



EMAKHAZENI LOCAL MUNICIPALITY

IDP PROCESS PLAN 2027/28 _ (2027-2032 CYCLE)



Table of Contents

1. INTRODUCTION	- 5 -
2. PURPOSE OF THE IDP AND BUDGET PROCESS PLAN	- 6 -
3. RELATIONSHIP BETWEEN THE DISTRICT FRAMEWORK/ PROCESS PLAN/ TIME TABLE	
4. ALIGNMENT OF THE MUNICIPAL IDP	- 8 -
4.1. ALIGNMENT WITH NKANGALA DISTRICT MUNICIPALITY	- 8 -
4.2. ALIGNMENT WITH PROVINCIAL SECTOR DEPARTMENTS	- 8 -
4.3. NEIGHBORING MUNICIPALITIES	- 8 -
4.4. ALIGNMENT WITH NATIONAL	- 9 -
5. THE STATUS OF THE MUNICIPAL IDP	- 10 -
6. LEGISLATIVE FRAMEWORK	- 11 -
6.1. THE IDP AND IGR	- 11 -
6.2. REVIEWAL OF THE MUNICIPAL IDP	- 11 -
6.3. INTEGRATED DEVELOPMENT PLANNING	- 13 -
6.4. SUBMISSION TO MEC FOR LOCAL GOVERNMENT	- 13 -
6.5. DRAFTING AND ADOPTION OF THE IDP AND MUNICIPAL BUDGET	- 14 -
6.6. MUNICIPAL PLANNING TO BE DEVELOPMENTALLY ORIENTED	- 14 -
6.7. OTHER LEGISLATIVE REQUIREMENTS	- 14 -
6.8. WHITE PAPER	- 15 -
6.9. ADOPTION OF THE PROCESS PLAN	- 16 -
7. IDP DEVELOPMENT/REVIEW PHASES	- 17 -
7.1. PREPARATORY PHASE	- 17 -
7.2. PHASE 1: ANALYSIS	- 17 -
7.3. PHASE 2: STRATEGIES & OBJECTIVES	- 19 -
7.4. PHASE 3: PROJECTS	- 19 -
7.5. PHASE 4: INTEGRATION	- 20 -
7.6. PHASE 5: APPROVAL PHASE	- 21 -
8. SECTION TWO: STRUCTURAL ARRANGEMENTS	- 22 -
8.1. THE IDP WORKING GROUPS	- 22 -
8.1.1. TERMS OF REFERENCE OF THE WORKING GROUPS	- 22 -
8.2. IDP WORKING GROUP SCHEDULE OF MEETINGS	- 23 -
8.3. IDP TECHNICAL COMMITTEE	- 23 -
8.4. IDP TECHNICAL COMMITTEE SCHEDULED OF MEETINGS	- 23 -
8.5. IDP MANAGEMENT COMMITTEE	- 23 -
8.6. THE COMMITTEE WILL BE COMPRISED OF THE FOLLOWING MEMBERS:	- 24 -
8.7. TERMS OF REFERENCE	- 24 -
8.8. IDP MANAGEMENT COMMITTEE	- 24 -
8.9. IDP REPRESENTATIVE FORUM	- 24 -
8.10. IDP REVIEW TIMEFRAME	- 24 -
9. SECTION THREE: ROLES AND RESPONSIBILITIES	- 25 -
9.1. INTERNAL	- 25 -
9.2. EXTERNAL	- 30 -
10. COMMUNITY CONSULTATION	- 30 -
10. IDP AND BUDGET CONSULTATIVE SESSIONS: 01 OCTOBER 2026-30 NOVEMBER 2026	- 32 -
10.1. IDP REVIEW	- 32 -
10.2. NKANGALA DISTRICT IDP OUTREACH MEETINGS	- 32 -
11. PROCESS PLAN	- 34 -

12. CONCLUSION

- 34 -

ACRONYMS

AG	:	Auditor General
AIDS	:	Acquired Immune Deficiency Syndrome
CBOs	:	Community Based Organizations
CDWs	:	Community Development Workers
CoGHSTA	:	Department of Cooperative Governance, Human Settlements & Traditional Affairs
EMANCO	:	Extended Management
CS	:	Corporate Services
DM	:	District Municipality
EMP	:	Environment Management Plan
EXCO	:	Executive Committee
MM	:	Municipal Manager
IDP	:	Integrated Development Plan
IDPRF	:	Integrated Development Planning Representative Forum
IT	:	Information Technology
HOD	:	Head of Department
HIV	:	Human Immune Deficiency Virus
KPA	:	Key Performance Area
KPI	:	Key Performance Indicators
MP	:	Mpumalanga Province
LM	:	Local Municipality
MEC	:	Member of Executive Council
MIG	:	Municipal Infrastructure Grant
MFMA	:	Municipal Finance Management Act, Act No 56 of 2003
MSA	:	Municipal Systems Act No. 32 of 2000
MSIG	:	Municipal Systems Improvement Grant
MTEF	:	Medium Term Expenditure Framework
NGOs	:	Non-Governmental Organization
NSDP	:	National Spatial Development Perspective
PMS	:	Performance Management Systems
PGDS	:	Provincial Growth and Development Strategy
SDBIP	:	Service Delivery and Budget Implementation Plan
SDF	:	Spatial Development Framework
SPLUMA	:	Spatial Planning and Land Use Management Act, At No 16 of 2013
IDPTC	:	Integrated Development Planning Technical Committee
IDPMC	:	Integrated Development Planning Management Committee

1. INTRODUCTION

The constitution of the Republic of South Africa of 1996 outlines the objectives and developmental duties of municipalities (S152 and S153). Section 155 further outlines categories of municipalities. As far as developmental duties of Municipalities are concerned, a Municipality must 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 participate in the national and provincial development programmes. The objects of Local Government are as follows:

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

The Integrated Development Plan (IDP) is the principal strategic instrument of a municipality to give effect to its developmental role as enshrined in the Constitution of South Africa. The external focus of an IDP is to identify and prioritize the most critical developmental challenges of the community whilst organizing internal governance and institutional structures in order to give effect to those challenges.

The IDP is a five year plan which clearly stipulates the vision, mission and strategic objectives of Council and is reviewed annually to keep track of the ever changing socio- economic, infrastructural and environmental dynamics and needs of the communities under the jurisdiction of eMakhazeni Local Municipality. The IDP guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of the municipality. One of the key objectives of Integrated Development Planning is to co-ordinate improved integration of programmes/projects across sectors and spheres of government in order to maximize the impact thereof on the livelihoods of the community.

