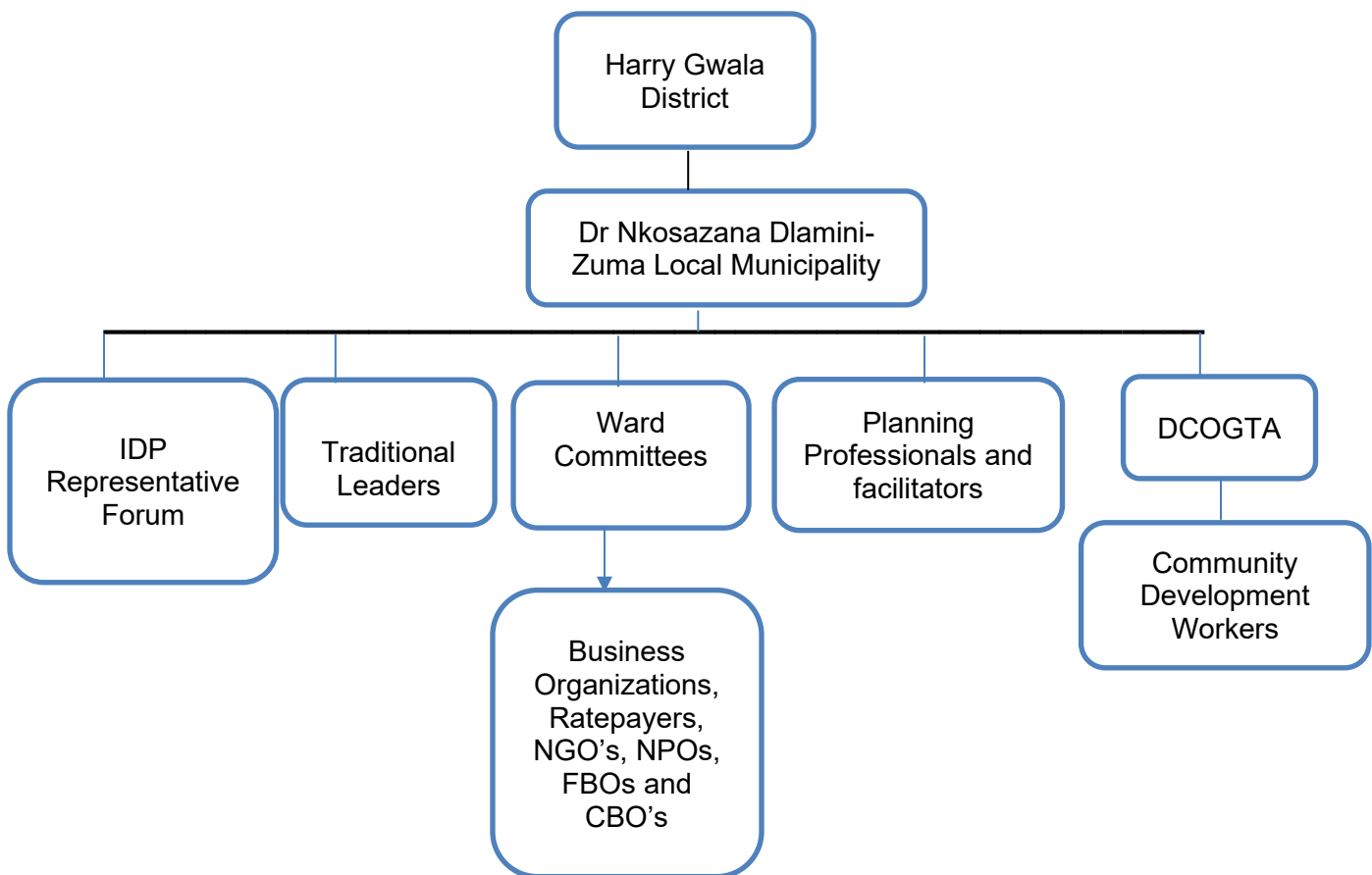
5.2 INTERNAL ROLES AND RESPONSIBILITIES

ROLE PLAYERS	RESPONSIBILITIES
Dr Nkosazana Dlamini-Zuma Local Municipality	The Council will be responsible for adopting the Process Plan, managing and co-coordinating the IDP Review Process by: • Ensuring alignment of the local municipality's IDP with that of the District Municipality • Ensuring that business plans and budget decisions are based on the IDP. • Ensuring that Key Performance Indicators and Targets as outlined in the IDP are realistic and achievable. • Ensuring that the IDP is tied to the budget. • Ensuring that there is a linkage between the IDP, the Performance Management Systems (PMS) and the Budget Process • Monitoring the implementation of the IDP • Ensuring that the review process complies with the prescribed legislation • Approving and adopting the revised IDP
Executive Committee/Council	• Decision making body throughout the review process. • Monitoring of the Budget/IDP Review Process • Overall management and co-ordination of the review process • Submission of IDP to Council for adoption
The Mayor	• Overall management, coordination, and monitoring of the review process • Drafting of the IDP Review or delegate this function. • Preparing the budget • Managing the budget process • Liaising with different role players • Ensuring transparency in the process • Ensuring that budget process is informed by and tied to the IDP. • Ensuring that the budget process complies with the prescribed legislation
Ward Councilors/Ward Committees	• Linking of the IDP Review Process to their constituencies • Facilitating public consultation and participation • Ensuring transparency in the review process
IDP Manager/ Strategic Support Services Manager	The IDP Manager, of which the role is played by the Office of the Municipal Manager, has the following responsibilities allocated to the office: • Prepare the Process Plan • Undertake the overall management and co-ordination of the planning process. • Ensure that all relevant role-players are identified and involved. • Nominate persons in charge of different roles

6. EXTERNAL ROLE PLAYERS

External stakeholders play an important role in the review of the Integrated Development Plan. The Process Plan indicates the public participation process for the review. The public participation process is varied and includes ward level participation. Both written and verbal comments would be accepted. The review process would also accommodate Provincial sector departments inputs. These comments would be obtained during the public participation processes and through a combined representative forum meeting.

Below is the structure reflecting the external role players.



ROLE PLAYERS	
IDP Representative Forum, namely, Sector Departments, Amakhosi, Youth Council, Women's Sector, Men's Sector, People living disabilities, Public Transport Association, Farmers Association, Business Association, Street Traders, NGO's, FBO's, CBO's, Sports Federation, Artists, etc.	• Represent the interest of constituents in the IDP Process • Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders, including municipal government. • Ensure communication between all stakeholder's representatives, including municipal government. • Monitor performance of the planning and implementation process
Harry Gwala District Municipality	• Co-ordination roles for local municipalities, ensuring horizontal alignment of the IDP's of the municipalities in the district council area, ensuring vertical alignment between the district and local planning. • Facilitation of vertical alignment of IDP's with other spheres of government and sector departments. • Provide events for joint strategy workshops with local municipalities, provincial and national role-players, and other subject matter specialists
Government Departments/Sector Departments	• Provide data and information. • Assist in the preparation guidelines for sector plans. • Provide funding for the preparation of sector plans. • Facilitate alignment
Department of Cooperative Governance and Traditional Affairs (COGTA)	• Providing data and information • Providing guidelines for the review process • Providing guidelines for the preparation of Sector Plans • Providing methodological guidance • Providing technical support • Providing funding for IDP Review and PMS • Monitoring the review process • Coordinating IDP and PMS related training • To provide guidelines for IDP
Ward Committees and Community Development Workers	• To be consulted on an individual or collective basis • To establish the community needs and reach consensus on ID Projects initiatives and priorities
Traditional Leaders	• To be consulted on an individual basis or through the Chairperson of the Harry Gwala House of Traditional Leaders. • To establish the community needs and reach consensus on IDP
Business Organizations, Ratepayers, NGO's, CBOs, and FBO's	• To represent interests and contribute knowledge and ideas in the planning process

Strategic Planning session	• To guide the formulation of the vision and set the strategies, objectives and priorities of the municipality for the next 5 years.
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7. MECHANISM FOR PUBLIC PARTICIPATION

Chapter 4 of the Municipal Systems Act, 2000 states that a municipality must develop a system of participatory governance by encouraging and creating conditions for communities, residents, and other stakeholders to participate in the municipal governance.

The IDP Representative Forum and Ward Committees are the appropriate structures to facilitate public participation in the IDP process. Entrusted with this responsibility, both structures should be highly functional and understand the review process and other processes that are informed by the IDP. Both structures should particularly focus on those social groups that are not well organized and which do not have the power to articulate their interests publicly e.g., woman, disabled, people subjected to poverty, orphans, aged etc.

7.1. FUNCTIONS AND CONTEXT FOR PUBLIC PARTICIPATION

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

- Appropriateness of solutions
- Needs orientation.
- Community ownership, and
- Empowerment

As with the preparation of the IDP, the public participation process in the IDP Review Process has to be institutionalized in order to ensure that all community have equal right to participate.

7.2 METHODS AND TOOLS FOR PARTICIPATION

The following participation mechanisms are proposed:

District Mayors Forum

In the development of the IDPs, Mayors, Municipal Managers of the municipalities and Government Departments Senior Managers within the Harry Gwala District Municipality meet quarterly to ensure co-ordination and alignment between local and district municipalities' IDPs. Government Department representatives will form part of the Sector Department meetings to ensure that there is an alignment between the Local and District IDPs and the Provincial policies and budgets. Mayors Forum is chaired by the Mayor of the District.

