



LEKWA

LOCAL MUNICIPALITY

DRAFT PROCESS PLAN

(TIME SCHEDULE OF KEY DEADLINES)

FOR THE 2027–2032
INTEGRATED DEVELOPMENT PLAN,
BUDGET AND PERFORMANCE
MANAGEMENT SYSTEM



JULY 2026 – JUNE 2027

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ACRONYMS & ABBREVIATIONS

Coghsta	: Department of Cooperative Governance, Human Settlements and Traditional Affairs
EM	: Executive Mayor
GSDM	: Gert Sibande District Municipality
HOD	: Head of Department
IDP	: Integrated Development Plan
M & E	: Monitoring and Evaluation
MAYCO	: Mayoral Committee
MEC	: Member of Executive Council
MFMA	: Municipal Finance Management Act 56 of 2003
MM	: Municipal Manager
MMC	: Member of Mayoral Committee
MSA	: Municipal Systems Act 32 of 2000
PMS	: Performance Management System
SDBIP	: Service Delivery and Budget Implementation Plan

1. SECTION ONE: INTRODUCTION AND BACKGROUND

1.1. Background

The Integrated Development Plan (IDP), Budget and Performance Management System (PMS) Process Plan, also known as the time schedule of key deadlines, serves as the municipality's principal programme for the preparation, review, adoption and implementation of its Integrated Development Plan, annual budget and performance management processes for the applicable financial year. It provides a structured roadmap outlining the key activities, timeframes, roles and responsibilities required to ensure that these processes are undertaken in an integrated, transparent and legally compliant manner.

1.2. Legislative Context

The preparation of the Process Plan is a legislative requirement in terms of Section 28 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), which requires a municipal council to adopt a written process to guide the planning, drafting, review and adoption of the Integrated Development Plan. The Process Plan also gives effect to the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), which prescribes the timeframes and procedures for the preparation, tabling, consultation and approval of the municipal budget. Furthermore, the Performance Management System is regulated by Chapter 6 of the Municipal Systems Act and the Municipal Planning and Performance Management Regulations, 2001, which require municipalities to develop and implement a performance management system that is aligned with the IDP and the budget.

According to Section 29 of the Municipal Systems Act (Act 32 of 2000), the process to be followed by a municipality must include:

- A programme specifying time-frames for the different steps;
- Outline mechanisms, processes, and procedures for consultation of the community, organs of state, and role-players;
- Identify all plans and planning requirements binding on the municipality, and be consistent with any other matters prescribed by legislation.
- Reflect cost estimates for the process.

The preparation of IDP process plan is in essence the formulation of the IDP, Budget and PMS processes, set out in writing and requires the adoption by Council.

1.3. Purpose of the IDP/Budget/PMS process plan

The purpose of the IDP, Budget and PMS Process Plan can be summarised as follows:

- Provide a legislative framework for the preparation, review, adoption and implementation of the Integrated Development Plan (IDP), Budget and Performance Management System (PMS).
- Establish a predetermined programme of activities, timeframes, roles and responsibilities for the annual planning and budgeting cycle.

- Ensure compliance with the requirements of Sections 28 to 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).
- Facilitate meaningful public participation and stakeholder engagement throughout the IDP, Budget and PMS processes.
- Promote consultation and alignment with district, provincial and national government planning processes.
- Integrate strategic planning, budgeting and performance management to ensure that municipal priorities are supported by available resources.
- Promote transparency, accountability and good governance in municipal planning and decision-making.
- Provide a basis for monitoring, reporting and evaluating the implementation of the IDP, Budget and PMS.

2. SECTION TWO: IDP, BUDGET AND PMS DEVELOPMENT PROCESSES

2.1. What is the Integrated Development Plan, Budget and Performance Management System Processed?

The Integrated Development Plan (IDP) is the municipality's principal strategic planning instrument that guides and informs all planning, budgeting, decision-making and development within the municipality over a five-year period. It identifies the municipality's development vision, strategic objectives, community priorities and projects aimed at improving service delivery and promoting sustainable development.	The Budget is the municipality's financial plan that allocates resources to implement the priorities, programmes and projects identified in the IDP. It ensures that municipal resources are directed towards achieving the strategic objectives and service delivery commitments contained in the IDP.	The Performance Management System (PMS) is the municipality's planning, monitoring, evaluation and reporting framework used to measure progress in implementing the IDP and Budget. It enables the municipality to assess performance against approved Key Performance Indicators (KPIs) and targets, promote accountability and continuously improve service delivery through the Service Delivery and Budget Implementation Plan.
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Table 1: Definition of IDP, Budget and PMS

2.2. Alignment between IDP, Budget and PMS

The alignment of the Integrated Development Plan (IDP), municipal Budget, and Service Delivery and Budget Implementation Plan (SDBIP) is central to effective service delivery, strategic planning, and accountability within a municipality. The IDP serves as the overarching strategic document that outlines the municipality's vision, long-term development goals, and priorities based on community needs and stakeholder engagement. It sets the foundation for all municipal planning and resource allocation.

The Budget, developed annually, operationalizes the IDP by allocating the necessary financial resources to implement the identified programmes, projects, and services. It is structured into

capital and operational components, ensuring that the municipality funds both infrastructure and day-to-day service delivery needs.

Once the IDP and Budget are approved by the municipal council, the SDBIP is prepared to give practical expression to these plans. The SDBIP breaks down the budget and strategic goals into detailed performance indicators, time-bound targets, and responsibilities at an operational level. It ensures that each department and senior manager is accountable for achieving specific outcomes aligned to the IDP.

The relationship among the three instruments is cyclical and integrated: the IDP informs the Budget, the Budget funds the SDBIP, and the SDBIP guides implementation, monitoring, and reporting. This alignment enhances transparency, improves service delivery performance, and ensures that planning, implementation, and monitoring are seamlessly linked.

ALIGNMENT BETWEEN IDP, BUDGET AND PMS

One Plan • One Budget • One Set of Targets • One Report

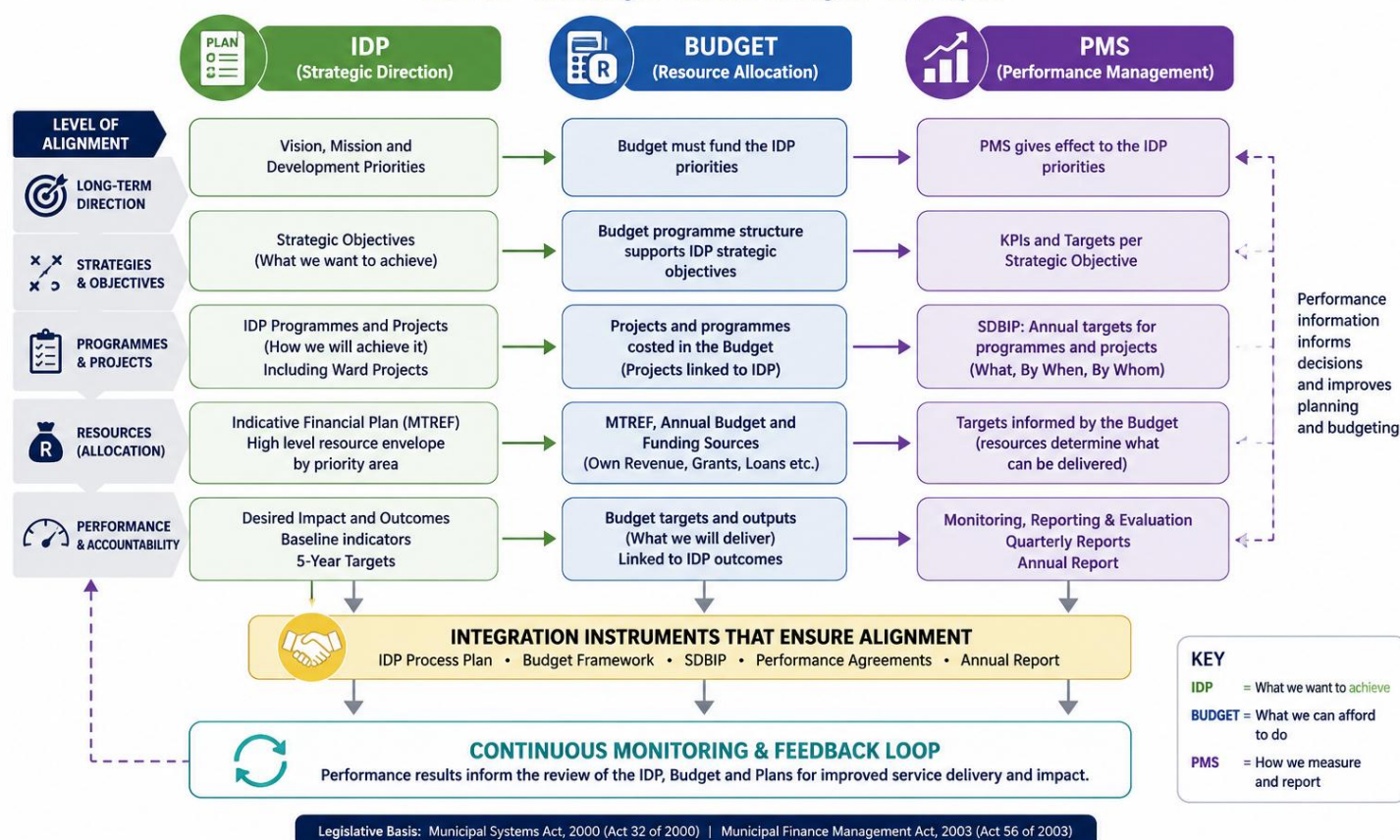


Figure 1: Alignment between IDP, Budget and PMS

2.3. Integrated Development Planning Cycle

2.3.1. Phases of IDP Drafting and Annual Review Process

The phases in the IDP and Budget process, which guide the annual review and the important activities and deliverables to be considered during the five (5) different phases of the IDP and Budget process are discussed as follows:



Figure 2: Phases of the IDP

Phase 0: Pre-planning Phase: Timeframe: 1 July – 31 August

Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the Integrated Development Planning Process. All local municipalities including the district municipality must adopt their IDP Process Plans, with key deadlines, 10 months before the start of the budget year (end of August), subsequent to consulting with its local communities on the process plan. Once the Process Plan is adopted by Council, the municipality must submit the adopted Process Plan to the MEC: Coghsta within the prescribed period of ten (10) days (MSA, 32 of 2000).

Phase 1: Research, Information Collection and Analysis: Timeframe: 1 September – 31 October

During this phase information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems. The identified problems are assessed and prioritized in terms of what is urgent and what needs to

be done first. Information on availability of resources is also collected during this phase. At the end of this phase, the municipality will be able to provide:

- An assessment of the existing level of development
- Details on priority issues and problems and their causes
- Information on available resources

Phase 2: Vision, Objectives and Strategies: Timeframe: 1 November – 28 February

During this phase, the municipality works on finding solutions to the problems assessed in phase one. The Council and Management discuss strategic issues such as vision, mission, future directions, strategic outcomes, and outputs as well as measures and targets for each strategic output. In this phase the municipality must begin to contemplate on the best possible strategies to tackle the identified challenges. Critical in this process in order to ensure a focused analysis, the municipal vision must be confirmed and development objectives containing clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in the first phase be confirmed. Internal transformation needs, Council's development priorities must be considered when formulating council objectives. Once the municipality has identified the best methods and strategies to achieving its development objectives identification of specific projects must commence.

Phase 3: Projects, Programme and Capital Budget: Timeframe: 1 November – 28 February

During this phase the municipality works on the designs and content/specifications of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes and projects. The identified projects must have a direct link to the priority issues and objectives identified in the previous phase. Municipalities must ensure engagement of internal technical committees, possibly with selected key stakeholders. The needs and views of the affected communities must be taken as a priority.

The project technical committees and their subcommittees must be able to distinguish between the strategic municipal wide development programmes and the localized community-level projects. This phase should be completed by February. The IDP drafting action programme indicates that the District Municipality and the Local Municipalities should have adopted their first Draft IDPs by end of March each year. Once the draft IDPs are adopted by Council, the District Municipality including Local Municipalities must submit the adopted IDPs to the MEC: Coghsta within the prescribed period of ten (10) days (MSA, 32 of 2000).

Phase 4: Integration and Consolidation: Timeframe: 1 January – 31 March

Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in Phase 2. These projects will provide an overall picture of the development plans. All the development plans must now be integrated. The municipality should also have overall strategies for issues that aligns to national and provincial strategic priorities such as poverty alleviation, and disaster management. These strategies should be integrated within the overall IDP.

Phase 5: Adoption, approval, and publication: Timeframe: 1 March – 31 May

After the finalization of the integration and consolidation phase, the IDP document should be adopted by Council on or before 31st of May each year. Once the IDP is adopted by Council, the municipality must submit the adopted IDP to the MEC: Coghsta within the prescribed period of ten (10) days (MSA, 32 of 2000).

2.3.2. IDP timeframes and expected outputs

Phases	Timeframe	Output
Phase 0: Pre-planning	1 July – 31 August	IDP/Budget/PMS Process Plan
Phase 1: Research, Information Collection and Analysis	1 September - 31 October	Status quo report / Situational Analysis Report
Phase 2: Vision, Objectives and Strategies	1 November – 28 February	Strategies Report
Phase 3: Projects, Programme and Capital Budget	1 November – 28 February	List of projects
Phase 4: Integration and Consolidation	1 January – 31 March	Consolidated Draft IDP
Phase 5: Adoption, Approval, and publication	1 March – 31 May	Adopted Draft and Approved Final IDP

Table 2: IDP Timeframes and expected outputs

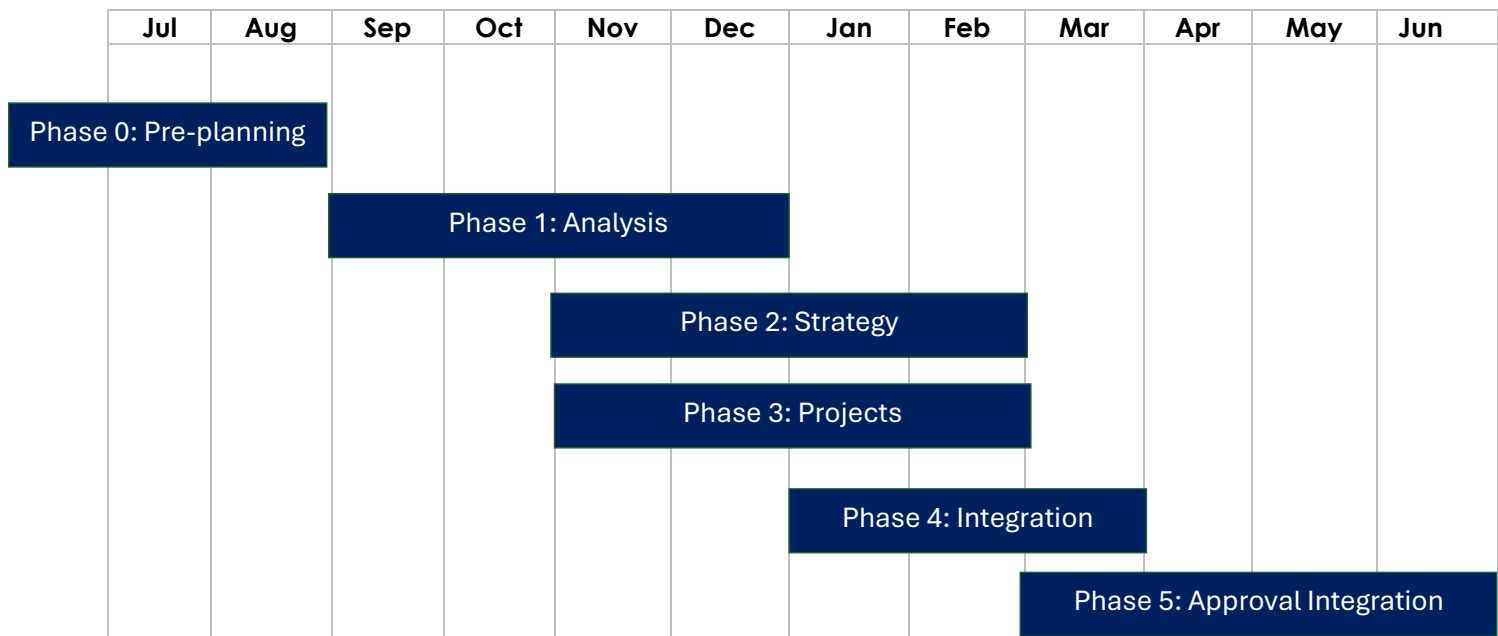


Figure 3: Phases over the 2026/2027 financial year

2.4. Organisational Performance Management System

2.4.1. Incorporation of Organisational Performance Management System (OPMS) into the Process Plan

The Organisational Performance Management System (OPMS) forms an integral part of the IDP and Budget Process Plan. It provides the mechanism through which the municipality translates its strategic priorities, programmes and projects into measurable performance indicators, annual targets, quarterly targets, budget allocations, responsible departments and portfolios of evidence. OPMS must therefore be incorporated throughout the planning, budgeting, implementation, monitoring, reporting and review cycle to ensure that municipal performance is planned, measured, reported and improved in a coordinated and accountable manner.

During the pre-planning phase, the OPMS function must review the approved OPMS Policy Framework, Standard Operating Procedures, previous performance outcomes, internal audit findings, Auditor-General findings, Council resolutions, community inputs and corrective action plans. These inputs must inform the development of the Process Plan, the review of municipal priorities and the preparation of credible performance targets for the new planning cycle.