The IDP process plan serves to guide the drafting of the 5th generation IDP with the intention to co-ordinate, integrate and align all the strategic processes of the municipality which include the IDP, Budget, Spatial Development Framework (SDF) and the Performance Management System (PMS). The process plan incorporates all municipal planning, budgeting, performance management and public engagement processes and includes but not limited to the following:

- A programme specifying the time frames for the different planning activities
- An indication of the organizational arrangements for the IDP process
- Policy and legislative requirements in respect of Integrated Development Planning
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, and any other stakeholders in the IDP process
- Mechanisms and procedures for vertical and horizontal alignment

Integrated Development Plan is an outcome of an elaborate and dynamic process which produces a strategic plan to guide the municipality to encourage socio-economic development, eradicate service delivery backlogs, preserve the natural environment as well as ensuring effective spatial development. The strategic plan must guide the implementation of programmes & projects in an integrated sustainable manner which will ultimately create a conducive environment which enhances the socio-economic prosperity for all people of eMakhazeni Local Municipality.

2. PURPOSE OF THE IDP AND BUDGET PROCESS PLAN

2.1. Legislative Mandate

The Municipal Systems Act (Act 32 of 2000) and the Municipal Finance Management Act (Act 56 of 2003) require the adoption of a process plan for the integrated development plan and budget. It is within this context that, this IDP and Budget Process is submitted to Council for adoption.

Municipal Systems Act

In terms of the Municipal Systems Act No. 32 of 2000, all municipalities have to undertake an IDP process to produce an IDP. This planning tool together with other planning instruments i.e. a municipal budget are designed to assist municipalities to be developmentally oriented and to contribute meaningfully in improving the lives of respective communities. As the aforementioned plans are the legislative requirements they have legal status and supersede all other plans that guide development at local government level.

Municipal Finance Management Act

Chapter 4, Regulation 16 (1) and (2) of the Municipal Finance Management Act states that –

- (1) The Council of the municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.
- (2) In order for the municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at the council meeting at least 90 days before the start of the budget year.

The above Regulation must be read in conjunction with Regulation 24 (1) which states that the Council must at least 30 days before the start of the new financial year consider approval of the annual budget. It is clear that this Act provides very strict time frames within which the budget process must be completed.

Adding to the above the Act states in Regulation 21 (1) (b) that –

The mayor of a municipality must-

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

- (a) 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 the budget-related policies; and
- (iii) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

Considering this, it implies that the Mayor must table the budget before Council, not later than 31st March 2026. 10 Months before the start of the new financial year, which is 31st August 2025, the Mayor must table a schedule for the IDP and budget process for the 2026/27 financial year, resulting in the revised IDP and Budget for the 26/27 financial year. This Process and Framework Plan, amongst other things set out this schedule.

2.2. IDP and Budget Process Plan

The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality will embark to develop and review its integrated development plan for the 2027/28 financial. The process plan enhances integration and alignment between the IDP and Budget, thereby ensuring the development of an IDP based budget.

It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process will be undertaken.

In addition, it identifies the activities in the processes around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the municipality's annual report.

The IDP and Budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the final budget are mutually consistent and credible. The consistency of these processes will go a long way in ensuring the municipality's ability and capacity to spend and deliver services in accordance with its approved budget.

3. RELATIONSHIP BETWEEN THE DISTRICT FRAMEWORK/PROCESS PLAN/TIME TABLE

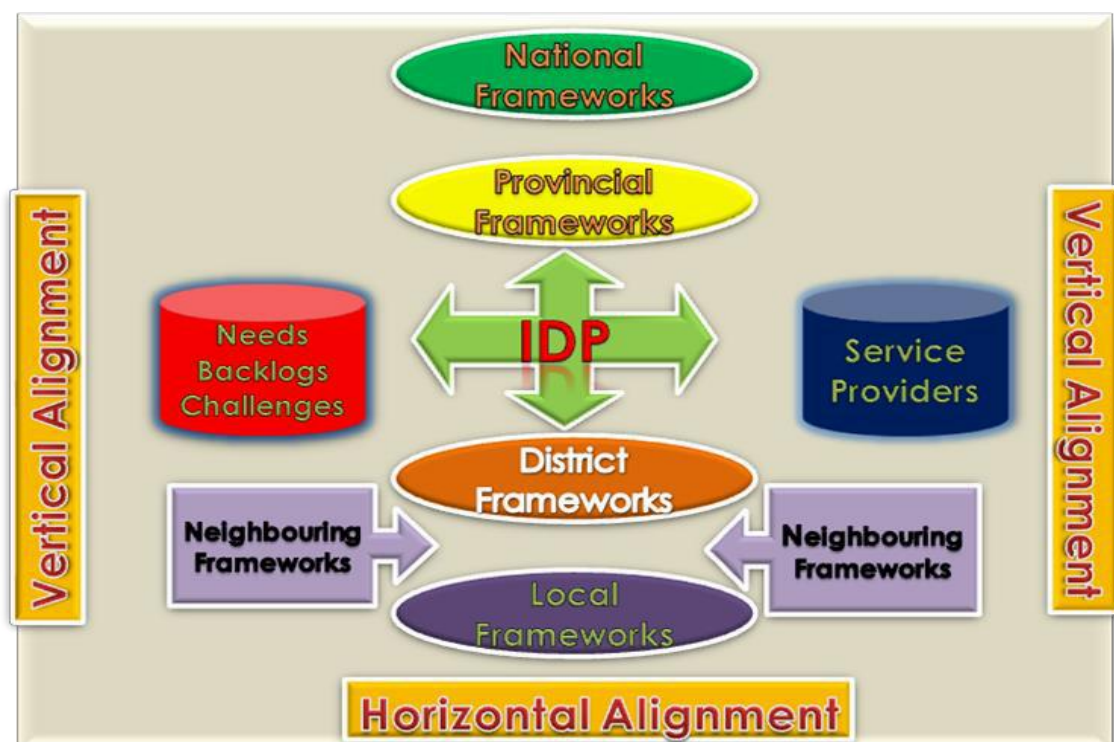
The District Framework seeks to direct efficient, effective, and economically motivated planning initiatives and innovations, in response to the current socio-economic realities. It ensures that the district and local municipalities in a specific demarcated area, as well as the national and provincial planning processes are linked to inform and complement each other. The Table developed in accordance with Section 21 of the MFMA.

Table 1: Relationship between District Framework, Process Plan and Time Schedule

DISTRICT FRAMEWORK	PROCESS PLAN (5 -YEAR PLAN)	TIME-TABLE (ANNUAL)
The district municipality is required to approve the District Framework in line with section 27 of the MSA within a certain time following the commencement of its elected term. The Framework, among other things, imposes obligations on the district and the local municipalities under its jurisdiction with regard to binding laws, IDP issues that need to be aligned and processes for consultation during the preparation of each entity's own IDP.	The IDP Process Plan is a procedure, laid out in writing to direct the planning, development, adoption, and evaluation of its first 5-year IDP following the commencement of Council's elected term. It complies with Section 28 of the MSA. It includes actions that must be conducted in order to produce an actual IDP and assist the local municipalities' IDP processes in order to achieve alignment	According to section 21 of the MFMA, the Council must establish a Time Schedule defining important dates for the presentation and approval of the annual review of the IDP and any adjustments to it, as well as any revisions to the IDP and consultation procedures that are a part of the annual IDP and Budget review.

