



BUSHBUCKRIDGE

LOCAL MUNICIPALITY

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

Table of Contents

1. INTRODUCTIONS.....	3
2. LEGISLATIVE FRAMEWORK.....	4
3. ROLES AND RESPONSIBILITIES.....	7
4. IDP STRUCTURES.....	12
5. ACTION PLAN.....	18
6. BINDING PLANS AND PLANNING REQUIREMENTS.....	21
7. DISTRIBUTION OF ROLES.....	24
8. ISSUES AND MECHANISMS AND PROCEDURES.....	25
9. MONITORING OF PROCESS PLAN.....	31
10. MECHANISMS OF GIVING FEEDBACK.....	31
11. CONCLUSION.....	32

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

1. INTRODUCTION

Integrated development planning is an inclusive and strategic plan which guides and informs the planning, budgeting, and development of the municipality. IDP is one of the key tools for local government to tackle its new developmental role. In contrast to the role strategic planning has played in the past, integrated developmental planning has now been seen as a core function of municipal management, as part of an integrated system of planning and delivery.

The IDP Process is meant to arrive at decisions on issues such as municipal, planning, resource prioritising, activity management, promotion of local economic development and institutional transformation in a consultative, systematic, and strategic manner. Integrated development plans will however not only inform the municipal budgets and its management but also to guide the activities of all stakeholders from private to public and all spheres of government, NPOs, NGO's and other organised civil groups within the municipal area.

According to the Municipal Systems Act (Act 32 of 2000), all municipalities must undertake developmentally oriented planning to ensure that it:

- Strives to achieve the objects of local government set out in section 152 of the constitution,
- Gives effect to municipalities developmental duties as required by section 153 of the constitution; and
- Assists national and provincial organs of state in the progressive realisation of the fundamental rights contained in the constitution.

Thus, for municipalities to be compatible with the requirements stipulated above, every municipality must within a prescribed period after the start of its elected term, adopt a single, inclusive plan for the development of the municipality. Such a plan is called the Integrated Development Plan which links integrated and co-ordinated plans and proposals for the development of the municipality. The Municipal Systems Act (2000) also stipulates that each municipality should review its IDP annually to:

- Ensure its relevance as the Municipality's Strategic Plan
- Inform other components of the Municipal Business Process including institutional and financial planning and budgeting
- Inform the cyclical inter-governmental planning and budgeting cycle.

The Municipal Systems Act (section 29) also requires that a process be set out in writing and be adopted by the Municipal Council to guide, among other aspects, the IDP review process. The Municipal Systems Act refers to the Process Plan that had to be prepared for the IDP process, which had to include the process for IDP Review. The Process Plan is a management tool for each municipality, which helps the management of the IDP process on a day-to-day basis. The Process Plan must include:

- A list of the required roles and responsibilities, also indicating responsible persons or agencies, and terms of reference describing the roles and responsibilities,
- A description of the organisational arrangements to be established, including terms of reference, selection criteria, list of agreed representatives, code of conduct

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

- Mechanisms and procedures for public participation, including organisational arrangements, a communication strategy, etc
- Action Programme: activities, responsible persons, time frames, resources
- Alignment mechanisms and procedures, including responsible persons, specific activities/events and conflict resolution procedures.
- Binding legislation and planning requirements at provincial/national level
- Budget per activity and aggregated by category

In terms of Section 21 of the Municipal Finance Management Act 56 of 2003 (MFMA), the mayor of a municipality:

- Must co-ordinate the processes for preparing the annual budget and reviewing the municipality's Integrated Development Plan (IDP) and Budget related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible. Section 53 of the MFMA requires the mayor to provide general political guidance over the budget process and the priorities that must guide the preparation of a budget.

2. LEGISLATIVE FRAMEWORK

The following are the legislative framework for IDP, Budget and Performance Management System processes:

2.1. Municipal Systems Act, No. 32 of 2000 (As amended)

Section 25 of the Municipal Systems act indicates that:

- (1) Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which
- (a) links, integrates and co-ordinates plans and considers proposals for the development of the municipality;
 - (b) aligns the resources and capacity of the municipality with the implementation of the plan;
 - (c) forms the policy framework and general basis on which annual budgets be based.
 - (d) complies with the provisions of this Chapter; and
 - (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

2.2. Municipal Finance Management Act, No. 56 of 2003

Legal requirement of the MFMA and the Municipal Systems Act.

Budget preparation process 21. (1) The mayor of a municipality must—

- (a) co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible.
- (b) at least ten months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

- (i) the preparation, tabling, and approval of the annual budget; (ii) the annual review of – (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and (bb) the budget-related policies.
 - (iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
 - (iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).
- (2) When preparing the annual budget, the mayor of a municipality must —
- (a) consider the municipality's integrated development plan.
 - (b) take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the Municipal Systems Act, considering realistic revenue and expenditure projections for future years.
 - (c) consider the national budget, the relevant provincial budget, the national government's fiscal and macro-economic policy and the annual Division of Revenue Act.
 - (d) consult –
 - (i) the relevant district municipality and all other local municipalities within the area of the district municipality if the municipality is a local municipality.
 - (ii) all local municipalities within its area, if the municipality is a district municipality.
 - (iii) the National Treasury; and
 - (iv) any national or provincial organs of state, as may be prescribed; and
 - (e) provide, on request, any information relating to the budget –
 - (i) to the National Treasury; and
 - (ii) subject to any limitations that may be prescribed, to –
 - (aa) the national departments responsible for water, sanitation, electricity, health and any other service as may be prescribed.
 - (bb) any other national and provincial organ of states, as may be prescribed; and
 - (bb) another municipality affected by the budget.

2.3. Municipal Planning and Performance Management Regulations, 2001

Detail of integrated development plan

- (1) A municipality's integrated development plan must at least identify-
- (a) the institutional framework, which must include an organogram, required for-
 - (i) the implementation of the integrated development plan; and
 - (ii) addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan.
 - (b) any investment initiatives in the municipality.
 - (c) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development.
 - (d) all known projects, plans and programs to be implemented ' within the municipality by any organ of state; and
 - (e) the key performance indicators set by the municipality.
- (2) An integrated development plan may-

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

(a) have attached to it maps, statistics and other appropriate documents; or
(b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality in question.

(3) A financial plan reflected in a municipality's integrated development plan must at least-

(a) include the budget projection required by section 26 (h) of the Act.

(b) indicate the financial resources that are available for capital project developments and operational expenditure; and

(c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:

(i) Revenue raising strategies.

(ii) asset management strategies.

(iii) financial management strategies.

(iv) capital financing strategies.

