



Cooperative Governance & Traditional Affairs

Department:
Cooperative Governance and Traditional Affairs
REPUBLIC OF SOUTH AFRICA

Municipality Name: Tswelopele LM

Date: 11 April 2011

The Overview and Purpose of the IDP Analysis

- There will be a common IDP analysis window of 2 weeks, scheduled to take place during April 2010
- The analysis will broadly cover the following important aspects:
 1. Are all issues identified in the TAS covered and integrated in the IDP?
 2. Does the IDP being analysed need to be simplified?
 3. Municipalities must be analysed on basket categories accordingly i.e. High, Medium and Low
 4. Is there a clear commitment by all Sector Departments involved?
 5. MEC comments must be questioned. Was the previous MEC comments taken into account? If so, has the comments materialized into a higher quality IDP?

Does the MEC process add value to the process and in the event of plans not being of a higher quality, then maybe we should make a step towards a more simplified IDP for the municipality in concern. The use of simplified IDP's will allow for sector departments to mobilize funds in a more efficient manner.
 6. Assessors to check whether Water Services Plan, EIA and other plans are outdated? Plans like the Workplace Skills Plan gives insight to capacity related issues. It is important that municipalities should provide a detailed report on what exactly they require from sector plans. The IDP implementation for the past 4 years must be assessed.
 7. The monitoring and evaluation unit and process must be well integrated with the IDP assessments.

Introduction

This Analysis Framework is intended to serve as a tool to guide the crafting, design, improvement and analysis of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the joint planning and analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather as a tool or guide for differential and simplified IDP's.

Key Focal Areas

1. Spatial Considerations
2. Service Delivery and Infrastructure Planning
3. Financial Planning and Budgets
4. LED
5. Good Governance: Public Participation, labour, IGR etc.
6. Institutional Arrangements

A Credible IDP

The Integrated Development Plan must therefore both comply with relevant legislation (see Appendix B) and convey the following:

1. Compliance and adherence to constitutional and policy mandate for developmental local government
2. Awareness by municipality of its role and place in the regional provincial and national context and economy. The Municipality must also show how it would contribute to the fight against poverty, the creation of jobs and improving the quality of lives of its citizens.
3. Awareness by municipality of its own intrinsic characteristics and criteria for success
4. Comprehensive description of the area – the environment and its spatial characteristics including backlogs
5. A clear strategy, based on local developmental needs on a ward-by-ward basis. The IDP must not be a 'wish-list' but subjected to the realities of what can be delivered by the budget over the three to five year horizons.
6. Insights into the trade-offs and commitments that are being made re: economic choices, establishment of SHS, integrated service delivery etc
7. The key deliverables for the next 5 years
8. Clear measurable budget and implementation plans aligned to the SDBIP
9. A monitoring system (OPMS)
10. Determines capacity of municipality
11. Communication, participatory and decision-making mechanisms

12. The degree of intergovernmental action and alignment to government wide priorities.
13. Reporting timeframes and the regulatory periods for reporting
14. Alignment with, and indication of, an aligned organogram
15. Alignment between the SDBIP and the performance contracts of section 57 managers.

A Credible IDP Analysis Framework

KPA 1: Spatial Considerations

The understanding of the economic, physical and social space that the municipality inhabits is the most critical starting point for a credible IDP. For additional reference, some core evaluative criteria for Spatial Development Frameworks may include the following:

- MSA Regulations – assess contents of SDF in terms of the MSA Regulations.
- SDFs should reflect principles of the NSDP and PGDS at district and local levels.
- Does the SDF reflect adequate research into regional natural, demographic realities, the potential for economic activity, and advancing Sustainable Human Settlements?
- Does the SDF provide a basis for the Land Use Management System and an implementation plan?
- Are Infrastructure Projects, including those for Service Delivery, planned on the basis of the SDF?
- Spatial development analysis must be also be targeted to the needs of communities and reflect these needs on a ward-by-ward basis.