4. ALIGNMENT OF THE MUNICIPAL IDP

The following illustration depicts the typical alignment envisaged in the municipal IDP:



Alignment needs to occur within the context of the eMakhazeni Local Municipality 2027/28 IDP development and review and the following is of particular relevance in this respect:

a. Alignment with Nkangala District Municipality

According to legislation, Chapter 5 and Section 28 of the Municipal Systems Act (2000), Municipalities are to prepare and adopt a Process Plan which indicates how the district and local municipalities will align their IDPs. The Process Plan provides the linkages and proper relationships to be established between the district and local municipalities in the region and in doing so, proper consultation, coordination and alignment of the IDP process within the district and the various local municipalities can be maintained.

The eMakhazeni Local Municipality will, in consultation with the district and the other local municipalities within the district and neighboring the municipality, coordinate all planning activities during the IDP review process. The municipality will participate in all district level alignment events and specific alignment meetings.

b. Alignment with Provincial Sector Departments

It is essential that eMakhazeni Local Municipality priorities can be reflected in the project prioritization process and in turn, that the projects can be reflected in the municipal 2026/27 IDP review and SDF documentation. Regular and strategic meetings with the Sector Departments would be required during the process of the annual IDP review. This can be conducted through the IDP Representatives Forum meetings together with the district.

As with National Government, Provincial Government prepares sectoral guidelines and funding for the preparation of these plans. The preparation of sector plans and programmes and district programmes also need to be coordinated and aligned.

c. Neighboring Municipalities

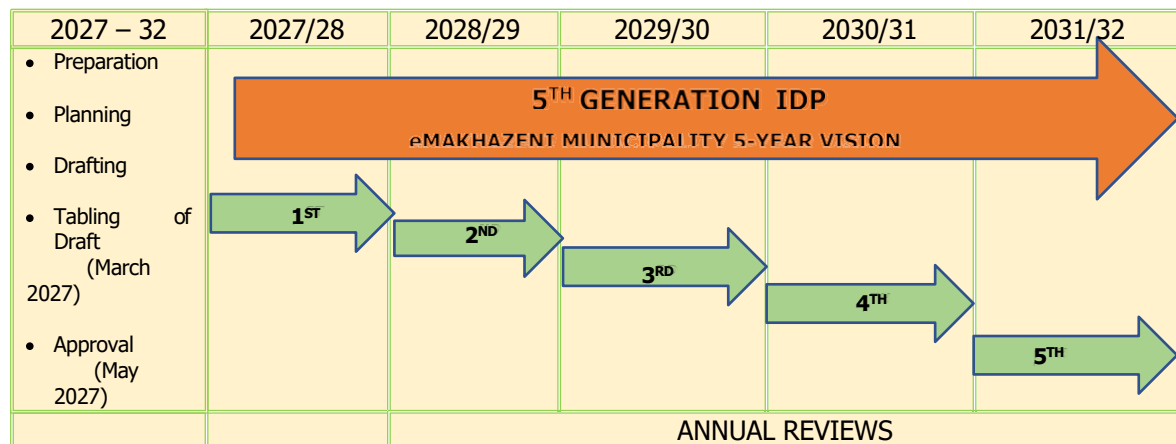
It is important to align with neighboring municipalities to ensure the spatial coordination of development efforts is in sync. This alignment seeks to harmonize the developmental patterns in the country. Concerted efforts will be made to facilitate such alignment and coordination.

d. Alignment with National

The National sphere provides a Framework for the preparation of sector plans and funding, where possible. This contributes to the creation of a normative framework and consistency between the eMakhazeni Local Municipality and the other Municipalities. The National sphere also coordinates and prioritizes programmes and budgets between sectors and the National sphere in line with the National Framework.

5. THE STATUS OF THE MUNICIPAL IDP

The term of the current municipal council started in November 2026, in line with the term of council, a five year Integrated Development Plan was adopted by eMakhazeni local Municipality. This IDP process plan, presents a plan for the five reviews of the municipal integrated development plan, as illustrated below:



The process plan for the 2026/27 integrated plan review was adopted by council in August 2025, thus presenting a road map for the adoption of the draft IDP in March 2026 and the final IDP in May 2026.

The review of the municipal IDP preceded the budget cycle. The municipality is monitoring, evaluating, measuring and reviewing its performance against indicators and targets as set in the municipal IDP. For the IDP to remain up to date a municipality should assess its implementation performance and the achievement of its targets and strategic objectives. It is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, objectives, projects and programmes of IDP.

The annual review must inform the municipal's financial and institutional planning and most imperatively, the drafting of the annual budget. The MSA further provides, inter alia, for the core principles, mechanisms and processes that are necessary to enable the municipality to move progressively towards the social and economic upliftment of local communities, to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilization and organizational change which underpin the notion of developmental local government. In terms of section 26 of the MSA, the core components of an IDP are:

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A special development framework which must include the provision of basic guidelines for a land use management system for the municipality ;
- A financial plan , which must include a budget projection for at least the next three years; and

- The key performance indicators and performance target determined in terms of the performance Management System.

6. LEGISLATIVE FRAMEWORK

a. THE IDP AND IGR

Preparation of the IDP is a legal requirement in terms of the legislation but it must also serve as the instrument for realising municipalities' major developmental responsibilities to improve the quality of life of eMakhazeni communities. The IDP must assist the municipality to give effect to the implementation and acceleration of service delivery by organizing planning for all relevant stakeholders and provides government sector departments and other social partners with a clear framework of the municipality's development trajectory to direct effective utilisation of the available resources.

IDP must assist in ensuring intergovernmental co-ordination by through systematically planned communication and integration of local, provincial and national spheres of government planning to maximize utilization of resources. The IDP is an expression of government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government.

Further, in terms of the division of functions and powers between district and local municipalities as per S83 and S84 (1) of the Structures Act, a District municipality has the following functions and powers;

- A district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by ensuring integrated development planning for the district as a whole.
- Integrated development planning for the district municipality as a whole including a framework for integrated development plans for the local municipalities within the area of the district municipality. Moreover, in terms of S29 (2) & (3) of the MSA a District municipality must plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipality in that area. A local municipality must align its integrated development plan with the framework adopted in terms of S27 (i.e. the District Framework Plan).
- Section 29 (2) & (3) of the MSA prescribes that a District municipality must plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipalities in that area. A local municipality must align its integrated development plan with the framework adopted in terms of **S27** (i.e. the **District Framework Plan**).

b. REVIEWAL OF THE MUNICIPAL IDP

The Local Government: Municipal Systems Act, No. 32 of 2000, section 34 provides as follows on the Annual review and amendment of the Integrated development plan:

- 34.** A municipal council—
(a) must review its integrated development plan—

- (i) annually in accordance with an assessment of its performance measurements in terms of section 4 i; and
- (ii) to the extent that changing circumstances so demand; and
- (b) may amend its integrated development plan in accordance with a prescribed process

Section 28 of the Municipal Systems Act, 32 of 2000 provides for as follows:

- 28.** (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.

