

STEVE TSHWETE LOCAL MUNICIPALITY



**IDP/BUDGET/PMS DRAFT PROCESS PLAN
(PREPARATION TIME-TABLE)
2025/2026**

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1. INTRODUCTION

The Steve Tshwete Local Municipality is committed to the process of integrated development planning as stipulated in Chapter 5 of the Municipal Systems Act 32, 2000.

This IDP review process plan is regarded as the municipality's schedule of events detailing all events and activities involved in leading to the drafting and completion of the Reviewed Integrated Development Plan. It is a statement that outlines in detail all the processes that the municipality will embark on IDP review process.

Before starting the planning process, an IDP Process Plan must be drawn up. This plan should outline *inter alia*:

- The structures that will manage the planning process;
- How the public can participate and structures that will be created to ensure this participation;
- Time schedule for the planning process;
- Who is responsible for what;
- How will the process be monitored?

2. LEGAL CONTEXT OF INTEGRATED DEVELOPMENT PLAN REVIEW PROCESS

The Municipal System Act 32 of 2000 section 34 states that a municipal council must;

- (a) *Must review its integrated development plan –*
 - i) *annually in accordance with an assessment of its performance measures in terms of section 41; and*
 - ii) *to the extent that changing circumstances so demand; and*
- b) *may amend its integrated development plan in accordance with a prescribed process*

The Act further stipulates in terms of section 29 –

(1) that the process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must—

- (a) *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*
- (c) *be in organs of state, including traditional authorities and other role players to be identified and consulted on the drafting of the integrated development plan;*
- (d) *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.*

In terms of the Municipal Structures Act, 5 of 2000, Section 19 (1-2)

1. *A municipal council must strive within its capacity to achieve the objectives set out in section 152 of the constitution.*
2. *A municipal council must **annually review**;*
 - (a) *The needs of the community*
 - (b) *Its priorities to meet those needs*
 - (c) *Its processes for involving the community*
 - (d) *It's organizational and delivery mechanisms for meeting the needs of the community, and*
 - (e) *Overall performance in achieving the objectives referred to in subsection 1*

3. ROLE AND RESPONSIBILITIES OF ROLE PLAYERS

The IDP process involves a wide variety of role players which are identified in the Municipal Structures Act and various documents acting as guidelines.

3.1 Organizational Structure: Steve Tshwete Municipality

Summary of Organizational Arrangements

- ❑ Council
- ❑ Executive Mayor
- ❑ Mayoral Committee Members
- ❑ Municipal Manager
- ❑ IDP/ PMS Technical Committee
- ❑ IDP/LED Representative Forum
- ❑ Director Development and Strategic Support and IDP Manager