During the analysis and strategy phases, departments must use performance information to identify areas of underperformance, service delivery gaps, recurring non-achievement, risks, resource constraints and improvement priorities. Strategic objectives must be converted into SMART key performance indicators that are aligned to the IDP, Budget, SDBIP, municipal key performance areas and departmental responsibilities.

During the projects, programmes and budget phase, every approved project or programme must clearly indicate the responsible department, performance indicator, baseline, annual target, quarterly target, budget allocation, ward information where applicable, and portfolio of evidence requirement. This will ensure that projects included in the IDP and Budget can be monitored through the SDBIP and reported through the quarterly, mid-year and annual performance reporting processes.

During the integration and approval phases, the OPMS function must quality assure the alignment between the IDP, Budget, SDBIP, organisational scorecard, departmental scorecards and performance agreements. The final SDBIP and performance agreements must be concluded within the prescribed timeframes after approval of the budget, and performance reporting must continue through monthly monitoring, quarterly reporting, mid-year assessment and annual performance reporting.

Performance review outcomes must be used to inform corrective action, budget adjustments where required, refinement of targets, improvement of internal controls and preparation for the next IDP and Budget planning cycle. Corrective action plans must specify the responsible official, action required, resources needed, completion date and evidence to confirm implementation.

Summary: The OPMS section ensures that performance management is not treated as a separate compliance exercise, but as a continuous planning, implementation, reporting and improvement tool. It strengthens the link between community priorities, IDP objectives, budget allocations, SDBIP targets, departmental scorecards, performance agreements, portfolios of evidence, audit review and corrective action. The OPMS process will therefore support credible performance information, timely reporting, evidence-based decision-making and improved service delivery accountability across the municipality.

2.5. Key Performance Indicators for OPMS

No.	OPMS Key Performance Indicator	Purpose / Measure
1	Percentage of IDP priorities translated into measurable SDBIP indicators.	Measures the extent to which strategic priorities are converted into implementable and measurable performance commitments.
2	Percentage of SDBIP indicators with approved baselines, annual targets, quarterly targets and portfolios of evidence.	Measures completeness and credibility of performance planning information.
3	Percentage of departments submitting quarterly performance reports and supporting PoE within approved deadlines.	Measures compliance with quarterly performance reporting timelines.
4	Percentage of reported achievements verified against supporting portfolios of evidence.	Measures reliability, validity and completeness of reported performance information.
5	Number of quarterly, mid-year and annual performance reports submitted to governance structures within prescribed timeframes.	Measures compliance with governance reporting requirements.
6	Percentage of underperforming KPIs with documented variance explanations and corrective action plans.	Measures whether performance gaps are analysed and addressed through formal improvement actions.
7	Percentage of internal audit and Audit Committee recommendations on performance information implemented.	Measures responsiveness to audit findings and improvement of performance controls.
8	Percentage of Section 56 performance agreements aligned to the approved SDBIP.	Measures alignment between organisational and individual performance management.

Table 3: Key Performance indicators for OPMS

2.6. OPMS Activities for the Annual Schedule

Period	OPMS Activity	Responsible Official / Structure	Output / Deliverable
July 2026	Finalise the SDBIP and ensure alignment with the approved IDP and Budget.	Municipal Manager, Executive Mayor, CFO, IDP Manager and PMS Manager	Final SDBIP submitted for approval and publication.
July 2026	Conclude and sign performance agreements and performance plans for the Municipal Manager and Section 56 Managers.	Executive Mayor, Municipal Manager, Section 56 Managers and PMS Manager	Signed performance agreements and plans aligned to the SDBIP.

July – August 2026	Review previous annual performance outcomes, audit findings and corrective action plans for inclusion in the IDP, Budget and PMS planning process.	PMS Manager, Internal Audit, Executive Managers and IDP/Budget/PMS Steering Committee	Performance issues and improvement priorities incorporated into the Process Plan.
September – October 2026	Analyse performance trends, non-achievement, service delivery gaps, risks and community priorities during the IDP analysis phase.	PMS Manager, IDP Manager, Executive Managers and Departments	Performance-based inputs into the IDP status quo and priority analysis.
October 2026	Compile, review and submit first quarter SDBIP performance reports and supporting portfolios of evidence.	Departments, Executive Managers, PMS Manager and Internal Audit	Verified Q1 performance report, audit review and corrective action register.
November 2026 – March 2027	Develop and refine KPIs, baselines, annual targets, quarterly targets, PoE requirements and departmental responsibilities for the draft SDBIP and scorecards.	PMS Manager, IDP Manager, CFO, Executive Managers and Departments	Draft organisational scorecard and departmental performance inputs.
January 2027	Compile second quarter and mid-year performance reports, including variance analysis and recommendations for SDBIP or budget adjustments where required.	Departments, Executive Managers, PMS Manager, CFO, Internal Audit and Municipal Manager	Mid-year performance assessment and adjustment recommendations.
March 2027	Quality assure draft IDP, Budget and SDBIP alignment before tabling of the draft documents.	Municipal Manager, PMS Manager, IDP Manager, CFO and IDP/Budget/PMS Steering Committee	Draft IDP, Budget and SDBIP alignment report.
April 2027	Compile, review and submit third quarter SDBIP performance reports and supporting portfolios of evidence.	Departments, Executive Managers, PMS Manager and Internal Audit	Verified Q3 performance report, audit review and updated corrective action register.
May – June 2027	Finalise performance indicators and targets for the approved IDP, Budget and SDBIP and prepare	PMS Manager, Municipal Manager, Executive Mayor, Section 56 Managers and Departments	Final performance targets and draft performance agreements for 2027/2028.

	performance agreements for the new financial year.		
June – July 2027	Compile fourth quarter and annual SDBIP performance reports with complete supporting portfolios of evidence.	Departments, Executive Managers, PMS Manager and Internal Audit	Draft annual performance report and complete PoE files.
August 2027	Submit the draft annual performance report for internal review, Council consideration and external audit processes.	Municipal Manager, PMS Manager, Internal Audit, Audit Committee, MAYCO and Council	Draft annual performance report submitted for audit and governance review.

Table 4: Activities for the 2026/2027 financial year

2.7. Timeline for OPMS Activities

Quarter / Period	Key OPMS Milestones	Main Output
July – August 2026	Finalise SDBIP, conclude performance agreements, confirm reporting templates and issue annual OPMS timetable.	Approved SDBIP, signed agreements and OPMS reporting calendar.
September – October 2026	Conduct performance trend analysis, review audit findings and compile Q1 performance report with PoE verification.	Q1 performance report and updated corrective action register.
November – December 2026	Refine KPIs, baselines, targets and PoE requirements for the draft IDP, Budget and SDBIP preparation process.	Draft performance inputs for departmental and organisational scorecards.
January 2027	Compile Q2 and mid-year performance reports, verify PoE, conduct variance analysis and identify adjustment requirements.	Mid-year performance assessment and adjustment recommendations.
February – March 2027	Quality assure alignment between draft IDP priorities, budget allocations, SDBIP indicators and draft performance agreements.	Draft IDP, Budget and SDBIP alignment report.
April 2027	Compile Q3 performance report, verify reported performance and update corrective action implementation progress.	Q3 performance report and updated corrective action register.
May – June 2027	Finalise approved performance indicators, annual targets, quarterly targets and performance agreements for the new financial year.	Final OPMS inputs for approved SDBIP and performance agreements.

July – August 2027	Compile Q4 and annual performance reports, complete PoE files, submit for internal audit, governance review and external audit processes.	Draft annual performance report and audit-ready performance information file.
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Table 5: Timelines for activities in OPMS

2.5. National and Provincial budgeting cycle

Alignment between national, provincial and municipal planning and budgeting cycles is essential to ensure that municipal priorities are reflected in sector plans, resource allocation and the implementation of the IDP. The interface between national, provincial and municipal planning and budgeting cycles is a continuous alignment process. National priorities and fiscal frameworks set the overall strategic direction, while provincial planning translates these priorities into provincial programmes and sector commitments. Municipalities, through the IDP process, identify local community needs and align these with national and provincial priorities. Municipalities must therefore participate in provincial and national budgeting processes at the appropriate stages to ensure that local priorities are considered in sector plans, budget allocations and grant programmes. In turn, provincial and national departments should use municipal IDPs to inform their planning and budgeting so that their programmes respond directly to the developmental needs of communities. The municipal budget must then give effect to the IDP, supported by available municipal resources, grants and sector department commitments.



3. SECTION THREE: ORGANISATIONAL ARRANGEMENTS

3.1. IDP/Budget/PMS Steering Committee

The IDP/Budget Steering Committee must be established during the IDP process and it must continue performing its functions during the IDP review process. The Committee is instituted to act as an internal support system to the IDP Representative Forum. It is a technical working group made up of senior officials and relevant officials to support the IDP Manager to ensure a smooth review process. The committee is preferably be chaired by the Accounting Officer/or his designated representative. External stakeholders may be invited on Ad-Hoc basis.

