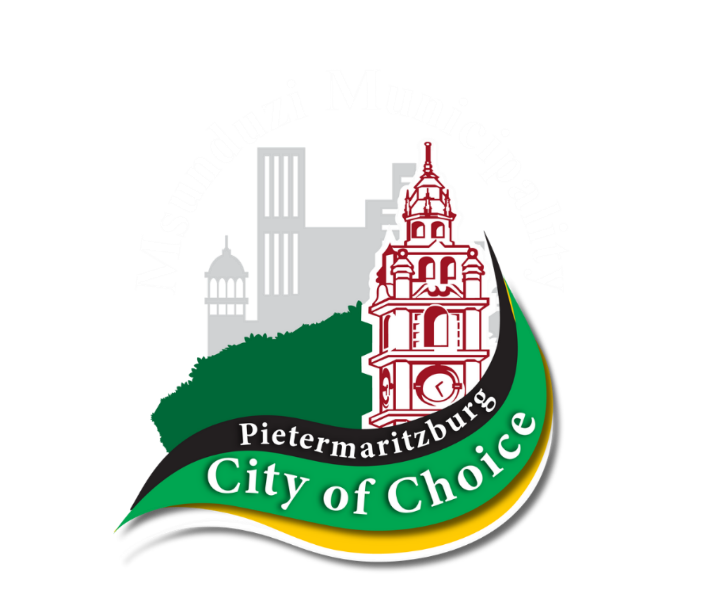
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MSUNDUZI MUNICIPALITY

**IDP/BUDGET AND OPMS**

**DRAFT PROCESS PLAN**

**FOR** **THE 2026/2027 IDP**

**“The City of Choice – Second to None”**

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# INTRODUCTION

Pietermaritzburg, the Capital City of KwaZulu-Natal is affectionately known as the ‘City of Choice, Second to None’ is not unique from other South African cities that are characterized by socio-economic growth and developmental challenges in re-dressing imbalances of the past, maintaining and upgrading developed urban areas and uneven developed peri-urban and rural areas within limited budgets. Municipalities are at the coalface of service delivery, and that citizens of our country will only enjoy this democracy, peace and freedom as enshrined in the South African’s constitution of 1996, the Bill of Human Rights, and various pieces of legislation, if a sense of belonging, ownership, participation of communities in their development can possibly be realized through the Integrated Development Plan (IDP) review process.

Having regarded the prioritization process as a critical phase in the IDP review process, the alignment of the IDP and Budget is profound to begin to make the IDP realistic, affordable, and supported by reputable baseline data in determining developmental indicators that are crafted in terms of short-, medium- and long-term planning. The spatial reference cannot be re-emphasized in realizing the citizens’ vision of becoming a safe, vibrant, sustainable, and smart metropolis.

# THE PURPOSE OF IDP PROCESS PLAN:

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

Therefore, the purpose of this document is to outline the framework process for the review of Integrated Development Plan for Msunduzi Municipality in alignment with parallel processes, namely the budget and the Performance Management System (PMS).

What is a Process Plan? The Process Plan is a timetable for all the milestones and activities that will be realized to review the IDP in the context of the budget, Performance Management System, Spatial Development Framework, and all other sector plans with an emphasis to four core sector plans such as the Disaster Management Plan, the Financial Plan, Spatial Development Plan, and the Institutional Management Plan.

This Process Plan is based on the unique character and circumstances of Msunduzi Municipality, taking cognizance of the process plan requirements as outlined in the Municipal Systems Act (S34) and guidelines for Integrated Development Planning provided by Department of Cooperative Governance and Traditional Affairs.

To ensure certain minimum quality standards of the Integrated Development Plan, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). The preparation of a Process Plan, which sets out the IDP Process in writing, it requires adoption by Council. This plan must include the following:

* A programme specifying the time frames for the different planning steps.
* A programme specifying the time frames 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.
* An indication of the organizational arrangements for the IDP Process;  Binding Process and planning requirements, i.e. policy and legislation; and  Mechanisms and procedures for vertical and horizontal alignment.

# LEGAL CONTEXT OF IDP PROCESS PLAN

## Municipal Systems Act 32 of 2000 (Section 28(1))

In terms of Chapter 5 of the Municipal Systems Act, 2000, as amended and section 28 (1) states that: “*Each municipal council must, within a prescribed period after the start of its elected term, adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan for the development of the entire municipality that: -*

*3.1.1. Consults the local community on the Process Plan.*

*3.1.2. Gives Public Notice on the process the Municipality intended to follow.”*

## Municipal Systems Act 32 of 2000 (Section 25 (1)):

“*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-*

1. *Links integrates and coordinates plans and takes into account proposals for the development of the municipality.*
2. *Aligns the resources and capacity of the municipality with the implementation of the plan.*
3. *Complies with the provisions of this Chapter; and*
4. *Is compatible with national and provincial development Plans and planning requirements binding on the municipality in terms of legislation.”*

In terms of the core components of Integrated Development Plans, Chapter 5, and Section 26) of the Municipal Systems Act (2000) indicates that:

“*An integrated development plan must reflect-*

1. *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.*
2. *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.*
3. *The council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.*
4. *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.*
5. *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.*
6. *The council’s operational strategies.*
7. *Applicable disaster management* plans.
8. *A financial plan, which must include a budget projection for at least the next three years; and*
9. *The key performance indicators and performance targets determined in terms of section 41.”*

## Municipal Finance Management Act of 2003

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

“*The mayor of a municipality must-*

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

1. *The preparation, tabling, and approval of the annual budget.*
2. *The annual review of-*
   1. *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
   2. *The budget related policies.*
3. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
4. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*
   1. **Municipal Planning and Performance Management Regulations, 2001 (MSA, CH 6**)

These regulations set the legal framework for how municipalities should plan, implement, monitor, and review their Integrated Development Plans (IDPs) and Performance Management Systems (PMS).

1. *Setting of Key Performance Indicators (KPIs) (Reg. 11–13)*

* *Municipalities must set measurable performance indicators for:*
* *Development priorities and objectives in the IDP.*
* *Service delivery in terms of the SDBIP.*

1. *KPIs must include input, output, and outcome measures.*

* *Review of KPIs (Reg. 13)*
* *Performance Targets (Reg. 12)*
* *Monitoring, Measurement & Review (Reg. 14–16)*
* *Municipalities must monitor performance and compare achieved results against set targets.*
* *Must conduct quarterly reviews of performance.*
* *Must publish an annual performance report as part of the Annual Report required by the MFMA.*

# ALIGNMENT OF THE IDP, BUDGET AND PERFORMANCE MANAGEMENT PROCESSES

Every attempt will be made in this Municipal Plan to align the IDP and Budget preparation process, and the PMS review. The linkage of the three processes is summarized in the following diagram:

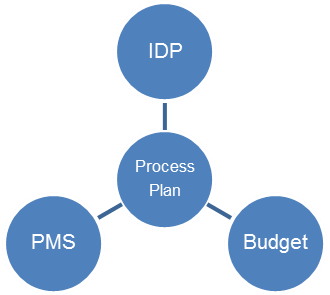


Figure 1: The IDP, Budget and PMS Linkages

# STATUS QUO ANALYSIS

The Msunduzi Municipality is the second largest Municipality in the province of KwaZulu Natal and is proudly the Capital of the province of KwaZulu Natal. The confirmation of the capital status of Msunduzi has entrenched its role and position as the administrative and political hub of Kwa Zulu Natal. The Municipality is moving in the direction of achieving Metropolitan status, as more strategic approaches to reviewing the Integrated Development Plan (IDP) have been adopted.

The Msunduzi Municipality is located along the N3 corridor which links Durban to Gauteng. The Municipality covers an area of approximately 590,6 km2 and consists of 41 wards. It is predominantly urban to peri-urban in nature, with areas of rural residential. This IDP document marks the development of the Msunduzi IDP for 2026-2027 and incorporates key amendments including the review of the Municipal Vision, Strategic Priority Areas, Goals, Value Statements, and includes long term targets for 2040.