ORGANISATIONAL STRUCTURE: STEVE TSHWETE MUNICIPALITY

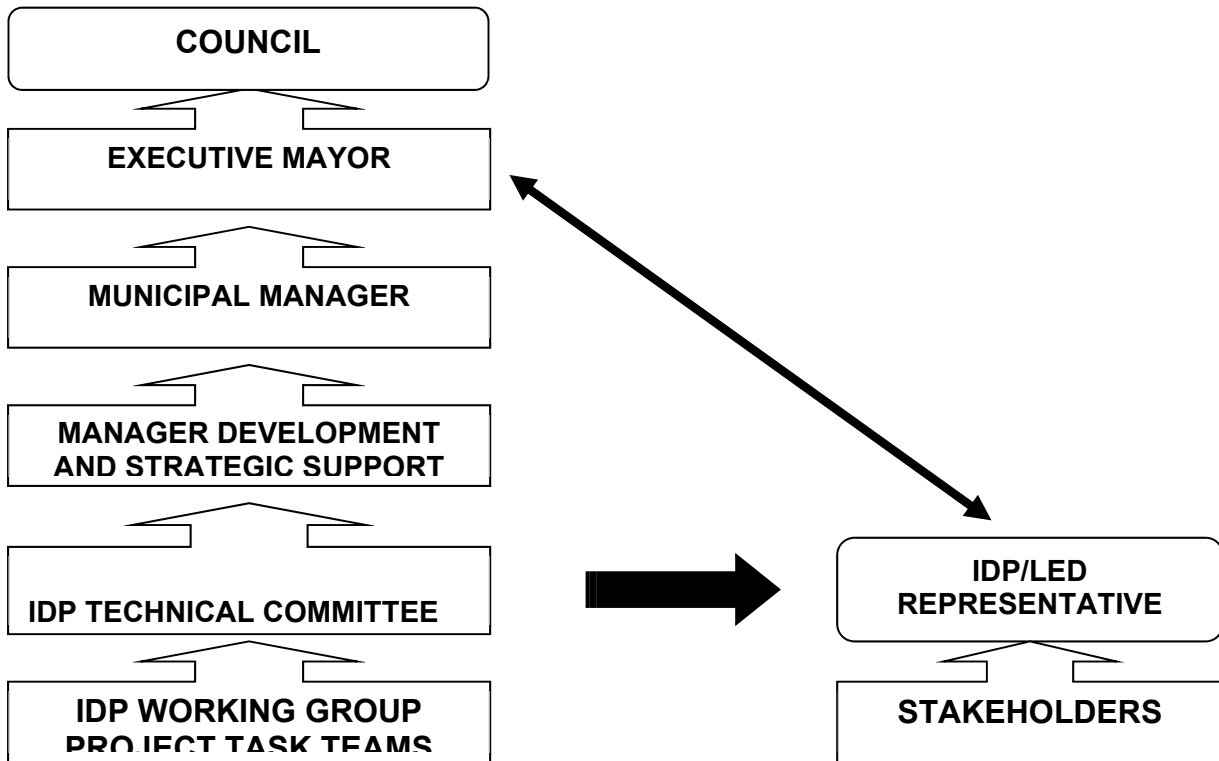


Figure:1

3.2 PROPOSED DISTRIBUTION OF ROLE AND RESPONSIBILITIES, IDP IGR STRUCTURES AND THEIR TERMS OF REFERENCE

Role player	Responsibility	IGR Structure	Terms of Reference
Internal Role Players		IGR Structures and TOR	
<ul style="list-style-type: none"> ▪ Municipal Council 	<ul style="list-style-type: none"> ▪ Consider and adopt the IDP review process plan; ▪ Consider and approve the reviewed IDP; ▪ Approve the budget before the start of the financial year; ▪ Approve adjustment budget; ▪ Ensure that the adopted reviewed IDP and Budget address key priority needs of communities as identified in the IDP processes; ▪ Deal with the annual Report within nine months after the end of the financial year. 	<p><u>IDP/LED Representative Forum</u> <i>Composition of IDP Representative Forum</i></p> <ul style="list-style-type: none"> ▪ Mayor to chair the meeting. ▪ IDP Steering Committee. ▪ Members of the Mayoral Committee. ▪ Councilors. ▪ Representative of Ward Committee. ▪ Traditional Leaders. ▪ Executive Managers and Departmental Heads. ▪ Stakeholder representatives of organized groups. ▪ National and Provincial regional representatives. ▪ NGO's ▪ Advocates for unorganized groups. ▪ Resource persons. ▪ Community Representatives. ▪ Private sector (mines, manufacturers, trade) 	<ul style="list-style-type: none"> ▪ Represent the interests of their constituents in the IDP process; ▪ Provide organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government; ▪ Ensure communication between all the stakeholder representatives including municipal government; ▪ Monitor the performance of the planning and implementing process. ▪ To decide on Review Process Plan and to make firm recommendations to Council
<ul style="list-style-type: none"> ▪ Executive Mayor 	<ul style="list-style-type: none"> ▪ Be responsible for the overall management, co-ordination and monitoring of the process and reviewing the IDP, or delegate this function to the Municipal Manager; ▪ Consult and identify community priority needs through IDP Processes; ▪ Recommend the IDP review process plan to the Council; ▪ Recommend the reviewed IDP to the Council; ▪ Approve Service Delivery and Budget Implementation ▪ Table budget to Council at least 90 days before the start of the financial year; 		

Role player	Responsibility	IGR Structure	Terms of Reference
	<ul style="list-style-type: none"> ▪ Table budget timetable to Council 10 months before the start of new financial year; ▪ Submit to Council an annual report within 7 months after the end of the financial year. 	<p>NOTE: The aim should be to have as little as possible participants with “as wide as possible coverage” at the IDP/LED Forum meetings.</p>	
<ul style="list-style-type: none"> ▪ Individual Councilor 	<ul style="list-style-type: none"> ▪ Major link between the municipal government and the residents; ▪ Link the planning process to their constituencies and/or wards; ▪ Be responsible for facilitating the organization of public consultation and participation; ▪ Ensure the municipal reviewed IDP and municipal budget are linked to and based on priorities needs of their constituencies. 		
<ul style="list-style-type: none"> ▪ Municipal Manager / Manager Development and Strategic Support / IDP Manager 	<ul style="list-style-type: none"> ▪ The Municipal Manager will delegate these functions to the Manager Development and Strategic Support but remain accountable for the overall IDP process as dictated by the Municipal Systems Act. ▪ Prepare the IDP Review Process Plan and ensure that is adopted by Council; ▪ Ensure compliance with the legislation; ▪ Carry out the day-to-day management of the drafting process, implementation and monitoring of the IDP; ▪ Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements; 	<p>Director Development and Strategic Support/ IDP Manager</p> <ul style="list-style-type: none"> ▪ In the case of Steve Tshwete Municipality the Municipal Manager has delegated his responsibilities with regard to the managing of the process to the Director Development and Strategic Support. ▪ The Director Development and Strategic Support will have all the responsibilities as listed 	<ul style="list-style-type: none"> ▪ Facilitate and co-ordinate the IDP development and review process of the municipality

Role player	Responsibility	IGR Structure	Terms of Reference
	<ul style="list-style-type: none"> ▪ Respond on comment from the public, horizontal alignment and other spheres of government to the satisfaction of the municipal council; ▪ Ensure proper documentation of the results of the revision process; ▪ Submit the IDP to the relevant authorities after approval; ▪ Amend the IDP in accordance with the MEC for Local Government's proposals. 	<p>applicable to the Municipal Manager. The Director Development and Strategic Support will report directly to the Municipal Manager and will have the power to request inputs from Executive Managers, Departmental Heads etc.</p>	
<ul style="list-style-type: none"> ▪ Heads of Departments and Officials 	<ul style="list-style-type: none"> ▪ The Heads of Departments will be playing a pivotal role by providing expertise and information during the compilation and implementation of the IDP. ▪ Provide relevant technical, sector and financial information for analysis when determining priority issues; ▪ Contribute technical expertise in the consideration and finalization of strategies and identification of projects; ▪ Provide departmental operational and capital budgetary information; ▪ Responsible for preparation of project proposals, integration of projects and sector programs 	<p>IDP Technical Committee</p> <ul style="list-style-type: none"> ▪ Composition of IDP Technical Committee ▪ Municipal Manager. ▪ Director Development and Strategic Support and IDP Manager. ▪ Executive Managers. ▪ Departmental Heads. ▪ Other Senior Managers. ▪ Town secretary. ▪ Secretariat ▪ To be provided by Department of the Town Secretary 	<ul style="list-style-type: none"> ▪ Provide terms of reference for the various planning activities; ▪ Commissions research studies; ▪ Considers and comments on inputs from sub-committees and others; ▪ Processes, summarizes and documents outputs; ▪ Makes content recommendations; ▪ Prepares, facilitates and documents meetings