(v) operational financing strategies; and

(vi) strategies that would enhance cost-effectiveness.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

3. Roles and responsibilities of Forums and Stakeholders

The development and or reviewal process of the Integrated Development Plan requires that forums must be held to ensure alignment of plans with all stakeholders and there must be clearly defined roles for the forums and stakeholders.

ROLES	RESPONSIBILITIES
Ehlanzeni District Municipality	<ul style="list-style-type: none"> ▪ Horizontal alignment of the IDPs of local municipalities in the Ehlanzeni District Municipality’s area of jurisdiction. ▪ Vertical alignment of planning on district and local level. ▪ Facilitation of vertical alignment of IDPs with other spheres of government and sector departments. ▪ The preparation of joint strategy workshops with local municipalities, provincial and national role-players and other subject matter specialists. ▪ Compilation of a District Process Plan, based on the Framework. ▪ Managing, compilation and approval of the District IDP and monitoring and evaluating the District IDP Process Plan within the compilation process as described in Chapter 6. ▪ Ensuring that the Process Plans of the local municipalities and development process adhere to the alignment issues as agreed in the Framework.
Bushbuckridge Local Municipality	<p>As the ultimate political decision-making body of the municipality, each local municipality must:</p> <ul style="list-style-type: none"> ▪ Prepare a Process Plan based on the Framework Plan and submit the draft Process Plan to the Ehlanzeni Municipality for assessment in terms of alignment procedures and time frames as described in the Framework. ▪ Amend the Draft Process Plan according to recommendations of the District Steering Committee and decide on and adopt the Process Plans. ▪ Monitor, evaluate and report on its IDP Process in terms of the Monitoring Plan as described in Chapter 6. ▪ Undertake the overall management, co-ordination and monitoring of the process and drafting of the local IDP and approve the municipal IDP within the agreed time frame. ▪ Submit necessary documentation on each Phase of the IDP to the District Municipality and CoGTA according to the agreed time frames; and ▪ Approve nominated persons to oversee different roles, activities and responsibilities of the process and drafting of the IDP.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

<p>Technical Committee Forum</p>	<p>The Technical Committee Forum will constitute of the IDP Managers (officials responsible for coordinating and managing the IDP Process), Public Participation officers of each municipality and officials of the Department of Cooperative Governance and Traditional Affairs. Should the IDP Manager not be able to attend the meeting, he/she must send a delegate duly authorised to act on his behalf.</p> <p>IDP Managers' Forum must:</p> <ul style="list-style-type: none"> ▪ Convene monthly at a time and place as agreed upon at their first meeting. ▪ Submit monthly progress reports according to a format as stipulated by the forum. ▪ Ensure horizontal alignment between the District Municipality and between Local municipalities within the district. ▪ Ensure vertical alignment (through Department Local Government as official point of entry) between municipalities in the Ehlanzeni District and Provincial Government as well as National Government where relevant. ▪ The District IDP Manager/ Coordinator chairs all the meetings; and ▪ Secretariat: District
<p>Stakeholders</p>	<p>Regional stakeholders and representatives of traditional leaders will be actively involved in both the District and Local Municipality IDP Forum.</p> <p>The main purpose of these groups is to consult with and respond to various interests of the community and contribute knowledge and ideas in the planning process. Communities, local stakeholders and traditional leaders will contribute knowledge and ideas by participating in the designated Local Municipality IDP Representative Forum to:</p> <ul style="list-style-type: none"> ▪ Inform interest groups, communities and organizations on relevant planning activities and outcomes; ▪ analyse issues, determine priorities, negotiate and reach consensus. ▪ participate in the designing of project proposals and assess them. ▪ discuss and comment on the draft IDP. ▪ ensure that annual business plans and budgets are based on and linked to the IDP; and ▪ Monitor performance and implementation of the IDP.
<p>Cooperative Governance, Human Settlements and Traditional Affairs</p>	<p>Regional stakeholders and representatives of traditional leaders will be actively involved in both the District and Local Municipality IDP Forum.</p> <p>The main purpose of these groups is to consult with and respond to various interests of the community and contribute knowledge and ideas in the planning process. Communities, local stakeholders and traditional leaders will contribute knowledge and ideas by participating in the designated Local Municipality IDP Representative Forum to:</p> <ul style="list-style-type: none"> ▪ Inform interest groups, communities and organizations on relevant planning activities and outcomes;

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

	<ul style="list-style-type: none"> ▪ analyse issues, determine priorities, negotiate and reach consensus. ▪ participate in the designing of project proposals and assess them. ▪ discuss and comment on the draft IDP. ▪ ensure that annual business plans and budgets are based on and linked to the IDP; and ▪ Monitor performance and implementation of the IDP. <p>A public participation strategy will be formulated as part of each Local Municipality's Process Plan.</p>
<p>Office of the Premier</p>	<p>The Office of the Premier, Chief Directorate Macro Policy and Strategic Management has the following roles and responsibilities:</p> <ul style="list-style-type: none"> ▪ To co-ordinate Medium Term Frameworks and Strategic Plans of Provincial Departments, ensure that these plans have taken municipalities' IDPs into consideration and must distribute information to municipalities pertaining to it. ▪ to render support, ensure and monitor Department Local Government's alignment responsibilities. ▪ to intervene where there is lack of performance by provincial departments within the IDP Process. ▪ to investigate any issues of low performance by provincial government as may be submitted to the Office of the Premier by any municipality that deems it necessary; and ▪ Provide support in terms of skills advice on planning matters.
<p>Sector Departments</p>	<p>Sector Departments must:</p> <ul style="list-style-type: none"> ▪ Contribute knowledge and ideas about planning issues in the province and sectors. ▪ Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner. ▪ Ensure that their objectives, strategies, programmes and projects take the various IDPs into consideration and adjust their budgets as informed by the various IDPs. ▪ Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects. ▪ Engage in a process of alignment with district municipalities; and participate in the provincial management system and co-ordination.

Table 1: Roles and responsibilities of forums and stakeholders

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26



Figure 01: Organisational Arrangement

N.B: The roles and responsibilities of the above structures are defined in the following chapter programme/plan of this document.