## THE MUNICIPALITY AT A GLANCE

The following table summarizes key municipal statistics, and is explained briefly below:

**TABLE 1: MUNICIPAL KEY STATISTICS**

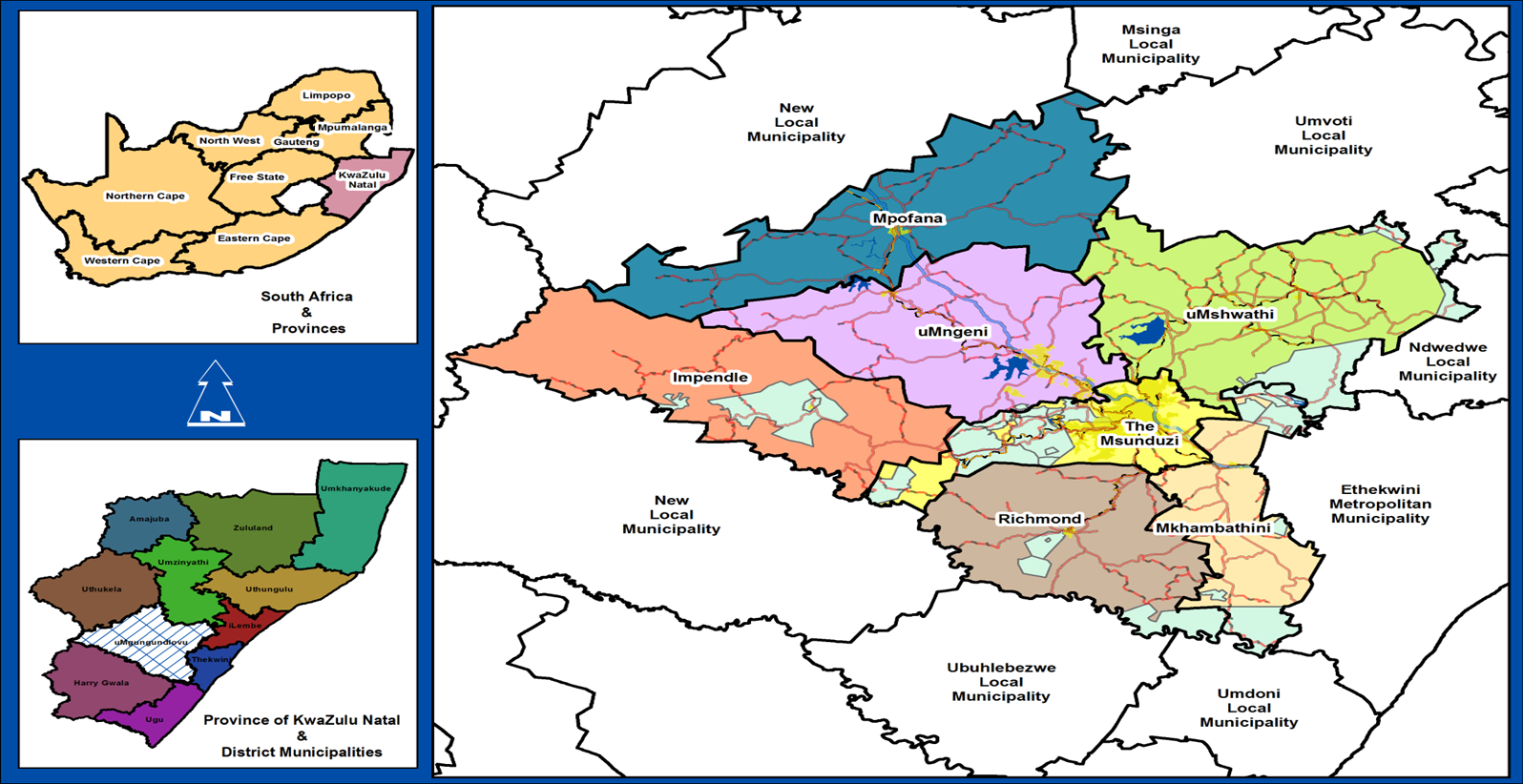
| **NAME** | **2022** | **2011** |
| --- | --- | --- |
| Total population | 817 725 | 621 715 |
| Number of households | 213 727 | 164 757 |
| Average household size | 3,8 | 3,8 |
| Young children (0-14 years) | 23,5% | 26,7% |
| Working age population (15-64 years) | 69,7% | 68,3% |
| Elderly (65+ years) | 6,8% | 5,0% |
| Dependency ratio | 43,4 | 46,4 |
| Sex ratio | 91,3 | 90,8 |
| No schooling (20+ years) | 4,0% | 5,5% |
| Higher education (20+ years) | 14,6% | 12,8% |
| Formal dwellings | 90,5% | 73,5% |
| Flush toilets connected to sewerage | 63,0% | 56,7% |
| Weekly refuse disposal service | 56,6% | 53,1% |
| Access to piped water in the dwelling | 54,5% | 47,9% |
| Electricity for lighting | 98,0% | 91,9% |

*Source: Census 2022*

## TOTAL POPULATION

The population of Msunduzi Local Municipality has grown significantly over years from 621 715 in 2011 to 817 725 in 2022, and the increase between these years is 196 010. The increase has been influenced by several factors which includes inward migration and immigration. People has moved to the city for academics and employment purposes. Wards population in the municipality increased with more than 5000 people. The number of households also increased from 164 757 in 2011 to 213 727 in 2022, and the increase between these two years is 48 970.

Population projections are critical in the development of the Spatial Development Framework as they guide future planning in terms of aspects such as new job opportunities, housing requirements, infrastructure demand and recreational spaces. Section 21(e) of SPLUMA requires the SDF to include population growth estimates for the next five years. However, the Msunduzi SDF intends to take a long-term view and therefore the population projections will be extrapolated until 2050 using a growth model. The purpose of the growth model is to illustrate the change in population throughout the Municipality since changes in population affect the spatial dynamics within each ABM. The table below depicts the population projections.

**MAP 1: Locality Map**

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## THE INSTITUTIONAL STRUCTURE

****The following diagram summarizes the recently adopted functional organogram of the Top Management of the Municipality, as well as functions associated with each of the departments.

Figure 2: Functional Organogram

# THE IDP STRATEGIC APPROACH

The IDP strategies have been aligned to the following National, Provincial, and District Level initiatives.

* Sustainable Development Goals
* National Development Plan (Vision 2030)
* Spatial Planning and Land Use Management Act No 16 of 2013
* Government Outcomes
* National Priorities (State of The Nation Address 2025)
* Provincial Priorities (State of The Province Address 2025)
* Provincial Growth and Development Strategy
* Provincial Spatial Development Strategy (PSEDS)
* District Development Model
* Community surveys

## THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2026/27 IDP REVIEW

**MEC ASSESSMENT OUTCOMES**

The Msunduzi 2024/25 IDP was assessed by the MEC’s panel in 2024. In line with the IDP Assessment Criteria, the IDP attained an overall credibility rating of 81.51% and the IDP has ranked number 14 in the province. It should be noted that the Provincial benchmark for IDP credibility is 60% and the DCOG National benchmark for IDP credibility is 50%. The KZN Provincial average credibility rating for the 2024/2025 IDPs is 74.65%. The 2024/25 IDP was well presented and is a user-friendly document, with a strategic flow.