Section 29 of the Municipal Systems Act, 32 of 2000 provides for as follows:

- 29.** (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must--
- (a) be in accordance with a predetermined programme specifying timeframes for the different steps;
 - (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for—
 - (i) the local community to be consulted on its development needs and priorities;
 - (ii) the local community to participate in the drafting of the integrated development plan; and
 - (iii) organs of state, including traditional authorities. and other role players to be identified and consulted on the drafting of the integrated development plan;
 - (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
 - (d) be consistent with any other matters that may be prescribed by regulation.
- (2) A district municipality must—
- (a) plan integrated development for the area of the district municipality as a whole but in close consultation with the local municipalities in that area;
 - (b) align its integrated development plan with the framework adopted in terms of section 27; and
 - (c) draft its integrated development plan, taking into account the integrated development processes of, and proposals submitted to it by the local municipalities in that area.
- (3) A local municipality must-
- (a) align its integrated development plan with the framework adopted in terms of section 27; and
 - (b) draft its integrated development plan, taking into account the integrated development processes of. and proposals submitted to it by the district municipality.

Section 30 of the Municipal Systems Act, 32 of 2000 provides for as follows on the management of the drafting process:

- 30.** The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or executive mayor, the committee of councillors appointed by the municipal council. must, in accordance with section 29-

- (a) manage the drafting of the municipality's integrated development plan:
- (b) assign responsibilities in this regard to the municipal manager:
- (c) submit the draft plan to the municipal council for adoption by the council

c. INTEGRATED DEVELOPMENT PLANNING

Section 25 (1) of the Local Government: Municipal Systems Act (Act 32 of 2000) prescribes as follows:

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

- a) Links, integrates and 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) Complies with the provisions of this Chapter; and
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

Section 26 of the MSA regulates the following core components that must be reflected in a municipality's IDP:

- a) The Council's vision for the long term development of the municipality with special emphasis on the most critical development and internal transformation needs
- b) An assessment of the existing level of development in the municipality, which must include and identification of communities which do not have access to basic municipal services
- c) The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
- d) The Council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation
- e) A Spatial Development Framework (SDF) which must include the provision of basic guidelines for a land use management system for the municipality

The Council's operational strategies;

Applicable Disaster Management Plans

A financial plan, which must include a budget projection for at least the next three years; and the key performance indicators and performance targets determined in terms of Section 41 of the MSA.

d. SUBMISSION TO MEC FOR LOCAL GOVERNMENT

In terms of S32 (1)(a) of the MSA, the municipal manager of a municipality must submit a copy of the integrated development plan as adopted by the council of the municipality and any subsequent amendment to the plan, to the MEC for local government in the province

within 10 days of the adoption or amendment of the plan. Such a copy must be accompanied by a summary of the process in terms of S28, a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement, and a copy of the District Framework Plan as adopted in terms of S27 of the Act.

e. DRAFTING AND ADOPTION OF THE IDP AND MUNICIPAL BUDGET

The drafting of the Municipal budget is regulated in terms of the Municipal Finance Management Act of 2003 (MFMA). S21(1) of the MFMA states that the mayor of a municipality must 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. Regulation 21(1)(b) directs that at least 10 months before the start of the budget year the Mayor must table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget. In order for the municipal council to adopt the budget of the municipality, the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year in terms of S16 (2) of the MFMA, which annual budget must be approved by the council, in terms of S16 (1) of the same Act, before the start of that financial year.

f. MUNICIPAL PLANNING TO BE DEVELOPMENTALLY ORIENTED

Section 23 of the municipal systems Act, Act 32 of 2000 reads as follows:

A municipality must undertake developmentally-oriented planning so as to ensure that it-

- a) Strives to achieve the objectives of local government set out in section 152 of the Constitution;
- b) Gives effect to its developmental duties as required by section 153 of the Constitution; and
- c) Together with other organs of state contribute to the progressive realization of the fundamental rights contained in section 24, 25, 26,27 and 29 of the Constitution

g. OTHER LEGISLATIVE REQUIREMENTS

Relevant legislation	Binding requirements
S25 of MSA	Adoption of IDP
S 26 of Municipal Systems Act	- Council's long term vision - Critical development and internal transformation needs - Existing level of development - Access to basic municipal services - Development priorities, objectives and strategies - Spatial Development Framework

	- Disaster Management Plan - Financial Plan - Performance Management System
S41 of MSA	PMS
S57 of MSA	Performance agreements
S12 of Water Services Act	Water Services Development Plan
S11(4)(a)(ii) NEMA: Waste Act 2008	Integrated Waste Management Plan
S42 of Disaster Management Act	Disaster Management Framework (District only)
S43 of Disaster Management Act	Disaster Management Centre (District only)
S53 of Disaster Management Act	Disaster Management Plan
NEMA	Environmental Management Plan
S36 of NLTA	Integrated Transport Plans
S9 of Housing Act of 1997	Housing Plan/Strategy
S16 of MFMA	Annual budget
S53 of MFMA	SDBIP
S111 of MFMA	Supply Chain Management Policy
S121 of MFMA	Annual Report

h. WHITE PAPER

The white paper includes, but not limited to the following:

- White Paper on Local Government
- White Paper on Spatial Planning and Land Use Management
- White Paper on Disaster Management
- Housing White Paper
- White Paper on Waste Management
- White Paper on Environmental Management

- White Paper on Safety and Security

i. ADOPTION OF THE PROCESS PLAN

Subsequent to the adoption of the District Framework plan, a local municipality must prepare and adopt a process Plan to guide the planning, drafting, adoption and review of its integrated development plan. The process Plan, as anticipated in Section 28 of the MSA, must be set out in writing. The process plan should seek to provide a mechanism that ensures certain minimum quality standard of the IDP process and a proper coordination between and within the spheres of government. The adopted Process plan binds the local municipality.