3.3 DISTRIBUTION OF ROLES AND RESPONSIBILITIES BETWEEN MUNICIPALITY AND EXTERNAL ROLE PLAYERS

Municipality	District	National/Provincial and Other Organs of State	Residents, Communities and Stakeholders
<ul style="list-style-type: none"> ❑ Prepare, decide on and adopt a Review Process Plan. ❑ Undertake the overall management and co-ordination of the planning process which includes ensuring that: <ul style="list-style-type: none"> ▪ all relevant actors are appropriately involved; ▪ appropriate mechanisms and procedures for public consultation and participation are applied; ▪ planning process is related to the real burning issues in the municipality; ▪ that the Process Plan is strategic and implementation-oriented; ▪ that sector-planning requirements are satisfied. ❑ Adopt and approve revisions to the IDP. ❑ Adjust IDP where necessary. ❑ Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP. 	<ul style="list-style-type: none"> ❑ Ensure horizontal alignment of the IDP's between municipalities and Nkangala District Municipality in area of jurisdiction of Nkangala District Municipality; ❑ Ensure vertical alignment between district and local planning; ❑ Facilitation of vertical alignment of IDP's with other spheres of government and sector departments; ❑ Preparation of joint strategy workshops with local municipalities, provincial and national role players and others. <p>NOTE: <i>The Nkangala District Municipality will be the medium of the Steve Tshwete Municipality to negotiate with government spheres, to access external funding for projects and to comply to national legislation with regard to the implementation and monitoring of the IDP.</i></p>	<ul style="list-style-type: none"> ❑ Preparation of joint strategy workshops with local municipalities, provincial and national role players and others for DDM alignment. ❑ Facilitate sector support on Sector Master Plans and Municipal Sector Plans; ❑ Ensure alignment with National and Provincial priorities; ❑ Ensure horizontal alignment of the IDP's within the District Municipality area of jurisdiction; ❑ Ensure vertical alignment between district and local planning; ❑ Facilitation of vertical alignment of IDP's with other spheres of government and sector departments; 	<ul style="list-style-type: none"> ❑ <i>To participate in the IDP Representative Forum to:</i> <ul style="list-style-type: none"> ▪ Inform interest groups, communities and organizations on relevant planning activities and their outcomes ▪ analyze issues, determine priorities, negotiate and reach consensus ▪ participate in the designing of project proposals and/or assess them ▪ discuss and comment on proposed amendments to the IDP ▪ ensure that annual business plans and budgets are based on and linked to the IDP ▪ monitor performance in implementation of the IDP ❑ To conduct necessary workshops and meetings with communities/relevant groups

Municipality	District	National/Provincial Organs of State	and	Other	Residents, Communities and Stakeholders

4 MECHANISMS AND PROCEDURES FOR ALIGNMENT

The IDP Process is a national bottom-up process, which must adhere to certain legislation.

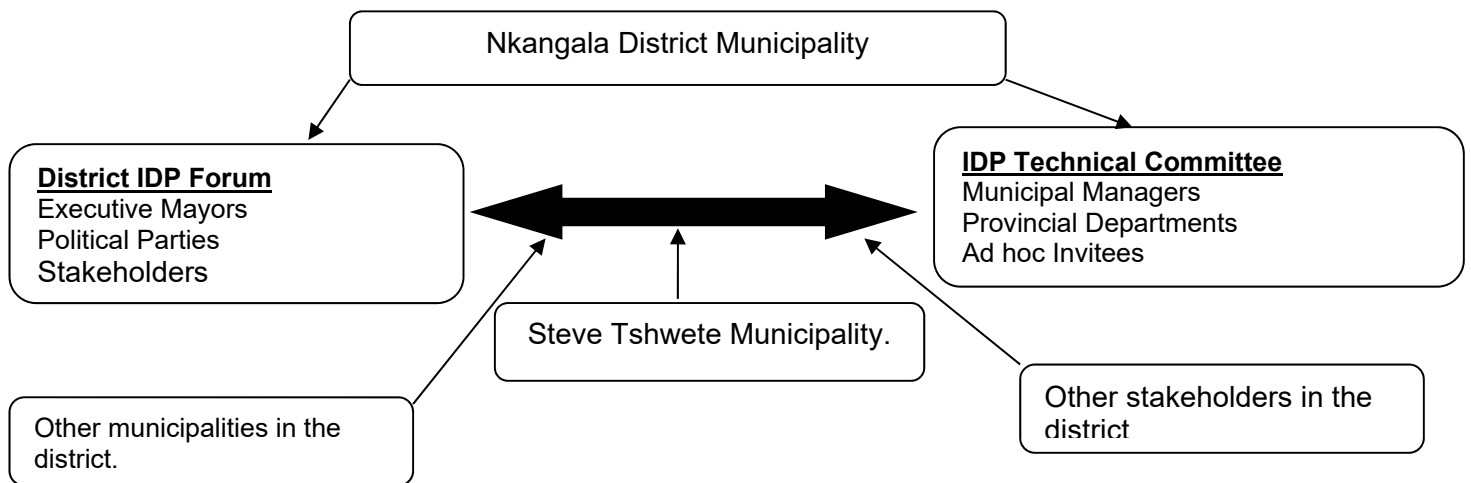
It is of utmost importance that the process be aligned between different spheres of government.

There are basically two types of alignment:

Between municipalities and the relevant district municipality;

- Between local government (local and district municipalities) and other spheres such as provincial/national sector departments and corporate service providers such as Telkom.

In the case of the Steve Tshwete Municipality the alignment framework is already established and looks as follows:



5. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

The National Policy Framework on Public Participation has defined public participation as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. It further defines it as a democratic process of engaging people in deciding, planning and playing an active part in the development and operation of services that affect their lives.