Terms of Reference for the IDP/Budget/ PMS Steering Committee:

- To ensure alignment at a district and local level;
- To support the IDP Manager;
- To support and advise the IDP Representative Forum on technical issues;
- To make content recommendations;
- To prepare, facilitate and document meetings;
- To commission relevant and appropriate research studies during the IDP and budget process;
- To consider and comment on the inputs by the consultants, study teams, task departments and service providers; and
- Processing, summarizing and documentation of project outputs
- Provides terms of reference for the various planning activities
- Considers and comments on inputs from Provincial sector departments and support providers
- Ensure quality assurance in the preparation, facilitation, and documentation of other IDP meetings

Composition of the IDP Steering Committee:

- Municipal Manager
- Chief Financial Officer
- Executive Manager: Planning and Economic Development
- Executive Manager: Technical Services
- Executive Manager: Community Services and Safety
- Executive Manager: Corporate Services
- IDP Manager
- Budget Manager
- OPMS Manager
- PMU Manager
- External stakeholders on ad-hoc basis

Meeting Frequency:

- The IDP/Budget/PMS Steering Committee shall convene once every quarter, prior to each IDP Representative Forum meeting,

3.2. IDP Representative Forum

The IDP Representative Forum is a consultative stakeholder structure established to facilitate meaningful participation in the Integrated Development Plan (IDP) process. The forum brings together councillors, municipal officials, government departments), business, organised labour, community-based organisations, non-governmental organisations, ward committees and other key stakeholders to provide input into the drafting, review and implementation of the IDP. Its primary purpose is to promote transparency, strengthen cooperative governance, ensure alignment between municipal, provincial and national planning, and provide a platform for stakeholders to identify development priorities, comment on proposed plans and budgets, and monitor progress towards achieving the municipality's strategic objectives.

Terms of Reference for the IDP Representative Forum

- Represent the interest of their constituents through the IDP process
- Form a structural link between the municipality and the public by informing interest groups, communities and organizations on relevant planning activities and their outcomes
- Provide an organizational Mechanism for discussion, negotiation and decision making between the stakeholders
- Analyze and integrate issues, determine priorities, strategies, projects, and programmes, and identify budget requirements
- Discuss and comment on the draft IDP/Budget
- Monitor performance of the planning and implementation process
- Ensure communication between all the stakeholder representatives inclusive of Municipal government

Composition of the IDP Representative Forum

- Members of the Executive Committee
- Councillors
- Head of departments/Senior Officials of Sector Departments
- Officials who serve on the IDP/Budget Steering Committee
- Sector departments
- Representative of municipal wide organized groups
- Advocates for unorganized groups
- Community Representatives (NGOs/CBOs and Youth Organizations)
- Businesses and Academic Institutions
- Farmers Unions
- Mining Houses

All the aforementioned departments and parastatals will participate in the IDP-RF meetings, and facilitate alignment between the Municipal reviewed IDP and the Provincial policies and budget. Once again, it must be emphasized that the Mpumalanga Department of Co-operate Governance, Human Settlements and Traditional Affairs (CoGHSTA) will be responsible for liaising and coordination with other line function departments on matters of common interest.

Meeting Frequency:

- The IDP Representative Forum shall convene once every quarter within a financial year.

3.3. IDP/Budget/PMS Technical Committee

Following the Institutional Strategic Planning Session, the municipality convenes the IDP Technical Committee to consolidate the strategic planning outcomes and ensure that departmental priorities are technically aligned with the Integrated Development Plan (IDP), Budget and Performance Management System (PMS). The committee provides a platform for departmental managers to review strategic objectives, development priorities, projects, and performance indicators before they are submitted to the IDP Steering Committee for further consideration.

Terms of Reference for the IDP/Budget/ PMS Technical Committee:

- Consider and validate the outcomes of the Institutional Strategic Planning Session.
- Review and confirm departmental strategic priorities, objectives and development interventions.
- Ensure alignment between the IDP, Medium-Term Revenue and Expenditure Framework (MTREF), Budget and Performance Management System (PMS).
- Review proposed capital and operational projects to ensure they support the municipality's strategic objectives.
- Ensure departmental Key Performance Indicators (KPIs) and annual targets are aligned with the approved strategic objectives.
- Identify interdepartmental dependencies and resolve technical planning issues.
- Ensure that legislative and sector planning requirements have been incorporated into the draft IDP.
- Make technical recommendations to the IDP Steering Committee regarding the draft IDP, Budget and PMS.
- Recommend any amendments required before the draft documents are presented to Council.

Composition of the IDP Representative Forum

- Municipal Manager
- All Executive Managers
- All Divisional Managers

Meeting Frequency:

The IDP Technical Committee shall convene once annually, immediately after the Institutional Strategic Planning Session, to consider and validate the strategic planning outcomes and recommend the draft strategic priorities for incorporation into the IDP, Budget and Performance Management System. Special meetings may be convened by the Municipal Manager should the need arise.

3.4. Roles and Responsibilities

Table 6: Roles and responsibilities in relation to the IDP, Budget and PMS review

Role Player	Roles and Responsibilities
Municipal Council	IDP: - Final decision-making; and - Approval of the reviewed IDP documentation including the process followed thereto BUDGET: - Council must approve the budget before the start of the financial year. - Council to consider draft budget. - Council to approve unforeseen and unavoidable expenses. PMS: - Approve Performance Management Framework; PMS Manager: Obtain Council approval for the mechanisms, systems, and procedures of the performance management policy framework. - Consider annual report tabled by Executive Mayor - Consider and adopt Oversight final report - MM: Submit signed SDBIP and performance agreements to Council for noting; - MM: Submission of audit report via MAYCO to Council within 1 month of receipt. - MM (PMS Manager): Submit quarterly SDBIP reports via Audit Committee and MAYCO to the Council about mechanisms, systems, and processes for auditing the results of performance measurements as part of the internal auditing process.
Executive Mayor and Mayoral Committee (MAYCO)	IDP: - Decision on the Framework/Process Plan for the IDP Review - Responsible for the overall management, co-ordination and monitoring of the drafting process and may assign some of the responsibilities to the Municipal Manager - Submit reviewed IDP Framework and Draft IDP to Council for approval - Develop terms and criteria for the establishment of the IDP-RF within the Legislative confines. BUDGET: - Table Draft Budget to Council at least 90 days before the start of the new financial year. - Report authorization of unforeseeable and unavoidable expenses at Council meeting after having authorized such expenses. PMS: - Approval of Service Delivery and Budget Implementation Plan (SDBIP). - Ensure conclusion of the Municipal Manager Section 56 Managers' Performance Agreements. - Ensure that the management's performance agreements are made public.

Role Player	Roles and Responsibilities
	▪ Submit to Council an annual report within 7 months after the end of the financial year.
Municipal Manager	IDP: ▪ Decide on planning process ▪ Monitor the process and report to Council on the progress ▪ Overall Management and coordination PMS: ▪ Establishment of a performance audit committee ▪ Establishing performance agreements for Section 56 Managers ▪ Determine KPA's for each departmental head ▪ Determine proposed performance objectives and targets that each departmental head must meet in respect of each KPA. ▪ Conclude and sign performance agreements with each departmental head. ▪ Performance monitoring of the OPMS ▪ Develop standard progress and variance reporting format ▪ Develop forms and/ or electronic database for tracking progress and variance on quarterly basis. ▪ Determine the frequency of progress and variance reporting, including dates for submitting reports. ▪ Verification of interim PMS measurement results ▪ Submission of annual performance report to Council via MAYCO for consideration and approval. ▪ Submission of approved annual performance report, together with financial statements, to the Auditor General ▪ Submission of audit report via MAYCO to Council within 1 month of receipt; ▪ Compile draft annual report via MayCo to Council for tabling; ▪ Make copies available to the public; ▪ Submit a copy of the report to the MEC for local government in the Province. ▪ Submit a copy of the report to the Auditor General and any other institutions prescribed by regulation; ▪ Compile annual report for oversight report to be adopted by Council. ▪ Submission of annual oversight reports to the Provincial Legislature within 7 days after adoption by Council. BUDGET: ▪ Give notice of bank account to National Treasury (NT) and Auditor General (AG) ▪ Supply NT and AG with list of bank accounts ▪ Table consolidated report of all withdrawals from bank account to Council within 30 days after the end of each quarter ▪ Submission of audit draft budget implementation plan to Mayor within 14 days after approval of the budget ▪ Perform mid-year performance assessment of the Municipality and the submission of the report to the Mayor ▪ The submissions of the annual financial statements to the AG within two months after the end of the financial year ▪ Receive external Auditor's report

Role Player	Roles and Responsibilities
Provincial Sector Departments and Private Sector	- Identify an IDP Coordinator in the Sector Departments - 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 and strategies and projects take various IDPs into consideration and adjust their Strategic Plans accordingly; - Engage in a process of alignment with District Municipalities, and participate in the Provincial management system and co-ordination; - Ensure optimal participation in the IDP-RF, and other related Structures. - Participate in the IDP Representative Forum,

4. SECTION FOUR: HORIZONTAL AND VERTICAL ALIGNMENT

4.1. Gert Sibande District Municipality Framework Plan

In terms of Chapter 5 and Section 26 of the Municipal Systems Act (2000), districts are required to prepare and adopt a Framework Plan which indicates how the district and Local Municipalities will align their IDPs. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the district and in doing so, proper consultation, coordination, and alignment of the review process of the district municipality and various local municipalities can be maintained.