IDP Representative Forum

The IDP is central to a municipality's ability to deliver on its mandate. It is recognized as a business plan for the municipality and determines projects that a municipality may or may not undertake. Thus, the IDP Formulation process is required to be a transparent and inclusive one and the content of the IDP must be representative of the needs and aspirations of all interest groups in wards. An IDP representative forum is one of the vehicles utilized to promote inclusivity and transparency during IDP process. This forum should be inclusive of all stakeholders in the ward and should serve as a platform for stakeholders to advance and defend the inclusion of their interest in the IDP.

IDP Steering Committee

This committee ensures cooperation and coordination within the Dr Nkosazana Dlamini-Zuma Local Municipality in the IDP process. The IDP addresses the full spectrum of local government services and institutional matters and therefore requires involvement from all departments.

The committee gives technical and financial input into the analysis needs assessments, determination of priority issues and proposed projects. It provides the terms of reference for specific planning and project activities, considers comments and recommendations from the IDP Representative Forum, provincial departments, district council and broad public. This committee also takes responsibility for implementing the IDP as well as monitoring and evaluating the outcomes of the IDP process to ensure that implementation targets are achieved.

Broad Public

The significance of the public participation is emphasized in the Municipal Systems Act, 32 of 2000 as the foundation for the IDP process. It is the responsibility of Dr Nkosazana Dlamini-Zuma Local Municipality through the Ward Councilors, Ward Committees and IDP Manager to ensure that the public is encouraged to participate in the affairs of the municipalities through Community Based Plans (CBP) as well as IDP/Budget/PMS roadshows which are held through all social media platforms available to the municipality as per the Covid-19 Regulations.

These planning sessions focusses on creating an understanding of the community requirements, thereby exploiting community strengths, and eliminating weaknesses.

IDP/PMS Coordinator

The IDP/PMS Coordinator is responsible for the management and coordination of the IDP Process.

Specific aspects the IDP/PMS Coordinator is responsible for includes:

- Formulation of the Process Plan- ensuring alignment with Harry Gwala District Municipality Framework Plan
- Management and coordination of the IDP, Budget, SDBIP and PMS processes
- Ensuring involvement of all role players and stakeholders
- Ensuring that community involvement is effective.
- Ensuring that the IDP is completed within the time frames and is aligned to budget.
- Responding to inputs from participants and stakeholders on the draft IDP

- Consolidate inputs and propose amendments in accordance with the proposals from the MEC for Local Government.

Municipal Manager

The Municipal Manager is responsible for spearheading the IDP, Budget, SDBIP and PMS Process within the Dr. Nkosazana Dlamini-Zuma Local Municipality and ensuring coordination between Councilors, officials, and stakeholders in the process.

In particular, integrated planning, budgeting, monitoring service delivery performance is the responsibility of the Accounting Officer.

Councillors

Councilors are the link between the Dr Nkosazana Dlamini-Zuma Local Municipality and the communities they serve. They are therefore responsible for informing communities of the IDP Process and encouraging them to participate. Ward Councilors coordinate and spearhead the processes of Community Based Planning (CBP) in the respective wards, which determines IDP objectives, strategies, and projects.

Media

Amongst other means, the local newspapers circulating within the area will be used to inform the community on the progress with respect to the IDP Review process.

The following are local newspaper circulating within the District.

- Mountain Echo
- East Griqualand Fever
- Kokstad Advertiser
- NIX Matters
- Provincial Newspapers
- Flyers and Newsletters
- Ward Councillors and Ward Committees
(there are 150 Ward Committees in Dr Nkosazana Dlamini-Zuma Local Municipality)
- Municipal Notice boards
- Municipal website
- Facebook
- Radio stations
- Instagram
- WhatsApp
- Tik tok
- Municipal Customer Care

Notices

Notices on the IDP Review will be placed on the Municipal Notice Boards and public buildings e.g., schools, clinics, community halls and local supermarkets.

7.3 COMMUNITY/ WARD BASED PLANS

7.3.1 WHY COMMUNITY BASED PLANNING?

Community Based Planning is the developmental approach which is based on sustainable livelihood principles. Its main aim is to ensure that people are active and involved in managing their own development, in claiming their rights and in exercising their responsibilities. As Dr Nkosazana Dlamini-Zuma Municipality we have ensure that this process is being implemented by aligning the CBP with the IDP, this exercise will be done by community members through Operation Sukuma Sakhe structures where community members with the presence of other stakeholders such as government departments, civil society organizations, CDWs and ward committees identify projects that must be prioritized by the municipality in their respective wards. These projects are placed in the municipal IDP; alignment is done because the projects that reflect in the IDP document of Dr. Nkosazana Dlamini-Zuma municipality are informed by the community-based plan. All the fifteen wards of Dr. Nkosazana Dlamini-Zuma Municipality will apply the same process in aligning the CBP with the IDP.

Dr. Nkosazana Dlamini-Zuma Municipality hold meetings with different stakeholders through IDP Roadshows, IDP Representative Forum meetings, Community meetings and Ward Committee meetings which are held per Voting District in all 15 Wards of the municipality. Civil Society structures that exist in the municipality are Business association, Farmers association, Ratepayers and Residents Association. There are a number of special programme structures that have been developed and launched, namely, Local AIDS Council, Youth Council, Men's Forum, Senior Citizens Forum, Disability Forum, Operation Sukuma Sakhe, Local Drug Action Committee.

7.3.2 PROCESS OF DEVELOPING A COMMUNITY BASED PLAN (CBP)

A community/Ward based plan is a form of participatory planning designed to provide community action and to link to the integrated development plan (IDP).

CBP is moving from consultation to empowerment overcoming dependency syndrome, hence giving people power to plan and decide.

Development of CBP/WBPs process uses the following tools:

- Quality of plans- the community must work with what they have.
- Quality of services- the community members must be part of that development plan.
- Community control over that development- the community must feel in control, contribute, and have a sense of ownership for that development.
- A CBP must be prepared by local people, it needs to be owned by the community, they must be actively involved throughout the process plan, it must provide information that guides IDP and must be supported through discretionary fund.

Who must be involved in CBP/WBP?

- Residents
- Councilors
- Officials
- Structures
- Service Providers
- Traditional leaders
- Local interested groups
- Local business

The Principles of CBP/WBP

- People centered.
- Participatory & responsive
- Partnership between structures
- Flexible & dynamic
- Sustainable
- Holistic & be based on strengths.

8.THE DITRICT DEVELOPMENT MODEL TECHNICAL HUB AND CLUSTERS TERMS OF REFERENCE

PURPOSE

The Terms of Reference will serve as a framework for the coordination of the Harry Gwala District .Development Model Technical Hub.

LEGISLATIVE MANDATES

The Harry Gwala District Development Model Technical Hub is established in line with the following legislations:

- a) Section 41(1) of the Constitution requires all spheres of government and all organs of state within each sphere to –
 - preserve the peace of the Republic.
 - secure the well-being of the people of the Republic.
 - provide effective, transparent, accountable, and coherent government for the Republic as a whole.
 - cooperate with one another in mutual trust and good faith by *inter alia* – assisting and supporting one another; informing one another of, and consulting one another on matters of common interest; and
 - Coordinating their actions and legislation with one another.
- b) Section 154 of the Constitution which provides for the Provincial Government to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

- c) The IGR Framework Act of (2005) establishes a framework for the national government, provincial governments, and local governments to promote and facilitate intergovernmental relations.

8.1 NAME OF THE STRUCTURES

The structures of the district in respect of the Development Model shall be as follows: -

- a) The Harry Gwala District Development Model Political Hub
- b) The Harry Gwala District Development Model Technical Hub
- c) The Harry Gwala District Development Model Clusters: -
 - o Social Protection, Community and Human Development Cluster.
 - o Economic Sectors & Infrastructure Development Cluster.
 - o Governance, State Capacity, Institutional Development Cluster
 - o Justice, Crime Prevention & Security Cluster.

8.2 OBJECTIVES OF THE STRUCTURE

- a) The overarching objective of the Structures is to ensure that service delivery is fast tracked and that municipalities are properly supported and adequately resourced.
- b) The following are the broad objectives of the Technical Hub: -
 - Oversee the development and recommendation of the ONE PLAN and ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district/metro developmental impact.
 - Ensure all 3 spheres of government are accountable & participating in the district sphere.
 - Identify and approve required clusters, sub committees and other IGR forums needed to enable DDM to achieve objectives.
 - Identify areas requiring shared services and oversee the establishment of such.
 - Monitor and prepare reports for DDM Political hub.
- c) The following are the broad focal areas for the Social Protection, Community and Human Development Cluster: -
 - Public Participation
 - Community Services
 - Disaster Management
 - Public Administration
 - Social services
 - Sports and recreation
 - Health and education
 - Any other as identified.
- d) The following are the broad focal areas of the Economic Sectors & Infrastructure Development:
 - Economic and agricultural Development
 - Tourism.
 - Infrastructure development.
 - Investment.

- Job creation.
 - Community Services
 - Any other as identified.
- e) The following are the broad focal areas for the Governance, State Capacity, Institutional Development Cluster: -
- Functionality of governance structures and institutional stability
 - Organizational Development, Capacity Building and Human Resources
 - Sound financial and asset management
 - Performance Management
 - Strategic Planning and Management
 - Ethics and quality assurance
 - Intergovernmental Relations and Communication
 - Information and Communication Technology
 - Any other as identified.
- f) The following are the broad focal areas for the Justice, Crime Prevention & Security Cluster:
- Community Safety and Protection Services
 - Justice and access
 - Crime prevention
 - Any other as identified.