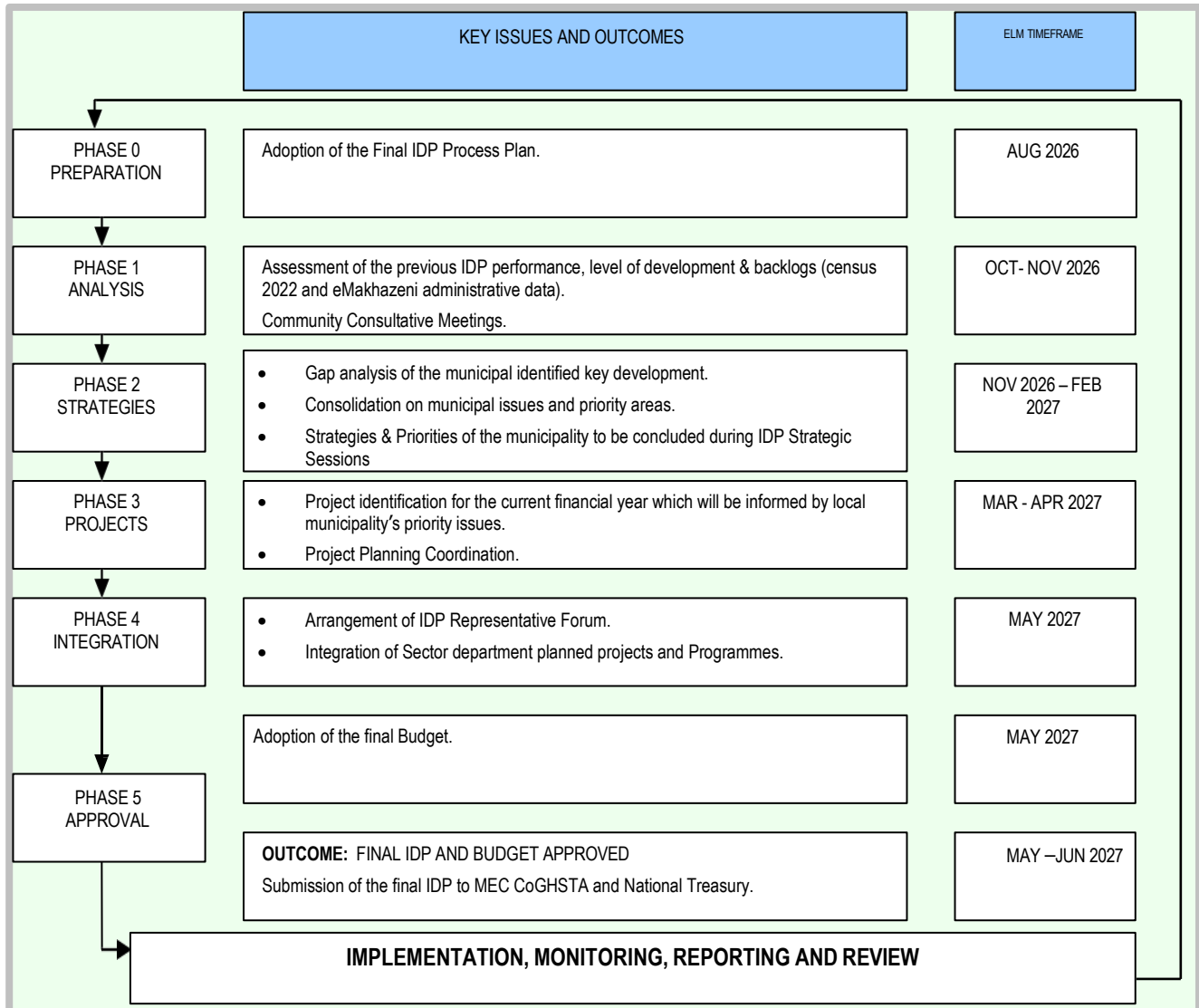
The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plans must in terms of S29 (1)

- a) Be in accordance with a predetermined programme specifying timeframes for the different step;
- b) Through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for:
 - i. The local community to be consulted on its development needs and priorities;
 - ii. The local community to participate in the drafting of the integrated development plan; and
 - iii. Organs of state, including traditional authorities. and role players to be identified and consulted on the drafting of the integrated development plan;
 - iv. Provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
 - v. Be consistent with any other matters that may be prescribed by regulation.

7. IDP DEVELOPMENT/REVIEW PHASES

2027/28 IDP COMPILATION PHASES

The compilation of the 2027/28 IDP review and budget process in the municipality will comprise of the following phases, preparation, analysis, strategies, projects, integration and approval phase (see figure below)



7.1. Preparatory phase

Before starting the planning process, an IDP process plan must be drawn up. The plan is meant to ensure the proper management of the Integrated Development Plan (IDP) process. The plan must be aligned with the district Frame work Plan as contemplated in the municipal systems Act 32 of 2000. It is anticipated that this phase (adoption of the process plan) will be completed by **31st August 2026**.

7.2. PHASE 1: Analysis

The analysis phase deals with the existing situation. It is the focused analysis of the type of

problems faced by the people in the municipal area. The issues normally range from lack of basic service delivery to crime and unemployment. The problems identified are weighed according to their urgency and / or importance to come up with those to be addresses first i.e. priority issues. These issues are classified by order of importance through the IDP matrix.

Stakeholder and community participation is important and critical in this phase. Community & Stakeholder engagements will be undertaken by the municipality during this phase. At the end of this phase, the following outputs are to be achieved:

- Assessment of existing level of development (though community survey and the municipality's administrative data)
- Priority issues or problems highlighted during the 2017-2022 IDP processes will also be revised and confirmed
- Information on causes of priority issues/ problems
- Information on available resources
- Community meetings, stakeholder meetings, surveys, opinions polls and researched information should form the basis of this phase. Emakhazeni Municipality will complete this phase by **31st of October 2026** and **30th of November 2026**.

7.3. PHASE 2: Strategies & Objectives

Once the municipality understands the problems affecting the people of the Municipal area and its causes, it must then formulate the solutions to address the problems and contemplate on best possible strategies to tackle the identified challenges. This phase includes the formulation of:

- **The development objectives** - once the priority issues are identified in phase 1, they need to be translated into development objectives. What the Municipality would like to achieve in the medium term in order to address the issues/problems and also contribute to the realization of the vision of the municipality
- **The development strategies** - Once the municipality knows where it wants to go (vision) and what it needs to achieve (objectives) in order to realize its vision, it must then develop strategies. Development strategies provide answers to the question of how the municipality will reach its objectives. The phase is envisaged to be completed by the **30th of November 2026** and **31st of March 2027**.

The outputs of phase 2 include:

- The vision (confirmation or amendment)
- Objectives
- Strategies

7.4. PHASE 3: Projects

Phase 3 is about design and specification of projects for implementation. In this phase specialists/task teams (Departmental) will be tasked with a responsibility of working out projects proposals in line with the strategies and priority issues and where necessary additional information on projects details will be conducted. The municipality must make sure that the projects identified have a direct linkage to the priority issues and the objectives that were identified in the previous phases.