Following this framework the municipality has throughout the years of IDP compilation, ensured that public participation is used to build local capacity

and self-reliance. It has also been used for data collection and interactive analysis.

Furthermore, public participation has to be promoted in order to *inter alia* make development plans and services more relevant to local needs and conditions; in order to hand over responsibility for services and promote community action; and to empower local communities to have control over their own lives and livelihoods.

Integrated Development Planning as an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development requires an extensive community involvement. The municipality has to establish structures that would best deepen the involvement of local communities and other relevant stakeholders in local governance processes.

Amongst those structures are the Ward Committees that play a central role to facilitate community participation in the matters of local government. Ward committees can also improve communication between the municipal council and local communities, and play a role in identifying community needs and fine-tuning municipal programmes to accommodate local circumstances.

To strengthen the functionality of ward committees the municipality has employed ward-based planning as a form of ward planning involving all people in a ward which has been designed to promote community action and make the Integrated Development Plan (IDP) of a municipal area more people-centered.

During the ward engagements communities and other stakeholders must identify and confirm their development priorities that should be included in the IDP for consideration and implementation.

The following principles will be applied with the process of public participation:

- ❖ Council is the elected ultimate decision making forum.
- ❖ Appropriate conditions for public participation must be created.
- ❖ Participation must be structured.
- ❖ Public participation process must provide for diversity.
- ❖ The envisaged cost of the public participation process must be realistic.

The following will be done to ensure that conditions are created to ensure public participation:

- Mediums such as the local newspaper, individual ward meetings, municipal notice boards etc., will be utilized to inform communities and stakeholders of Council's intention to embark on the IDP process.
- The Mayoral Committee and the IDP Steering Committee will be requested to identify a list of possible stakeholders.
- All messages/ information etc., will be conveyed in a language/s understood by the general community. If necessary translators will be utilized.
- The annual schedule of ward community meetings with stated venues and times for public meetings will be utilized. This will ensure that transport costs are minimized and that meetings are held at such times that suits individual citizens.
- Adequate time will be allowed within limits to representatives of organisations to report back to their relevant organisations.
- Adequate time will also be allowed for the community and organizations to report back on the draft IDP document.
- Stakeholders will be invited to the relevant Council meeting and the approved IDP document will be available at all public libraries within the municipal area of jurisdiction and where feasible on request after approval. In addition, the IDP can also be accessed on the website of the municipality. The Council meetings of the Steve Tshwete Municipality are open to the public.

6. BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL

The municipality must at all stages be aware of National/Provincial/District policies and available funding. The following sector plans and strategies were identified and the municipality intends to utilize those that are appropriate to ensure the success of community development. These are:

- ❑ National Development Plan
- ❑ National Growth and Development Strategy
- ❑ Integrated Waste Management Plan.
- ❑ National Plan of Action for Children
- ❑ National Youth Plan
- ❑ Integrated National Disability Strategy
- ❑ Sustainable Development Goals
- ❑ Twelve National Outcome
- ❑ Mpumalanga Provincial Infrastructure Plan
- ❑ Mpumalanga Provincial Integrated Spatial Framework
- ❑ Integrated Human Settlement Chapter.
- ❑ Local Economic Development Strategy.
- ❑ Industrial Strategy.
- ❑ Marketing Strategy.
- ❑ Tourism Development and Branding Strategy.
- ❑ Formalization of Cultural and Historical Heritage Sites.
- ❑ Water Services Development Plan.
- ❑ Water Blue Print.
- ❑ Integrated Transport Plan and Current Public Transport Record.
- ❑ Disaster Management Framework.
- ❑ Provincial Infrastructure Provision Program.
- ❑ Spatial Development Framework.
- ❑ Determination of Multi-Purpose Service Delivery Centers.
- ❑ Regional Sport & Recreation Mater Plan.
- ❑ Community Participation Strategy.
- ❑ Human Resource Development Strategy.
- ❑ State of the Environment Report.
- ❑ Environmental Strategy.
- ❑ Environmental Management Policy.
- ❑ Infrastructure Maintenance Plan.
- ❑ Moloto Rail Corridor Initiative- Detailed Feasibility Report.
- ❑ “Tshweni-leni Corridor” (Steve Tshwete - Emalahleni) Development Framework.
- ❑ Physical Planning Strategy.
- ❑ Land Audit Report.
- ❑ Spatial Planning and Land Use Management Act, 2013

SECTION ONE: 2025/2026 SCHEDULE COMPILATION OF IDP REVIEW

INTEGRATED DEVELOPMENT PLANNING

Review IDP process plan with time-frames

The process to be followed in development of the Integrated Development Plan of Steve Tshwete Local Municipality (STLM) is outlined below and necessary provision of consultative phases which will be aligned to the budgeting processes are herein illustrated. The process is comprised of phases that also feature the budgeting process of the municipality.

Phase 0: (Preparation Phase) the municipality prepares itself to enter into another round of planning by developing a process plan which outlines all the steps to be followed when reviewing the IDP. The municipal **process plan would be aligned to the district framework plan** as required by the Municipal Systems Act.

By 31 August 2024 council will adopt its final Process Plan, inclusive of community comments that would have been received, which will be used as a guideline formula throughout the 2024/25 financial year.

Phase 1: (Analysis) in this phase we will be engaging with **the communities** and stakeholders at large to ensure that decisions are based on peoples' priority needs and problems on a profound understanding of the dynamics influencing the development processes in a municipal area. This phase will assist the municipality in acquiring knowledge on available and accessible resources. Based on the activities that will be conducted during October to mid-December 2024 and the findings/outcomes thereof, the technical team will now be in a position to **revise on priority issues**. Mayoral Outreaches and Ward Community meetings will be used as a platform to instigate the IDP processes that will require extensive community participation and should be completed by mid-December 2024.