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENC Y/ DATES OF THE MEETINGS	VENUES	TIME
A: IDP/Budget Technical Committee				
<ul style="list-style-type: none"> • Municipal Manager-Chairperson • Directors • Managers • Officials 	<ul style="list-style-type: none"> • Advisory to the IDP/Budget Steering Committee • Analyze the community priorities & recommend possible integrated solutions to the IDP/Budget Steering Committee • Validation of technical information • Alignment of sector plans • Sector consultations 	Quarterly	Municipal council chamber	10h00
B: IDP/Budget Steering Committee				
<ul style="list-style-type: none"> • Executive Mayor - Chairperson • Members of Mayoral Committee • Municipal Manager 	<ul style="list-style-type: none"> • Manage the IDP/Budget process, including the process plan 	Quarterly	Municipal council chamber	10H00

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

COMPOSITION	ROLES & RESPONSIBILITIES	FREQUENC Y/ DATES OF THE MEETINGS	VENUES	TIME
<ul style="list-style-type: none"> • Directors • Managers 	<ul style="list-style-type: none"> • Determine project prioritization model • Determine projects to be funded • Determine the public participation models 			
C: IDP Rep forum				
<ul style="list-style-type: none"> • Speaker-Chairperson • Executive Mayor • Chief Whip • Members of Mayoral Committee • Chairpersons of Oversight Committees • Councillors • Municipal Manager • Directors • Manager: IDP • Manager: Budget • Parastatals • Sector departments • Traditional Authorities • Ward Committees • CDW • NGO • Organized Business 	<ul style="list-style-type: none"> • Serve as a platform for stakeholders' engagement • Represent constituency interest in the IDP/Budget process • Promote stakeholders' integration and alignment • Information assimilation/ dissemination • Capacity development and sharing • Comment of the draft IDP/Budget 	Twice a year (dates will be confirmed)	Municipal council chamber	10H00

Table 2: Composition and roles and responsibilities of each organizational structure

This table refers to the structures that are going to be responsible for the implementation of the process plan and management of the IDP budget processes, namely IDP Technical/Managers Committee, IDP Budget Steering Committee and the IDP Representative Forum.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

4. IDP Structures

These are structures that play an important role in the development of the IDP

Structure	Functions/Roles & Responsibilities
Ward Committees CDW	<ul style="list-style-type: none"> • Ward Committees headed by Ward Councilors • Ward community and CDW representative to Council via Ward Councilors • Participate in partnership with project steering committee provide feedback to community about the project progress • Participate and be in the forefront of community participation meetings
Traditional Leaders	<ul style="list-style-type: none"> • Shaping Integrated Development Plans (IDPs) and participating in service delivery • They have roles in respect of disaster management and the promotion of indigenous knowledge systems • Traditional councils are meant to reject tribalism, promote peace and foster social cohesion and contribute to the system of cooperative governance
IDP Representative Forum	<p>The IDP Representative Forum is composed of interest groups, communities and organizations. It has the following functions:</p> <ul style="list-style-type: none"> • Represent interests on relevant planning activities and their outcomes • Analyze issues, discuss, negotiate and reach consensus through a decision-making process • Participate in the designing of project proposals • Monitors performance of planning and implementation
IDP Managers' Forum	<p>The IDP Managers Forum is composed of the district IDP Manager, COGHSTA and IDP Managers/Coordinators from local municipalities in the district: -</p> <ul style="list-style-type: none"> • Facilitates and coordinates IDP activities in the district • Ensures horizontal alignment between the district, municipality and local municipalities; and • Ensures vertical alignment between municipalities in the district and provincial and national government

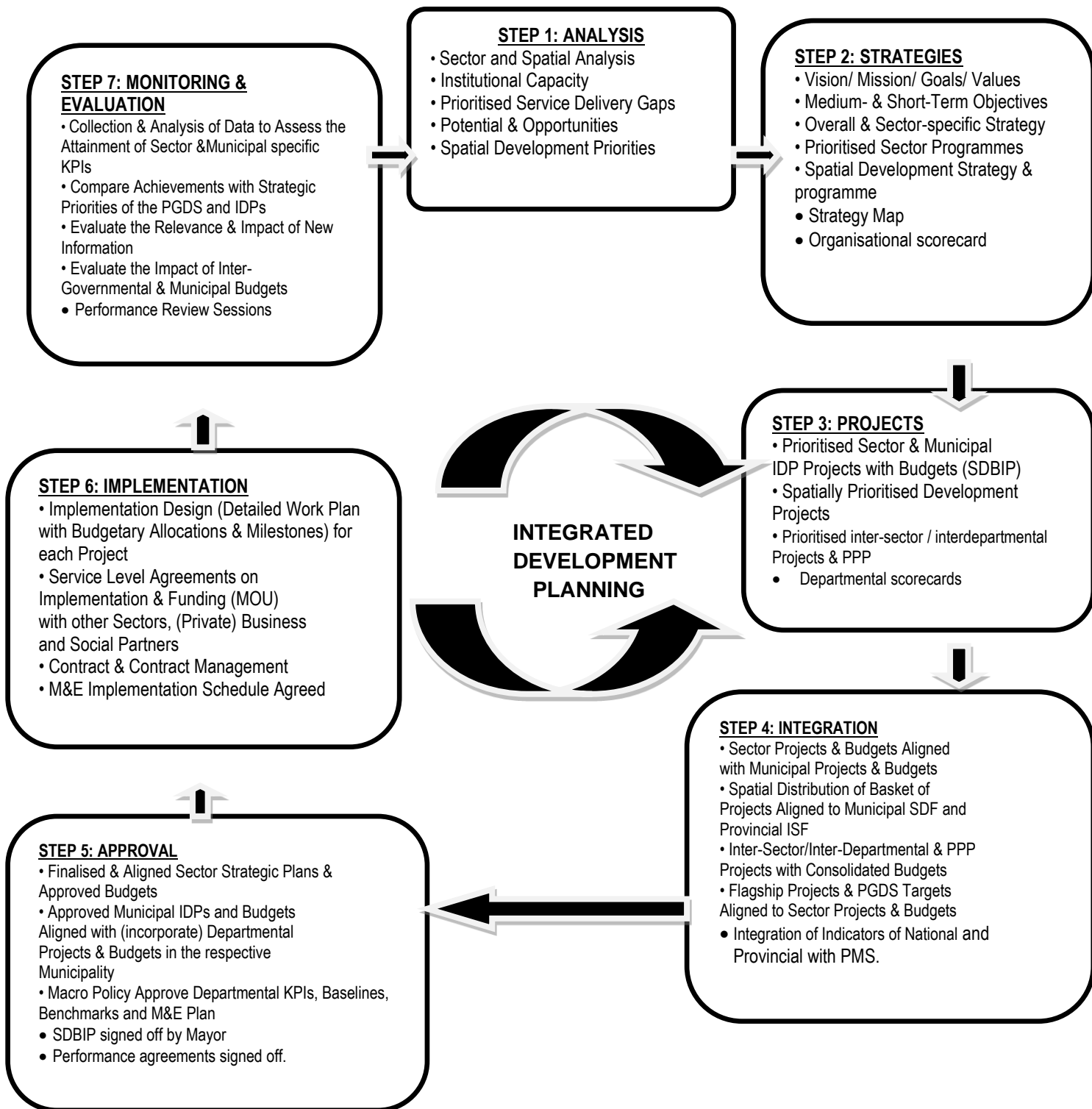
Table 3: IDP structures

5. Action Programme

The Framework Programme is a summary of the District and Municipal Action Programmes, which focuses on the district wide activities that need to be undertaken together in a co-ordinated way. The Programme will thus be used as a tool for the alignment between municipalities in the district.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