8.3 MEMBERSHIP AND COMPOSITION

- a) The Harry Gwala District Development Model Technical Hub shall comprise of the following:
- i. HOD Champion – Co-Chairperson
 - ii. District Municipal Manager – Co-Chairperson
 - iii. Local Municipal Managers
 - iv. Sector Reps (National & Provincial)
 - v. COGTA Senior Management Representative
 - vi. DDM Cluster Chairs
 - vii. State Owned Entities and other Public Entities
 - viii. Operation Sukuma Sakhe Provincial Convener
 - ix. Operation Sukuma Sakhe District Task Team Chair
 - x. Support: Local Government Specialist, IGR, MISA, DCOG, DBSA
 - xi. The HOD Champion/ District Municipal Manager may invite other stakeholders (not stipulated above) pending the nature of the Agenda Item at the meeting.
- a) The Harry Gwala District Development Model Clusters shall comprise of the following:
- i. Cluster Chairperson: Local Mayor
 - ii. Cluster Convenor: Local MM
 - iii. Sector representatives
 - iv. OSS Local Task Team chairs
 - v. SOEs/ Public Entity
 - vi. IGR forum chairs

- vii. Other relevant civil society groups
- viii. The Cluster Chairperson/ Cluster Convener may invite other stakeholders (not stipulated above) pending the nature of the Agenda Item at the meeting.

8.4 SECRETARIAT

- a) The District Municipal Manager shall assign District Municipality Officials the responsibility for providing secretariat services for the Technical Hub Structure.
- b) Cluster Chairpersons/Cluster Conveners shall arrange secretariat services for the respective Clusters from their respective municipalities.
- c) Monitor the attendance at the DDM Structures (political and technical) to enable the Hub to ensure accountability.
- d) The notice of meeting should be issued at least 5 working days' prior the date of meeting.
- e) Agenda, Minutes, Reports, and Cluster Reports must reach the chairperson(s) at 5 working days prior the meeting.
- f) The Decision Circular and the register of emerging issues must be appended to the minutes with the implementation responsibility clearly spelt out.
- g) Support the Chairpersons to compile reports for the Technical and political Development Model Hub meetings and for the Premier's Coordinating Forum & MuniMec on DDM functionality and issues.
- h) Set up pro-forma reports and dashboards to track the implementation of resolutions.
- i) The authority to cancel or postpone a meeting is reserved for the Chairperson in consultation with the secretariat.
- j) Should there be a justifiable cause for cancellation or postponement; meetings should be reconvened within 7 working days of the scheduled date where possible.

8.5 QUORUM

The Quorum for all Technical Hub Meetings will be 50% + 1 of the total membership. Decisions may however be made in inquorate meeting if there are no financial implications or negative effect to municipalities and other stakeholders.

8.6 AREAS OF FOCUS OF THE DISTRICT DEVELOPMENT MODEL

The following are focus areas (not limited)

- a) Governance
- b) Finance
- c) Human Settlements
- d) Health
- e) Education
- f) Social Protection
- g) Community and Human Development
- h) Economic Sectors
- i) Infrastructure Development
- j) Capacity & Institutional Development
- k) Justice
- l) Crime Prevention & Security
- m) Communication

8.7 FUNCTIONS OF PARTICIPANTS

The following broad functions are allocated to participants of the various structures: -

Designation	Function
National Minister	a. Co-chairs the District Development Model Political Hub b. Provide strategic guidance for the development and implementation of the One Plan. c. Contribute towards the institutional stabilisation of the allocated district and the reprioritisation process that seek to respond to urgent institutional and governance gaps and urgent development priorities outlined in the specific district profile, d. Facilitate the District wide adoption of the One Plan through the various IGR structures, including its sign off and implementation, e. Work in collaboration with line Ministries f. Provide support to unblock and bring to the surface any issues that may hinder progress in the implementation of the District Development Model and to engage in learning and lesson sharing processes facilitated by the Minister of Cogta.
MEC Champion	a. Co-chairs the District Development Model Political Hub b. Provides political oversight to DDM functionality, implementation & impact. c. Monitors the implementation of the One Plan & One Budget d. Intervenes where spheres of government – province & national are not co-operating/participating in DDM. e. Intervenes on behalf of Province where sectors are not participating in local OSS structures. f. Accounts to Premier's Coordinating Forum with the District Mayor g. Elevates issues to provincial clusters where required
District Mayor	a. Convene & Co-chair the District Development Model Political Hub b. Provides political oversight to the District Development Model functionality, implementation & impact. c. Monitors the implementation of the One Plan & One Budget d. Intervenes where spheres of government: municipalities are not co-operating/participating in DDM. e. Accounts to Premier's Coordinating Forum with Champion MEC. f. Accounts to MuniMec. g. Ensures that Operation Sukuma Sakhe issues are integrated in the DDM structures and supported by District Task Team. h. Advise Provincial and MEC Champion of progress on the implementation of plans.
HOD champion	a. Co-chairs the District Development Model Technical Hub. b. Intervenes where province sectors are not co-operating. c. Supports the Municipal Manager to ensure implementation. d. Supports the MEC to report into provincial structures.
District Municipal Manager	a. Convene & Co-Chairs the District Development Model Technical Hub. b. Provides technical guidance to DDM functionality, implementation & impact. c. Takes all reasonable steps to encourage participation of all members in meetings and to facilitate free and constructive discussion.

	d. Supports the District/ Metro Mayor in DDM functionality & oversight. e. Ensure proper coordination and functions of the Technical Hub and any sub structures created through the Hub. f. Maintain an ethical and responsible decision-making framework at the Technical Hub and address any potential matters, arising conflicts brought to his/her attention in a timely and efficient manner. g. Provide overall leadership to the Technical Hub without limiting the principle of collective responsibilities of Technical Hub decisions. h. Report to and account for the Technical Hub actions and plans to the District/Metro Development Political Hub. i. Advise the Political Hub and HOD Champions of progress on the implementation of plans.
LG Specialist & IGR Representative	a. Support the District/Metro in the establishment of the DDM Structures. b. Mobilize sector department (national & provincial) coordination and participation at the DDM structures. c. Mobilize COGTA Senior Management Representative, DDM Cluster Chairs, SOE's/ Public Entities, District Task Team Chair, IGR, MISA, DBSA, ESKOM, and other stakeholders' coordination and participation. d. Identify and support interventions in challenges arising. e. Provide guidance to the district secretariat in preparation for the meetings (Agenda, Decision Matrix's & stakeholders) f. Support and advise the MEC, Mayors, HOD & Municipal Manager to prepare for the meetings. g. Monitor the DDM IGR forums for functionality.
COGTA Representative in DDM	a. Support the Local Government Specialist in ensuring cooperative Governance. b. Represent the Departments interests, programmes, projects, budgets, and actions in the DDM ONE PLAN and structures. c. Ensure COGTA representation & participation in the DDM IGR structures. d. Ensure the implementation of Resolutions allocated to their respective department. e. Provides Departmental progress on projects, programmes, budgets, and actions to the DDM structures.
National & Provincial Sector, SOE's, Public Entities representatives	a. Represent the Departments interests, programmes, projects, budgets, and actions in the DDM ONE PLAN and structures. b. Ensure Sector representation & participation in the DDM IGR structures. c. Ensure the implementation of Resolutions allocated to their respective department. d. Provides Departmental progress on projects, programmes, budgets, and actions to the DDM structures.
OSS DTT representative	a. Support the District Mayor to infuse the OSS issues into the DDM plans and actions
Cluster Chairpersons and Conveners	a. Cluster Chairpersons preside over Cluster meetings and provide direction to the Cluster. b. Cluster Chairpersons ensure the functionality of the respective Clusters. c. Cluster Chairpersons ensure that all focal areas are adequately attended to.

	d. Cluster Chairpersons should provide reports to the Technical Hub at least 7 working days before its bi-monthly meeting or as and when requested. e. Conveners effectively assist Chairpersons to administer and effective and efficient Cluster. f. Conveners should schedule cluster meetings on quarterly basis or when its required / develop a roster of meetings. g. Conveners should develop Terms of Reference for adoption by the Cluster. h. Conveners should brief the Cluster chairpersons (Local Mayors) on cluster reports in preparation for Political DDM sitting. i. Conveners keep proper records of all participation by sector representatives. j. Conveners represent Cluster Chairpersons when they are not available for meetings including presiding over Cluster meetings.
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8.9 FREQUENCY OF MEETINGS

Meeting criteria for the Harry Gwala District Development Technical Hub:

- a) The Harry Gwala District Technical Hub meetings shall be held bi-monthly.
- b) The Harry Gwala District Development Model Cluster meetings shall be held monthly.
- c) The notice of meeting should be issued at least 5 working days' prior the date of meeting.
- d) Agenda, Minutes, Reports, Cluster Reports must reach the chairperson(s) 5 working days prior the meeting.
- e) The authority to cancel or postpone a meeting is reserved for the Chairperson in consultation with the secretariat.
- f) Should there be a justifiable cause for cancellation or postponement; meetings should be reconvened within 7 working days of the scheduled date where possible.