Phase 2: (Strategies) this phase comprises of a series of **strategies** associated with each of the priority issues as identified in phase 2. In this phase, a technical committee will convene to deliberate and agree on effective strategies, policy guidelines and principles, available resources, and competing requirements that will be informed through an agreed vision. It is anticipated that the strategy phase will be completed by end of January 2025.

Phase 3: (Projects) in this phase specialists/ task team will be tasked with the responsibility of **reprioritizing project proposals** in line with the strategies and priority issues and where necessary additional information on project details will be obtained. This phase will ensure a harmonized development planning/ delivery link by providing an opportunity for a detailed and concrete

project planning process done by project task teams of professionals and relevant stakeholders who provide a proposal with tentative target figures, technical standards, locations, time frames and cost estimates. This phase is envisaged to be completed by end of February 2025.

Phase 4: (Integration) the project team will then focus on the **confirmation of the integration components** of the IDP. This phase will ensure that the results of project planning are checked for compliance with the vision; objectives, strategies and resources. The **draft 2025/2026 IDP document** of the municipality will be tabled to council to take note of by end of March 2025 and be published for public comment as dictated in the MSA by end of April 2025.

Phase 5: (Approval) the **final 2024/25 IDP** will then be approved by end of May 2025. The municipality must within 10 days of the approved IDP submit a copy to the MEC for Cooperative Governance and Traditional Affairs office, the municipality will then within 14 days as prescribed by the MSA give notice to the public on the adoption of the final Integrated Development Plan and that the copies of the Integrated Development Plan are available for inspection at specified places.

The following matrix (Figure 1) demonstrates the technical process envisaged to be followed in conducting the IDP development process in Steve Tshwete Local Municipality (STLM).

FIGURE 1: REVIEW PROCESS PLAN MATRIX

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
PHASE 0: PREPARATION. Process Plan.												
PHASE I: ANALYSIS. Revise/Confirm Issues.												
PHASE II: STRATEGIES Revise / Confirm Strategies												
PHASE III: PROJECTS Revise / Confirm Projects												
PHASE IV: INTEGRATION Revise / Confirm Integration												
PHASE V: ADOPTION Approval by Council												
BUDGETING Draft and adoption of budget												
IMPLEMENTATION AND MONITORING												
COMMUNITY PARTICIPATION												

SECTION TWO: 2025/2026 SCHEDULE COMPILATION OF BUDGETING PLANNING

Budgeting

The IDP can be regarded as a tool that enables the municipality to align its financial and institutional resources based on agreed policy objectives and programmes. As a result, the municipal IDP and budget are aligned to one another, which is legislatively required.

Local Government Municipal Finance Management Act, 56 of 2003, section 21 (1) stipulates that:

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 schedule outlining key deadlines for—
 - (i) the preparation, tabling and approval of the annual budget;
 - (ii) the annual review of—
 - (a) 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 the budget-related policies; and
 - (iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

The Local Government Municipal Planning and Performance Management Regulations, 2001 Section 6 stipulates that:

To give effect to integrated development Processes:

A municipality's integrated development plan must -

- (a) inform the municipality's annual budget that must be based on the development priorities and objectives referred to in section 26(c) of the Act and the performance targets set by the municipality in terms of regulation I2; and
- (b) be used to prepare action plans for the implementation of strategies identified by the municipality.

NB: The draft budget will be tabled and finally submitted to Council for adoption by May 2025.

- In terms of section 21(1)(b) of the Municipal Finance Management Act (MFMA); the budget preparation timetable must be prepared at least 10 months before the start of all budget years and be tabled before council for approval.
- In order for Council to approve a credible budget with realistic revenue and expenditure estimates, over a medium-term (three years), it is important that the annual budget allows sufficiently for the maintenance and replacement of operating equipment, ensures sustainable service delivery and in addition determine the capital budget and the projected future operational cost of authorised capital projects. The first step in achieving a credible budget of such nature is to formulate a structured budget preparation process through a timetable of all key deadlines relating to the budget, the review of the IDP and budget-related policies.
- The Executive Mayor must coordinate the budget preparation process and ensures that the IDP and budget-related policies are reviewed and credible.
- The IDP review process forms an integral part of the budget process and any changes to strategic priorities as contained in the IDP document must take into account realistic revenue and expenditure projections.
- In developing the budget, the National and Provincial budgets, the National Government Fiscal and Macro-Economic Policy, the Division of Revenue Act and any other relevant agreements must be taken into account.
- In addition, District Municipality and all other local municipalities in the district as well as the Provincial Treasury, National Treasury and other stakeholders will be consulted on the tabled budget.
- The budget preparation process should be undertaken between August 2024 and February 2025 so that the tabled multi-year budget with, IDP amendments and policies can be tabled to Council at the end of March 2025. The Public Participation process is scheduled

for April 2025 with the final adoption of the IDP and Budget during May 2025.