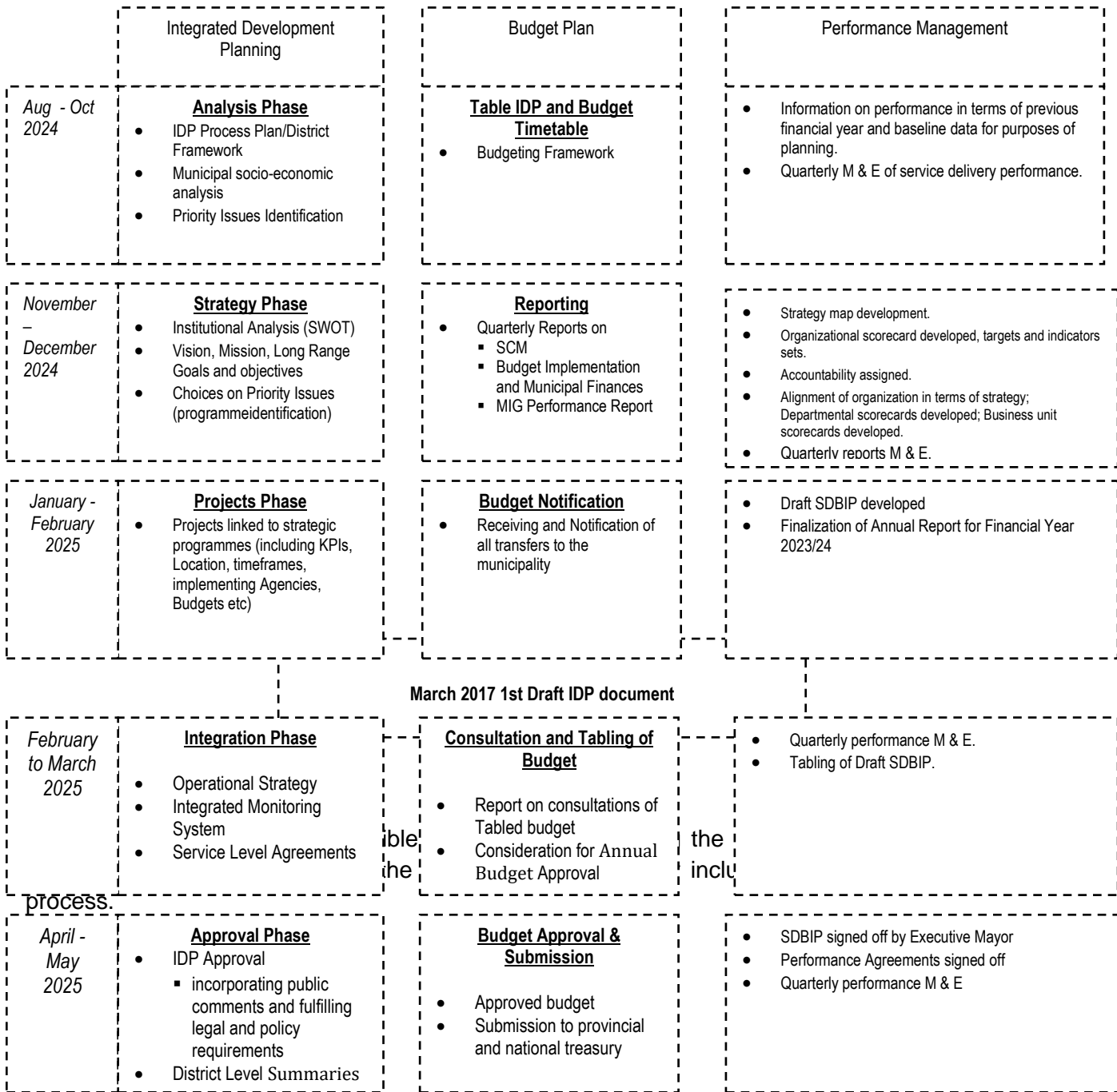
FIGURE 2: INTEGRATED DEVELOPMENT PLANNING



BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

The municipality’s time frames of different phases for the IDP process:

FIGURE 3 MUNICIPAL INTEGRATED DEVELOPMENT PLANNING, BUDGETING AND PERFORMANCE MANAGEMENT SCHEDULE



BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

Process flow



Figure 04: The process flow of activities

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

5.1. IDP/Budget Management plan

TASK	TARGET DATES	OUTPUT
PREPARATORY PHASE: Submission Of 2025/26idp Framework and Process Plans To COGTA	August 2024	FRAMEWORK / PROCESS PLAN
Prepare 2025/26IDP Framework for Ehlanzeni Family of Municipalities	August 2024	
IDP Technical Committee to discuss framework	August 2024	
Integrating and aligning the LM's, COGTA and EDM process plans,	August 2024	
Adoption of 2025/26 IDP, Budget and PMS Framework Plan and Process Plans	31 August 2024	
Submit Framework / Process Plans to COGTA	08 September 2024	
Advertise IDP Framework and Process Plans	08 September 2024	
ANALYSIS PHASE (prepare status quo reports)	September – October 2024	ANALYSIS / STATUS QOU REPORT
Collect data/ priorities of the communities	September – October 2024	
Develop Community Based plans	October 2024	
Community Gap Analysis	September – November 2024	
Reflect performance information on previous FY	September – October 2024	
Submitting of consolidated community priorities to COGTA	October 2024	
IDP Representative Forum	November 2024	
REVIEW STRATEGIES	November 2024 – February 2025	STRATEGIES
Review municipal objectives and strategies and performance indicators	November 2024 – February 2025	
First quarter review (budget and SDBIPs)	November 2024 – February 2025	
Review sector plans & Policies	November 2024 – February 2025	
Departmental budget input	November 2024 – February 2025	
Drafting of Strategy Map	November 2024 – February 2025	
PROJECTS PHASE	January – March 2024	PROJECTS IDENTIFICATION