**TABLE 2: 2024/25 IDP REVIEW MEC COMMENTS**

| **No.** | **National KPA** | **MEC input** | **Progress to date** |
| --- | --- | --- | --- |
| **1** | **Municipal Transformation and Institutional Development** | * To further enhance this KPA, the Municipality is encouraged to give a clear status on the Section of 54 and 56 position. * The Municipality is advised to fill Senior Management vacancies in the Municipality such as DMM Community services, Electricity and Sustainable development. The department notes that the Municipal Manger position is filled by Acting appointment. | * DMM Sustainable development and DMM Electricity has been appointed. * DMM Community Services is underway, post is currently under recruitment and the selection panel is |
| **2** | **Local Economic Development** | * The Municipality is encouraged to indicate the alignment of the LED Forum with other sector specific forum in the LED Strategy and indicate how the LED Forum and District Development Model structures are aligned. * The Municipality is encouraged to indicate challenges and remedial action for projects in the implementation Plan of the LED Strategy. * The Municipality is requested to indicate the budget allocation for research and development as well as the status of implementation of LED projects in the LED Strategy Implementation Plan. * The Municipality is requested to clearly indicate non-government funding allocations and sources for LED Projects in the LED Strategy. | • LED includes the budget allocations for research and development. The next review will include the status of implementation of LED projects.  • The LED Strategy review process has included sector forums. Moreover, in all our LED forums, we invite sector departments and relevant stakeholders in order align with our LED Strategy. The LED review will include the DMM structures. |
| **3** | **Basic Service Delivery** | * The municipality is encouraged to spatially show the backlogs of electricity delivery which would illustrate a more precise picture of electricity delivery. * The department advises that the existing and planned housing projects should show both public and private sector as both need to be planned and have an impact on sustainable human settlement. * The Municipality is encouraged to finalized and adopt the IWMP and further submit to MEC: EDTEA for endorsement. | • The process of developing a CITP is underway, service provider has been appointed.  The Electricity Master plan is underway and electricity backlogs have been included.  • IWMP has been sent to MEC for endorsement and the municipality has received comments that needs to be incorporated in the IWMP. |
| **4** | **Financial**  **Viability and Management** | * The Municipality has done well in addressing issues raised in the IDP assessment criteria. * The Municipality is encouraged to continue with the good results achieved, and the implementation of the financial plan sound financial strategies. | The KPA is well captured as per the COGTA IDP guidelines |
| **5** | **Good**  **Governance and Public**  **Participation** | * The Municipality is congratulated for the comprehensive coverage and detailed reporting on all aspects of Good Governance and Public participation KPA. * The Municipality needs to review the Batho Pele policy. * The municipality must review the CBPs | • The KPA is well captured as per the COGTA IDP guidelines |
| **6** | **Cross Cutting** | * The Municipality has complied with Section 26(e) of the Municipal Systems Act and Sections 12 (1) and Sections 20 of the Spatial Planning and Land Use Management Act, Act No 16 of 2013, by developing and submitting the Spatial Development Framework as an annexure to your Integrated Development Plan. * The Municipality is advised that the focus of the annual assessment, for Spatial Planning will be primarily on the development and practically of the SDP, which is submitted as part of the SDF in terms of section 21(b) * The Municipality is encouraged to expand its Capital Investment framework (CIF), to include the various types of confirmation investments (public and private) within the Municipal area (with timeframe) as well as associated mapping to contextualize it location and benefits. The SDP should indicate how the Land Use Scheme Planning by-law needs to be amended to support both current growth and development, as well as future proposal identified through the SDF and supporting Municipal Sector Plans. * The Municipality is advised to pay greater attention to information and analysis related to infrastructure planning and development, which is currently limited. More information is required in terms of existing and future capacities, especially in relation to how they affect/impact growth and development within the Municipality. * The Municipality is advised to submit updated Disaster Management Sector Plan, which is an important sources document that provides alignment to various strategic documents. The DMSP must provide collective efforts/actions to ensure that issues of land-use management, storm water management, spatial planning, enforcement of by-laws, waste management etc. are timeously addressed by relevant stakeholder to mitigate unintended consequences. * The Municipality is advised to improve on the mapping of environmental sensitivities opportunities and opportunities and pressure whilst using the SDF to update the environmental and waste chapters in the IDP. The Department advises that these elements need to be linked to appropriate strategies that can lead to phased implementation over the medium-to-long term in terms of improving economic opportunities and improving environmental management. * The Municipality is encouraged to update the Environmental Management Framework (EMF) and ensure that Ward 39 is incorporated into the review EMF as a priority. * The Municipality is encouraged to use the latest census 2022 data in the situational analysis which informs related analysis for the IDP and SDF | • An engagement session with Cogta is being arranged to ascertain the specific aspects SPLUMA section 21 which are outstanding on the SDP.  • A review of the Spatial Development Plain is underway to address further technical analysis required on institutional arrangements and monitoring mechanisms. The SDP final draft will be ready by March 2025.  The Municipality is currently busy with the first draft of the Disaster Management Plan and DMSP final draft should be adopted by the March 2026.  The EMF is currently under review.  The first layer which is the conservation plan that manages development does highlight environmental sensitive areas and opportunities and pressure whilst using the SDF.  The Municipal Sector plans use the 2022 data from Stats SA |

## PUBLIC PARTICIPATION

Various forms of public engagements have been held in this financial year to ensure public involvement in the development of the IDP. As per the municipal process plan the municipality will be going on vast engagements with our stakeholders to involve them in the 2026/27 process planning process, as well as our Budget process. The Municipality has been engaging with provincial government, businesses and ratepayers to consult on the increase and decrease in rates and tariffs this is to ensure a healthy relationship with our customers. The municipality also shares development and project information with our stakeholders and members of the ward committee.

The consultations provide an opportunity to market and communicate the municipal vision broadly to stakeholders and the public. The objectives of these consultations are to ensure that service delivery matters and positive ideas for the development of the city are captured in the city’s strategic plan and are also accommodated in 2024/2025 Municipal Budget as far as possible. During the years the Municipality has able to engage the Community and discuss future projects that are planned for the area

### TRADITIONAL LEADERSHIP CONSULTATIONS

Section 81 of the Municipal Structures Act as amended by the Traditional and Khoi-San Leadership Act, 2019 makes provision for the presentation of traditional leaderships in the municipal council and provides a mechanism for such representation including spelling out the duties of participating traditional leaders .Well before the promulgation of the KwaZulu-Natal Traditional Leadership and Governance Act (5 of 2005), the Municipality spearheaded participation and the role of Amakhosi within the Msunduzi Municipality.

The Municipal Structures Act states that “Traditional Authorities that traditionally observe a system of Customary Law in the area of the Municipality may participate in the proceedings of Council of that Municipality, and those Traditional Leaders must be allowed to attend and participate in any meeting of Council”.

To comply with legislation, the Speaker has had meetings with the Amakhosi falling under the jurisdiction of the Msunduzi Municipality. The initiative was received by the Council, and the following issues were highlighted to build on this relationship:

* Amakhosi be invited to all meetings of the Municipality and participates in discussions. Amakhosi has been allocated to the Council’s standing committee to be actively involved in the discussions happening in those meetings. They will also be attending EXCO and Full Council meetings.
* The provision of an office for Amakhosi at the City Hall, with support staff.
* Providing financial support for programmes and projects.

**TABLE 3: TRADITIONAL LEADERSHIP UNDER MSUNDUZI**

|  |  |  |  |
| --- | --- | --- | --- |
| **NO.** | **NAME OF INKOSI** | **TRADITIONAL COUNCIL** | **POSITION** |
| **1.** | **K.S. ZONDI** | Mpumuza | Deputy Chairperson of Local House Traditional Leader (LHTL) |
| **2.** | **V.I. ZONDI** | Inadi Main | Member of Local House Traditional Leader (LHTL) and Member of Provincial House Traditional Leader (PHTL) |
| **3.** | **M.S.P. NGCOBO** | Mafunze | Member of Local House Traditional Leader (LHTL) |
| **4.** | **S. MLABA** | Ximba Sub | Member of Local House Traditional Leader (LHTL) |
| **5.** | **T. MKHIZE** | Embo | Member of Local House Traditional Leader (LHTL) |
| **6.** | **E.S. ZUMA** | Nxamalala-Sub | Member of Local House Traditional Leader (LHTL) and Member of Provincial House Traditional Leader (PHLT) |
| **7.** | **M.PHEWA** | IQadi-Sub | Deputy Chairperson of Traditional Council (TC) |

## SECTOR DEPARTMENT CONSULTATION

The Municipality has had engagements with Sector Departments as part of our IDP Review process, the municipality has convened IDP Forums as part of the 2025/26 IDP Review process. The departments below have been very supportive of the Msunduzi IDP process and have contributed immensely to participate in our IDP review. The municipality will continue to lobby/invite other key stakeholders to be active in the IDP Representatives forum.

**TABLE 4: ATTENDANCE DURING CONSULTATIONS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Department | Attendance for 2025-2026 | No. | Department | Attendance for 2025-2026 |
| 1 | Agriculture | 0% | 10 | Social Development | 100% |
| 2 | COGTA | 100% | 11 | Education | 100% |
| 3 | Health | 100% | 12 | Rural Development & Land Reform | 100% |
| 4 | MIDI | 0% | 13 | Minerals & Energy | 100% |
| 5 | Public Works | 100% | 14 | uMgungundlovu District | 100% |
| 6 | Treasury | 100% | 15 | Transport | 100% |
| 7 | Human Settlements | 0% | 16 | Statistics SA | 100% |
| 8 | SANRAL | 100% | 17 | Economic Development | 100% |
| 9 | Umgeni Water | 100% | 18 | Sports & Recreation | 0% |

## COMMUNITY IDENTIFIED NEEDS

The following figure summarizes the issues raised by community members in terms of their importance. It is taken from both minutes of community meetings and surveys and shows needs and/or issues of importance that have been categorized according to the five national Key Performance Areas.