Gert Sibande District Municipality - IDP Management Committee

DATE	TIME	VENUE
26 August 2026	10:00	Video Conferencing/ Physical Contact Meeting
25 November 2026	10:00	Video Conferencing/ Physical Contact Meeting
17 March 2027	10:00	Video Conferencing/ Physical Contact Meeting
09 June 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 7: GSDM IDP Management Committee Meetings schedule

Gert Sibande District Municipality - IDP Steering Committee

DATE	TIME	VENUE
22 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
28 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
24 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
19 May 20	10:00	Video Conferencing/ Physical Contact Meeting

Table 8: GSDM IDP Steering Committee/ Top Management meeting schedule

Gert Sibande District Municipality - IDP Representative Forum

DATE	TIME	VENUE
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22 August 2026	10:00	Video Conferencing/ Physical Contact Meeting
18 November 2026	10:00	Video Conferencing/ Physical Contact Meeting
24 March 2027	10:00	Video Conferencing/ Physical Contact Meeting
23 June 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 9: GSDM IDP Representative Forum meetings

Gert Sibande District Municipality Scheduled Public Participation/ Consultations

First Round: District Consultations to LMs

MUNICIPALITY	DATE	TIME	VENUE (All Proposed)
1. Dipaleseng	02 September 2026	10:00	Thusong Community Hall
2. Lekwa	03 September 2026	10:00	Sakhile Community Hall
3. Govan Mbeki	04 September 2026	10:00	Kgotso Community Hall
4. DPKIS	08 September 2026	10:00	Mkhondo Town Hall
5. Msukaligwa	09 September 2026	10:00	Cassim Park Hall
6. Chief Albert Luthuli	10 September 2026	10:00	Empuluzi Community Hall
7. Mkhondo	11 September 2026	10:00	Mkhondo Town Hall
8. Traditional Leaders	11 September 2026	13:00	Mkhondo Town Hall

*THE PUBLIC PARTICIPATION DATES ARE PROVISIONAL DATES WHICH MAY CHANGE THEREFORE SUBJECT TO APPROVAL BY COUNCIL.

Second Round: District Consultations to LMs

MUNICIPALITY	DATE	TIME	VENUE
1. Dipaleseng	06 April 2027	10:00	Grootvlei Community Hall
2. Lekwa	07 April 2027	10:00	Sakhile Community Hall
3. Govan Mbeki	08 April 2027	10:00	Charl Cilliers Community Hall
4. DPKIS	09 April 2027	10:00	Zenzeleni Community Hall
5. Msukaligwa	13 April 2027	10:00	Cassim Park Hall
6. Chief Albert Luthuli	14 April 2027	13:00	Empuluzi Community Hall
7. Mkhondo	15 April 2027	10:00	Mkhondo Town Hall
8. Traditional Leaders	15 April 2027	13:00	Mkhondo Town Hall

*THE PUBLIC PARTICIPATION DATES ARE PROVISIONAL DATES WHICH MAY CHANGE THEREFORE SUBJECT TO APPROVAL BY COUNCIL.

Gert Sibande District Municipality - District Development Model

The DDM Council is chaired by the Executive Mayor of GSDM. The Council is composed of the national champion Deputy Minister, Provincial Champion(MEC for Safety and Security) , DCOG and all relevant national departments, Premier's Office, SALGA, HOD for Safety and Security, Traditional Leaders, Provincial COGHSTA, CBOs, NGOs, Private Sector, SOEs, designated Councilor's from LM's and GSDM, and various stakeholders. The DDM Council play an oversight role towards the implementation of the IDP through the DDM. See dates below for the council meetings.

DATE	TIME	VENUE
11 August 2026	10:00	Video Conferencing/ Physical Contact Meeting
24 November 2026	10:00	Video Conferencing/ Physical Contact Meeting

30 March 2027	10:00	Video Conferencing/ Physical Contact Meeting
15 June 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 10: GSDM DDM Council meetings

Gert Sibande District Municipality - DDM Technical Team

This is a body consisting of officials from various stakeholders, MMs from the Local Municipalities, officials from the sector departments, HOD Safety and Security, SOEs, Private Sector, and SALGA etc. and is chaired by the MM of GSDM.

DATE	TIME	VENUE
28 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
22 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
23 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
22 April 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 11: DDM Technical Team meetings

DDM Transformation Areas Groups

1. Demographics and District profile

DATE	TIME	VENUE
16 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
13 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
11 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
11 May 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 12: Demographics and District profile transformation area

2. Infrastructure engineering

DATE	TIME	VENUE
15 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
13 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
10 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
12 May 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 13: Infrastructure engineering transformation area

3. Spatial restructuring and Environmental Management

DATE	TIME	VENUE
15 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
14 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
11 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
12 May 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 14: Spatial restructuring Transformation area

4. Economic positioning

DATE	TIME	VENUE
14 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
13 October 2026	10:00	Video Conferencing/ Physical Contact Meeting

10 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
19 May 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 15: Economic positioning transformation area

5. Integrated service provisioning

DATE	TIME	VENUE
14 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
14 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
10 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
11 May 2027	10:00	Video Conferencing/ Physical Contact

Table 16: Integrated service provisioning transformation area

6. Governance and Administration

DATE	TIME	VENUE
15 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
14 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
11 May 2027	10:00	Video Conferencing/ Physical Contact Meeting
11 May 2027	10:00	Video Conferencing/ Physical Contact Meeting

Table 17: Governance Management transformation area

7. Financial Management

DATE	TIME	VENUE
16 July 2026	10:00	Video Conferencing/ Physical Contact Meeting
13 October 2026	10:00	Video Conferencing/ Physical Contact Meeting
11 February 2027	10:00	Video Conferencing/ Physical Contact Meeting
11 May 2027	10:00	Video Conferencing/Physical Contact Meeting

Table 18: Financial management transformation area

4.2. Stakeholders

Governmental Stakeholders/ Sector Departments	Social Partners/ Private Sector	Public/ NPOs/Forums/ Churches
- Cooperative Governance, Human Settlements and Traditional Affairs - National & Provincial Treasury - Department of Human Settlements - Department of Water and Sanitation - Department of Agriculture, Land Reform and Rural Development - Department of Agriculture Rural Development, Land and Environmental Affairs	- Eskom Tutuka Power station - Seriti Coal Mining / New Denmark Colliery - Seriti Institute - Sasol mining - Goldi - Standerton Mills - Cofco International - Meadow Feeds - Astral Foods - SARS - Banks	- Civil Society (Ward 1 – 15) - Lekwa Pastors Forum - Siyaqhuba Lekwa Business Chamber - Mashikashika Lekwa Women In Business Chamber - South African National Cooperatives - Lekwa Youth Development Forum - Gert Sibande Chamber of Business - Lekwa Combined Business Chamber - Seratu

▪ Department of Community Safety, Security and Liaison ▪ Office of the Premier ▪ Department of Community Safety, Security and Liaison ▪ Department of Culture, Sports, And Recreation ▪ Department of Economic Development and Tourism ▪ Department of Public Works, Roads & Transport ▪ SANRAL ▪ Department of Education ▪ Department of Health ▪ SALGA		
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Table 19: IDP Stakeholders

5. SECTION FIVE: ACTIVITIES FOR THE 2026/2027 FINANCIAL YEAR

IDP/Budget/PMS Steering Committee

Quarter	Date	Venue	Time
Q1 (July – Sep)	20 August 2026	Virtual / Physical Contact	10H00
Q2 (Oct – Dec)	3 November 2026	Virtual / Physical Contact	10H00
Q3 (Jan – Mar)	12 March 2027	Virtual / Physical Contact	10H00
Q4 (Apr – Jun)	5 May 2027	Virtual / Physical Contact	10H00

Table 20: IDP Steering Committee

IDP Representative Forum

Quarter	Date	Venue	Time
Q1 (July – Sep)	3 September 2026	Virtual / Physical Contact	10H00
Q2 (Oct – Dec)	24 November 2026	Virtual / Physical Contact	10H00
Q3 (Jan – Mar)	23 March 2027	Virtual / Physical Contact	10H00
Q4 (Apr – Jun)	2 June 2027	Virtual / Physical Contact	10H00