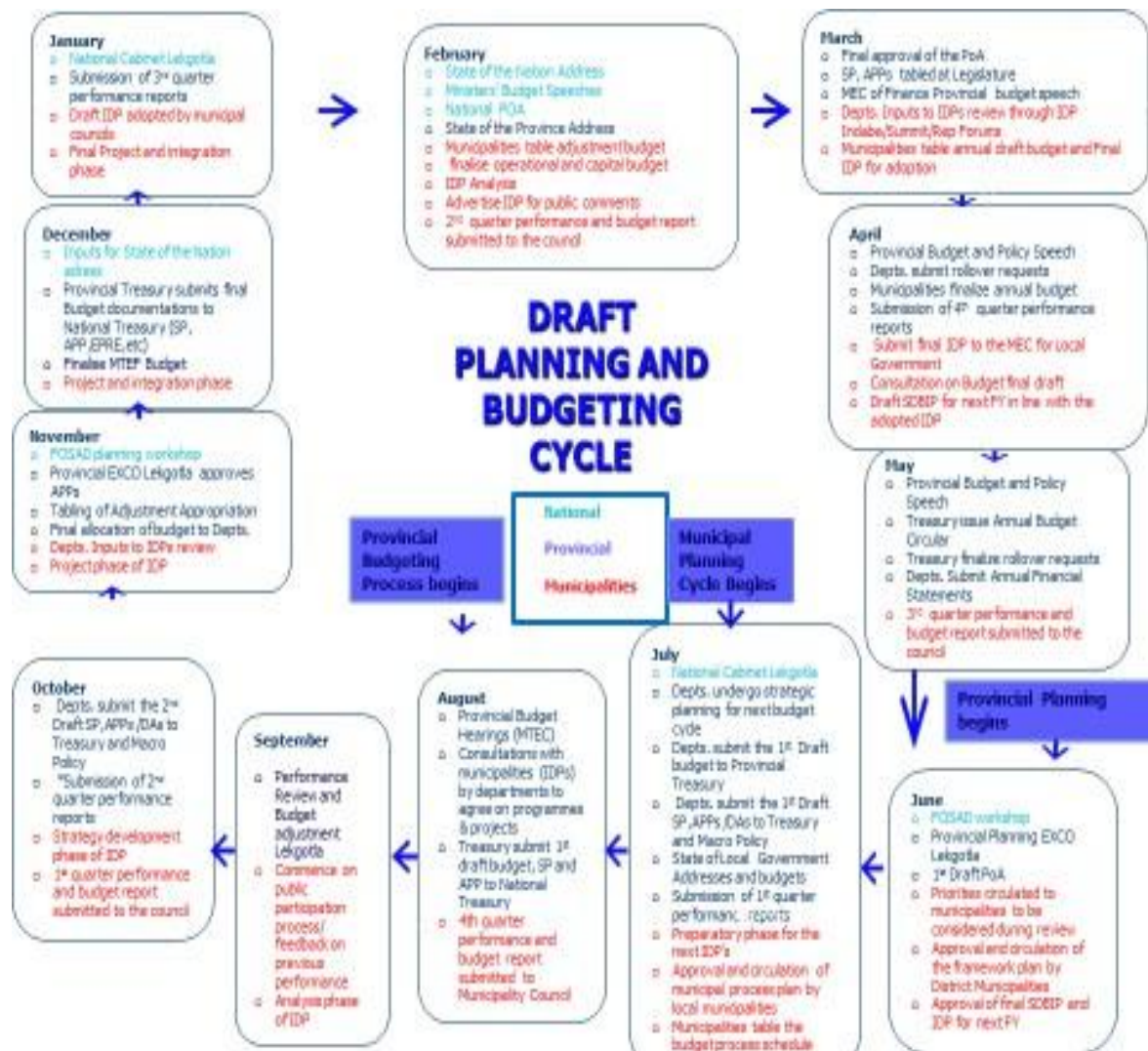
Projects that are to be implemented must respond to the community needs as the analysis. Stake holders and communities participate in this phase on question related to project design. This phase will be completed by the **31st of March 2027** and **30th of April 2027**.

7.5. PHASE 4: Integration

Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges and are aligned with the objectives and strategies and comply with legislation. The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners

During this period, as per **figure 2**, Provincial Sector Departments will have finalized their draft strategic plans and these will then be integrated into the IDP.

Figure 2: Intergovernmental Planning and budgeting cycle



It is during this phase that the municipality will organize the IDP & Budget Indaba which serves as a perfect platform to align plans from Sector Departments, Nkangala District Municipality, Social Partners and Emakhazeni. It is also during this phase that the community will be given an opportunity to comment on the draft IDP as mandated by legislation. This stage is expected to be completed by **30th of April 2027** and **31st of May 2027**.

7.6. PHASE 5: Approval phase

Once the IDP has been completed it must be submitted to the municipal council for consideration and approval. Council must look at whether the IDP identifies the issues (problems) that affect the area and the extent to which the strategies and projects will contribute to addressing the problems.

NB: Before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft. Once the IDP is amended according to the input from the public, council considers it for approval. The final IDP will be submitted to council for consideration by the **31st of May 2027**.

8. SECTION TWO: STRUCTURAL ARRANGEMENTS

8.1. THE IDP WORKING GROUPS

As part of IDP Development/Review Process, Council has established IDP working group in line with the municipality's 6 key performance areas – in order to harness the strategic group and implemented oriented nature of the IDP. The working groups will be chaired by the Heads of departments, and will still be accountable to the IDP Technical Committee.

8.1.1. Terms of reference of the working groups

- 8.1.1.1. Provision of terms of reference for the various planning activities.
- 8.1.1.2. Commissioning of research studies where applicable.
- 8.1.1.3. Consideration and commenting on inputs from sub-committees, study teams, consultants etc
- 8.1.1.4. Making content recommendations
- 8.1.1.5. Prepare, facilitate and document meetings

Chairpersons of the working groups will sit in the IDP Technical Committee which will be chaired by the Municipal Manager

8.2. IDP WORKING GROUP SCHEDULE OF MEETINGS

DATE	TIME	VENUE
07 August 2026	09:00	Board Room
02 October 2026	09:00	Board Room
20 November 2026	09:00	Board Room
28 January 2027	09:00	Board Room
16 February 2027	09:00	Board Room
04 March 2027	09:00	Board Room

8.3. IDP TECHNICAL COMMITTEE

This committee will be chaired by the Municipal Manager and will be constituted by the Managers that directly account to the Municipal Manager and the manager responsible for the IDP as well as the PMS Officer & Senior Internal Audit Officer. CoGHSTA & Sector department officials will also be part of the Technical Committee. Social Partners will be form part of the meeting as and when invited.

The main objective of this committee will be to process all content recommended from the various working groups. To act as interface between the working groups and the IDP Management Committee. It is envisaged that this committee will serve as Technical advisor to the Management Committee.

The primary tasks of the technical committee will be:

- To ensure the validity and Technical correctness of the information presented to the other IDP stakeholders.
- To co-ordinate and align matters of mutual concern among the relevant departments and parastatals.
- To facilitate the integration of the policies, objectives, strategies and projects into the daily functioning and planning of the Municipality.

8.4. IDP TECHNICAL COMMITTEE SCHEDULED OF MEETINGS

DATE	TIME	VENUE
01 October 2026	09:00	Council Chamber
5 February 2027	09:00	Council Chamber
06 May 2027	09:00	Council Chamber

8.5. IDP MANAGEMENT COMMITTEE

This Committee will be chaired by the Executive Mayor and will be constituted by members of Mayoral Committee and all the members of the Technical Committee.