*Figure 3: Summary of Community Needs Analysis*

## IDP KEY CHALLENGES

### DEVELOPMENT CHALLENGES

The combined SWOT Analysis has demonstrated the strengths that the municipality intends to build to exploit opportunities. Likewise, the municipality has developed interventions to address the weaknesses and threats. The following Is a summary of all key challenges per KPA.:

**TABLE 5: MUNICIPAL COMBINED KEY CHALLENGES**

|  |  |  |  |
| --- | --- | --- | --- |
| **NKPA** | **KEY CHALLENGES** | **DESCRIPTION** | **GOAL** |
| **NKPA 1-Municipal Transformation and Organizational Development** | * Loss of institutional knowledge as older employees retire. * Staff exist rate that outpaces employee entry. * Delays in the filling of critical vacancies impact negatively on service delivery. * The high vacancy rate in the Municipality is a matter of grave concern. * Poor management of overtime claims resulting in high employee costs which results in a culture of poor work ethics and poor management practices. * The loss of competent talent. * Lack of skills in critical service delivery functions. * Limited budget for Skills development. * Limited personnel capacity to preside and prosecute matters because of withdrawals of presiding officers and prosecutors. * Individual performance management system (IPMS) was not fully implemented. * ICT vulnerable to abuse and or misuse. * The slow pace of SAP reimplementation | * Staff members are leaving the municipality due to better offers, retirements and death. * The red tape in the recruitment process impacts negatively on the timeous filling of critical post. * The abuse of overtime impacts negatively on the municipal finances. * Lack of skills development hinders proper delivery of skills transfer. * The abuse of the system leads to slow connects and systems. * Non- implementation of IPMS delays organizations evaluate and improve employee performance, aligning it with organizational goals through goal setting, regular feedback, and performance reviews. | **Goal 1** |
| **NKPA 2- BASIC SERVICE DELIVERY** | * Backlogs on repairs, maintenance, and refurbishment of infrastructure. * High demand for services in the informal and peri-urban areas and areas that did not previously form part of the borough of Pietermaritzburg. * The loss of revenue from theft and tampering by residential and business users. * The need to reduce revenue losses caused by technical losses, illegal connections, tampering, unbilled metered consumers and unmetered authorized consumers. * As the service provision footprints increase, there is a need for larger operations and maintenance budgets. * There is difficulty of attracting and retaining qualified and competent technical staff. * The theft and vandalism of infrastructure. * An ageing fleet of vehicles with frequent breakdowns resulting in stoppages in service delivery. * Illegal dumping | * The backlog on roads, water and electricity infrastructure repairs may cause further damage. * Water and Electricity tampering causes a loss of revenue. * Unmetered, unbilled meters cause a high loss in revenue. * Shortage of technical staff in the water and sanitation and Electricity unit continuing to affect service delivery. * The vandalism of streetlights, robots and manholes creates a setback for the municipality. * Aging fleet creates a backlog in waste collection. * Illegal dumping results in a dirty city | **Goal 2** |
| **NKPA 3 – LOCAL ECONOMIC DEVELOPMENT** | * Limited of support from the Municipality when it comes to funding of small businesses. * Tourism - Decreasing events and improving business tourism numbers. * Logistics – lack of coordination and integration with regards to logistics and supply chain management * High level of unemployment * Limited funding for youth empowerment. * Limited priority for infrastructure development in areas of Mkhondeni, and Willowton. * Declining manufacturing industries. Some factories have left the city. * Availability of green energy. * The high urbanization Pressures. | * The municipality often face budget constraints, which can limit their ability to fund and support economic development projects and initiatives. * The is no coordination and support for tourism in the municipality. * High levels of unemployment, makes it difficult to create sustainable local economic growth. Addressing this issue requires significant investment in skill development and job creation. * The nonexistence of green energy may cause big companies like Hulamin to leave the city. * Poor infrastructure roads, electricity, water supply hinders economic activities and discourage both local businesses and external investors from operating.   Rapid urbanization can strain resources and infrastructure in our municipality, which leads to challenges in providing services, managing growth, and ensuring equitable development across urban and rural areas. | **Goal 5** |
| **NKPA 4- FINANCIAL VIABILITY AND MANAGEMENT** | * Budget constraints. * 11 wards under traditional authority are not paying for services. * Over the past few years, the households in these have increased in terms of density and the household type and size further compounding the problem. * There are several water leaks in the system and Land invasion which results in people connecting illegally onto the water and electricity network. * Over the years the cost of providing services has escalated and these costs have not been transferred to consumers’ further putting pressure on the City’s finances * Inaccurate billing system * Red tape in procurement processes. * Qualified audit. | * Constrains in budget may lead to cutting of budget for units which may lead to non-completion of projects. * Nonpaying wards impact highly on loss of water and electricity revenue. * Increase in household cause a strain for the municipality to provide services. * Land invasion leads to Illegal connections of water and electricity which leads to revenue loss.   An inaccurate billing system causes major issues — not just financial losses, but also a breakdown in trust between the municipality and residents. | **Goal 4** |
| **NKPA 5- GOOD GOVERNACE AND PUBLIC PARTICIPATION** | * The negative publication about the Municipality harms the image of the municipality, which may cause the public not to trust the Municipality to deliver on services. * Management failure to implement recommendations of internal audit & resolutions of the audit committee lack of covered. * Limited implementation of Risk Management * The challenge in adoption of policy that will guide how they integrate with council across the various council structure. * leak of forensic investigation reports may lead to criminal cases being leaked and cases being jeopardize. * Lack of implementation of Risk Management in the Municipality * Implementation of Bylaw enforcement * Bid Committee slow pace of meetings. * Ward Commit | * The Rick Management Unit has only one person responsible for the whole municipality, this may cause strain on the CRO. * Shortage of tools of trade may result in officials not being able to continue with their duties. * The traditional authorities are invited to all council meeting and strategic planning meetings. The challenge is an adopted policy that will guide how they Integrate with council across the various council structure. * Leaking of reports may lead to criminal cases being leaked and cases being jeopardize. * There is a need to foster relationships with National and Provincial media houses on a one-on-one bases and strength the Public Relations with all media outlets. | **Goal 3** |
| **NKPA 6- CROSS -CUTTING**  **SERVICE DELIVERY** | * Limited Institutional Capacity * Poor Early Warning Systems * Lack of Community Awareness and Preparedness of disaster. * Poor Implementation of SDF Proposals * Lack of qualified GIS specialists, and urban designers. * Poor-quality plans, weak enforcement, and delays in development approvals. * Land Ownership and Access Issues. * Complex land tenure, unresolved land claims, and unclear ownership hinder spatial planning and land release. * Informal land markets operate outside planning frameworks. * Urban Sprawl and Inefficient Settlement Patterns. | * Disaster management units is under-resourced or understaffed may cause Lack of skilled personnel to plan, implement, and coordinate disaster risk reduction strategies. * Inadequate communication tools and technologies to alert communities of impending risks (e.g., floods, fires). * Weak coordination between provincial, and local systems. * Low levels of public education and training in disaster risk reduction. * Residents are often unaware of risks, evacuation routes, or how to respond in emergencies. * SDFs are often treated as “paper plans” with no clear implementation mechanisms. | **Goal 6** |

## DEVELOPING A STRATEGY TOWARDS DEVELOPMENT

## INTRODUCTION

The following diagram provides a summary of how the different plans in the Municipality align and inform each other. The over-arching and direction-giving document that informs all operations and expenditure by the Municipality is Vision 2040. This is briefly summarized below.

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Description automatically generated

Figure 4: Corporate Strategy for the Msunduzi Municipality

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The SDBIP has been operational for several years. The SDBIP 2025/26 was approved by the Mayor during June 2025. Taking cognizance of issues previously raised by the Auditor General, the Office of the Municipal Manager embarked on initiatives to ensure that the content of the SDBIP is ‘SMART’, and that better alignment exists between the IDP, Budget, and SDBIP.

## MONITORING OF THE IDP THROUGH THE PERFORMANCE MANAGEMENT SYSTEM (PMS)

The Msunduzi Municipality has an approved Organizational Performance Management System (OPMS) Framework and Individual Performance Management System (IPMS) policy, which serve as the guideline documents for the implementation of the Performance Management System (PMS) within the Municipality. The implementation of performance management is guided by various legislative prescripts and requirements. The OPMS Framework is inclusive of the following interrelated processes:

## Planning.

## Implementation.

## Monitoring.

## Evaluation.

The Msunduzi Municipality recognizes the significance of having an Individual Performance Management & Development System not only as a legal requirement in terms of the applicable regulations, but as an important instrument of corporate governance which aims at ensuring that a process of goal setting for all municipal employees is followed by a systematic success measuring process. The Individual Performance Management & Development System will be largely informed by and based on the Organizational and Departmental Performance Management System and Job Description of Employees.

With the approval of the Organizational Performance Management System (OPMS) and the Individual Performance Management System (IPMS) policies, Council has embarked upon the process of cascading performance agreements from the Municipal Manager to the Senior Manager level being levels 1 – 3 in the organization. With the signing of the performance agreements, it becomes mandatory to keep a Portfolio of Evidence, to enhance performance reporting at all levels. A Standard Operating Procedure on the development of Portfolios of Evidence has been approved by Council to have a clear process to collate and store information that is verified, accurate, reliable, and complete.

## The Msunduzi Municipality’s PMS is the primary mechanism to monitor, review, and improve the implementation of its IDP and gauge the progress made in achieving the objectives set out in the IDP. In addition, the Municipality’s PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making.

## The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is that what gets measured gets done.

## Once performance planning and the IDP have been completed and departmental SDBIP’s are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on. Reporting requires that the Municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements, and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting.

# EXTERNAL ROLE PLAYERS

## External Role Players: Public Sector and Civil Society, CBOs, and NGOs

**Office of the Premier**

## The Office of the Premier through the Director General performs, amongst others, the following roles, and responsibilities:

## The Office of the Premier (OTP) plays a crucial role in the Medium-Term Development Plan (MTDP) by ensuring alignment, coordination, and monitoring of provincial plans. OTP facilitates the integration of national and provincial priorities, supports capacity building within departments, and monitors the implementation of the MTDP to achieve development goals, render support, and monitor various sector departments including the Department of Cooperative Government and Traditional Affairs.