9. IMPLEMENTATION OF DISTRICT DEVELOPMENT TECHNICAL HUB AND CLUSTER RESOLUTIONS

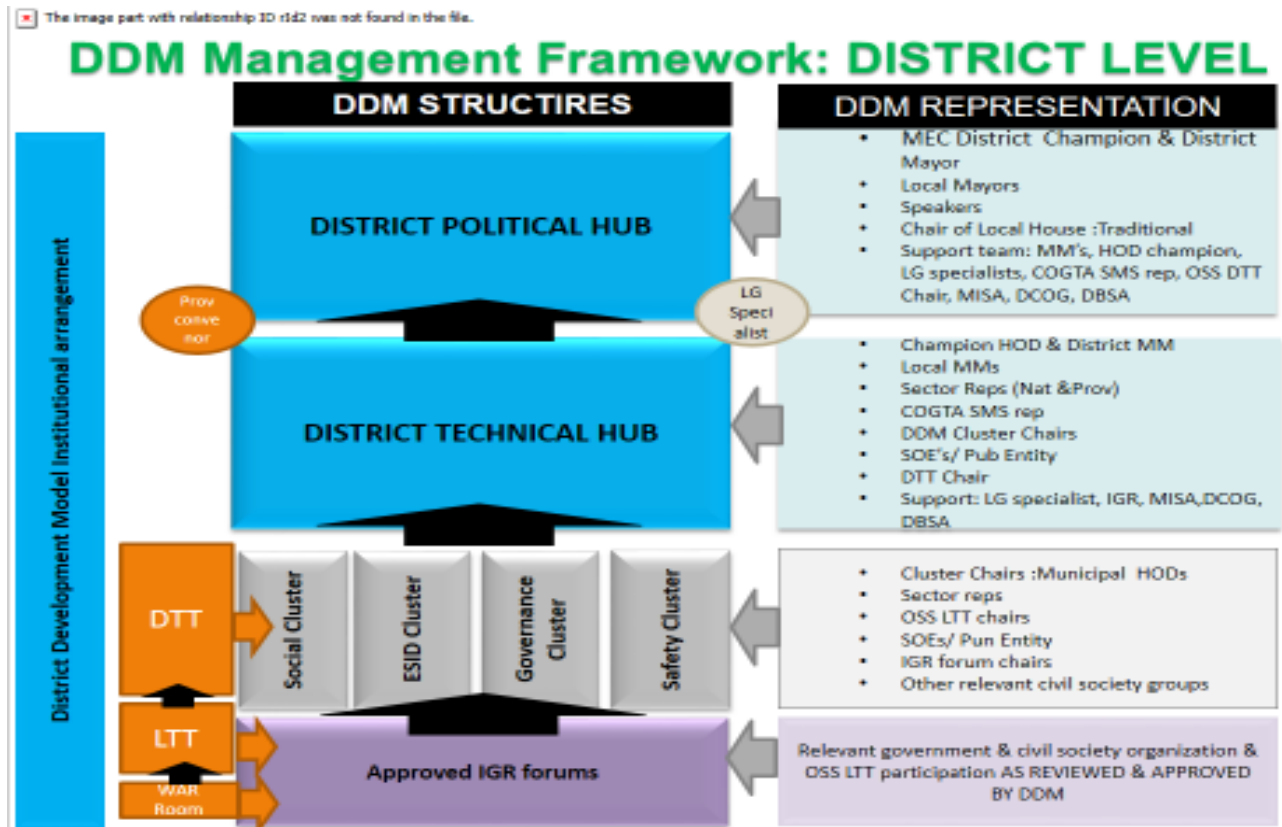
The following criteria will apply about the implementation of the District Development Hub Resolutions:

- a) The secretariat will draft the minutes within 2 working days after the meeting.
- b) Copies of the draft minutes will be circulated to all Committee members for input and corrections.
- c) The decision matrix and the register of emerging issues must be appended to the minutes. with the implementation responsibility clearly spelt out.
- d) Relative progress reports on the implementation of the resolutions must be submitted to the
- e) Chairperson periodically depending on the nature of resolution.

9.1 FRAMEWORK AND REPORTING LINES AND RELATIONSHIPS

- a) The District Development Model Technical Hub will report to the District Development Model Political Hub.

b) The District Clusters will report to the District Development Model Technical Hub.



9.1 HARRY GWALA DISTRICT ECONOMIC CLUSTER

POSITION	NAME & SURNAME	EMAIL	CONTACT
CHAIRPERSON: Mayor Greater Kokstad Local Municipality	Cllr Lwanda Madikizela	Lwanda.Madikizela@kokstad.gov.za	073 571 8488 039 797 6601
	PA: Ms Bawinile Tambo	Bawinile.Tambo@kokstad.gov.za	076 1414 3630/ 039 797 6601
CO- CHAIR/CONVENOR	Mr Sipho Zwane	Sipho.zwane@kokstad.gov.za	082 603 9476
	PA: Ms Amanda Baqwa	Amanda.baqwa@kokstad.gov.za	065 530 1379
HARRY GWALA REP			
Senior Manager Planning & Development	Mr. Lucky Zondi	zondil@harrygwaladm.gov.za	072 646 7568
Manager IDP	Mr Zweli Mtolo	Mtoloz@harrygwaladm.gov.za	082 809 6323
Executive Director Infrastructure Services	Mr Nkululeko Biyase	biyase@harrygwala.gov.za	082 320 4549
	Exec Sec : Ms Wandisile Mahlawe	Mahlawew@harrygwaladm.gov.za	039 834 8700/ 8704
Executive Director Water Services	Mr Lindumusa Gwala	Gwalal@harrygwaladm.gov.za	039- 834 8700
	Exec Sec: Ms Vuyisile Thafeni	ThafeniV@harrygwaladm.gov.za	039- 834 8700
	Mrs. Hlanzekile Ngcobo (Infrastructure)	shezih@harrygwaladm.gov.za	082 380 8036
	Mr M Cele	CeleM@harrygwaladm.gov.za	039- 834 8700
	Mrs Mamakhooa Ntmane (Water)	ntamanem@harrygwaladm.gov.za	039-834 8700
	Mr Sikhanyiso Ngcobo	ngcobopsk@harrygwaladm.gov.za	039 – 834 8700

UMZIMKHULU LM REP

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Deputy Manager LED & Tourism	Ms. Z. Mkhize	MkhizeZ@umzimkhululm.gov.za	083 646 4164

UBUHLEBEZWE REP

Director IDP Infrastructure Planning and Development	Mr PM Gwala	pmgwala@ubuhlebezwe.gov.za	
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Manager LED & Tourism	Mr. N Mkhize	nhmkhize@ubuhlebezwe.gov.za	072 939 3953
Manager PMU	Ms Senamile Ngcobo	sngcobo@ubuhlebezwe.gov.za	039 834 7700

GREATER KOKSTAD REP

Manager: Spatial Planning, Human Settlements & Building Control	Mr. Samora Madikizela	Samora.Madikizela@kokstad.gov.za	082 097 9946
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Executive Manager: ITS	Ms Asanda Jojo	Asanda.Jojo@kokstad.gov.za	071 606 9871
Manager Community and Social Services	Mr. Asanda Mandlana	Asanda.Mandlana@kokstad.gov.za	079 523 5339

DR NKOSAZANA DLAMINI-ZUMA REP

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Assistant Manager Public Works	Mr Zwe L. Dlamini	dlaminiz@ndz.gov.za	079 872 8845

HARRY GWALA DEVELOPMENT AGENCY (HGDA)			
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KZN DCOGTA			
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PMS Officer	Mr Msizi Mazibuko	mazibukom@harrygwalandm.gov.za	078 686 6073
Principal Clerk	Ms Fezile Mngonyama	MngonyamaF@harrygwalandm.gov.za	039-834 8700

LIST OF MEMBERS GOVERNANCE STATE CAPACITY AND INSTITUTIONAL DEVELOPMENT CLUSTER (GDCID)

DESIGNATION/ ORGANISATION/ MUNICIPALITY	NAME & SURNAME	EMAIL	CONTACT NO.
Chairperson- Mayor Of Dr. Nkosazana Dlamini Zuma	Cllr. PS. Msomi	majobemsomi@gmail.com	082 5985 467
	PA-Ms Samke Sikhakhane	sikhakhane@ndz.gov.za	060 5403 025
Convenor/ Co-Chairperson	Mr N.C Vezi- (Municipal Manager – Dr NDZ Municipality)	vezin@ndz.gov.za	073 976 6682
HARRY GWALA REPRESENTATIVES			
Chief Financial Officer	Mr K Mzimela	mzimelak@harrygwalandm.gov.za	039 834 8701/8701
	PA : Ms N. Madlala	madlalan1@harrygwalandm.gov.za	073 751 7097
Corporate Services	Mrs. TT Thiyane-Magaqa	magaqat@harrygwalandm.gov.za	060 412 5546

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Performance Management	Mrs N Ndlovu	ndlovun@harrygwalandm.gov.za	065 945 1143
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Risk Management	Ms Sllindile Sithole	sitholes@harrygwalandm.gov.za	079 228 1959
UMZIMKHULU LM REP			
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DR. NKOSAZANA DLAMINI-ZUMA			
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LIST OF MEMBERS JUSTICE, CRIME PREVENTION AND SECURITY CLUSTER

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Chairperson	Cllr E.B. Ngubo- Mayor – Ubuhlebezwe LM	079 080 8787	EBNgubo@ubuhlebezwe.gov.za
Convenor	Mr ME Mkhize – Municipal Manager – Ubuhlebezwe LM	082 921 8553 039- 834 7700	MEMkhize@ubuhlebezwe.gov.za
Harry Gwala DM	Ms. NJ Msomi	039 834 8700 062 819 2115	msomin@harrygwalamdm.gov.za