Note:

- For B3 – B4 municipalities:
 - The District SDF should be adopted by the Local Municipality
 - Spatial Considerations should be considered but will not determine the municipalities ranking.
- For B1, B2, C1, C2 and metros:
All spatial considerations must be considered in detail

A Credible IDP Analysis Framework

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
1. Spatial Considerations						
Legal Compliance 1.1 Is there a council adopted SDF and on what date was it adopted? [If no, a local municipality may adopt the District SDF in the interim]		Yes Date unclear	SDF funded and compiled by Dept. of Rural Development, with consultants appointed by them. Terms of reference of Rural Development utilized			
1.2. Does the IDP contain a statement on whether (or not) the SDF needs to be drafted or reviewed?		Not relevant				
1.3. Does the IDP contain applicable tools to address environmental challenges (i.e. environmental management framework, integrated waste management plan, air quality management plan, strategic environmental assessment and/or coastal management plan)?	Municipality	Yes	There is an indication of IWMP and environmental by-laws			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<p>Spatial Rationale 1.4. Are there maps and text that illustrate future investment in settlement and/or rural geographical areas? (I.e. including growth nodes, corridors)</p>		Yes	<p>Issues addressed:</p> <ul style="list-style-type: none"> • Residential Expansion • Desired Land Uses • Development Corridors • Transport routes • Noxious land uses, Social services, Cemeteries • Business Nodes 			
<p>1.5 Does the IDP (and SDF) contain maps and/or text that describe the location of future types of basic service/infrastructure investment per specific localities?</p>		Yes	<p>Issues addressed:</p> <ul style="list-style-type: none"> • Infrastructure Investment • Location of IDP projects • Housing • Business Development 			
<p>1.6 Does the IDP (and SDF) describe the environmental resources in the municipal area that must be managed? (I.e. ecological services / biodiversity / water resources)</p>	Municipality	Yes	IDP reflect the environmental resources but the SDF is not attached	Provincial Department of Environmental Affairs	asap	

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
1.7 Does the IDP (and SDF) align to the principles of the national (NSDP) and speak to the elements of the respective provincial spatial development framework?		No, due to Dept of Rural Development own terms of reference.				
2. Service Delivery and Infrastructure Planning						
2.1: General Questions						
- Has a holistic and comprehensive (all sectors) infrastructure delivery plan been developed to indicate institutional requirements and financial viability of service delivery		yes				
- To what extent does the Comprehensive Infrastructure Plan inform the above delivery plan?		100%				
- Does the integrated development plan make provision for infrastructure reticulation and bulk infrastructure for water and sanitation?		yes				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
a) Infrastructure Investment Planning (IIP) - has the municipality undertaken medium term IIP (3-5 year minimum) to determine affordable and sustainable multi-year infrastructure targets and the capital and operating expenditure to meet those targets?		yes				
b) Does investment planning utilize the MIG grant over the next MTEF?		yes				
c) Is there indication of own revenue usage for infrastructure?		yes		DBSA, LOTTO,DWA		
d) Are other vehicles being used to aid investment in infrastructure. (e.g. private / public sector partnerships,)		YES				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
e) Other revenue sources (if applicable).		YES				
2.2 Water						
<ul style="list-style-type: none"> ▪ Is the WSDP <ul style="list-style-type: none"> a) Adopted ? b) has it been reviewed in last year.? 	WSA	Yes	P138 mentioned that it is a draft IDP. Council must adopt the WSDP	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@ dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Do the IDP reflect knowledge, implementation, strategies and target programmes w.r.t. <ul style="list-style-type: none"> a) Backlogs b) Basic services provision c) Free basic water d) Higher levels of service requirements <ul style="list-style-type: none"> e) Associated services eg. Schools and clinics f) Water for growth and development. 	WSA	No	No evidence.	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		David Dwa Province
<ul style="list-style-type: none"> ▪ Did the IDP integrate other sector programme's water requirements and specially address the impact on water planning. <ul style="list-style-type: none"> a) Housing b)Agriculture c)Mining d)Tourism e)Public Works programmes 	WSA	No	No evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Did the IDP provide a proper project list that addresses all the needs as identified in the future plans and implementation strategies?	WSA	No	No Evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
- Are there approved budgets in the MTEF allocations for all these projects?	WSA	No	Evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
- Is there a plan and budget for Operations and Maintenance for Water services and infrastructure?	WSA	No	On p137 indicated no O&M Plan. Municipality must get O&M plan in place	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> - Is the water services programme financially viable w.r.t. Cost recovery, Metering and billing with an associated budget that is ring fenced? 	WSA	No	No evidence. Indicate the budget	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
<ul style="list-style-type: none"> ▪ Does the IDP address water resources development w.r.t. demand management, water balance issues and ecological reserve? 	WSA	No	Evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
<ul style="list-style-type: none"> ▪ Are there specific references to the status of all contracting and licensing issues? 	WSA	No	No evidence. Please indicate the status of licensing and contracting issues	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		