## Intervene in situations where non-performance of Provincial Departments becomes a matter of concern, including participation in IDP review process, especially at the district sphere of government.

**Implications to Msunduzi Municipal plans**

The MTDP highlights 3 priorities adopted by the Government of National Unity to achieve the NDP Vision 2030. Msunduzi municipality aims to foster economic growth and job creation by promoting the growth of manufacturing and related industries, often through government policies and incentives. This policy is in line with the municipal plans for revitalizing industries in the city such as Edendale Town center, which is also part of the DDM one plan, Mkhondeni and Williowton. Furthermore, as Msunduzi Municipality, we are committed to fast-tracking housing development projects to promote dignified human settlements. Additionally, currently the municipality has over 6,000 indigent households registered in its system, all of whom receive free basic services as part of Msunduzi’ s ongoing commitment to social relief and equitable service delivery.

## Department of Cooperative Governance and Traditional Affairs (COGTA)

**COGTA is responsible, amongst other things, to:**

* Ensure horizontal alignment of the IDPs for various municipalities (including uMgungundlovu District Municipality and other seven local municipalities including Msunduzi Municipality.
* Ensure vertical sector alignment between provincial sector departments, provincial strategic plans and the IDP process at local and district level by:
* Guiding the provincial sector departments’ participation sector in and their required contribution to the municipal planning process; and
* Assessing the credibility of IDPs and aligning their sectoral programmes and budget with the IDPs.
* Ensure alignment between Provincial Departments and designated parastatals within provincial departments.
* Efficient and effective financial management of provincial IDP grants where applicable.
* Monitor the progress of the IDP processes through the uMgungundlovu District Municipality and through the IDP Managers Forum.
* Facilitate and coordinate IDP drafting processes, where needs expressed.
* Facilitate capacity building including IDP specific training where necessary; and
* Co-ordinate and manage the MEC’s IDP assessments.
* The Municipal Support and Intervention Plan (MSIP) be monitored and progress on implementation be reported to the Municipal Council on a regular basis.

## COGTA continue monitoring municipal performance and supporting all municipalities in accordance with its constitutional mandate. The table below illustrates the progress on the MSIP monthly report to COGTA.

**TABLE 6: PROGRESS ON THE MSIP**

|  |  |  |
| --- | --- | --- |
| Progress | NO | % |
| Achieved | 39 | 60 |
| Partially Achieved | 26 | 40 |
| Not Achieved | 0 | 0 |

## Sector Departments

* Contribute knowledge, expertise and execution on development and planning agenda and priorities.
* Provide relevant information on provincial sector department’s development plans, programmes, budgets, objectives, strategies, and specific projects aligned to the PGDS and PGDP.
* Ensure alignment of strategic objectives, strategies, and projects with the IDP process and alignment of local, district, provincial and national priorities
* Contribute towards technical expertise and knowledge to enhance municipal service delivery.

## The uMgungundlovu District Municipality

The District Municipality will have the same role as Msunduzi but only in the preparation of District

IDP framework. The role of district municipality on a local level is the coordination of IDP processes for local municipalities and this includes:

* Ensuring the horizontal alignment of IDP’s of the municipalities in the district area.
* Ensuring the horizontal alignment between the district and local planning.
* Facilitation of vertical alignment of IDPs with the sphere of government and the sector departments.
* Preparation of joint strategy workshops with local municipalities, provincial and national role players, and other subject specialists.
* Providing a Shared Service Centre that is responsible to provide technical support to the local municipalities within the district.
* Establishment of intergovernmental structures.

### District Development Model (DDM) - The uMgungundlovu District Development Model Profile

uMgungundlovu District One Plan process was initiated in 2019 with the development of the District Development Model profile which has been updated on several occasions as and when new and updated data becomes available. The profile is a Status Quo Analysis and a Short-Term Action Plan identifying immediate service delivery actions, and catalytic activities aimed at unlocking developmental projects. Additionally, the 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. The DDM One Plan is a 25 to 30-year strategic plan that transcends the planning period of at least five IDP planning cycles and is anchored on the development of a ‘One Plan’ for the region spatially. The 1st Option of the vision has been approved: - “By 2052 UMDM will be a viable, innovative and resilient region that is built on sustainable economic growth and accountability”.

**Objective of the District Development Model Profile**

* Coordinate a government response to challenges of poverty, unemployment, and inequality particularly amongst women, youth and people living with disabilities.
* Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
* Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
* Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly to provide a coherent government for the people in the Republic; (solve silo’s, duplication, and fragmentation) maximize impact and align plans and resources at our disposal through the development of “One District, One Plan and One Budget”.
* Build government capacity to support to municipalities.
* Strengthen monitoring and evaluation at district and local levels.
* Implement a balanced approach towards development between urban and rural areas.
* Council noted the correspondence received from the uMgungundlovu District Municipality and endorsed the DDM (DOM) one plan on the 28th of May 2025.

### IGR Structures

* Intergovernmental Relations (IGR) focuses on the interaction between national, provincial, and local government spheres, ensuring cooperation in South Africa’s multi-sphere political system. While these spheres are distinct and interdependent, they are closely linked to enable effective governance. The primary goal of IGR is to ensure uniform policy and legislative implementation, establish intergovernmental structures, manage relationships, monitor progress, and resolve disputes.
* In Msunduzi, IGR has been instrumental in implementing the District Development Model (DDM). It facilitates the Economic Sector, Investment, and Infrastructure Development (ESIID) sub-cluster’s quarterly meetings, oversees decision matrix distribution and follow-ups, and ensures participation in other DDM sub-clusters within the Technical and Political Hub.
* Intergovernmental Relations (IGR) reports are tabled before Council as needed, particularly during the preparation of the Back-to-Basics reports, which are submitted monthly. Reports on the District Development Model (DDM) have been presented to Council on multiple occasions. Similarly, Operation Sukuma-Sakhe reports are tabled for noting by Council as and when they become available. Additionally, the Manager: Communications presents a monthly IGR report to Top Management and the Management Committee, providing updates on progress and key discussions held during DDM and Cluster meetings.

## IDP Representative Forum Stakeholders

## The IDP Stakeholder Representatives are comprised of all stakeholders that will be invited, through various public engagement activities, to provide input towards the review of the IDP.

* Rate Payers Associations
* Traditional leaders.
* Ward Committees.
* Stakeholder representatives of organized groups.
* Advocates of unorganized groups.
* Resource persons.
* Other community representatives.
* National and Provincial Departments regional representatives.
* NGO’s.
* Parastatal organizations.

### Role of the IDP Representatives Forum Stakeholders

The role of the IDP Representatives Forum Stakeholders is as follows:

* Represent the interest of the respective constituencies in the IDP process.
* Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government.
* Ensure communication between all the stakeholder representatives including municipal government.
* Monitor the performance of the planning and implementation process.
* To institutionalize participation in integrated development planning.
* Participation to ensure geographical and social representation.
* Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and municipal government.
* Ensure communication between all stakeholder’s representatives and the Msunduzi Municipality
* Monitor performance of the planning process
* Represent interests and contribute knowledge and ideas in the planning process by.”
* Participating in the IDP Rep Forum to:
* Inform interest groups, communities, organizations on relevant planning activities and outcomes.
* Analysis issues, determine priorities, negotiate, and reach consensus.
* Conducting meetings/ workshops with groups, communities’ organizations to prepare for and follow-up on relevant planning activities.
* Representatives to have mandate to represent the interests of their constituents in the integrated development planning process.
* Participate in designing project proposals and / or assess them.
* Discuss and comment on the draft Integrated Development Plan.
* Comment on and discuss alignment of annual business plans and budget with integrated development plan.

1. **Code of conduct for IDP RF Members**

* Meetings schedule (frequency and attendance) every six weeks and at least once for every phase
* Agenda, facilitation, and documenting of meetings- IDP management
* Feedback to constituents
* Require simple majority for decisions.
* Dispute resolution as per institutional structures recommendations- role of provincial department.

## South African Cities Network

The South African Cities Network an established network of South African cities and partners that encourages the exchange of information, experience and best practices on urban development and city management. The SACN is a company incorporated under Section 21 of the South Africa Companies Act 1973. It is a membership-based, non-profit organization with no share capital.