Dr Nkosazana Dlamini Zuma	Mr. Wonderboy Dlamini	039 833 1038 083 708 2314	dlaminiw@ndz.gov.za
	Mr Terrence Khawula (Senior Traffic Officer)	076 081 5863 039 833 1038	traffic@ndz.gov.za
Greater Kokstad	Mr. Sinothando Mtshengu (Manager Community Services and Head of Disaster Management)	073 682 3782 039 797 6600	sinothando.mtshengu@kokstad.gov.za
UBuhlebezwe	Mr. Siphesihle Nene (Community Safety Manager)	060 346 2331 039 834 7700	snene@ubuhlebezwe.gov.za
	Mr Lindo Ndlovu (Chief Traffic Officer)	062 419 0822	lcndlovu@ubuhlebezwe.gov.za
UMzimkhulu	Mr. Thabiso Sondzaba (Manager Disaster Office)	039 259 5300 072 636 1887	sondzabat@umzimkhululm.gov.za
	Mr Ngubo	082 053 5691	ngubot@umzimkhululm.gov.za
COGTA	Ms Dadda Mngomezulu	073 224 7525	Dadda.Mngomezulu@kzncogta.gov.za
	Ms. Nonhlanhla Dlamini	082 447 4298	Nonhlanhla.Zamisa@kzncogta.gov.za
OTP	Nwabisa Dano	083 796 0118	Nwabisa.dano@kznpremier.gov.za
NPA	Adv Zungu		EZungu@npa.gov.za
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			SNdobe@justice.gov.za
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DHA-Immigrants	Ms C Paulson &	082 909 5170	Charmaine.Paulsen@dha.gov.za
	Mr. A Madiba		alec.madiba@dha.gov.za
SAPS	Brigadier Xhelithole	082 826 8958	xhelitholev@saps.gov.za
DCS	Mr. Bradley Dlulisa &		bradley.dlulisa@dcs.gov.za
	Mr. Virgil Fortuin		Virgil.Fortuin@dcs.gov.za
RTI	Mr Luthuli	082 674 1462	Sanele.luthuli@kzntransport.gov.za
	Ixopo/ Dr NDZ		
	Mr Simphiwe Mabizela		Simphiwe.Mabizela@Kzntransport.gov.za
	Umzimkhulu		

	Ms Mhlophe (GKM)	072 890 3397	Nomzamo.mhlophe@kzntransport.gov.za
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	CAPT MHLOPHE Donnybrook	082 417 6918	DlaminiPA@saps.gov.za
	CAPT MDLADLA Creighton	082 417 6885	CREIGHTON-SAPS@saps.gov.za
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	CAPT STRYDOM Swartberg	082 417 8053	StrydomS1@saps.gov.za
	CAPT MBUNJANA Franklin	079 500 0032	
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	CAPT MSANI Ntsikeni	082 125 3795	
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LIST OF MEMBERS SOCIAL CLUSTER

SOCIAL CLUSTER MEMBER DETAILS	NAME	CONTACT NUMBERS	EMAIL ADDRESS
Chairperson: Mayor UMzimkhulu Local Municipality	Cllr. JS. Msiya	082 5610 735	msiyaj@umzimkhululm.gov.za
Department of Health	Mrs BA Mkhize	071 890 9674	Busisiwe.mkhize@kznhealth.gov.za
Harry Gwala DM	Ms Buthelezi Mr RZ Langa Ms T Mahlaba	079 594 9498 072 029 1391 076 318 0097	ButheleziN@harrygwulado.gov.za LangaR@harrygwalam.gov.za MahlabaT@harrygwalam.gov.za
Dr Nkosazana Dlamini Zuma LM	Ms K Mchunu Mr W Dlamini Mr SJ Sondezi	068 038 5053 083 708 2314 071 684 9221	mchunuk@ndz.gov.za dlaminiw@ndz.gov.za sondezi@ndz.gov.za
Greater Kokstad	Mr Mtshengu Ms B Mkhulisi Mr K Xorhile	073 682 3782 071 892 5428	sinothando.mtshengu@kokstad.gov.za bongekile.mkhulisi@kokstad.gov.za khaya.xorile@kokstad.gov.za
UBuhlebezwe LM	Mrs NC Mohau Mr Z Mthembu Mr C Ndlovu Mrs Modi	0725853020 0729393281 0729431883	ncmohau@ubuhlebezwe.gov.za mmodi@ubuhlebezwe.gov.za
UMzimkhulu LM	Ms. Luzulane Mr. T. Sondzaba Mr Moyisi Jili Mr V. Tshazi Mr L. Sikhosana	076 511 3804 072 636 1887 061 547 5714 063 235 8678	Luzulanen@umzimkhululm.gov.za tsondzaba@umzimkhululm.gov.za jilim@umzimkhululm.gov.za
COGTA	Mr Nathi Mncwabe		Nathi.Mncwabe@kzncogta.gov.za
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Harry Gwala DM	Ms Siphindile Dlamini		dlaminis@harrygwalam.gov.za

HARRY GWALA DISTRICT POLITICAL HUB

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2. MEC Champion	MES SE Hlomuka (DOE)		PA: N. Nembula Tel: 033 3948760 Cell: 082 941 4607 Nonkululeko.nembula@kzndoe.gov.za OR muzi.mahlambi@kzndoe.gov.za
3. OSS Political Champion	MES SE Hlomuka (DOE)		PA: N. Nembula Tel: 033 3948760 Cell: 082 941 4607 Nonkululeko.nembula@kzndoe.gov.za OR

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5. Mayor of Harry Gwala DM	Cllr ZD Nxumalo	083 4643 726	zamodn@gmail.com
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7. Mayor of Umzimkhulu	Cllr J. Msiya	082 5610 735	msiyaj@umzimkhululm.gov.za
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9. Mayor of Dr Nkosazana Dlamgini-Zuma	Cllr M Msomi	082 598 5467	majobemsomi@gmail.com
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13. Speaker of Greater Kokstad	Cllr Bhokokwakhe Trinity Nozaza	081 271 6404	Bheki.Nozaza@kokstad.gov.za Bheki.Nozaza@kokstad.gov.za
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19. DDT Chairperson	Vacant	Vacant	Vacant

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10. ALIGNMENT OF IDP, BUDGET AND PERFORMANCE MANAGEMENT SYSTEM

There are two major processes that are informed by the IDP, they are: Performance Management System (PMS) and the Budget process. The IDP and the PMS should be developed at the same time. PMS is a tool to improve service delivery and to monitor the implementation of the IDP. The budget process must be aligned and tied to the IDP and PMS process. It is therefore important that all role players involved in these two processes work together and align their activities.

As indicated above the IDP is the strategic plan and PMS is a monitoring tool and the municipality will prepare a Service Delivery and Budget Implementation Plan (SDBIP) as implementation tool as stipulated in the MFMA of 2003.

The following outlines the dates for meetings of the different sections to ensure alignment of the various processes within the municipality.

PHASES	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
Pre-Planning Phase	Gathering of latest Community Survey information from Stats SA; Treasury and comments from MEC COGTA	To reflect the changes in relation to socio-economic and environmental issues in the fifth generation of the IDP	IDP Manager- Municipal Manager	July- August 2025
	Develop draft 2026/2027 IDP. Budget and PMS process plan	To plan/ schedule how the planning process for the development of the IDP/SDBIP/SDF would be carried out.	IDP Manager-Municipal Manager	July 2025
	Public Participation	In order to adhere to Chapter 4 of the MSA and ensure that members of the community partake in the affairs of the municipality In order to maximize community participation, the municipality will publicize the process plan upload in social media, website in order to consult all stakeholders such as Ratepayers, Business Chambers/ Forums, Farmers Associations, Taxi Associations, Ward Committees and for them to raise their views on the process plan.	IDP Manager- Municipal Manager	Mid-August 2025
	Tabling of the 2026/2027 Draft IDP Framework and Process Plan to Council and submit to COGTA	The Council confirm the process to be followed in relation to the fifth generation of the IDP before it is submitted to COGTA	IDP Manager – Municipal Manager	30 July 2025
	Submission of the 2026/2027 Final Budget/ IDP Framework and Process Plan to COGTA	To guide and align planning between the district and local municipalities, government departments and other stakeholders	IDP Manager -Municipal Manager	30 August 2025
Analysis Phase	Public Participation	To reprioritizes and/or solicit new issues from the community	IDP Manager and the Office of the Mayor/Speaker	08 -18 October 2025
	Submission of key issues raised by the public to relevant departments (both internally and externally)	To affect the process of prioritization and seeking strategic partnership on matters of common interest	IDP Manager- Municipal Manager	30 October -30 November 2025
Strategies Phase	Submission of projections (Strategic Matrix) by departments	To compile draft budget	Departments	01-30 November 2025

PHASE	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
	Review of Strategic Risks	To identify risks that may hinder achieving certain objectives	Risk Manager- Municipal Manager	1-30 November 2025
	Tabling and Submission of Mid-Year Budget and Performance Assessment to Council, National & Provincial Treasury	To report on the performance in terms of budget and achievement of performance targets and make recommendations for adjustment budget.	MM, CFO & IDP/PMS Manager	25 January 2026
	Mid-Year Performance Assessments for the 2026-2027 SDIBP	To assess the organizational performance for the first six months of the financial year	IDP Manager – Municipal Manager	January 2026
	2025/26 Adjusted Budget & SDBIP compiled and submitted to Oversight Structures	To adjust the municipal budget after the tabling of the Mid-Year Performance assessments of both the Budget and SDBIP to Council	CFO & Municipal Manager	February 2026
	Consultations and Feedback by Provincial Treasury & Cogta on 2025/26 Adjusted Budget & SDBIP	To ensure proper alignment of revisions made on the budget and SDBIP	CFO & Municipal Manager	March 2026
Projects Phase	Revised Budget process and Draft budget commences	Define Service Delivery objectives for each function for recommendations to Council	IDP/MM/CFO/HODs	November 2025- February 2026
	Review of Operational Risks	Assessing of budget allocation in line with priorities and key risks identified	Risk Manager/Municipal Manager	February 2026
	Risk Awareness	Workshop Departments on risks identified	Risk Manager/Municipal Manager	March 2026
Integration Phase	Integrate programs and projects	Identify areas and sector plans that need integration in order to share the scarce resources and to forge alignment and synergies	IDP Manager/Municipal Manager and all Departments	March 2026
	2026/27 Tabled (Draft) Budget Assessment	Assessment by Provincial Treasury	CFO, Provincial Treasury	(April-May 2026)
Approval Phase	Table Draft Budget and Budget Related Policies, /IDP/SDF and SDBIP	For Council's recommendations and approval	IDP Manager/Municipal Manager/CFO	March 2026
	Annual review of budget related policies and bylaws	To review budget related policies and bylaws in order to accommodate changes in legislation	CFO	March 2026