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

TASK	TARGET DATES	OUTPUT
Project identification and review	January – March 2025	
Compile Project list	January -February 2025	
Alignment of IDP with draft capital budget estimates	January 2025	
Approval of budget adjustments	January 2025	
Submission of budget	January 2025	
Mid-term performance and budget review	December 2024– January 2025	
Integrate finalized sector plans	January –April 2025	
Adoption and Submission of Draft 2025/26idp And Budget	March 2025	2025/26 first draft IDP
Tabling Draft 2025/26IDP & Budget Review to the Councillors	March 2025	
Drafting of Organisational Scorecard	April 2025	
IDP draft submission to COGTA	April 2025	
Advertise Draft IDP for public comments	April 2025	
IDP Public participation for the comments	April 2025	
Adoption And Submission Of 2025/26 final IDP and Budget	April 2025	Final IDP/BUDGET
Incorporate public comments on Draft IDP	April/May 2025	
Incorporate comments from the pre- assessment from COGTA		
Address comments from the Auditor General on the Annual Report of the previous FY		
IDP Representative Forum	April 2025	
Final IDP and Budget Adoption FY2025/26	31 May 2025	
Drafting of Service Delivery and Budget Implementation Plans (SDBIPs)	May – June 2025	
Submission of the final adopted IDP/Budget to COGTA	Early May 2025	
Finalisation of the Performance Agreements of the Municipal Manager and Section 56 Managers	July 2025	

Table 4: IDP and Budget Process Management Plan for 2025/26

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

5.1.1. Dates for public consultations in the Analysis phase

Statutory Mandate and Communication strategy	Responsible Person	Objectives	Target Audience	Start and End date	Venue (Can be changed based on analysis of external influences)
Approval of Process plan	Portfolio committee Mayoral committee Council	Approval of the process plan of the reviewal of the IDP document for 2025/26	Municipal Council	31 August 2024	Council Chamber
Plenary meeting	IDP manager IDP Officer Office of the Speaker GIS Supply Chain	Preparation for Public Participation and Identification of stake holders	Municipal manager Directors Managers Officials	September 2024	Municipal Complex
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Bushbuckridge community hall (Ward 07,11, 12,13)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Bushbuckridge community hall (Ward 08,09,10, &37)

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

Statutory Mandate and Communication strategy	Responsible Person	Objectives	Target Audience	Start and End date	Venue (Can be changed based on analysis of external influences)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Cottondale Church (Ward 32,14,16)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Cottondale Church wards (15,17,18,19,20,21)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Ludlow community Hall Wards (30,33,34, & 36)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Ludlow Community Hall Wards (22,29,28,31)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's	September/ October 2024	Oakley community hall Wards (25,26,27,35)

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

Statutory Mandate and Communication strategy	Responsible Person	Objectives	Target Audience	Start and End date	Venue (Can be changed based on analysis of external influences)
	Office of the Speaker GIS Officer	Identification and development of Community needs	Traditional Authorities		
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Oakley Community Hall (Ward 01,02,03, & 23)
Community Based Planning	IDP Manager IDP Officer IDP Coordinator Office of the Speaker GIS Officer	Capacitation of Ward councillors and Committees Identification and development of Community needs	Ward Councillors Ward Committees CDW's Traditional Authorities	September/ October 2024	Oakley Community Hall (Ward 4,5, 6 & 24)
Stakeholder consultations	Senior Management IDP Manager IDP Officer IDP Coordinator Office of the Speaker	Consultations with business people, NGOs, Associations, traditional leaders, etc.	Businesspeople Taxi associations Organized groups NGOs, etc.	September/ October 2024	Municipal Chamber

Table 5: Analysis phase consultations

Note: Dates, Venues and ward allocation can change due to logistical issues or external environmental influences.

5.2. Alignment of the IDP, Budget, Performance Management and Risk Management

The IDP Process, together with the performance management process, should be seamlessly integrated, where the IDP ensures that the planning stage for performance management occurs, and performance management fulfils the implementation, monitoring and evaluation of the IDP process. This is prescribed according to the Performance Management Guide for Municipalities, DPLG, 2001. The role of the Budget is to attach money to the objectives that are contained in the IDP, and the Budget gets monitored through the Service Delivery Budget Implementation Plan (SDBIP). The IDP therefore provides the strategic direction for the municipality, whereas the Budget should ensure the implementation of the IDP. Risk Management is one of management's core responsibilities according to section 62 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and is an integral part of the internal processes of a municipality. It is a methodical process to identifying, evaluating and mitigating risks on a continuous basis before with the aim of preventing any detrimental effects which can impact negatively on the service delivery capacity of the Municipality. Risk management aims to provide a reasonable level of assurance that the institution will effectively achieve its goals and objectives.

5.3. Relationship between Plans and Budgets

Plans and budget should be interrelated to improve operational effectiveness. It is important for budget plans to link to strategic plans to ensure that key objectives and priorities are budgeted for and achieved. However, there is an inherent tension between strategic planning and budgeting, which often makes it difficult to achieve the desired level of integration.

While budgets tend to focus on the short-term perspective (the next financial year and the MTEF), planning generally takes a longer view (five to twenty years). Given South Africa's development challenges, a strategic, long-term approach needs to inform the allocation of resources so that historical inequities can be progressively addressed. However, operational plans must be developed within the context of limited resources, informed by longer term plans and priorities.

Budget programme structures provide the key link between an institution's objectives and its detailed operational budgets. To provide this link the budget programme structure (programmes and sub-programmes) should reflect the main areas of responsibility or service delivery within an institution's mandate.

6. Binding Plans and Planning Requirements

All relevant documents that need to be considered during the planning process must be known and available. This applies especially to legal documents and to guidelines, plans and strategies from the provincial and national sphere and corporate service providers.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

Several national acts and policies require local governments to produce sector plans, or to fulfil certain planning requirements when preparing an IDP. These plans and planning requirements are indicated in the table below. These sectoral plans and other statutory requirements should complement each other and the IDP. Effective synchronisation in their preparation should be sought, ensuring greater developmental impact and avoid duplication. This will be done by:

- Ensuring that members of the various sectoral plan-preparation teams serve on each other's teams;
- Working from the same base data set;
- Sharing draft plans/ strategies throughout the planning process;
- participating in each other's strategy formulation sessions; and
- Using the spatial Development framework to co-ordinate and integrate proposed plans.