* Currently, Msunduzi Municipality is striving towards service excellence and is on the road to financial recovery, therefore the city needs to be innovative and strive for more to become more. Becoming a member of the SACN, will allow the city to take big steps forward as the advantages of being a member of the SACN is numerous. Msunduzi Municipality joined the major cities of South Africa after entering the SACN membership. It was the only secondary city to be part of the network among 8 metros across the country.
* The SANC provides services to key Msunduzi leaders and frontline staff by giving updated on current and emerging changes and trends in urban policy across the world and in South Africa. SACN promotes innovation and strategic thinking between cities and other sphere of governance, fosters cooperation and exchange of best practices, generates options and makes recommendations to network members, mobilizes the capacity of cities to support local government and national development and strengthen linkage between cities, towns and rural areas.
* The initiative proposed by the SACN is to collaborate with Msunduzi Municipality to develop a recovery plan to support the strategic priority of the city with the aim of promoting financial sustainability going forward. The SACN will support the municipality as much as possible by leveraging resources from other SACN Council Organizations, and local government fraternal organizations to deliver more impactful outcomes.

# ORGANIZATIONAL/INSTITUTIONAL ARRANGEMENTS

**(Distribution of Roles and Responsibility within the Municipality)**

## The role of the Msunduzi Municipal Council.

* Be responsible for the overall management and coordination of the planning process
* To adopt the IDP Process plan.
* Adopt and approve the final IDP and.
* Ensure that annual business plans, budget and related development activities are based on the approved IDP

## The role of the Executive Committee

* Manage through the City Manager or alternative the review process.
* Recommend the IDP review process to the Council.
* Recommend the IDP revisions to the Council.
* Allocate resources for reviewing the IDP.
* Manage the development of the IDP.
* Approve and adopt indicators and targets.

## The composition of the Political budget steering committee meeting

1. **Comprising:**

* The mayor
* The Deputy Mayor
* The Executive Committee Members
* The IDP Champions (elected from the different party caucuses)
* City Manager (or alternate) (chair)
* Deputy Municipal Managers (DMMs)
* Two representatives from IMATU and SAMWU
* Municipal Manager’s Coordinating Committee (IDP Broad Planning Technical Committee)

1. **The role of the Political budget steering committee will be:**

* Commission IDP planning studies, programs, and projects.
* Process, summarize and document outputs from subcommittees, teams etc.
* Recommend amendments to the contents of the IDP.
* Prepare, facilitate, and document meetings and workshops.
* Ensure alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance.

## Municipal Manager’s Technical budget steering committee meeting

**a). Comprising:**

* The City Manager
* Manager: IDP
* Manager Mayors and Speakers Office
* Senior Manager Budget
* Manager PMU
* Manager Budget
* Finance Support Managers
* Manager PMS
* Admin support

**b) The role of the Technical budget steering committee meeting:**

* Prepare the IDP review process plan.
* Identify resources people.
* Coordinate and manage the components of the planning process, including Stakeholders’ meetings and Meeting deadlines.
* Horizontal and vertical aligns.
* Compliance with national and provincial requirements

## Ward Councilors

Ward councilors will play a pivotal role in the preparation of the IDP process, both in terms of the technical and community participation process. They will act as the main interface between the council and communities. Primary responsibilities would include:

* Organizing public consultation and participation at ward level.
* Dissemination of the information from council to constituents and vice versa.
* Identification of issues and projects at a ward level.
* Participating in the approval and ongoing monitoring of approved IDP.
* Identify and encourage unorganized groups to participate in the IDP process

## The Municipal Manager

The Municipal Manager will be responsible for overall management of the IDP process and

Remains accountable for the overall IDP process as required in terms of the Municipal Systems

Act as follows:

* To ensure that the Process Plan is finalized and adopted by Council.
* To adjust the IDP according to the proposals of the MEC.
* To identify additional role-players to sit on the IDP Representative Forum.
* To ensure the continuous participation of role players.
* To monitor the participation of role players.
* To ensure appropriate procedures are followed.
* To ensure documentation is prepared properly.
* To carry out the day-to-day management of the IDP process.
* To respond to comments and enquiries.
* To ensure alignment of the IDP with other IDP’s within the District Municipality.
* To co-ordinate the inclusion of Sector Plans into the IDP documentation.
* To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP.
* To submit the reviewed IDP to the relevant authorities.

## Officials

The officials of Msunduzi Municipality will ultimately be responsible for the implementation of the

IDP Process and such will play a key role in the development of the IDP’s specific activities that.

Will be undertaken by the officials.This includes:

* Provision of relevant technical and financial information.
* Development of strategies and project plans.
* Providing inputs regarding the financial and technical feasibility aspects of projects and strategies identified by committees.

## Top Management Committee (TMC)

This is the strategic high-level committee of the top management Deputy Municipal Managers and is chaired by the Municipal Manager and they meet every Monday of the week to provide strategic direction and decisions on behalf of the administration. Specific terms of reference are available and revolves around the above points.

Top management Committee have the highest authority and are responsible for the entire Municipality. They control and oversee if their respective unit goes in the direction they want. They make decisions about where the unit is headed. And they also develop municipal goals, strategic plans, and policies. In addition, they play an important role in allocating and mobilizing Municipal resources.

**TABLE 8: MANAGEMENT COMMITTEES**

|  |  |  |
| --- | --- | --- |
| **Committees** | **Members** | **Convening dates** |
| Top Management Committee (TMC) | Municipal Mangers and All Deputy Municipal Managers | Every Monday 08h00 |

## Portfolio Committees

In terms of the Portfolio Committees there is a comprehensive list of terms of reference, and these Portfolio Committees are chaired by the members of the Executive Committee with delegated powers from the Executive Committee.

## Management Committee (MANCO)

Msunduzi Municipality has strong Senior Management structures in place aimed at ensuring that the municipality functions in an effective and efficient manner.

**TABLE 9: COMMITTEE MEETINGS**

|  |  |  |
| --- | --- | --- |
| **COMMITTEE** | **MEMBERS** | **CONVENEING DATES** |
| Management Committee (MANCO) | Municipal Managers, All Deputy MM and Senior Managers | Once a month |
| Extended Management Committee | Municipal Manager, DMM, All Senior Managers and All Managers | First Monday of each Quarter |
| Business Units Manco | Deputy Municipal Managers with their respective managers | Every first Monday of the month |

## 

# MECHANISMS AND PROCEDURES FOR PARTICIPATION

### 9.1 FUNCTIONS AND CONTEXT FOR PUBLIC PARTICIPATION

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

* **Information Sharing** - Ensure the public is well-informed about government plans, decisions, and developments.
* **Consultation** - Obtain feedback and inputs from the community on specific issues, projects, or policies.
* **Involvement / Collaboration** - Engage community members actively in the planning and decision-making process.
* **Empowerment / Decision-Making** - Allow communities to take part in or directly influence decisions.

**9.2 MECHANISMS FOR PARTICIPATION**

The following mechanisms for participation will be utilized:

### (i) IDP Representatives Forum

A variety of public participation engagements will take place whereby all IDP Stakeholder Representatives will be invited as per the Stakeholders database.

### (ii) Traditional Media, social media, and virtual meetings

The local newspapers (commercial and community) will be used for the publishing of all relevant notices and invitations. In addition, the municipality’s newspaper, *‘Msunduzi News’,* will be used as a mechanism to educate and inform the public on progress and processes related to the IDP.

### (iii) Radio Slots

The community radio station will be utilized to make public announcements where necessary.

(iv) **Survey Questionnaires**

These will be prepared in English and isiZulu and be distributed at the IDP/ Budget Izimbizo that will be conducted in all five (05) ABM areas. The objective of the questionnaires is to solicit the needs from members of the community. The input from these questionnaires will be consolidated and analyzed towards the development of a needs analysis.

(v) **The Municipality’s Website**

The Municipality’s website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

(vi) **IDP/ Budget Izimbizo**

The Msunduzi Municipality plans to host IDP/ Budget Izimbizo in all five (05) ABM zones. Dates are contained in table 16. The details and invitation to these meetings will be publicized in the local media.

# ALIGNMENT MECHANISM

1. **National Linkages**

The national sphere provides a framework for the preparation of the Sector plans, and funding where possible. This contributes to the creation of normative frameworks and consistency between municipalities.

The national sphere should also co-ordinate and prioritizes programs and budgets between sectors and the national sphere in line with the framework.

1. **Provincial Level**

As with the National Government, Provincial Government should prepare Sectorial.

Guidelines and funding for the preparation of these plans. The preparation of the Sector plans and programs and both local and district programs also need to be coordinated and aligned.

1. **As a Local Municipality**

Msunduzi will participate in all district-level alignment events and specific alignment meetings. The municipality will also contribute strategies in addressing district-level issues during the alignment meetings. The municipality will also arrange for alignment meetings with neighboring municipality to discuss development issues of mutual concern. meetings with neighboring municipality to discuss development issues of mutual concern.

Table 16 below; indicates the various milestones/ activities which all contribute towards ensuring that the process involving the review of the IDP results in alignment of the budget, IDP and the PMS.