Table 21: Lekwa LM IDP Representative Forum meetings

Departmental Strategic Planning Session

Quarter	Date		Venue	Time
Quarter 3 (Jan – Mar)	18 January 2027	Planning and Economic Development	Council Chamber	09H00
	21 January 2027	Technical Services	Council Chamber	09H00
	22 January 2027	Community Services	Council Chamber	09H00
	25 January 2027	Office of the MM	Council Chamber	09H00
	26 January 2027	Budget and Treasury Office	Council Chamber	09H00
	27 January 2027	Corporate	Council Chamber	09H00

Table 22: Departmental Strategic Planning Sessions

Technical Strategic Planning Session

Quarter	Date	Venue	Time
Quarter 3 (Jan – Mar)	2 February 2027	Council Chamber	09h00

Table 23: Technical Strategic Planning Session

Institutional Strategic Planning Session

Quarter	Date	Venue	Time
Quarter 3 (Jan – Mar)	9-10 February 2027	TBC	TBC

Table 24: Proposed dates for Strategic Planning Session

IDP/Budget/PMS Technical Committee

Quarter	Date	Venue	Time
Q3 (Jan – Mar)	1 April 2027	TBC	TBC

Table 25: Proposed dates for Strategic Planning Session

Public Participation in Lekwa Local Municipality

The Lekwa Local Municipality is committed to enabling communities to actively participate in the development of the Municipality's long-term vision. The participation of citizens requires that there is dissemination and access to information to enable informed participation. Public participation must be structured and the following existing legislation will be used as a guiding framework.

- The White Paper on Local Government, published in March 1998
- The Constitution of the Republic of South Africa 1996
- The Local Government: Municipal Systems Act 32 of 2000
- The Local Government: Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003)

The following communication platforms for participation will be utilized by Lekwa Local Municipality to communicate with communities and relevant stakeholders, namely:

- Advertising in local newspapers (Standerton Advertiser) and Lekwa LM Facebook page
- Municipal website
- E-mails
- Radio Broadcasting
- Loud haling
- WhatsApp
- Notices on municipal noticeboards and distribution of notices amongst residents
- Newsletters and notices

Community Consultation – First round of consultations

Ward	Date	Time	Venue
Ward 1	7 September 2026	17H00	Social Centre
Ward 2	8 September 2026	17H00	Social Centre
Ward 3	9 September 2026	17H00	Stanwest Hall
Ward 4 – Meyer	10 September 2026	17H00	Kalie de Haas
Ward 9 - Holm	13 September 2026	10H00	Holmdene Secondary School/ Mathalaza Primary School

Ward 4 - TLC	14 September 2026	17H00	Stanwest Hall
Ward 5	15 September 2026	17H00	Social Centre
Ward 6	16 September 2026	17H00	Sakhile Hall
Ward 7	17 September 2026	17H00	Ezinyamazani Ground/ Ext.6 Hall
Ward 12	20 September 2026	10H00	New Denmark Hall/ RDP Egroundini
Ward 8	21 September 2026	17H00	Eskom Hall
Ward 9 – Ext. 8	22 September 2026	17H00	Khunjuliwe Secondary School
Ward 10 – Voda	23 September 2026	17H00	Ext. 6 Community Hall
Ward 13	27 September 2026	17H00	KaStonker/ Qondulwazi Secondary School / Erdzak Primary School
Ward 10 – Town	28 September 2026	10H00	Town Hall
Ward 11	29 September 2026	17H00	Rooikoppen Community Hall
Ward 14	30 September 2026	17H00	Sivukile Community Hall
Ward 15	01 October 2026	17H00	Ext.6 Community Hall

*THE PUBLIC PARTICIPATION DATES ARE PROVISIONAL DATES WHICH MAY CHANGE THEREFORE SUBJECT TO APPROVAL BY COUNCIL.

Table 26: Preliminary Community Consultation schedule first round of consultations

Preliminary Community Consultation Schedule – Second round of consultations

Ward	Date	Time	Venue
Ward 1	5 April 2027	17H00	Social Centre
Ward 2	6 April 2027	17H00	Social Centre
Ward 3	7 April 2027	17H00	Stanwest Hall
Ward 4 – Meyer	8 April 2027	17H00	Kalie de Haas
Ward 9 - Holm	11 April 2027	10H00	Holmdene Secondary School/ Mathalaza Primary School
Ward 4 - TLC	12 April 2027	17H00	Stanwest Hall
Ward 5	13 April 2027	17H00	Social Centre
Ward 6	14 April 2027	17H00	Sakhile Hall
Ward 7	15 April 2027	17H00	Ezinyamazani Ground/ Ext.6 Hall
Ward 12	18 April 2027	10H00	New Denmark Hall/ RDP Egroundini
Ward 8	19 April 2027	17H00	Eskom Hall
Ward 9 – Ext. 8	20 April 2027	17H00	Khunjuliwe Secondary School
Ward 10 – Voda	21 April 2027	17H00	Ext. 6 Community Hall
Ward 10 – Town	22 April 2027	17H00	Town Hall
Ward 13	25 April 2027	10H00	KaStonker / Qondulwazi Secondary School / Erdzak Primary School
Ward 11	26 April 2027	17H00	Rooikoppen Community Hall
Ward 14	27 April 2027	17H00	Sivukile Community Hall

Ward 15	28 April 2027	17H00	Ext.6 Community Hall
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*THE PUBLIC PARTICIPATION DATES ARE PROVISIONAL DATES WHICH MAY CHANGE THEREFORE SUBJECT TO APPROVAL BY COUNCIL.

Table 27: Community Consultation schedule - second round of consultations

Council Sitings

Date	Venue	Time
30 July 2026	Council Chamber	09H00
27 August 2026	Council Chamber	09H00
29 October 2026	Council Chamber	09H00
28 January 2027	Council Chamber	09H00
25 February 2027	Council Chamber	09H00
25 March 2027	Council Chamber	09H00
29 April 2027	Council Chamber	09H00
27 May 2027	Council Chamber	09H00