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT
For a municipal level plan	Water Services Development Plan, required in terms of the Water Services Act, 1997
	Integrated Transport Plan, required in terms of the Land Use Transport Bill, 2000
	Environmental Management Plan with an Integrated Waste Management Plan, required in terms of the White Paper of Integrated Pollution and Waste Management, March 2000 and NEMA, 1998
	Spatial Development Framework, required in terms of the DFA, 1995 (to be replaced by spatial planning as requirement to be incorporated as a component of the IDP)
	Housing plan in terms of Housing act 1997 and the NSDP
	Disaster Management Plan, required in terms of the White Paper on Disaster Management, 1999 and the Disaster Management Bill, 2000
	Institutional Plan
	LED plan
For sector planning to be incorporated as a component of the IDP	Housing Plans, required in terms of the Housing Act, 1997
	Local management issues
	Integrated infrastructure planning
	Integrated energy planning, required in terms of the White Paper on Energy Policy of RSA, December 1998
	Spatial Framework (Section 4 of the Draft IDP Regulations)

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

	Land Affairs Programmes such as Tenure Upgrading and Land Reform
For compliance with normative frameworks	National Environmental Management Act (1998) Principles
	Development Facilitation Act (1995) Principles
	Environmental Management Plans
For value adding contribution	Local Agenda 21

Table 6: Sector Requirements

It is important to note that while the various plans produced in the inter-linked processes will lead to sectoral plans that will exist in their own right, the IDP must at least:

- Summarise the major features of these different plans/strategies;
- Deal with the linkages between them;
- Specify and integrate all the spending implications for a five year period in a Municipal Infrastructure Investment Programme.

Municipalities need to be aware of all the National and Provincial binding strategies, policies and other legislations that may influence its IDP. A preliminary list of national and provincial documents is indicated hereunder. It should be noted that these lists are not comprehensive and needs to be updated within Phase 2 (during the Strategy Workshop).

National strategies and other documents that could influence local strategies:

- The National development plan (Vision 2030)
- National Growth and Development Strategy (NGDS);
- National Spatial Development Perspective and Principles,
- Outcomes Based Planning Approach,
- Spatial Planning and Land use Management Act, 2013
- The 2014 January 8 Policy Statement,
- The Urban and Rural Development Strategies;
- The Integrated Sustainable Rural Development Strategy, Nov 2000;
- The National Housing Code, March 2000;
- Department Land Affairs Consolidated EI&MP, June 2000;
- Department Land Affairs Strategic Plan 2001-2002;
- Industrial Strategy for the RSA, May 2001;
- HIV/AIDS/STD Strategic Plan for SA (2000-2005), Feb 2000;
- National Apex and 10-point Plan of Action for welfare and development (including National Plan of Action for Children);
- National Youth Plan.

Provincial strategies, policies and other documents that could influence local strategies

- Mpumalanga Provincial Rural and Urban Development Strategy, Dec 2000 (PRUDS);
- Mpumalanga Draft Spatial Development Framework (2012)

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

- Spatial Land Use Management Act (Act 16 of 2013)
- Integrated Spatial Framework, 1999 (ISF);
- The Mpumalanga Provincial Growth and Development Strategy (PGDS);
- Environmental Research Information System (ERIS);
- Mpumalanga Regional Sanitation Business Plan, 2001;
- Mpumalanga Environmental Implementation Plan (EIP), March 2001;
- Mpumalanga Provincial Departments' 5 year plans;

6.1. The National Development Plan 2030

The National Development Plan 2030 seeks to eliminate poverty and inequality by 2030 by streamlining planning and strategies in all three spheres of Government namely, National, Provincial and Local Municipalities.

Whilst this objective remains the same going into the future, it is now more clearly expressed in the country's **National Development Plan (NDP)**, which provides a detailed roadmap for development in the years leading up to 2030.

For effective implementation and meaningful impact to be derived from this plan, the country needs to be guided by a **developmental democratic state** "*capable of mobilizing all sectors and boldly intervening in the economy in favour of workers and the poor*".

Furthermore, the **objectives, targets and key considerations** of the National Development Plan must find expression in the planning processes, institutional arrangements and resource allocations of each Municipality.

The District Municipality aims to achieve these objectives through the **provincialization** of the NDP through the development of **Mpumalanga Vision 2030** and the relevance of these long-term planning instruments for the development of the **2019-24 MTSF**.

7. Distribution of Roles and Responsibilities in the IDP Process

Specific roles and responsibilities required within the IDP process from various structures and governing bodies have been designed in a consultation process as part of the compilation of the district framework plan. These roles and responsibilities are applicable to all the structures for the compilation of the district IDP as well as the IDP 's of the various local municipalities in the Ehlanzeni District except for the IDP manager's forum, mayoral forum and other stakeholders or existing structures.

7.1. Ehlanzeni District Municipality

- The District Municipality is responsible for the following:
- Horizontal alignment of the IDPs of local municipalities in the Ehlanzeni District Municipality's area of jurisdiction.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

- Vertical alignment of planning on district and local level.
- Facilitation of vertical alignment of IDPs with other spheres of government and sector departments.
- The preparation of joint strategy workshops with local municipalities, provincial and national role-players and other subject matter specialists.
- Compilation of a District Process Plan, based on the Framework.
- Managing, compilation and approval of the District IDP and monitoring and evaluating the District IDP Process Plan within the compilation process
- Ensuring that the Process Plans of the local municipalities and development process adhere to the alignment issues as agreed in the Framework.

7.2. Bushbuckridge Local Municipality

According to the Ehlanzeni Framework Plan, each local municipality in the district area, as the ultimate political decision-making body on local level, must:

- Prepare its designated Process Plan based on the Framework and submit the draft Process Plan to the Ehlanzeni Municipality for assessment in terms of alignment procedures and time frames as described in the Framework.
- Amend the Draft Process Plan according to recommendations of the District Steering Committee and decide on and adopt the Process Plans;
- Monitor, evaluate and reporting on its IDP Process in terms of the Monitoring Plan as described in Chapter 6 of the District Framework Plan;
- Undertake the overall management, co-ordination and monitoring of the process and drafting the local IDP and approve the municipal IDP within the agreed time frame;
- Submit necessary documentation on each Phase of the IDP to the District Municipality according to the agreed time frames;
- Approve nominated persons to be in charge of different roles, activities and responsibilities of the process and drafting of the IDP.
- Within its role of managing and coordinating the IDP Process on local level, municipalities must ensure that:
 - All relevant actors are appropriately involved;
 - Appropriate mechanisms and procedures for public consultation and participation are applied;
 - The planning events are undertaken in accordance with the time schedule;
 - The planning process is related to the real burning issues/priorities in the municipalities; and
- That sector planning requirements are adhered to.