1. **COST ESTIMATE**
2. **The IDP Unit has been allocated a total of +- R 4 000 000.00**

This amount will cover the 5 Zonal Mayoral Izimbizo that the municipality host during the months of April/May. The zones are namely Vulindlela (Zone 1), Edendale (Zone 2), Imbali (Zone 3), Central (Zone 4) and Northern Areas (Zone 5). The anticipated number of attendees to our Izimbizo is expected to be +- 10 000 people. This cost also covers our publications and advertising expenses.

Due to cost containment the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) will be done in-house.

1. **PROCEDURES AND PROCESS FOR PARTICIPATION.**

Table 16 below indicates the milestones/ activities towards the approved IDP, Budget and PMS for the 2026/ 2027 financial year:

### Table 10: IDP/ Budget/OPMS Process Plan in Preparation for the 2026/ 2027Financial Year

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **JULY 2025** | | | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| OPMS | Signed S57 Manager’s  Performance Agreements – S53  MFMA and S57 MSA | 11th of July 2025 | PMS Unit | Signed performance agreements and place on website within 14 days. |
| IDP | Business Unit Internal Alignment meeting. | 16th of July 2025 | IDP/PMS | Attendance Register  Minutes  Invites  Presentations |
| OPMS | Data Collection, Preparation, and finalization of the annual performance report 2024/2025 | 01st of July – 15th of August 2025 | OPMS | Draft Annual performance report |
| IDP | Meeting with the district family of municipalities | 18th of July 2025 | IDP | Attendance registers and draft framework plan |
| Finance | Preparation and finalization of the annual financial statements / consolidated financial statements 2024/2025 | July – August 2025 | Budget | Annual financial Statements |
| IDP | IDP/Budget and OPMS Process Plan meeting | 23rd of July 2025 | IDP | Attendance Register  Minutes  Invites  Presentations |
| IDP | Circulate the draft Process plan internally for preliminary comments and inputs Including EXCO | 29th of July 2025 | Municipal Manager/ IDP | Circulated draft |
| PMS | Posting of Performance Agreements on municipal website for public. | 30th of July 2025 | Manager PMS | Website Link |
| IDP-  BUDGET-  OPMS | Prepare 2026/2027 IDP / Budget /OPMS Process Plans | 31st of July 2024 | Municipal Manager/ Director Strategy and City development  /PMS BTO | Drafts Process Plan submitted to  Top Management Committee (TMC) |
| IDP | Submit Draft Framework/Process Plans to COGTA and Treasury | 31st of July 2025 | Municipal Manager/ IDP | Letter of acknowledgement from  COGTA |
| IDP | Provincial Planners forum | 31st of July 2025 | Municipal Manager/IDP | Attendance & Minutes |
| OPMS | Data collection commences for the compilation of a first draft of the annual report – an e-mail with a template attached will be forwarded to respective individuals responsible for required information submissions to complete the annual report 2024/2025 | July 2025 | Municipal Manager/OPMS | Populated Draft Annual Report templates |
| OPMS | Finalize 1st draft of the Annual report 2024/2025 and forward to the Municipal Manager for comment | 29th of July 2025 | Municipal Manager DMM’s/OPMS | Draft Annual Report |

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| **AUGUST 2025** | | | | |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | Collect data to review Status Quo of the IDP | 01st of August 2025 | Municipal Manager /IDP | Verified data |
| IDP-  BUDGET  AND  OPMS | Assess the status of sector plans and policies | 01st – 15th of August  2025 | Municipal Manager, IDP, DMM’s | Updated table indicating status of reviewed.  Strategies, sector plans  And policies. |
| COGTA (IDP) | IDP Coordination finalize letters, assemble Templates, and formulate Report | 04th – 29th of August 2025 | COGTA (IDP) | Finalized letters and reports signed by the MEC and will receive compiled populated IDP and SDF templates and disseminate. |
| IDP | Technical Budget Steering committee meeting | 13th of August 2025 | Manager IDP | Attendance Register  Minutes  Invites  Presentations |
| PMS | Submission of Section 57 managers performance agreements to MEC Cogta | 14th of August 2025 | Manager PMS | Letter of acknowledgement |
| IDP | Collect data to review Status Quo of the Municipality | 22nd of August 2025 | Municipal Manager /IDP  DMM’s | Verified data |
| IDP | * MEC Panel assesses Submitted 2025-2026 IDPs * Draft Process Plan comments | 31st of July – 29th of August 2025 | MEC Panel | Results of the assessment and response |
| OPMS | Draft 2024 / 2025 Annual Performance  Report and Annual Report submitted to Auditor General– S46 MSA | 29th of August 2025 | Municipal Manager / Manager PMS | Letter of acknowledgement |
| BUDGET | 2024/2025 Annual financial  Statements and submitted to the  Auditor General | 29th of August 2025 | BTO | Letter of acknowledgement |
| OPMS | Internal Audit reports on  Performance information must be Submitted to the MM | Quarterly | Municipal Manager / Internal Audit / PAC | Quarterly Internal Audit Reports on performance |
| OPMS | Performance Audit Committee – S45 MSA and Reg 14 PPMR | Quarterly | Municipal Manager / Internal Audit / PAC | Quarterly Internal; Audit Reports on Performance |
| Finance | Safe City (Municipal Entity) to submit to the Municipality and the Auditor General its annual financial statements for auditing | On or before the 30th of August 2024 | Municipal Manager/ CFO | Safe City Annual Financial Statements |
| IDP | Table Draft Process Plan to Council | 27th of August 2025 | Manager IDP | Council resolution |
| OPMS | Draft completed and forwarded to Auditor General for comments / changes if required | August 2025 | Municipal Manager DMM’s/OPMS | Draft Annual Report |
| OPMS | 2nd draft of Annual report completed and forwarded to Municipal Manager for comment. | On or before the end of August 2025 | Municipal Manager DMM’s/OPMS | Draft Annual Report |

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|  |  | **SEPTEMBER 2025** | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | Advertise Process Plans | 01st – 22nd  September 2025 (21 days after adoption) | Municipal Manager / IDP | Copies of adverts |
| IDP | IDP Representative forum | 05 September 2025 | Manager IDP | Attendance Register  Minutes  Invites  Presentations |
| LED | LED Forum | 16th of September 2025 | Manager LED | Attendance Register  Minutes  Invites  Presentations |
| IDP | Meeting with the District  Municipality/Planning Sub Cluster on IDP/ cross boarder alignment | 18th of September  2025 | Municipal Manager | Draft status Quo Report |
| IDP | IDP Phase 1 analysis/Status quo | 22nd of September – 31st of October 2025 | Municipal Manager | Exco/Resolution |
| IDP | Planning Indaba/MEC Panel Feedback | 26th of September  2025 | Municipal Manager | Final IDP Assessments |
| IDP | IDP Coordination finalize letters, assemble Templates, and formulate Report | 30th of Sept 2025 | IDP | Letter disseminated to Mayor by COGTA |
| IDP-  INCORPO  RATING  BUDGET  AND  OPMS | Adoption of final Draft Process Plan to Full Council Committees | 30th of September 2025 | Municipal Manager | Council Resolution |

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|  | **OCTOBER 2025** | | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| BUDGET | 2025/26 first quarter budget review | 23rd of October 2025 | Budget/ Treasury unit | Budget review report |
| IDP | Business Unit Internal Alignment meeting. | 24th of October 2025 | IDP Manager | Attendance Register  Minutes  Invites  Presentations |
|  | **NOVEMBER 2025** | | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | Review municipal strategies | 3rd – 14th of November 2025 | Municipal Manager DMM’s | Report on reviewed strategies submitted to SMC |
| BUDGET | 2026/2027 Interdepartmental  Budget Inputs | 3rd - 28th of November  2025 | DMM’S  Council Internal Departments | Completed templates from BTO |
| IDP / OPMS /BUDGET | Develop the measurable objectives for the next financial year and include the required budget for achieving those objectives | 06th - 28th of  November 2025 | Internal Departments | Reports /inputs in required format. |
| IDP | COGTA world Planning Day celebrations | 07th of November 2025 | IDP | Participate |
| IDP | Technical budget steering committee meeting | 14th of November 2025 | IDP Manager | Attendance Register  Minutes  Invites  Presentations |
| OPMS | Internal Audit Reports on performance information must be submitted to the MM | Quarterly | Municipal Manager / Internal Audit / PAC | Quarterly Internal Audit Reports on performance |