The primary aim of this committee is to familiarize itself with all reports emanating from the IDP Technical Committee in order to harness common understanding between the political and administrative components of the Municipality before they are served before the IDP Representative Forum.

8.6. *The committee will be comprised of the following members:*

- Executive Mayor
- Member of Mayoral Committee
- Municipal Manager
- Head of Departments
- Manager: IDP
- PMS Officer
- Senior Internal Audit Officer

8.7. TERMS OF REFERENCE

- Consider comments and inputs from the IDP Technical Committee.
- Monitor and evaluate the correctness of reports from Technical Committee.
- Make final recommendations to Council with regard to implementation of Priority project.
- Assume an oversight role in terms of the implementation of the IDP.

8.8. IDP MANAGEMENT COMMITTEE

DATE	TIME	VENUE
10 September 2026	09:00	Council Chamber
08 October 2026	09:00	Council Chamber
12 February 2027	09:00	Council Chamber
10 March 2027	09:00	Council Chamber
04 May 2027	10:00	Council Chamber

8.9. IDP REPRESENTATIVE FORUM

This forum will be chaired by Executive Mayor and will be constituted by all Councilors, Municipal Manager and HOD's, Ward Committees, Business Community, Civil organizations, other NGO's and CBO's.

The primary aim of the forum is to consolidate all issues as they emanate from sector departments.

DATE	TIME	VENUE
14 May 2027	10:00	Council Chamber

8.10. IDP REVIEW TIMEFRAME

ACTIVITY	TIMEFRAME
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Adoption of draft IDP	25 March 2027
Adoption of final IDP	27 May 2027

9. SECTION THREE: ROLES AND RESPONSIBILITIES OF ROLE PLAYERS

9.1. INTERNAL

The Emakhazeni Local Council will be responsible for the final comment and approval of the reviewed IDP. Individual Councilors will also be required to participate in their community participation program in their respective wards.

Where the Section 79 Committee members are concerned, each Councilor will be required to provide input to his/her sectoral Programme as emanating from the integrated phase of the IDP.

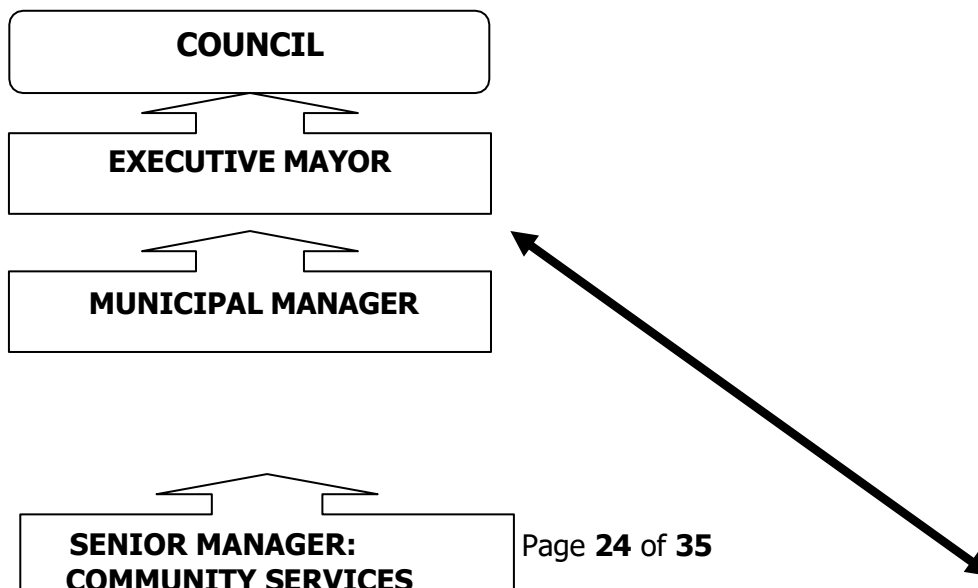
The IDP process involves a wide variety of role players who are identified in the Municipal Structures Act and various documents acting as guidelines.

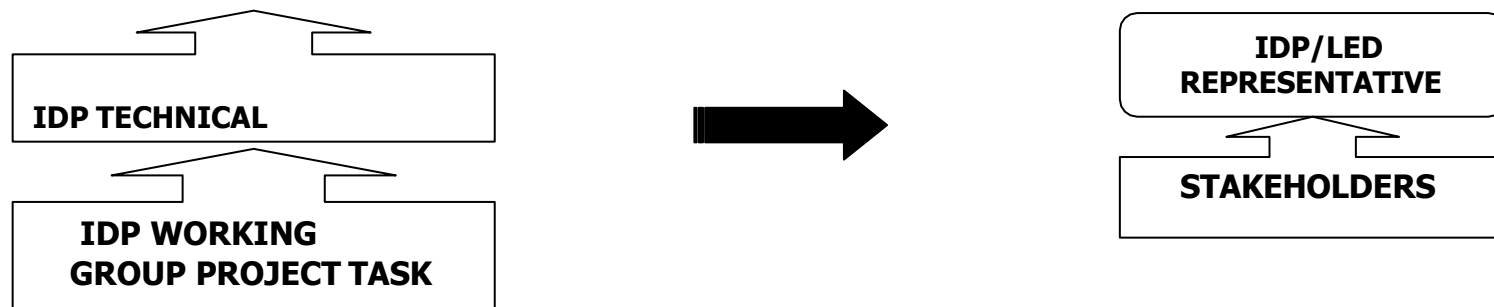
9.1.1. Organizational Structure: eMakhazeni Local Municipality

Summary of Organizational Arrangements

- ☐ Council
- ☐ Executive Mayor
- ☐ Mayoral Committee Members
- ☐ Municipal Manager
- ☐ IDP/ PMS Technical Committee
- ☐ IDP/LED Representative Forum
- ☐ Senior Manager: Community Services and IDP Manager.

Figure 1: Organizational Structure





9.1.2. Proposed Distribution of Roles 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	
Municipal Council	- 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.	<u>IDP/LED Representative Forum</u> Composition of IDP Representative Forum - Mayor to chair the meeting. - IDP Steering Committee. - Members of the Mayoral Committee. - Councilors. - Representative of Ward Committee. - Traditional Leaders.	- 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.