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<ul style="list-style-type: none"> ▪ Does the IDP reflect the status of water quality monitoring w.r.t. drinking water quality, water resources quality and WWTW releases? 	WSA	Yes	P137	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		Dwa Regulation 013 7597317
2.3. Sanitation						
<ul style="list-style-type: none"> ▪ Does the IDP reflect knowledge, implementation, strategies and target programmes w.r.t. <ul style="list-style-type: none"> a) Backlogs b) Basic services provision c) Free basic sanitation d) Higher levels of service requirements e) Associated services eg. Schools and clinics 	WSA	Yes	P20 but to be expanded with associated services and higher levels of service data	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Does the WDSP reflect multi - year projects to address the backlog? 	WSA	Yes	P107 to P109	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
<ul style="list-style-type: none"> ▪ Does the municipality have a sanitation implementation plan put in place? 	WSA	No	No evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za	30 th June 2011	No
<ul style="list-style-type: none"> ▪ Does the municipality have the CAPEX Plan which indicates allocation for sanitation for the next three years? 	WSA	No	No evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
<ul style="list-style-type: none"> ▪ Does the municipality manage (a) waste water treatment? 	WSA	Yes				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Is there a plan to manage untreated effluent? ▪ Has this Municipality determined the need / extent for basic services, (a) free basic and (b) higher level service? 	WSA	No	No evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
<ul style="list-style-type: none"> ▪ Is the sanitation service financially viable and is there a budget that is ring fenced? 	WSA	No	Please provide budget breakdown	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
<ul style="list-style-type: none"> ▪ Is the licencing/contractual arrangement i.t.o of (a) WSA, (b) WSP, (c) WWTW working? 	WSA	No	No evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> - Is there a plan and budget for Operations and Maintenance for sanitation services and infrastructure? 	WSA	No	No evidence	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
2.4 Human Settlements Housing (Human Settlements)						
<ul style="list-style-type: none"> ▪ Have the housing demand aspects e.g demand data base or waiting list information been determined by the municipality? 		No	Waiting for submission of outcome 8 template.			
<ul style="list-style-type: none"> ▪ Is the municipality able to address the housing demand challenges highlighted while taking into account the growth trends such as population, economy, etc? 		No				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Has the municipality indicated an ongoing process for identification of suitable land for housing development? 		No				
<ul style="list-style-type: none"> ▪ Has the municipality indicated the nature of service levels on these land parcels through CIP? 		No				
<ul style="list-style-type: none"> ▪ Does the IDP Informal Settlements section align to the Migration Plan of the municipality? 		No				
<ul style="list-style-type: none"> ▪ Has the municipality identified current and planned housing projects that are ready for implementation? 		No				
<ul style="list-style-type: none"> ▪ Has budgetary provision being made for planned housing projects? 		No				
<ul style="list-style-type: none"> - Has the social viability of the settlements been determined/ indicated? 		No				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
2.5 Roads, Transport and Storm Water						
<ul style="list-style-type: none"> ▪ Is there a Transport Plan? 	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.za		
<ul style="list-style-type: none"> ▪ Is there a budget to operate and maintain roads and storm water? 	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.sa		
<ul style="list-style-type: none"> ▪ Has the municipality determined the extent of need i.t.o roads? 	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.sa		
<ul style="list-style-type: none"> ▪ Has the municipality made provision for non-motorised transport? 	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.sa		
<ul style="list-style-type: none"> ▪ Is there a budget and a plan for the operations and maintenance of all roads? 	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.sa		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> What's the relevant question in terms of storm water? 	B1/B2/B3/B4	N/A				
<ul style="list-style-type: none"> Is there a budget and plan for integrated roads and transport system (including non-mechanized,)? 	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.sa	DT, Province and DM	
2.6. Waste Management Services						
<ul style="list-style-type: none"> Is the IDP supported by an Integrated Waste Management Plan? 	Municipality	Yes	The IDP indicates that IWMP is a developed tool.			
<ul style="list-style-type: none"> Is the Municipality operating a licensed landfill site? 	Municipality	Yes	Bultfontein has an unlicensed site Hoopstad has a licenced site	Provincial Department of Environmental Affairs – Ms. Michelle Sello	n/a	Municipality official dealing with waste
<ul style="list-style-type: none"> Is the Municipality having a waste or refuse removal services? Indicate level of service? 	Municipality	Yes	Budget for refuse removal is indicated in the IDP	Provincial Department of Environmental Affairs – Ms. Michelle Sello		
<ul style="list-style-type: none"> Does the Municipality have a Trade Effluent Policy? 	Municipality	No	Municipality should consider having a Trade Effluent Policy	Provincial Department of Environment	n/a	