PHASE	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
	Table the risks policies and draft risk register to Council	For Council's recommendations and approval	Risk Manager/Municipal Manager	March 2026
	Submission of the draft IDP/SDF/Budget/ Budget Related Policies and SDBIP to COGTA and relevant departments	Compliance	MM/IDP/Planning/PMS and Budget	End March 2026
	Public comments on draft Budget/ Budget related policies, IDP/SDF and SDBIP	To obtain input from the communities	Council	April 2026
	Mayor responds to submissions during consultations by proposing amendments in the draft IDP/Budget/ Budget related policies, SDF and SDBIP	Community participation	MM/CFO/Mayor	April 2026
	Council engages with the input from various stakeholders	Councilors engage with draft IDP/Budget/ Budget related policies, SDF& SDBIP to confirm the said documents are a true reflection of the needs of the general populace within the Dr NDZ Municipality	Council	May 2026
Approval Phase	Finalize the Strategic and Operational Risk Register	Table the final strategic risk register and operational plan to council for approval	Risk Manager/Municipal Manager and Council	May 2026
	The Mayor tables the IDP/Budget/SDF/SDBIP/PMS and related policies in Council and send copy to National Treasury and COGTA	Council to adopt and confirm that all the needs of the community were taken into account during the compilation of the key strategic documents	Council	End May 2026
	Submission of SDBIP to the Mayor	To ensure existence of an implementation plan before the start of the financial year	Municipal Manager/PMS	June 2026
	Conclusion of Annual Performance Agreements by Mayor	To ensure a performance driven management and to comply with the legislation	Mayor/Municipal Manager	July 2026
	Performance Agreements	Include risk management responsibilities in Performance Management Agreements	Risk Manager/Municipal Manager	July 2026

The Mayor submits the approved SDBIP and Performance Agreements to Council, MEC for Corporative Governance and Traditional Affairs (COGTA)	Compliance	Mayor/MM	End July 2026
Performance Agreements/SDBIP are publicized and posted to the Dr NDZ Website	For accountability and transparency	PMS	August 2026

Section 21 of the MFMA, Budget preparation process states that

(1) The mayor of a municipality must –

(a) co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.

(b) 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- (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and

(bb) the budget related policies.

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

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

11. BELOW IS THE TIME SCHEDULE OF KEY DEADLINES FOR THE PREPARATION OF THE 2026/2027 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF) BUDGET

MONTH	MAYOR AND COUNCIL	ADMINISTRATION
July	Mayor begins planning for next three- year budget in accordance with co-ordination role of the budget process. Planning includes review of the previous year budget process and completion of the Budget Evaluation Checklist	Accounting Officer and Senior Officials of the municipality and entities begin planning for the next three-year budget - MFMA s 68,77 Accounting Officer and Senior Officials of municipality and entities review options and contracts for service delivery MFMA s 76-81
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling, and approving the budget, reviewing the IDP (as per section 34 of MSA) and budget related policies and consultation	

	processes at least 10 months before the start of the budget year- MFMA s 21,22,23 and MSA s 34, Ch 4 as amended. Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc.)
October		Accounting Officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials. MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP - MSA s 34
December	Council finalizes tariff (rates and service charges) policies for next financial year - MSA s 74, 75.	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements.
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year- MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for
MONTH	MAYOR/COUNCIL	ADMINISTRATION
		three years must be available by 20 January) - MFMA s 36
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity- MFMA s 87(2)	Accounting officer finalizes and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report. Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year - MFMA s 37(2)
March	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month- MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year- MFMA s 16, 22, 23, 87; MSA s 34	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT, and others as prescribed - MFMA s 22 & 37; MSA Ch 4 as amended. Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March- MFMA s 42

April	Consultation with national and provincial treasuries and finalize sector plans for water, sanitation, electricity etc. - MFMA s 21	Accounting officer assists the mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year
May	Public hearings on the budget, and council debate. Council considers views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. - MFMA s 23, 24; MSA Ch 4 as amended Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality - MFMA s 87	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature
June	Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year - MFMA s 16, 24, 26, 53. Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2) Council must finalize a system of delegations - MFMA s 59, 79, 82; MSA s 59-65	Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA. MFMA s 69; MSA s 57 Accounting officers of municipality and entities publishes adopted budget and plans -MFMA s 75, 87

12. 2026/2027 IDP GENERIC PROGRAMME WITH TIMEFRAME

Activity	Deliverables	Responsible Department	TIME FRAMES 2026 TO 2027												
			July 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Initiate IDP/Budget/OPMS/ SDF Planning Cycle 2026/27 (1st IDP Alignment Meeting)	Planning Cycle Commences , Co-ordination & Preparation of IDP/Budget/OPMS Process	All stakeholders	3 rd week												
Prepare Process Plan for the development of the fifth IDP Generation/Budget/OPMS & SDF Review	Prepare the draft IDP/ Budget/ PMS process plan for Exco's approval		2 nd week July to 4 th week of August												
Submission of the 2026-2027 IDP to the Council for amendments if any and further submit the Draft IDP Process Plan for comments	To allow the Council to engage with the IDP/SDF so as to confirm the extents into which it addresses their new mandate	Office of the Municipal Manager		Week 4											
Submission of draft IDP Process Plan to COGTA	In order to allow Cogta an opportunity to comment on the Draft Process Plan		week 4		Week 4										
Advertise the draft Process Plan on media		IDP Manager		1 st week											
IDP Alignment Committee 2nd Meeting to discuss COGTA comments	Aligning of the process plan with that of Local Municipalities	IDP Manager			2 nd week										

			July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	April 2026	May 2026	Jun 2026	July 2026
		IDP Manager													
Submission of the IDP Process Plan to COGTA and Council					4 th week										
Community Based Plan	Development of a situational analysis of the CBP per ward	IDP Manager					1 st week- Align ment of the CDP to the munic ipal vision and devel opme nt of Strate gic object ive								
1 st IDP Representati ve Forum	To discuss key issues that relates to Sector departments so as to influence their decisions				Week 3		Week 4								
Submission of the Draft Annual Report and AFS to the AG		Finance Dept./IDP /PMS Officer		4 th week			4 th week								
Submission of the 1 st quarter report for the 2026/2027 FY		All Depts/ IDP/PMS Officer													

Activity	Deliverables	Responsible department	TIMEFRAMES 2026/2027											
			July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	April 2026	May 2026	June 2026
2 nd Alignment Committee	Identify key issues that require alignment and synergy with Sector Departments and other stakeholders					4 th week October								
IDP key elements	Analysis of key IDP perspective in preparation for the development of a long-term objectives and strategies	MM/IDP Manager				Week 1 oct-week 1 nod Analysis of the key IDP perspectives								
3 rd IDP Alignment meeting	To discuss the IDP Roadshows	Office of the Municipal Manager			2 nd week									
IDP/SDF/Budget/Annual Report Roadshows		Office of the Municipal Manager			Week 3	1 st week								

Activity	Deliverables	Responsible department	TIMEFRAMES 2026/2027											
			July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	April 2026	May 2026	June 2026
Strategic Matrix Scorecard	Submit the IDP Strategic Matrix Scorecard to budget for budgeting purposes	Office of the Municipal Manager					4 th week- Submit strat matrix to budget							
Review Budget, HR, and PMS policies	To influence performance in the last half of the financial year					2 nd week- 2 nd week Jan Analysis of all key policies that govern municipalities				Week 1				
Submit the Mid-year Performance Report and adjustment budget to Provincial and National Treasury	Take into account the mid-year performance report to review the strategies						1 st week		2 nd week- 4 th week					

Activity	Deliverable s	Respons ible Departm ent	TIMEFRAMES 2026/2027													
			July 2025	Aug 2025		Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	April 2026	May 2026	June 2026	July 2026
Submission of the Oversight Report to MPAC	As per Circular 63 of the MFMA								2 nd week-deter minati on of reve re and policie s		W ee k 4					
Determination of Revenue and Policies																
Prepare IDP/Budget/S DF and PMS for review process	A special focus is given to the Strategic or 3-year Implementation Plan					1 st week Nov to 4 th week of March IDP/ Budget/ SDF and PMS review process										
IDP sector engagement meeting the entire HGDM	To ensure proper alignment of all the activities and solicit implementation plans from the stakeholders to be included in the IDP	HGDM and all Local Municipal ities									2 ⁿ d w ee k-					
Table draft IDP/Budget/S DBIP to Council and COGTA	To seek approval of the draft IDP/Budget and SDBIP/score card and submit to Cogta	Office of the Municipal Manager and Finance Departme nt									W ee k 4					
IDP/Budget/S DF/ and SDBIP Roadshows	The mayor embarks on the IDP/Budget Roadshows to solicit comments on draft											1 st we ek- 4				

	IDP/Budget and SDBIP																		
IDP/SDF Assessments											1 st week		5 th - IDP assessments						
Finalizing the Draft IDP/ Budget PMS	Formulation of new council priorities										1 st week	3 rd week							
												4 th week							
Dpts finalize submissions of Capital and Operational Exp based on the IDP/ Budget Roadshows and comments from Cogta	The accounting officer tables comments to the HODs so as to amend the IDP/ Budget and SDBIP accordingly															1 st week			
Submission of the 3 rd quarter reports	Prepare and submit to EXCO the 3 rd quarter report and POEs								1 st week- 3 rd January										
District IDP assessments	Report on Performance Auditing System through IDP Rep Forum																		
Advertise the Draft IDP for public comments (21 days)																1 st week			
Submit IDP, Budget & SDBIP to council	Present final budget/ IDP & draft SDBIP, advertise public participation. Submit budgets to national & provincial treasury, DCOGTA &										4 th week								

	other stakeholders																
Submission of the SDBIP to the mayor within 14 days	Signing of performance agreements and publishing											1 st week- 4 th week			1 st - 4 th		
Mayor submit the SDBIP to council within 28 days														4 th week June			
Advertise SDBIP & performance agreements within 14 days after council														1 st Week July			
Submission of SDBIP and performance agreements to COGTA																	
Implementation of the IDP/Budget																	

13. ALIGNMENT MECHANISMS

(a) Alignment with stakeholders

➤ Vertical Alignment

National Level

The National Government should provide a framework for sectoral, provincial, and municipal planning. This will contribute to the creation of a normative framework consisting of common policy guidelines and principles, general strategic guidelines, and spatial macro-strategies.