Table 28: Schedule of council sittings

6. CALENDAR FOR 2026/2027 ACTIVITIES

2026												2027											
Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 We	1 Sa	1 Tu	1 Th Ward 15	1 Su	1 Tu	1 Fr	1 Mo	1 Mo	1 Th Technical Strategic Planning	1 Mo	1 Tu	1 Th	1 Sa Technical Committee	1 Sa	1 Su Public Holiday	1 Tu	1 We	1 Fr	1 Mo	1 Mo	1 Th	1 Sa	1 Tu
2 Th	2 Su	2 We	2 Fr	2 Mo	2 We	2 Sa	2 Tu	2 Tu	2 We	2 We	2 We	2 Fr	2 Su	2 Mo	2 Tu	2 We	2 Th	2 Fr	2 Sa	2 Sa	2 Su	2 Tu	2 We
3 Fr	3 Mo	3 Th IDP Representative Forum	3 Sa	3 Tu IDP/Budget/PMS Steering Committee	3 Th	3 Su	3 We	3 We	3 We	3 We	3 We	3 Sa	3 Mo	3 Tu	3 We	3 Th	3 Fr	3 Sa	3 Su	3 Su	3 Tu	3 We	3 Th
4 Sat	4 Tu	4 Fr	4 Su	4 We	4 Fr	4 Mo	4 Th	4 Th	4 Th	4 Th	4 Th	4 Su	4 Tu	4 We	4 We	4 We	4 We	4 Sa	4 Sa	4 Sa	4 Su	4 Tu	4 We
5 Su	5 We	5 Sa	5 Mo	5 Th	5 Sa	5 Tu	5 Fr	5 Fr	5 Fr	5 Fr	5 Fr	5 Mo	5 We Ward 1	5 We	5 We	5 We	5 We	5 Sa	5 Sa	5 Sa	5 Su	5 Tu	5 We
6 Mo	6 Th	6 Su	6 Tu	6 Fr	6 Su	6 We	6 Sa	6 Sa	6 Sa	6 Sa	6 Sa	6 Tu	6 We Ward 2	6 Th	6 Th	6 Th	6 Th	6 Fr	6 Fr	6 Fr	6 Su	6 Tu	6 We
7 Tu	7 Fr	7 Mo Ward 1	7 We	7 Sa	7 Mo	7 Th	7 Su	7 Su	7 Su	7 Su	7 Su	7 We	7 We Ward 3	7 Fr	7 Fr	7 Fr	7 Fr	7 Sa	7 Sa	7 Sa	7 Su	7 Tu	7 We
8 We	8 Sa	8 Tu Ward 2	8 Th	8 Su	8 Tu	8 Fr	8 Mo	8 Mo	8 Mo	8 Mo	8 Mo	8 We	8 We Ward 4	8 Fr	8 Fr	8 Fr	8 Fr	8 Sa	8 Sa	8 Sa	8 Su	8 Tu	8 We
9 Th	9 Su	9 We Ward 3	9 Fr	9 Mo	9 We	9 Sa	9 Tu	9 Tu	9 Tu	9 Tu	9 Tu	9 We	9 We Ward 5	9 Fr	9 Fr	9 Fr	9 Fr	9 Sa	9 Sa	9 Sa	9 Su	9 Tu	9 We
10 Fr	10 Mo	10 Th Ward 4	10 Sa	10 Tu	10 Th	10 Su	10 We	10 We	10 We	10 We	10 We	10 Su	10 Su Ward 6	10 Mo	10 Mo	10 Mo	10 Mo	10 Tu	10 Tu	10 Tu	10 We	10 Tu	10 We
11 Sa	11 Tu	11 Fr	11 Su	11 We	11 Fr	11 Mo	11 Th	11 Th	11 Th	11 Th	11 Th	11 We	11 We Ward 7	11 Tu	11 Tu	11 Tu	11 Tu	11 We	11 We	11 We	11 Su	11 Tu	11 We
12 Su	12 We	12 Sa	12 Mo	12 Th	12 Sa	12 Tu	12 Fr	12 Fr	12 Fr	12 Fr	12 Fr	12 We	12 We Ward 8	12 Tu	12 Tu	12 Tu	12 Tu	12 We	12 We	12 We	12 Su	12 Tu	12 We
13 Mo	13 Th	13 Su Ward 9	13 Tu	13 Fr	13 Su	13 We	13 Sa	13 Sa	13 Sa	13 Sa	13 Sa	13 We	13 We Ward 9	13 Tu	13 Tu	13 Tu	13 Tu	13 We	13 We	13 We	13 Su	13 Tu	13 We
14 Tu	14 Fr	14 Mo Ward 4	14 We	14 Sa	14 Mo	14 Th	14 Su	14 Su	14 Su	14 Su	14 Su	14 We	14 We Ward 10	14 Tu	14 Tu	14 Tu	14 Tu	14 We	14 We	14 We	14 Su	14 Tu	14 We
15 We	15 Sa	15 Tu Ward 5	15 Th	15 Su	15 Tu	15 Fr	15 Mo	15 Mo	15 Mo	15 Mo	15 Mo	15 We	15 We Ward 11	15 Tu	15 Tu	15 Tu	15 Tu	15 We	15 We	15 We	15 Su	15 Tu	15 We
16 Th	16 Su	16 We Ward 6	16 Fr	16 Mo	16 We	16 Sa	16 Tu	16 Tu	16 Tu	16 Tu	16 Tu	16 We	16 We Ward 12	16 Tu	16 Tu	16 Tu	16 Tu	16 We	16 We	16 We	16 Su	16 Tu	16 We
17 Fr	17 Mo	17 Th Ward 7	17 Sa	17 Tu	17 Th	17 Su	17 We	17 We	17 We	17 We	17 We	17 We	17 We Ward 13	17 Tu	17 Tu	17 Tu	17 Tu	17 We	17 We	17 We	17 Su	17 Tu	17 We
18 Sa	18 Tu	18 Fr	18 Su	18 We	18 Fr	18 Mo	18 Th	18 Th	18 Th	18 Th	18 Th	18 We	18 We Ward 14	18 Tu	18 Tu	18 Tu	18 Tu	18 We	18 We	18 We	18 Su	18 Tu	18 We
19 Su	19 We	19 Sa	19 Mo	19 Th	19 Sa	19 Tu	19 Fr	19 Fr	19 Fr	19 Fr	19 Fr	19 We	19 We Ward 15	19 Tu	19 Tu	19 Tu	19 Tu	19 We	19 We	19 We	19 Su	19 Tu	19 We
20 Mo	20 Th IDP/Budget/PMS Steering Committee	20 Su Ward 12	20 Tu	20 Fr	20 Su	20 We	20 Sa	20 Sa	20 Sa	20 Sa	20 Sa	20 We	20 We Ward 16	20 Tu	20 Tu	20 Tu	20 Tu	20 We	20 We	20 We	20 Su	20 Tu	20 We
21 Tu	21 Fr	21 Mo Ward 8	21 We	21 Sa	21 Mo	21 Th	21 Su	21 Su	21 Su	21 Su	21 Su	21 We	21 We Ward 17	21 Tu	21 Tu	21 Tu	21 Tu	21 We	21 We	21 We	21 Su	21 Tu	21 We
22 We	22 Sa	22 Tu Ward 9	22 Th	22 Su	22 Tu	22 Fr	22 Mo	22 Mo	22 Mo	22 Mo	22 Mo	22 We	22 We Ward 18	22 Tu	22 Tu	22 Tu	22 Tu	22 We	22 We	22 We	22 Su	22 Tu	22 We
23 Th	23 Su	23 We Ward 10	23 Fr	23 Mo	23 We	23 Sa	23 Tu	23 Tu	23 Tu	23 Tu	23 Tu	23 We	23 We Ward 19	23 Tu	23 Tu	23 Tu	23 Tu	23 We	23 We	23 We	23 Su	23 Tu	23 We
24 Fr	24 Mo	24 Th Public Holiday	24 Sa	24 Tu IDP Representative Forum	24 Th	24 Su	24 We	24 We	24 We	24 We	24 We	24 We	24 We Ward 20	24 Tu	24 Tu	24 Tu	24 Tu	24 We	24 We	24 We	24 Su	24 Tu	24 We
25 Sa	25 Tu	25 Fr	25 Su	25 We	25 Fr	25 Mo	25 Th	25 Th	25 Th	25 Th	25 Th	25 We	25 We Ward 21	25 Tu	25 Tu	25 Tu	25 Tu	25 We	25 We	25 We	25 Su	25 Tu	25 We
26 Su	26 We	26 Sa	26 Mo	26 Th	26 Sa	26 Tu	26 Fr	26 Fr	26 Fr	26 Fr	26 Fr	26 We	26 We Ward 22	26 Tu	26 Tu	26 Tu	26 Tu	26 We	26 We	26 We	26 Su	26 Tu	26 We
27 Mo	27 Th	27 Su Ward 13	27 Tu	27 Fr	27 Su	27 We	27 Sa	27 Sa	27 Sa	27 Sa	27 Sa	27 We	27 We Ward 23	27 Tu	27 Tu	27 Tu	27 Tu	27 We	27 We	27 We	27 Su	27 Tu	27 We
28 Tu	28 Fr	28 Mo Ward 10	28 We	28 Sa	28 Mo	28 Th	28 Su	28 Su	28 Su	28 Su	28 Su	28 We	28 We Ward 24	28 Tu	28 Tu	28 Tu	28 Tu	28 We	28 We	28 We	28 Su	28 Tu	28 We
29 We	29 Sa	29 Tu Ward 11	29 Th	29 Su	29 Tu	29 Fr	29 Mo	29 Mo	29 Mo	29 Mo	29 Mo	29 We	29 We Ward 25	29 Tu	29 Tu	29 Tu	29 Tu	29 We	29 We	29 We	29 Su	29 Tu	29 We
30 Th	30 Su	30 We Ward 14	30 Fr	30 Mo	30 We	30 Sa	30 Tu	30 Tu	30 Tu	30 Tu	30 Tu	30 We	30 We Ward 26	30 Tu	30 Tu	30 Tu	30 Tu	30 We	30 We	30 We	30 Su	30 Tu	30 We
31 Fr	31 Mo		31 Sa		31 Th	31 Su						31 We		31 Tu				31 We	31 We	31 We	31 Su	31 Tu	31 We

Activities - First Quarter

	Activity	Responsibility	JULY				AUG				SEPT			
			1	2	3	4	1	2	3	4	1	2	3	4
Integrated Development Planning	PHASE 1 & 2: Preparatory, Analysis	MM												
	Adoption of IDP, Budget & PMS Process Plan													
	1st IDP Rep Forum													
	Advertise process plan													
	Analysis, drafting, proposals and confirmation of new Development issues	MM												
Annual Budget	Monthly Financial Reports for June including expenditure on staff benefits and results of cash flow	CFO												
	Roll-over Adjustment Budget (by 25 August each year)													
	Accounting Officer to prepare annual financial statements and submit to AGSA	CFO												
	Monthly Financial Report for July	CFO												
	Monthly Financial Report for August	CFO												
	Submit unaudited annual financial statements to AGSA	MM												
Performance Management Systems	Finalize the Fourth Quarter Performance Report	MM												
	Performance Audit Committee validates the reports prior to assessments by the Assessment Panel	MM												
	Prepare Performance Agreements for Section 56 Managers by 30 July	MM												
	Review of the draft Annual Performance Report by the Audit Committee	AC												
	Draft Annual performance report review	MM												
	Submit Draft Annual Performance report to AGSA	MM												