The proposed IDP/Budget/PMS timetable outlining the key dates tabled below:

31 Aug 2024	30 Sept 2024	31 Oct 2024	30 Nov 2024	31 Dec 2024	31 Jan 2025	28 Feb 2025	31 Mar 2025	30 April 2025	31 May 2025	30 June 2025	31 July 2025
IDP/ PMS /BUDGETING CYCLE FOR 2024/25 FINANCIAL YEAR											
<ul style="list-style-type: none"> ▪ Draft schedule which includes setting out timeframes and responsibilities in relation to the community consultation programme that will communicate municipal performance feedback on the implementation of the development priorities, objectives, indicators and targets for the previous financial year; ▪ Submit a proposed community consultation programme to the Mayor and Speaker respectively; ▪ Finalize the annual performance report of the previous financial year. ▪ Approval of budget timetable as stated by 	<ul style="list-style-type: none"> ▪ Provide communities and other relevant stakeholders with municipal performance feedback; ▪ Start with the process of the needs identification for 2020-2022 ▪ Financial statements and performance as at 30 June 2023 ▪ Compilation of existing information in line with changes to the social, economic and demographic circumstance (community survey 2016); ▪ Initiate strategies that will aid in achieving the municipal identified development priorities; objectives and targets 	<ul style="list-style-type: none"> ▪ Submission of 1st quarter performance report. ▪ Establish status of the Municipal Sector Plans ▪ Finalize the revised strategies and proposed projects ▪ Review quarter financial results with SDBIPs ▪ Conduct Budget Steering meeting on commencement of the budget process ▪ Submit key budget submission deadlines and schedules to all stakeholders 	<ul style="list-style-type: none"> ▪ Consolidate and Evaluate and draft budgets inputs from directorates to ensure compliance with budget framework; ▪ Commence with review process of budget – related policies; ▪ Coordinate the IDP Technical Committee meeting ▪ Coordinate the IDP Departmental Makgolla's 	<ul style="list-style-type: none"> ▪ Coordinate the IDP Technical Lekgotla 	<ul style="list-style-type: none"> ▪ Review 2nd quarter financial report with SDBIP ▪ Finalize sources of funding of Capex, Assessment of submissions of operational medium term expenditure framework ▪ Conduct mid-year review of current budget and performance of first six months and make recommendations for an adjustment budget, ▪ Evaluate expenditure and progress of grants received in terms of DORA ▪ Revise financial plan for inclusion in the IDP ▪ Submission of 2nd quarter performance report. ▪ The audit/performance audit committee report be table by Jan 2023 to 	<ul style="list-style-type: none"> ▪ Coordinate the IDP Representative Forum ▪ Completion of IDP integration phase which will focus on the revision/ confirmation of integration components ▪ Integrate proposed priorities informed by Municipal Sector Plans ▪ Prepare first draft of annual budget; ▪ Final consultations workshops on draft budget with relevant stakeholders and prepare final budget document; ▪ Finalize review of budget related policies – confirm existing and set new priorities for the next three years; ▪ Submit final draft capital & operating budget to Budget Steering Committee; ▪ Prepare draft SDBIP – these plans should clearly set out the 	<ul style="list-style-type: none"> ▪ Submit to Council the revised Draft 2023/24 IDP document; ▪ Submit a copy of the approved draft 2023/24 revised IDP to the MEC within 14 days after the approval; ▪ Submit a copy of the approved draft 2023/24 revised IDP to the Nkangala District municipality; ▪ Place the approved draft 2023/24 revised IDP on the municipal website; ▪ Make copies of the approved draft 2023/24 revised IDP available at public libraries and main offices; ▪ Publish the approved draft 2023/24 revised for comments ▪ Finalize budget schedules, supporting tables and charts in line with the budget regulation; ▪ Table draft annual budget to Council which includes 	<ul style="list-style-type: none"> ▪ Incorporate inputs received from the public into the draft IDP ▪ Continuation of the public participation and consultation process on tabled annual budget and budget related policies; ▪ Finalize section 19 (MFMA) report on the capital budget; ▪ Conduct a Budget Indaba; ▪ Conduct a workshop with all Councillors' on tabled budget; ▪ Submission of tabled annual budget to SA National Treasury, Provincial Treasury, SALGA, NDM, DCOG and relevant stakeholders within 10 working days after tabled budget; 	<ul style="list-style-type: none"> ▪ The Executive Mayor responds on public submissions and if necessary recommends amendments to the tabled Annual Budget; ▪ Consider final approval of the tabled annual budget by Council and must include: <ul style="list-style-type: none"> – the approval of the budget schedules with reference to documentation; – the approval of the proposed changes to municipal rates, taxes and tariffs; – approves measurable performance objectives for each revenue source and expenditure framework; – approves measurable performance objectives for capital expenditure; – approves the final IDP; 	<ul style="list-style-type: none"> ▪ Submission of final approved annual budget to SA National Treasury, Provincial Treasury, SALGA, NDM, DCOG and relevant stakeholders within 10 working days after approval of budget; ▪ Place approved budget with relevant documentation on municipal website within 10 working days of approval of budget; ▪ Accounting Officer submits draft performance agreements which are linked to measurable performance objectives for Municipal Manager and all senior Managers to the Executive Mayor no later than 14 days after approval of the annual budget; ▪ Place budget related policies on the municipal website within 10 working days after approval of budget; ▪ Approval of SDBIP within 28 days of approval of budget; 	<ul style="list-style-type: none"> ▪ Make public the approval of service delivery and budget implementation plans within 10 working days after the Mayor has approved the SDBIP; ▪ Make public the performance agreements within 14 days after approval of SDBIP. ▪ Make public the performance agreements within 14 days after approval SDBIP ▪ Submission of 4th quarter performance report