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Is there evidence of implementation of sustainable environmental practices for re-cycling, is this service financially viable and is there a budget for Operations and maintenance ring fenced?	Municipality	No	There is no indication of implementation of sustainable environmental practices.	Provincial Department of Environmental Affairs	n/a	
2.7 Environment: Air Quality Management						
▪ Is the IDP supported by an Air Quality Management Plan?	Municipality	No	The district is responsible to develop Air Quality Management Plan and incorporate all local municipalities.	Provincial Department of Environmental Affairs	n/a	District Municipality
▪ Is the municipality a licensing authority?	District Municipality	No	The district municipality is the licensing authority	Provincial Department of Environmental Affairs	n/a	District Municipality
▪ Is there a budget ring fenced for operations and maintenance and new capital projects?	Municipality	No	There are no air quality projects			
▪ Are these projects viable and sustainable?	Municipality	No	There are no air quality projects			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
2.8 Energy						
<ul style="list-style-type: none"> ▪ Has this Municipality determined the need / extent for basic services,(a)free basic and (b) higher level service? 		No	Table on P34 to be expanded with needs and backlog	Mr. MM Moshondi, DCOGTA, 0796925794, moss@lgh.fs.gov.za		
<ul style="list-style-type: none"> ▪ Is there a budget and a plan for providing grid and non-grid energy sources? 		No	No budget information in IDP	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.a		
<ul style="list-style-type: none"> ▪ Has the municipal investigated alternative sources and renewable energy 		No	No evidence	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.a		
<ul style="list-style-type: none"> ▪ Is there a budget ring fenced for operations and maintenance and new capital projects? ▪ How far is the Reds Redistribution Policy 		No	No evidence of O&M budget	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.a		

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<ul style="list-style-type: none"> ▪ Does the plan make provision for infrastructure reticulation and bulk infrastructure for electricity? 		No	No evidence. Some projects mentioned on P109	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.a		
<ul style="list-style-type: none"> - What provision has been made for upgrading facilities? 		No	No evidence	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.a		
2.9. Public amenities and community facilities						
<ul style="list-style-type: none"> ▪ Has the Municipality determined the extent of need for public facilities and amenities? 		Yes.	Needs have been identified but not costed.			
<ul style="list-style-type: none"> ▪ Has the municipality done an audit on the community facilities and public amenities? 		Yes.				
<ul style="list-style-type: none"> - Is there a budget ring fenced for operations and maintenance and new capital projects? 		No.				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
General Point In the introductory section, the IDP must point out the kind of responsibilities it has (i.e: that they are a RED or a WSA etc)		No				
3. Financial Planning and Budgets						
The Financial Plan						
Compliance 3.1 Is there a financial plan which includes a budget projection for at least the next three years in line with section 26(h) of MSA?		N	No financial plan			
3.2 What key financial policies does the municipality have/lack and should consider?			No policies are included in the IDP			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
3.3 In view of the global economic crisis, are there alternative mechanisms being sought to finance investment in infrastructure?			2011/12 Draft Budget not submitted			
Expenditure 3.4 How much of the Municipality's last capital budget was actually spent (as a percentage)			57.6% as end of February 2011			
3.5 What the extent is of own revenue and grant usage for infrastructure investment?			2011/12 Draft Budget not submitted			
3.6 From the questions above, is the 10/11 IDP able to be implemented? (Consider in the context of capacity, external parties etc.)			It's uncertain whether the municipality will be able to implement the IDP			
3.7 What are some of the major observations that can be made in relation to operating and capital expenditure analysis for 2009/10?			The municipality spent 97.7% of its Operating budget for 2009/10 financial year and 115.3% for the Capital budget.			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
3.8 The SDBIP???		N	No SDBIP included			
Alignment 3.9 To what extent are there linkages between the IDP and Budget?		N	Alignment cannot be confirmed due to the financial plan and draft budget not being submitted.			
3.10 Is there a reflection of Provincial and National allocations in the IDP?						
The AG 3.11 What were the Audit Opinions for this municipality over the last three years? How does this compare to its counterparts (as a district or LMs within the district)?			2007/08: Unqualified 2008/09: Unqualified 2009/10: Qualified			
3.12 Is there evidence that comments from the AG reports are being given due consideration through adequate corrective measures being put in place?			No, the municipality has regressed with the Audit opinion for the latest financial year.			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
General 3.13 What observations can be made in relation to own revenue generation and debt collection analysis?			The municipality was able to collect 84.3% in service charges for 2009/10 FY and 58.2% in 2010/11 as at end of February 2011.			
4. Local Economic Development <ul style="list-style-type: none"> ▪ Can be considered for all municipalities but for 2010, the LED plan must be analyzed to a larger extent in municipalities rated B1 and B2 <ul style="list-style-type: none"> ▪ This strategy will also be important in municipalities rated C1 and C2 						
4.1. Is there a LED strategy/plan developed and is it Council Adopted for DM/LM?		No	Applied from DBSA for funding			
4.2. Does the LED strategy consider the linkage of sustainable livelihoods to economic activities			No strategy			
4.3. How is the LED strategy/plan aligned with the national, provincial and district objectives, including spatial and economic investment choices?			No strategy			
4.4. How do LED priorities inform the spatial rationale of municipalities?		No	No reference to the towns. Question the Cable train and the Aquarium			