Provincial Level

This sphere of government should provide a more specific framework, with mid-term objectives and targets for public investment and services. The Provincial Departments should provide guidelines and funding for the preparation of Sector Plans. Apart from that, all provincial sector departments should be actively involved in the IDP process.

Local Level

To ensure alignment at a local government level the District IDP Manager should drive the alignment process.

➤ Horizontal Alignment

The aim of this level of alignment is to ensure that the municipal planning processes, programs, and projects are addressed jointly. The District Municipality has to facilitate this level of alignment. This process does not only consist of the alignment of the IDP with the SDF but deals with issues relating to planning and developmental issues comprehensively and as well looking beyond a single term of office of the council.

➤ Cross border alignment

Alignment between local government provincial and national sector departments and corporate service providers. The aim of this level of alignment is to ensure that the IDP is in line with national and provincial policies and strategies so that it is considered for the allocation of departmental budgets and conditional grants. This level of alignment will also ensure alignment of the projects and programs with those of sector departments and corporate service providers.

(b) Types of alignment mechanism

IDP Representative Forum

The IDP Representative Forum is a structure which institutionalizes and guarantees representative participation of stakeholders in the IDP Process. The selection of members of

the IDP Representative Forum needs to be based on criteria which will ensure geographical and social representation.

Terms of Reference

1. Represent the interests of their constituencies.
2. Provide a Forum and mechanisms for discussion, negotiation and decision making between all stakeholders and municipality.
3. To ensure communication between all stakeholder representatives, including the municipal government.
4. To ensure that alignment takes place at the various levels.
5. To monitor the performance of the planning and the implementation process.

Composition: The District will use IDP Representative Forums of Local Municipalities and IDP Representative Forum meetings will be held in each Local Municipality.

THE SERVICE PROVIDERS FORUM

The forum is composed of the various Provincial Sector Departments, Municipal Managers or IDP Managers of all municipalities within the district, Corporate Service Providers (TELKOM, ESKOM) and Municipal Officials responsible for IDP.

Roles and Responsibilities of the Committee

- Ensure alignment of the district IDP and local municipalities IDP's with Plans, projects and programs of Government Departments and Corporate Service Providers
- Identify alignment needs and translate those needs into alignment events.
- Identify entry points for alignment.
- Identify Alignment Mechanisms
- Discuss projects, programs and sector plans and align them with the District and its Local Municipalities (completed projects, existing projects, committed projects and planned)

Harry Gwala District Municipality Service Providers Forum Members

NO	NAME	COMPANY	TELEPHONE	FAX NUMBER
1	Mr S. Zimu	CoGTA	031-204 1760	031-204 1980
2	Ms M Zungu	CoGTA	031-204 1760	031-204 1980
3	Mr. NC Vezi	Dr Nkosazana Dlamini-Zuma Municipality	039-833 1038	039-833 1179
4	Mr. A Ngqoyiya	Umzimkhulu Municipality	039- 259 0216	039-259 0427
5	Mr. ME Mkhize	Ubuhlebezwe Municipality	039-834 2074	039-834 1168
6	Ms N Buthelezi	Harry Gwala District Municipality	039-834 8700	039-834 8701
7	Mrs. NN Vakalisa	Dr Nkosazana Dlamini-Zuma Municipality	039 833 1038	039 833 1179 033-702 1148
8	Mrs N Ndlovu	Harry Gwala District Municipality	039-834 8700	
9	Mr R Dlamini	Eskom	033-395 3544	039-395 3432
10	Mr E Donnelly	Eskom	033-395 3544	039-395 3432
11	Ms J Zungu	Telkom	031-363 2883	031-304 9391
12	Mr. TC Lushaba	FNB	039-834 2002	039-834 1474
13	Mrs. Z Mkhize	Standard Bank	039-834 8000	
14	Mr. L Dlamini	Ithala Bank	031-710 7574	031-710 7608
15	Mr. N Knickelbeig	Absa	033-845 6627	033-394 4387
16	Ms Mkhize	Dept of Health	039 8341 038	039 8341 038
17	Ms J Makhanya	Dept of Health	039 8341 415/7	039 8341 415
18	Mr. T Zondi	Dept of Transport	039-834 1450	039-8341 513
19	Mr. M Manicum	Dept of Transport	033 3558 648	033 3558 090
20	Mr. B Zulu	Dept of Land affairs	039-682 2295	039-682 0004
21	Mr. B Ndlovu	Dept of Land Affairs	039-682 2295	039-682 0004
22	Mr. A Matomane	DWAF (Forestry Section)	033-342 8101	033-345 1210
23	Ms Z Radikonyana	Dept of Public Works	031-203 2229	031-261 6066
24	Ms TP Buthelezi	Dept of Public Works	031-203 2100	031-261 6066
25	Ms Skhakhane	Dept of Social Development	033-395 9600	033-342 8648
26	Mr. Cwele	Dept of Agriculture, Environmental and Rural Affairs	039-834 1032	039-834 1412
27	Mr. T Smith	Dept of Education	033- 3552 317	033- 3426 034
28	Ms. L Msimango	Dept of Sports & Recreation	033- 3422 970	033- 3427 107
29	Mr N Biyase	Harry Gwala District Municipality	039 8348 700	039 834 1701
30	Mr GM Sineke	Harry Gwala District Municipality	039 8348 700	039 834 1701
31	Mr. M Dlamini	GCIS	039- 8341 599	039- 8341 599
32	Mr. Zuma	ESKOM	031 204 5632	
33	Mr. B Barnes	KZN Wildlife	033 2391 532	033 2391 529
34	Mr. T Chetty	Dept of Human Settlement	031 3365 359	031 3365 145

35	Mr. Blunt	Dept of Transport	033 3429 178	033 3420 712
36	Ms. A Masefield	DWAF	031- 3362 700	031-3077 279
37	Ms. T Cibane	Dept of Minerals & Energy (Development Application)	034- 2121 807	034- 2122 721
38	Mr. Van Rensburg	Dept of Agriculture, Environment and Rural Affairs	033- 3438 300	033- 3434 396
39	Mr. J Campbell	Dept. of Arts and Culture	083 952 0054	033-345 9017
40	Mr. TD Duma	Dept. of Arts and Culture	083 307 8842	033-345 9017
41	Ms IM Cele	Transnet Housing	031-361 2304	031-361 2957
42	Mr. A Botha	Transnet Housing	031-361 2753	031-361 2258
43	Mr. S Gumede	Dept of Social Development	039-832 0017	039-832 0118
44	Ms TG Madondo	Dept of Social Development	039-832 9265	039-832 0118
45	Ms. Z Thusi	IDT	031-3697400	
46	Mr. Z Mtolo	Harry Gwala District Municipality	039-834 8700	039-834 1701
47	Mr L Zondi	Harry Gwala District Municipality	039-834 8700	039-834 1700
48	Mr. D Deppe	SAPPI	039- 8320 041	039- 8320 256
49	Mr. T Mbinda	Dept. of Minerals and Energy (electricity)	034- 2121 807	034- 2122 721
50	Ms. F Nzimande	Dept. of Minerals and Energy (Energy)	034- 2121 807	034- 2122 721
51	Ms T. Dlamini	Department of Education	072 871 0956	
52	Ms. M Chiya	Department of Sports and Recreation	033-897 9400	033-342 4982
53	Ms. N. Ngcobo	Telkom	012-311 7547	012-321 6463
54.	Mr L. Modupi	StatsSA	083 2543740	0795014366

Code of Conduct

All members will be required to attend all Service Providers Forum meetings. In the event whereby a committee member cannot attend he/she should inform the District IDP/PMS Manager in writing, 24 working hours prior to the scheduled meeting. He/ She should send a representative with all relevant information that would be required for the meeting.

IDP ALIGNMENT COMMITTEE

Terms of Reference

Objective of the Committee

Alignment is an instrument to synthesize and integrate the top-down and bottom-up planning process between different spheres of government. The Alignment Committee is established at a district level and its main objective is to ensure that planning processes and issues of the district and local municipalities are coordinated and addressed jointly.

Composition of the Committee

The committee is composed of Municipal Managers or IDP Managers of all municipalities within the district, PIMS Centre Staff, IDP Provincial Coordinators (DLGTA) and relevant Harry Gwala Officials. The Alignment Committee is chaired by the District IDP Manager.