8. Issues, Mechanisms and Procedures for Alignment and Consultations

8.1. Introduction

Alignment is the instrument used to synthesize and integrate the top-down and bottom-up planning process between different spheres of government. Alignment should be arrived at between Local and District municipalities and all parties involved in the alignment need to be informed. There are two types of alignment procedures that must take place in the planning process i.e. vertical and horizontal alignment. Both procedures complement each other, and the Bushbuckridge Local Municipality will ensure that both procedures are applied. The horizontal alignment, which is between municipalities, district and sector departments ensure that planning processes and issues are co-ordinated and addressed jointly. The district has the responsibility to ensure that alignment between the local municipalities takes place. On the other hand, the vertical alignment between local government (municipalities/district) and other spheres of government (provincial/ national sector Departments and other stakeholders e.g. Eskom, Telkom) ensures that the IDP is in line with national and provincial policies and strategies so that it is considered for the allocation of departmental budgets and conditional grants.

8.2. Composition of persons to be Involved in the alignment Process

Officials and Councillors that should be involved in alignment between municipalities and district includes:

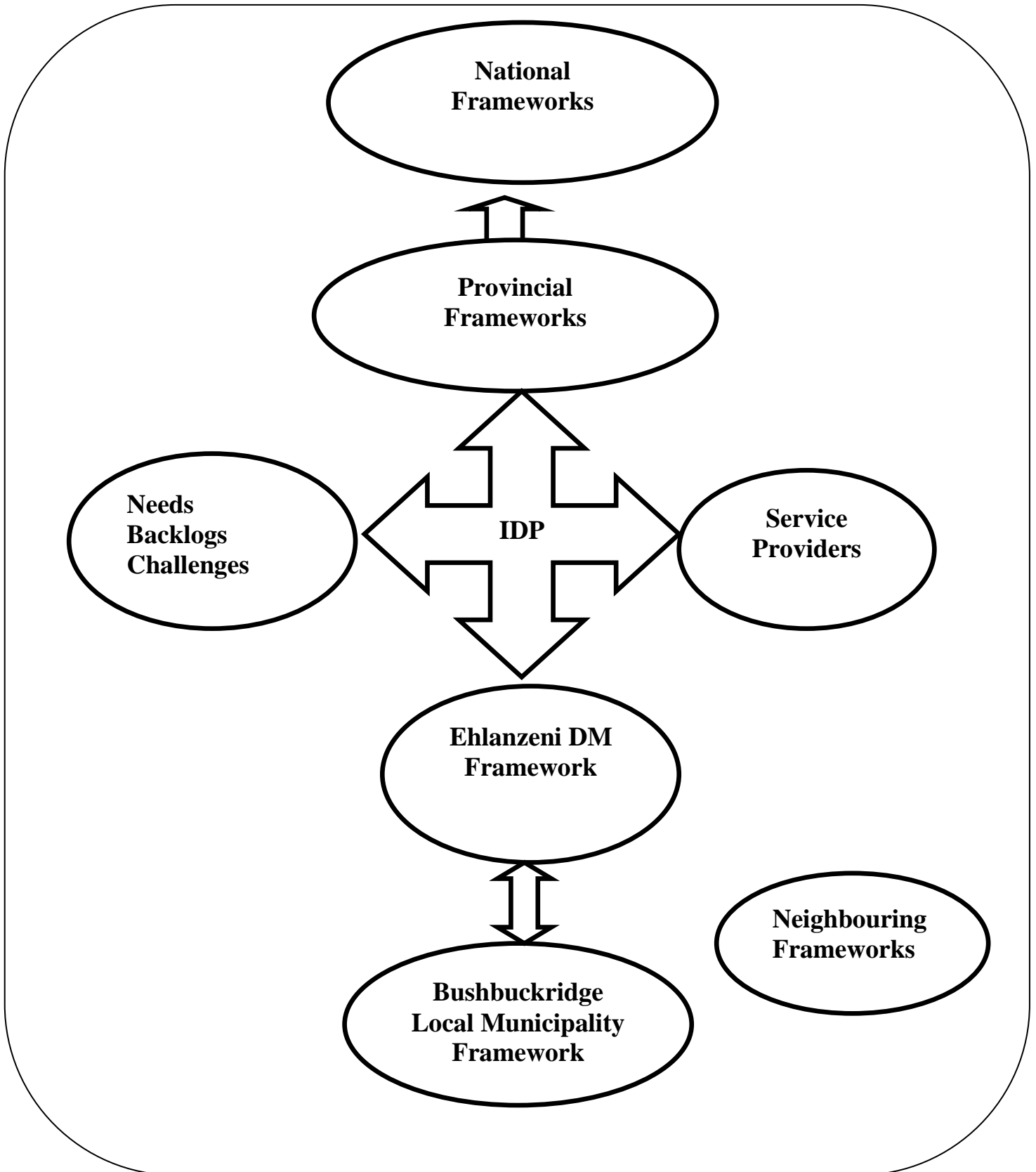
- District Municipality's IDP Manager and IDP Steering Committee.
- Local Municipality's IDP Manager and local IDP Steering Committee.
- IDP Managers' Forum; and
- IDP Steering committee and National & Provincial sector Departments Planners.

On the other hand, between local government and other spheres, the following should be involved:

- Local and District IDP Managers.
- Provincial IDP Co-ordinator.
- Provincial/ national senior sector departments officials.
- Senior officials of corporate service providers (Eskom, Water Boards, Telkom, etc); and regional stakeholders

8.3. Horizontal and Vertical Alignment

Figure 4: Horizontal and Vertical Alignment



8.4. Strategy for Horizontal Alignment

- i. The main responsibility of horizontal alignment lies with the Ehlanzeni District, but the responsibility of aligning local issues on municipal level lies with the designated municipalities.
- ii. The IDP Managers Forum is responsible for alignment between the local municipalities
- iii. Further alignment will take place within the District Representative Forum meetings, as well as the local IDP Rep forum.
- iv. Municipalities, both District and Local, must align on a bilateral basis with adjacent municipalities (regardless of the district area), regional stakeholders, etc. for issues that affect them both. The responsibility for such bilateral alignment will depend on the magnitude of the specific issue (only affecting one municipality or various municipalities).
- i. The procedure for alignment between adjacent local municipalities, district municipalities, Municipalities, will be as follows:
 - a. The Ehlanzeni District Municipality needs to ensure alignment between itself, adjacent district municipalities (Gert Sibande, Nkangala District, Sekhukhune, and Mopani District Municipality, etc this can be achieved by working closely with the Provincial IDP Co-ordinator.
 - b. Bushbuckridge Local Municipality needs to ensure alignment with all the local municipalities in the Ehlanzeni district as well as neighbouring municipalities in the Limpopo province.
- v. The Municipality should submit a draft document of a specific phase to these adjacent authorities. Adjacent authorities must indicate within 14 days if there is further alignment required regarding specific issues. The Municipality will inform adjacent authorities within a specific phase if a specific issue has an influence on that authority. The core responsibility of bilateral alignment between a specific local municipality and a directly adjacent municipality or authorities still lies with that municipality and the municipality must inform that adjacent municipality where they are affected.