31 Aug 2024	30 Sept 2024	31 Oct 2024	30 Nov 2024	31 Dec 2024	31 Jan 2025	28 Feb 2025	31 Mar 2025	30 April 2025	31 May 2025	30 June 2025	31 July 2025
<p>section 21 of the MFMA;</p> <ul style="list-style-type: none"> Submit an adjustment budget in terms of section 28(2)(e) to be approved by Council by 23 August 2022 to approve roll-overs; Finalize and submit Annual Financial Statements with performance reports for the 2023/2024 financial year to the Auditor-General. 	<ul style="list-style-type: none"> Review past year's financial statements and performance as at 30 June 2022; Ensure that systems, procedures and standardized documents are in place to compile budget Commence with the revision process of the Human Resources budget Prepare budget process documentation which includes setting out timeframes and responsibilities And submit to all relevant stakeholders 				<p>inform the Mid-term Report</p> <ul style="list-style-type: none"> Conduct departmental pre-strategic planning sessions Conduct Strategic Lekgotla to align and confirm strategic priorities for the 2024/25 financial year Complete the process of identifying and employing applicable strategies that will address municipal development priorities and achieve municipal objectives and targets; Introduce the process of project identification; Designing projects specific proposals, set projects objectives, targets and indicators that are aligned to the municipal objectives and strategies Integration of projects and 	<p>timetable for implementation & completion date of projects as well as the key milestones of the projects over the next three years;</p> <ul style="list-style-type: none"> Determine final proposed tariffs & charges; 	<p>rates, taxes and tariffs (second week)</p> <ul style="list-style-type: none"> Advertise public participation process on budget and budget related policies; Place tabled budget on municipal website within 5 days of approval for public inputs; Make copies of tabled budget available at public libraries and main offices; Invite submissions from community, National Treasury and provincial Treasury, SALGA, NDM, DCOG and other stakeholders; Submit tabled budget to all Heads of Departments and Mangers for inputs and /or amendments; 	<ul style="list-style-type: none"> Place tabled budget with relevant documentation on municipal website within 10 working days. Submission of 3rd quarter performance report. Develop and review technical indicator definitions 	<ul style="list-style-type: none"> approves changes to budget related policies; proposed noting of the draft SDBIP tabled with the budget. Submit SDBIP within 14 days after approval of Annual Budget to the Executive Mayor. Distribute the final IDP to all internal departments for implementation Submit a copy of the approved final 2024/25 revised IDP to MEC within 14 days after approval 	<ul style="list-style-type: none"> Submission of budget schedules in both printed and electronic formats to National and Provincial Treasury within 10 working days after approval of budget. 	

31 Aug 2024	30 Sept 2024	31 Oct 2024	30 Nov 2024	31 Dec 2024	31 Jan 2025	28 Feb 2025	31 Mar 2025	30 April 2025	31 May 2025	30 June 2025	31 July 2025
					<p>programmes by synergizing efforts and resources from all three spheres of government</p> <ul style="list-style-type: none"> ▪ Revision/ confirmation of sector plans, identify programmes and projects proposed within each sector plans to inform planning and budgeting process ▪ Screening of projects proposals and confirmation thereof ▪ Consultation with all stakeholders on the proposed draft projects by all spheres of government 						

SECTION THREE: 2024/25 SCHEDULE COMPILATION OF THE PMS

Background

In 2002 the Municipal Council approved a performance management system which is used as a baseline indicator that will assist the Municipality to implement its development plans. During the 2002/2003 financial year the Steve Tshwete Local Municipality introduced the balanced scorecard model to planning and performance management.

According to Section 41 of the Systems Act Municipalities are required to review and measure their performance at least once a year. This led to the development of the Scorecards for all top level managers. A review of the process has highlighted the following:

- That the development of performance indicators and targets and the understanding thereof should be given more attention
- That a need exists for a common understanding on how the system works and how it links up with the IDP and the budget.
- Regular and timeous monitoring of progress on performance and IDP implementation
- The performance measurement tool for monitoring and evaluating performance which came as part of the adopted performance management system be utilized consistently

Section 38 (a) of the Municipal Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community's development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. During the monitoring and evaluation phase the municipality will review its organizational performance management plan which will reflect the Key Performance Indicators (KPI's) and targets linked to the Integrated Development Plan.

Performance Management System process plan with time frames

The PMS implementation and management process of the Steve Tshwete Local Municipality (STLM) will be carried out within the following phases and each phase

will be outlined in detail and this will include the actual step-by-step guide on what each phase entails and how each one will evolve.

Phase 1: (Planning) in this phase the municipality will be at the position to review its priority setting, identify key performance areas, setting objectives and developing key performance indicators and performance targets that will be aligned to the 2022-2027 Integrated Development Plan. The reviewing processes will be done annually and the continuous activities will liaise with the Strategic Support and Development Office.

Phase 2: Monitoring and Managing Performance Reports these phase the municipality will have to ensure that information collected during the first phase is cascaded down to departmental activities and directors have to monitor and manage the processes. Directors, have to also ensure that the activities carried out are derived from the Municipal IDP. It is envisaged that by November 2024 a Technical Committee Meeting will convene to deliberate on a model to monitor performance reports and portfolio of evidence that will enable the municipality to detect early indications of under-performance and take corrective measures.