Roles and Responsibilities of the Committee

- Ensure alignment of the District IDP with the Local Municipalities
- Identify alignment needs and translate those needs into alignment events.
- Identify entry points for alignment.
- Identify Alignment Mechanisms
- Agree on IDP Review time frame taking into consideration time frame set by DLGTA.
- Discuss projects that are implemented by the district and local municipalities (existing projects, committed projects and planned)

MEMBERS OF THE ALIGNMENT COMMITTEE

NO.	REPRESENTATION	NAME AND SURNAME	DESIGNATION	
1.	Harry Gwala District Municipality	MS A. Whyte	CEO: Harry Gwala Development Agency	039 834 8700
2.	Harry Gwala District Municipality	Ms Thozama Dandala	Director: SCM	039 834 8700
3.	Harry Gwala District Municipality	Mr. LD Zondi	Director: Development and Planning	039 834 8700
4.	Harry Gwala District Municipality	Mr. ZW Mtolo	Director: IDP/PMS Unit	039 834 8700
5.	Harry Gwala District Municipality	Mr. D Mzolo	Director: PMU	039 834 8700
6.	Dr Nkosazana Dlamini-Zuma Local Municipality	Ms NN Vakalisa	Manager: Strategic Support Services	039 833 1038
7.	Greater Kokstad Municipality	Mr M Tshazi	IDP Manager	039 7273676
8.	CoGTA	Miss S. Zuma	Planning Unit	031 204 1813
9.	Umzimkhulu Municipality	Mr. T Maphumulo	IDP Manager	039-259 5024
10.	Harry Gwala District Municipality	Mr. NE Biyase	Executive Director: Infrastructure Services	039-834 8700
11.	Harry Gwala District Municipality	Mr L Gwala	Executive Director: Water Services	039- 834 8700
12.	Harry Gwala District Municipality	Mrs. TT Magaqa	Executive Director: Corporate Services	039-834 8700
13.	Ubuhlebezwe Municipality	Miss Z Khumalo	IDP/PMS Manager	039-8348 700
14.	Harry Gwala District Municipality	Mr. KMB Mzimela	CFO	039 834 8700

Code of Conduct

All members will be required to attend all Alignment Committee Meetings. In the event whereby a committee member cannot attend he/she should inform the District IDP/PMS Manager in writing, 24 working hours prior to the scheduled meeting. He/ She should send a representative with all relevant information that would be required for the meeting.

PLANNING AND DEVELOPMENT FORUM TERMS OF REFERENCE

BACKGROUND:

The Harry Gwala Planners Forum was formed for the following objectives:

- To enable planning professionals an opportunity to discuss planning matters broadly. Other existing forums are constraining because of the diversity of professionals and caliber of people who attend them. Sometimes, important planning issues are rushed through because of time constraints.
- To enable planning professionals an opportunity to share lessons and learn from one another's experiences of managing development planning processes.
- To facilitate alignment and integration of development planning processes across the Harry Gwala District Municipality.
- To facilitate and strengthen good intergovernmental planning and relations between the Harry Gwala District and its Local Municipalities.
- To facilitate active interactions with the Department of Local Government and Traditional Affairs, with regard to managing the Integrated Development Plan (IDP), Spatial and Development Administration processes, Performance Management Systems (PMS), Monitoring and Evaluation and Information Management.
- To guide the implementation of the Planning Shared Services within the District.

COMPOSITION:

The Harry Gwala District Planners Forum will constitute officials from the Planning Units/Departments of the District and Local Municipalities and representatives from the Department (COGTA)

CHAIRMANSHIP:

The Harry Gwala District Municipality, Director: Development and Planning will Chair the meeting. At the end of its first year, the position of Chair will then be rotated between all members of the Forum.

STRUCTURED AGENDA:

Given the objectives outlined above, the agenda for the Planners Forum meetings shall be structured in a manner that accommodates matters relating to the IDP; SDF&LUMS, Development Administration, Environment, PMS, Shared Services, and Information Management.

SECRETARIAT:

The Harry Gwala District Municipality in its role as facilitator and co-ordinator will be responsible for the distribution of notices of meetings and for recording outcomes of the meeting.

FREQUENCY AND VENUE OF MEETINGS:

Meetings of the Planners Forum will be convened once every quarter (as a minimum requirement) and allows for additional meetings to be convened as deemed necessary by the Forum. Dates for meetings are to be set in advance for the entire year.

The venue for the meetings will be rotated between the family of municipalities.

ONE-ON ONE SECTOR DEPARTMENT MEETINGS

Harry Gwala District Municipality encourages one on one engagement particularly with the sector departments. This is done in order to maximize participation and to yield greater results in relation alignment and synergy.

14. BUDGET AND IDP COST ESTIMATES

1. Budget/IDP Alignment meeting	:	R0
2. Finalize IDP Framework and Process Plan	:	R0
4. Adoption of IDP review Framework and Process Plan	:	R0
5. Budget/IDP Steering Committee meeting	:	R0
6. Review objectives and projects	:	R0
7. Meeting with Finance Department	:	R0
8. Review PMS and targets	:	R0
9. Service Provider's Forum	:	R0
11. Review of Sector Plans	:	R0
12. Preparation of SDBIP	:	R0
13. Draft Budget/ IDP/PMS tabled to Council	:	R0
14. Service Providers' Forum meeting	:	R0
15. Alignment Committee Meeting	:	R0
16. Submission of IDP to Cogta	:	R0
17. Draft and Final Budget, IDP/PMS advertised	:	R 30 000
18. Public Consultation meetings	:	R750 000

19. Adoption of IDP/PMS and Budget by Council	:	R0
20. Approval of SDBIP	:	R0

Public Consultations: 2025/26

Catering	:	R271 700
Transport	:	R292 600
Hire Charges	:	R 73 150
Mayoral Awards	:	R210 919
Artists/ Entertainment	:	R 31 350
Advertising	:	<u>R 30 000</u>
TOTAL		<u>R909 719</u>

15. IDP PREPARED IN HOUSE OR BY A SERVICE PROVIDER

The IDP will be prepared in-house by the officials responsible.

16. PROCEDURES AND PRINCIPLES FOR MONITORING THE PROCESS

The IDP review process needs to be closely monitored to detect as early as possible any deviations from the Framework Plan and the Process Plan. Each municipality is responsible for monitoring its IDP review process and align it with the Framework Plan. All municipalities must revive the following institutional structures to monitor the IDP Review process:

- IDP Steering Committee
- IDP Representative Forum

17. PROCEDURES AND PRINCIPLES FOR AMENDMENT OF THE FRAMEWORK PLAN

The District Municipality has the overall responsibility of ensuring coordination of the joint planning process throughout the district. The Local Municipalities must inform the District Municipality IDP Manager on issues that affect the district activities. The District Municipality has the mandate to decide when and how to make amendments and to therefore postpone any activity or continue with the agreed program. It is worth emphasizing that all municipalities have to agree before the Framework Plan is amended. The following procedures will be followed if amendment of Harry Gwala District Municipality IDP review Framework Plan is required.

- The IDP Manager will inform the IDP Steering Committee of deviation from the Framework Plan and the Process Plan in writing, prior to the scheduled meeting in which the deviation is to be noted.
- The IDP Manager will propose corrective action to bring the planning process in line with the approved Process Plan.

- If the corrective action cannot be accommodated within the approved District Framework Plan, the District Municipality IDP Manager must motivate amendment of the Framework Plan.
- Agreement to amend the Framework Plan must be reached amongst all IDP Stakeholders within the District.
- Members and Municipalities not present will be bound by the decision of the meeting.
- Harry Gwala District Municipality will incorporate approved amendments into the Framework Plan and inform all four Local Municipalities of the amended Framework Plan.
- The amended Framework Plan will be made available to all Local Municipalities.

18.SPATIAL DEVELOPMENT FRAMEWORK PROGRAMME 2026/27

TASKS	OUTPUTS	OUTPUT DUE DATES	RESPONSIBILITY	PRESENTATION OF OUTPUTS	BUDGET
Initial Project Management Team Meeting	Meeting among the project management team to discuss scope of work, timeframes, roles and responsibilities and project expectations.	30 August 2025	DTPS Project Manager – Town Planner	Town Planning Project Management Team Meeting	Operational
Inception Report presented (disseminated 1 week before meeting)	Inception Report	1)Inception Report due by 30/09/2025 2)Presentation to Project Steering Committee 3) Final Inception Report	DTPS Project Manager – Town Planner	1) Town Planning Project Management Team presents to PSC by 13 October 2025. 2) Documents circulated for comment and Final Inception Report by 31 October 2025.	Operational
Draft and Final Status Quo Report (SDF Text & Map circulated (sent out 2 weeks before meeting)	Draft and Final Status Quo Report	1) Draft Status Quo Report due by 31 December 2025 2) Presentation to PSC 3) Final Status Quo Report	DTPS Project Manager – Town Planner and GIS	1) Town Planning Project Management Team presents to PSC by 31/01/2026. 2) Documents circulated for comment and Final Status Quo by 16 February 2026.	Operational
Draft Spatial Development Framework (Spatial Proposals)	Draft Spatial Development Framework Report (Spatial Proposals)	1)Draft Spatial Development Framework (Spatial Proposals) by 30 March 2026 2)Presentation to PSC 3) Final Spatial Proposals Report	DTPS Project Manager – Town Planner and GIS	1) Town Planning Project Management Team presents to PSC by 12/04/2026. 2) Documents circulated for comment and Final Spatial Proposals Report by 12 April 2026.	Operational

Final Spatial Development Framework Report (Consolidated SDF, Implementation Plan, Monitoring and Evaluation)	Final Report and Progress Report	1)Implementation Plan by 17 May 2026 2) Final SDF Report 31/05/2026 2)Submission to COGTA by 10 June 2026.	DTPS Project Manager – Town Planner	1) Town Planning Project Management Team presents to PSC by 12/04/2026 . 2) Documents circulated for comment and Final Spatial Proposals	Operational
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