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| IDP | Strategies Report to Exco/Full Council | 26th of November  2025 | Municipal Manager/ IDP | Reviewed strategies report submitted to Council for approval |
| IDP | Sector – Municipal  Alignment sessions  Under the auspices of  COGTA and  uMgungundlovu | 13th to the 27th of November  2025 | COGTA, Municipal  Representative managers, Sector  Departments and  State-Owned Enterprises (SOEs) | Alignment of MTSFs, MTEFs, programs and budgets |
| LED | LED Forum | 16th of November 2025 | Manager LED | Attendance Register  Minutes  Invites  Presentations |
| IDP/ABM | IDP/Budget Public Consultation/ Activations (ratepayers, ward assistances) | 18th- 30th of November 2025 | IDP/Budget | Registers  Community needs form |
| IDP | Amakhosi Consultations | 18th- 30th of November 2025 | IDP | Attendance Register  Minutes  Invites  Presentations |
| IDP /ABM | ABM Working sessions on CBP/WBP | 22nd of November 2025 | IDP and ABM | Attendance Register  Minutes  Invites  Presentations |
| IDP | IDP Best Practice Conference and IDP Alignment session BY COGTA | 28th of November 2025 | IDP | Make logistical arrangements.  Hand out of certificates and trophies on 2024/25 IDP assessment results |
| IDP  BUDGET | Advertise proposed rates and tariffs | 28th of November  2025 | BTO | Proposed rates and tariffs  advertised in local media. |
|  |  | **DECEMBER 2025** | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | Prioritization of IDP projects | 2nd to the 10th of  December 2024 | Municipal Manager/ IDP, DMM’s | Projects prioritization lists integrated into the IDP |
| IDP | IDP Representative Forum | 05th of December 2025 | IDP Manager | Attendance Register  Minutes  Invites  Presentations |
| Finance | Final launch of Msunduzi SAP system | 05th of December 2025 | SM: Expenditure | Final SAP Module |
|  |  | **JANUARY 2026** | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| SP | Mid-Term strategic planning review | 12th -16th of January 2026 | SM: Strategic Planning | Attendance Register  Minutes  Invites  Presentations |
| OPMS BTO | 2026/27 Mid-year budget and  performance assessment review – S72 MFMA | 25th of January 2026 | Municipal Manager / CFO / GM’s / PMS DD | Mid-year budget and  performance report submitted to Council for approval |
| OPMS | Schedule Performance Audit  Committee meetings twice a year – Reg 14 PPMR | 26th of January and 31st of July 2026 | Municipal Manager / Internal Audit / PAC | Minutes of committee  meetings |
| OPMS  IDP  BUDGET | Table 2024/2025 Draft Annual Report in Council | 30th of January 2026 | Municipal Manager/PMS | Annual Report tabled to the Council |
| OPMS/BU DGET | Municipal entities to table their proposed three-year budget to council | 29th of January 2026 | Municipal Manager/CFO/Board members | Draft budget for the municipal entities |

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|  | **FEBRUARY 2026** | | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | IDP Stakeholders Meeting (on 2026/2027 Reviewed IDP process | 06th of February 2026 | IDP | present, discuss and adopt reviewed provincial IDP management plan.  present, discuss and  adopt reviewed IDP.  assessment criteria |
| IDP  BUDGET | Meeting of COGTA Sector  Departments and Municipalities on IDP drafting and assessment process for 2026/2027 | 09th of February 2026 | COGTA Sector Departments and  Municipalities | Attendance |
| BUDGET | TARIFF Consultations | 09th to 27th February 2026 | Municipal Manager/  BTO/ Revenue |  |
| IDP | IDP Representative forum | 13th of February 2026 | IDP | Attendance Register  Minutes  Invites  Presentations |
| IDP | Technical budget steering committee meeting | 20th of February 2026 | IDP | Attendance Register  Minutes  Invites  Presentations |
| IDP-  BUDGET-  SDBIP | Alignment of IDP and Budget towards draft budget and SDBIP | 24th – 26th of February 2026 | Municipal Manager/PMS/  BTO/ DMM’s | Completed templates.  Aligned to Budget/  IDP / SDBIP format |
|  | **MARCH 2026** | | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUT** |
| IDP/  BUDGET | Alignment of IDP and Budget towards SDBIP | 11th of March 2026 | Municipal Manager/IDP/PMS | Completed Templates  Alignment to IDP  format |
| IDP /ABM | Area Based Consultations | 6th – 11th of March 2026 | IDP Manager/ SM:ABM | Registers  Invite  Agenda |
| LED | LED Forum | 10th of March 2026 | Manager LED | Attendance Register  Minutes  Invites  Presentations |
| IDP | Business Internal alignment meeting | 12th of March  2026 | MM/IDP | Alignment document and input into the draft IDP |
| OPMS  IDP | Review organizational.  Scorecard for inclusion into draft IDP (Ensure draft scorecard indicators are  Aligned to IDP objectives) | 13th -18th of March  2026 | Municipal Manager/ DMM’s / IDP Manager/ PMS Manager | Reviewed Organizational Scorecards |
| IDP  BUDGET | Draft 2026/2027 IDP/ Budget Review to Full Council | 25th of March 2026 | Municipal Manager/ IDP BTO | Present Draft IDP, Budget to Full council, council  Resolution. |
| IDP  BUDGET  OPMS | Submit 2024/2025 Oversight  Report and final annual Report to council for approval. | 25th of March 2026 | Political Support | Council Resolution |
| IDP  BUDGET | Submission of Draft IDP/Budget to COGTA and Treasury | 27th of March 2026 | Municipal Manager/ IDP BTO | Proof of submitting the draft IDP on time to COGTA |
| SDBIP | Municipalities submit draft 5 year and 1-year organizational scorecards Reviewed 2026/27 to Treasury | 31st of March 2026 | Municipal Manager PMS | Proof of submission of draft reviewed SDBIP |
| Finance | IDP/Budget information added to SAP system | 31st of March 2026 | S.M Expenditure | SAP Module |

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| **APRIL 2026** | | | | |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP  BUDGET | Advertise the draft IDP/Budget | 03rd of April 2026 | Municipal Manager/ IDP BTO | Issue a public notice on the draft IDP and Budget within 21 days |
| IDP &  BUDGET | Receiving public comments on Draft IDP and Budget | March - April 2026 | All Municipalities | Incorporated comments |
| IDP | Draft IDP assessment sessions by COGTA: uMgungundlovu | 07th of April 2026 | IDP | Assessment of IDPs  Fill out templates and disseminate to municipalities.  Receive populated assessment templates.  Incorporate comments into Final IDP. |
| IDP &  BUDGET | Councilors Strategic Planning session | 13th –17th of April  2026 | Mayor  EXCO/ MPAC  TMC  All councilors | Leadership strategic Planning Conducted. |
| IDP | Zonal IDP / Budget Izimbizo | April - May 2026 | Municipal Manager / IDP  BTO  ABM | IDP / Budget Izimbizo  Conducted in all 5 ABM.  zones |
| IDP | Draft WBPs assessment by COGTA | 20th – 24th of April 2026 | IDP | Assessment of WBPs, including WBP alignment to IDPs.  Fill out templates and disseminate to municipalities. |
| IDP &  BUDGET | Ward Committee workshop | 22nd of April 2026 | Mayor  EXCO/ MPAC  TMC  All councilors  Ward committees | Leadership strategic Planning Conducted. |
| IDP &  BUDGET | National Treasury Benchmark Session | 24th – 30th of April 2026 | TMC  Budget  IDP | Leadership strategic Planning Conducted. |

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| **MAY 2026** | | | | |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | IDP Alignment and Draft IDP assessment feedback sessions:  uMgungundlovu & Harry Gwala | 05th of May 2026 | IDP | Make inputs on assessment findings |
| OPMS | Draft scorecards develop and submit to the mayor | 06th -08th of May 2026 | PMS | Draft 2025/26 SDBIP |
| LED | LED Forum | 12th of May 2026 | Manager LED | Attendance Register  Minutes  Invites  Presentations |
| IDP-  BUDGET | Incorporate public comments on Draft IDP and Budget | 11th -15th of May 2026 | Municipal Manager/IDP BTO | Finalized community input |
| IDP | IDP assessment feedback session based on the IDP assessment outcomes | 14th of May 2026 | Municipal Manager/IDP | Attendance and reports |
| IDP | Incorporate comments from the assessments panel from COGTA. | 20th of May 2026 | Municipal Manager/IDP | Response table |
| IDP | Technical budget steering committee meeting | 22nd of May 2026 | IDP | Attendance Register  Minutes  Invites  Presentations |
| IDP | Submission of the Final 2026-2027 IDP and Budget to Council | 27th of May 2026 | Municipal Manager/ Manager IDP | Council resolution |
|  |  | **JUNE 2026** | |  |
| **ALIGNED PROCESS** | **ACTIVITIES**  **AND**  **MILESTONES** | **TARGET DATES** | **RESPONSIBILITY** | **OUTPUTS** |
| IDP | IDP Representative Forum | 05th of June 2026 | Manager IDP | Attendance Register  Minutes  Invites  Presentations |
| IDP | Submit and publish adopted IDP/Budget to COGTA and Public | 10th of June 2026 (absolute deadline) | Municipal Manager/ Manager IDP, Senior Manager BTO | Copies of advert |
| OPMS | Publish the final 2026-2027 SDBIP | 29th of June 2026 | Manager PMS | Confirmation of Publication |