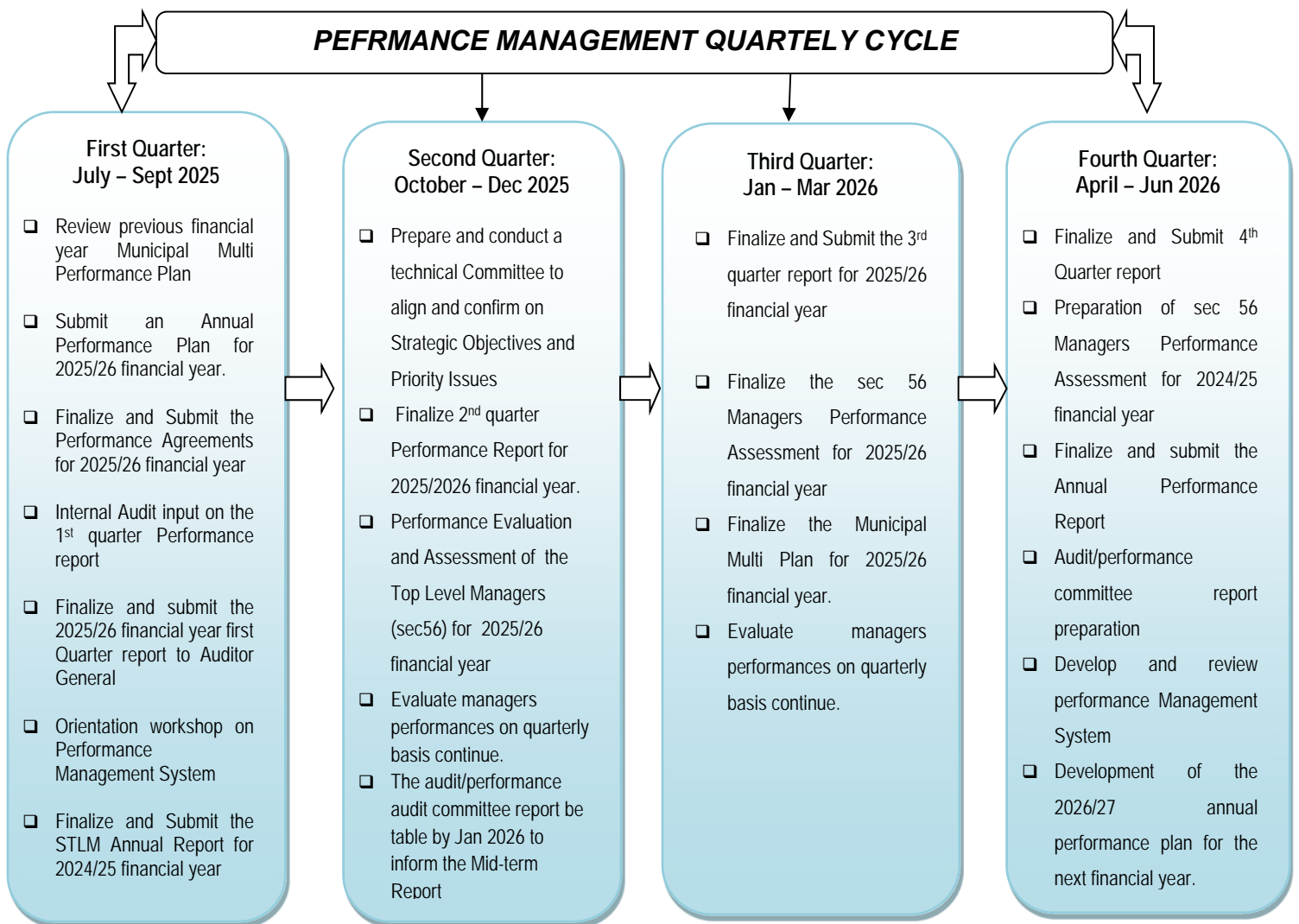
Phase 3: Performance Measurement and Analysis in this phase the Municipality will be engaging with provincial departments through meetings/negotiations in order to monitor progress on provincially/nationally funded projects and meetings on funding, powers, duties and functions etc. as contemplated in the IDP document. During this phase the situation regarding the development and review of sectoral strategic plans will also be monitored. It is envisaged that the implementation and monitoring phase will be a continuous process.

Phase 4: Performance Review and Improvement

The municipality will investigate performance reporting base on the predetermine objectives as set in the IDP. The process will be informed by the annual performance report of the previous financial year and the first quarter performance. The quarterly and Mid-term performance report will be co-ordinate during this phase.

Phase 5: Performance reporting this phase involves inter-mediations of different internal Departments that will be required to submit performance reports on a quarterly basis and keep records of the **portfolio of evidence for assessment and evaluation**. These files will be regarded as **portfolio of evidence** and will be submitted for audit scrutiny and other relevant phases.

The cycle below illustrate the quarterly activities that will be initiated throughout the PMS planning cycle:



PROCEDURES AND PROCESS FOR PARTICIPATION

In terms of the Municipal Structures Act, 5 of 2000, Section 19 (1-2)

1. A municipal council must strive within its capacity to achieve the objectives set out in section 152 of the constitution.
2. A municipal council must annually review;
 - (a) The needs of the community
 - (b) Its priorities to meet those needs
 - (c) Its processes for involving the community
 - (d) Its organizational and delivery mechanisms for meeting the needs of the Community and,
 - (e) Overall performance in achieving the objectives referred to in subsection 1.

In striving to achieve the above, below are the mechanisms that the municipality will embark on achieving the prescripts as set.

Mayoral Outreach Programme

The Executive Mayor for Steve Tshwete Local Municipality conducts a community consultation where all councilors and senior officials form part of the entourage.

The schedule is determined on the basis of a 12 month calendar and the remaining dates for the current financial year are as follows:

Mayoral Outreach for Steve Tshwete Local Municipality

Date	Venue
October 2024	Venue and date to be confirmed
February 2025	Venue and date to be confirmed
April 2025	Venue and date to be confirmed
June 2025	Venue and date to be confirmed

Mayoral Outreach for Nkangala District Municipality within the Steve Tshwete Local Municipality

Date	Local Municipality	Time Slot	Targeted Radio Stations
13 September 2024	Steve Tshwete LM.	TBA	TBA
23 February 2025	Steve Tshwete LM	TBA	TBA

Technical Committee

Date	Venue
13 November 2025	Sydney Choma Banquet Hall

IDP Representative Forum IDP

Date	Venue
25 February 2025	Sydney Choma Banquet Hall

IDP/ Budget Indaba

Date	Venue
29 April 2025	Sydney Choma Banquet Hall

COST ESTIMATES FOR THE PLANNING PROCESS

An amount of R330,000 is made available on the current budget of this municipality for the Development and Strategic Support revision process.

Steve Tshwete Local Municipality will as far as possible utilize internal resources to conduct the revision of the IDP.

The budget is projected to be expended on the following:

- Costs for workshops and meetings (refreshments, transport etc);
- Printing costs in special cases (colour printing etc);
- Technical costs which includes items such as surveys, obtaining technical materials such as plans from Surveyor General etc.