▪ Executive Mayor	▪ 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;	▪ Executive Managers and Departmental Heads. ▪ Stakeholder representatives - o f organized groups. ▪ National and Provincial regional representatives. ▪ NGO's ▪ Advocates for unorganized groups. ▪ Resource persons. ▪ Community Representatives. ▪ Private sector (mines, manufacturers, trade)	▪ To decide on Review Process Plan and to make firm recommendations to Council
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Role player	Responsibility	IGR Structure	Terms of Reference
	- 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.	NOTE: The aim should be to have as little as possible participants with “as wide as possible coverage” at the IDP/LED Forum meetings.	
Individual Councilor	- 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 that the municipal reviewed IDP and municipal budget are linked to and based on priorities needs of their constituencies.		
Municipal Manager / Senior Manager: Community Services / IDP Manager	- The Municipal Manager will delegate these functions to the Senior Manager: Community Services 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;	Senior Manager: Community Services IDP Manager - In the case of eMakhazeni Local Municipality the Municipal Manager has delegated his responsibilities with regard to the managing of the process to the Senior Manager: Community Services. - The Senior Manager: Community Services will have all the responsibilities as listed	Facilitate and co-ordinate the IDP development and review process of the municipality

Role player	Responsibility	IGR Structure	Terms of Reference
	- 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.	applicable to the Municipal Manager. The Senior Manager: Community Services will report directly to the Municipal Manager and will have the power to request inputs from Executive Managers, Departmental Heads etc.	
Heads of Departments and Officials	- 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	IDP Technical Committee - Composition of IDP Technical Committee - Municipal Manager. - Senior Manager: Community Services and IDP Manager. - Executive Managers. - Departmental Heads. - Other Senior Managers. - Town secretary. Secretariat - To be provided by Department of the Town Secretary	- 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

9.2. EXTERNAL

Our Municipality will continuously and constantly liaise with Nkangala District Municipality to ensure that the processes are synchronized.

It is further anticipated that the various National and Provincial departments/parastatals will be required to provide technical policy, guidelines which will inform the final IDP document.

9.2.1. Distribution of Roles and Responsibilities between the Municipality and External Role Players

MUNICIPALITY	DISTRICT	NATIONAL/PROVINCIAL AND OTHER ORGANS OF STATE
❑ Prepare, decide on and adopt a Review Process Plan. ❑ Undertake the overall management and co-ordination of the planning process which includes ensuring that: ▪ 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; ▪ 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.	❑ 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. NOTE: <i>The Nkangala District Municipality will be the medium of the eMakhazeni Local Municipality to negotiate with government spheres, to access external funding for projects and to comply with national legislation with regard to the implementation and monitoring of the IDP.</i>	❑ 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;

10. COMMUNITY CONSULTATION

Section 17 of chapter 4 of the Municipal systems act deals with Mechanism, processes and procedures for community participation and reads as follows:

(1) Participation by the local community in the affairs of the municipality must take place through-

- (a) political structures for participation in terms of the municipal structures Act;
- (b) the mechanisms, processes and procedures for participation in municipal governance established in the municipal systems Act;
- (c) other appropriate mechanisms, processes and procedures established by the municipality;
- (d) councilors; and
- (e) generally applying the provisions for participation as provided for in this Act.

A municipality's Integrated Development Plan is a five-year strategic plan, where the many interests, wishes and preferences of a municipal community are mediated and put into action. The municipality's budget allocates resources to this plan. Each year, the municipality reviews its IDP and pass a budget for its financial year.

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The focus is on the overarching principle that the municipality must encourage and create conditions for local communities to participate in the formulation (and review) of the Integrated Development Plan (IDP) and in the adoption of budgets, including budget related policies.

The Municipal IDP Consultative Process

In the current IDP Process Plan, the municipality is expected to use technological innovations to ensure consultations.

The municipality is expected to adopt a theme "Tips for my Councillor, My IDP, My Vision, My Future, local government is in our hands"

During the consultation for the IDP Process Plan for 2027/28 financial year, the municipality will consider, emails, Public Notice, WhatsApp and Media to solicit Community inputs, Comments and Submissions.

Schedule of IDP community participation engagements is as follows:

10. IDP AND BUDGET CONSULTATIVE SESSIONS: 01 OCTOBER 2026 – 30 NOVEMBER 2026 & 28 APRIL 2027-07 MAY 2027

DATE	TIME	WARD	VENUE
01 October 2026 & Continuous to 30 November 2026	09:30	All	SMS and public notices to advise community of the meetings and contacts for Tips (inputs, comments &Submissions)
01 October 2026 & Continuous to 30 November 2026	00:30	All	Media jingles and public notices calling for Tips (inputs, comments &Submissions)

DATE	TIME	WARD	VENUE
28 April 2027 & Continuous to 07 May 2027	09:30	All	SMS and public notices to advise community of the meetings and contacts for Tips (inputs, comments &Submissions)
28 April 2027 & Continuous to 07 May 2027	00:30	All	Media jingles and public notices calling for Tips (inputs, comments &Submissions)

10.1. IDP REVIEW

DATE	TIME	WARD	VENUE
05 April 2027	08:00	All	Upload Municipal IDP on the Website
05 April 2027	08:30	All	Public Notice to the Community
08 April 2027	08:30	All	Public Notice on the Draft IDP

10.2. NKANGALA DISTRICT IDP OUTREACH MEETINGS

DATE	TIME	VENUE
September 2026	10h00	To be Confirmed
April 2027	10h00	To be Confirmed

ADOPTION OF BUDGET TIMETABLE

DATE TARGETED	TIME PROPOSED	VENUE
31 August 2026	15H00	Council Chamber

SUBMISSION OF CAPITAL PROJECTS BY HOD'S

DATE TARGETED	TIME PROPOSED	VENUE
31 March 2027	16:30	IDP Office

BUDGET ADJUSTMENT 2027/28

DATE TARGETED	TIME PROPOSED	VENUE
25 February 2027	15:00	Council Chamber

APPROVAL OF THE DRAFT IDP

DATE TARGETED	TIME PROPOSED	VENUE
25 March 2027	15:00	Council Chamber

APPROVAL OF THE DRAFT BUDGET 2026/2027

DATE TARGETED	TIME PROPOSED	VENUE
25 March 2027	15:00	Council Chamber

ALIGNMENT OF BUDGET AND IDP

DATE TARGETED	TIME PROPOSED	VENUE
14 May 2027	10:00	Council Chamber

IDP FINAL ADOPTION

DATE TARGETED	TIME PROPOSED	VENUE
27 May 2027	15:00	Council Chamber

11. Process Plan

As outlined in the District Framework, a Process Plan which must be set out in writing must be adopted by local municipalities. The adopted Process Plan guides the planning, drafting, adoption and review of the integrated development plan. The Process Plans of municipalities must include, inter alia:

- A programme specifying the timeframes for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role-players in the IDP drafting process; and
- The identification of all plans and planning requirements binding on the municipality in terms of National and Provincial legislation.

12. CONCLUSION

This process plan is to be advertised for public comments. This will afford the members of the public an opportunity to submit proposals for IDP Review issues in advance.

Since the IDP document is a single inclusive plan for the development of the municipality, this process plan will assist in its management and will assist all Councilors and the Executive Mayor to exercise their oversight role.

Once the Municipality has adopted its IDP, it must within 10 days of adoption, submit a copy thereof, together with the Process plan and the Framework for the IDP (in the District Municipality), to the MEC of the province for assessment. The Municipal Systems Act do not require the MEC to approve the IDP, but only to assess that the IDP complies with the requirements of the ACT and that it is not in conflict with IDP's and strategies of other municipalities and organs of state.