Table 29: 2026/2027 Activities for first quarter

Activities – Second Quarter

	Activity	Respon sibility	OCT				NOV				DEC			
			1	2	3	4	1	2	3	4	1	2	3	4
Integrated Development Planning	Finalizing public participation meetings	MM												
	PHASE 2, 3 & 4 : Review, Propose and Confirm Objectives, Strategies	MM												
	Review, propose and confirm objectives													
	Prepare Draft IDP elements to include into the Draft Provincial 3 year MTEF's.	MM												
	Provide project / priority inputs into the Provincial MTEF process (workshops / meetings/bi-laterals, etc)	MM												
	2 ND IDP RF to Review IDP documentation: Municipal identified aspects (i.e. Objectives, Strategies and Projects)	MM												
Annual Budget	Monthly financial report for Sept including expenditure on staff benefits and results of cash flow for 1 st quarter	CFO												
	Report of the Executive Mayor on implementation of Budget and Financial state of the Municipality	CFO												
	Monthly Financial Report for September													
	Monthly Financial Report for October	CFO												
	Monthly Financial Report for November													
	AG to complete audit within 3 months of receiving financial statements	CFO												
Performance Management Systems	Quarterly meeting of the Performance Audit Committee	MM												
	First Quarter Performance Reports finalized and ready for Assessments	MM												
	1 st Quarter PMS Audit Report to MM and Performance Audit Committee	MM												
	Prepare 1 st draft annual report	MM												

Table 30: 2026/2027 Second quarter activities

Activities – Third Quarter

	Activity	Responsibility	JANUARY				FEBRUARY				MARCH			
			1	2	3	4	1	2	3	4	1	2	3	4
Integrated Development Planning	Strategic planning session	MM												
	PHASE 4 & 5: Integration and approval													
	Input IDP Review Projects (alignment of IDP Review) to the Municipal Budgeting process – ensure alignment.	MM												
	Adoption of the First Draft IDP	MM												
	Convening of the Annual Municipal Planning Alignment Indaba to Consider Draft IDP, and consolidated inputs from Provincial and National Departments	MM												
Annual Budget	Monthly financial report for Dec including expenditure on staff benefits and results of cash flow for 2 nd quarter	MM												
	Executive Mayor finalize and table the Draft Budget inclusive of the adjustment Budget and submit to Council for approval	CFO												
	Publicize the Annual Report in terms of section 127(5) of the MFMA.	CFO												
	Monthly Financial Report for December													
	Monthly Financial Report for January	CFO												
	Monthly Financial Report for February	CFO												
	Alignment with the Draft IDP	CFO												
Performance Management Systems	2 nd Quarter Performance Reports finalized and ready for Assessments	MM												
	2 nd Quarter PMS Audit Report to MM and Performance Audit Committee	MM												
	Undertake Midyear Performance assessments against targets, indicators, and Budget implementation plan	MM												
	Executive Mayor table Annual Report, audited Financial Statements, Audit Report, and comments thereon to Council.	MM												
	Submit Annual Report to AG, Provincial Treasury and Department of Co-operative Governance and Traditional Affairs (CG&TA)	MM												
	Council considers and adopts oversight report on Annual Report (Minutes to AG, Provincial Treasury and CG&TA)	MM												

Table 31: 2026/2027 Fourth Quarter activities

Activities - Fourth Quarter

	Activity	Responsibility	APRIL				MAY				JUNE			
			1	2	3	4	1	2	3	4	1	2	3	4
Integrated Development Planning	PHASE 4 & 5													
	Ensure IDP, Budget and PMS alignment	MM												
	Submit a copy of the DRAFT IDP within 10 days to the MEC of COGTA for credibility assessment	MM												
	21 Days advertisement for public comments	MM												
	Public consultations	MM												
	Convening of the Annual Municipal Planning Alignment Indaba to Consider Draft IDP, and consolidated inputs from Provincial and National Departments	MM												
	Approval of IDPs by locals	MM												
	Submit a copy of the Final IDP within 10 days to the MEC of COGTA	MM												
	Notify the Public of the approval of the Final IDP Budget by Council within 14 days upon approval	MM												
	Review Process Plan for the following FY													
Annual Budget	Mayor to get inputs from community on budget (between 30 and 90 days after approval)	CFO												
	Monthly financial report for March including expenditure on staff benefits and results of cash flow for 3 rd quarter	CFO												
	Make public the approved draft budget and supporting documentation (including tariffs) (within 10 working days after approval of the budget)													
	Report of Executive Mayor on implementation of budget and financial state of affairs of Council	CFO												
	Monthly Financial Report for March													
	Monthly Financial Report for April	CFO												
	Monthly Financial Report for May													
	Executive Mayor table Budget for approval before Council	CFO												
	Send copies of Final Budget to NT and PT upon approval by Council	CFO												
	MM to present SDBIP to the Executive Mayor 14 days upon approval of the Budget by Council	CFO												
	Monthly Financial Report for May	MM												
	Make public the approved final budget and supporting documentation (including tariffs) (within 10 working days after approval of the budget)													

	Activity	Responsibility	APRIL				MAY				JUNE			
			1	2	3	4	1	2	3	4	1	2	3	4
Performance Management	3 rd Quarter Performance Reports finalized and ready for Assessments	MM												
	3 rd Quarter PMS Audit Report to MM and Audit Committee	MM												
	Annual Review of Organizational KPI's (Review of Organizational KPI's affected by the IDP Review Process)	MM												

Table 32: 2026/2027 Fourth quarter activities

7. SECTION SIX: BINDING NATIONAL AND PROVINCIAL PLANS, REQUIREMENTS AND STRATEGIES

In accordance with Section 28(1)(a) of the Municipal Systems Act, the IDP/Budget/PMS Process Plan identifies all statutory plans and planning requirements that are binding on the municipality. These plans must be prepared, reviewed or aligned as part of the Integrated Development Planning process to ensure legislative compliance and integrated planning.

Table 6: Sector plans to be included in IDPs

Legislation	Statutory Plan / Planning Requirement	Responsible Department
Constitution of the Republic of South Africa, 1996	Constitutional developmental local government obligations	All Departments
Municipal Systems Act, 2000 (Act 32 of 2000)	Integrated Development Plan (IDP)	Planning and Economic Development
Municipal Systems Act, 2000 (Act 32 of 2000)	Performance Management System (PMS)	Office of the Municipal Manager
Municipal Finance Management Act, 2003 (Act 56 of 2003)	Medium-Term Revenue and Expenditure Framework (MTREF) Budget	Budget and Treasury Office
Municipal Finance Management Act, 2003 (Act 56 of 2003)	Service Delivery and Budget Implementation Plan (SDBIP)	Office of the Municipal Manager / Budget and Treasury Office
Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)	Municipal Spatial Development Framework (MSDF)	Planning and Economic Development
Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)	Municipal Land Use Scheme	Planning and Economic Development
National Environmental Management Act, 1998 (Act 107 of 1998)	Environmental Management Planning	Planning and Economic Development
National Disaster Management Act, 2002 (Act 57 of 2002)	Disaster Management Plan	Community Services
National Water Act, 1998 (Act 36 of 1998) and Water Services Act, 1997 (Act 108 of 1997)	Water Master Plan	Technical Services
National Environmental Management: Waste Act, 2008 (Act 59 of 2008)	Integrated Waste Management Plan (IWMP)	Community Services
National Development Plan (NDP) 2030	Alignment with National Development Priorities	All Departments
Mpumalanga Provincial Growth and Development Strategy (PGDS)	Alignment with Provincial Development Priorities	All Departments
District Development Model (DDM)	Alignment with District One Plan	Planning and Economic Development
Municipal By-laws and Council Policies	Municipal Policies and Strategies	Relevant Departments

Table 33: Binding Provincial and National Plans

8. SECTION SIX: COST ESTIMATES

Cost Allocation for the Drafting process

Council has to set aside an amount of **R 500 000** strictly for the drafting of the municipality's IDP, with the IDP review mainly done in-house, the Planning process will to a large extent be accommodated within the aforementioned. However, additional funds may be obtained from other sources like National and/or Provincial Departments, and such funds will be utilized to complete certain aspects of the review process such as the Sector Plans that might need specialist/technical assistance. The money will thus be used as outlined in the table below:

Costs associated with the IDP Review

Task	Description	Estimated Cost
IDP Strategic Planning; IDP Representative Forum	Venue booking, catering, material that may required	R250,000.00
IDP Documentation	Approved IDP Design and Printing	R250,000.00
Total		R500 000.00

Table 34: Costs associated with the IDP Review

9. SECTION SEVEN: CONCLUSION

The IDP drafting and review action programme indicates that the Municipality should have its First Draft IDP by March 2027. Communities within Lekwa should be given an opportunity to input into the compilation of the Process Plan through participation structures at the disposal of the Council, which is what is required by law. The Council of the Lekwa Municipality will adopt the IDP Process Plan during a sitting in the 2026/2027 financial year, not later than the end of August 2026.