8.5. Strategy for Vertical Alignment

- i. The core component of vertical alignment will be through the Provincial Planning Forum that is established at Provincial Level and the District IDP Steering committee as well as IDP Representative Forum.
- ii. Alignment with Provincial Departments may also be achieved through bilateral between the three spheres of Government.
- iii. The IDP Steering Committee, consisting of the Municipality's directors will request submission of applications to constitute the IDP Representative Forum through the local press. Stakeholders/ community groups will be requested to indicate their goals, objectives, activities, number of members and constitution.
- iv. In cases where regional stakeholders/ community groups have a direct interest in a specific municipality regarding municipal wide issues, there

should be direct interaction between these parties within the designated local IDP Representative Forum.

Due to the different nature of each phase alignment may be of importance and the suitable alignment mechanism will differ. A framework of alignment requirements for both types of alignment per phase is indicated in Chapter 2. The framework does not exempt any further horizontal or vertical alignment and indicated only the non-negotiable stages of critical alignment.

8.6. District Development Model

President, Cyril Ramaphosa in the State of the Nation Address (SoNA) indicated that it is time for government to break away from the silo mentality of working and went on to introduce a new approach called the District Development Model (DDM). The DDM was subsequently adopted by cabinet on the 21st of August 2019. The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

The President also highlighted that the DDM will help government address the triple challenges of poverty, unemployment and inequality.

Informed by the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF) and other government policies, legislations and previous similar programmes, the DDM seeks to ensure maximum coordination and cooperation among all three spheres of government (National, provincial and local). Amongst others, the Model will be implemented through a collaborative process to develop One Plans for all 44 districts and 8 Metropolitan Municipalities which will be further synchronized with Integrated Development Plans (IDPs) of municipalities.

Each district and metro plan will develop a long-term government agenda in these spaces and unpack at least the following developmental issues:

- Managing urbanization, growth and development.
- Supporting local economic drivers.
- Accelerating land release and land development.
- Investing in infrastructure for integrated human settlement, economic activity and the provision of basic services; and

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

- Addressing service delivery in municipalities.

The Bushbuckridge Local Municipality participates in the district municipality's DDM work streams.

8.6.1. Schedule for district meetings

DDM Workstreams and Focus Groups					
	Workstream	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.	Social Services	20/09/2025	29/11/2024	20/03/2025	20/06/2025
2.	Governance, IGR, Communication, Public Participation & HR (Including Traditional Councils)	30/07/2024	29/10/2024	28/01/2025	No planned Meeting
3.	Economic Growth & Job creation	19/09/2024	20/10/2024	18/03/2025	No Planned meeting
4.	Basic Service Delivery & Infrastructure Development	11/09/2024	13/11/2024	12/03/2025	11/06/2024
5.	Finance and ICT Governance	18/09/2024	05/12/2024	12/02/2025	12/06/2025
6.	Strategic Services	20/08/2024	13/11/2024	10/02/2025	10/06/2025
7.	Community Services	27/11/2024	05/12/2024	27/03/2025	26/06/2025
8.	Public Private growth initiative Group (PPGI)	13/08/2024	05/11/2024	04/02/2025	06/05/2025

Table 7: DDM Workstreams

DDM TECHNICAL MEETINGS			
	DATE	TIME	VENUE
Quarter 1	21 August 2024	09h00	EDM
Quarter 2	14 November 2024	09h00	EDM
Quarter 3	06 February 2025	09h00	EDM
Quarter 4	13 May 2025	09h00	EDM

Table 8: DDM Technical Meetings

DDM COUNCIL MEETINGS			
	DATE	TIME	VENUE
Quarter 1	27 August 2024	09h00	EDM
Quarter 2	27 November 2024	09h00	EDM
Quarter 3	18 February 2025	09h00	EDM
Quarter 4	27 May 2025	09h00	EDM

Table 9: DDM Council Meetings

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

9. Monitoring of the Process Plan and Amendment of the Framework Plan

9.1. Monitoring, Evaluation and Reporting of Process Plans

- The municipality will be responsible for monitoring its own Process Plan and ensuring that the Framework Programme is being followed as required.
- Detailed mechanisms that will be used to monitor each municipality's Process Plan need to be stipulated in the designated Process Plan. Monitoring mechanisms may include bi-monthly progress reports to be submitted to the designated council.
- The IDP Managers Forum must ensure that all municipalities follow their process plans. (Please do not generalise, the focus should be on Bushbuckridge)
- The provincial department of COGHSTA also conducts oversight on the implementation of the Process plan.

9.2. Amendment of Framework Plan:

In the event of any deviations from the Framework Plan that needs to be considered, the following procedure is adopted:

- i. The municipality must inform the District Municipality, within a reasonable time, on deviations of the Action Programme that affect district wide activities.
- ii. The IDP Managers Forum (IDP Managers acts on behalf of its designated council and steering committee and should consult them on issues of deviations where required) that meets monthly is responsible to jointly assess progress and make recommendations on amendments to the IDP Steering Committee.
- iii. The IDP Manager Forum must inform the Steering Committee of its recommendations, and the Steering Committee has the mandate to decide when and how amendment takes place and can therefore postpone an activity or continue with the agreed programme.

10. Mechanisms for giving feedback to communities on IDP implementation

The Municipality have a Public Participation and Communication strategies that clearly outline how this institution communicates with the community and how community participation is done. On the IDP/Budget matters the Municipalities the process plan clearly shows how community consultations are conducted. The Municipality publishes a notice on the draft Process Plan and another one when the Process Plan has been approved by Council. The process plan outlines how community consultations on the IDP will be conducted in the analysis and approval phases. Feedback will be provided to communities on the continuous basis using the different medium and structures that are in the institution. Notices and adverts concerning the reviewal process will be utilised to keep the community abreast with the different changes that will occur.

BUSHBUCKRIDGE LOCAL MUNICIPALITY PROCESS PLAN 2025/26

Budget from the Office of the Speaker has been made available to conduct community consultations.

11. Conclusion

The Framework Plan is compiled as per district framework as per legislation. A thorough consultation with the district and other local municipalities within the district was conducted before adoption.