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4.5 Is there a thorough understanding of local economic profile (Comparative and competitive advantages), informed by quality assured statistical and empirical evidence to support the main development thrust of the strategy?		No	Outdated STATS from 1996, 2001 The information should be in table format and the info is not consistent			
4.6. Does the municipality have the capacity to implement the plan/ strategy (e.g. budget, human resource, institutional arrangements)?	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
4.7. Is there stakeholder and community involvement on LED activities?		No	There is a need on the structure for LED			
4.8. Are there clearly identified objectives and strategic priorities with a clear set of indicators, targets and milestones		Yes				
4.9. Has the municipality set targets and established a database for BBEE programmes, SMME & cooperative support and EPWP?		Yes	There is priorities and activities, but it is not clear and viable.			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
4.10. Does the municipality have a business retention, expansion and attraction strategies in their plans/ strategies?		No				
5. Good Governance: Public Participation, labour, IGR etc.						
5.1. Is there an IDP Process Plan – Adopted by DMs and LMs?		Yes	Adopted in August 2010			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.2. Is there a community participation strategy /plan and is there a community accountability plan?		No	<ul style="list-style-type: none"> • However, the document does mention the involvement of communities. • Detail plan to be attached detailing when process will unfold e.g. budget, reporting time process etc • Municipality to consult draft strategy sent by department and tailor-made to suit local situation 			
5.3. Does the Municipality show a commitment to community participation in the IDP/ Budget design and Development?		Yes				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.4. Is there contribution of Ward committees to development priorities in the IDP? Are ward based plans included in the IDP?		Yes	<ul style="list-style-type: none"> • Ward Committees are part of IDP Rep Forum. However, Ward Plans must be included • Role of Ward Committees in public participation must be clearly highlighted 			
5.5. Does the Municipality have strategies to involve traditional leaders and their communities in the IDP process if applicable? (DM's only)	N/A					
5.6. Is there an audit committee? Does the audit committee have a framework to audit, regularly the implementation of the IDP?		No	However, the document makes mention of the appointment of chairperson of the Audit Committee			
5.7 Were the recommendations of the previous years IDP assessments taken into account?		No				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.8 <ul style="list-style-type: none"> • Is there an indication of an integrated social cohesion plan within the IDP? • Has the Integrated Social Cohesion Plan been adopted by the council? Is the integrated social cohesion plan alligned to other development frameworks?		No				
Special Groups 5.9 Is there a strategy for HIV and AIDS mainstreaming ?		Yes				
5.10 Is there special focus to promote people with disabilities?		Yes				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.11 <ul style="list-style-type: none"> • Is there evidence indicating that youth issues are mainstreamed in key plans of municipality and sector plans? • Is there evidence indicating that gender issues are mainstreamed in key plans of municipality and sector plans? 		Yes,.	Projects targeting young are identified			
5.12 <ul style="list-style-type: none"> • Is there a unit responsible for youth matters within the municipality? • Is there a unit responsible for gender matters within the municipality? 		No	There is no mention of a Unit dealing with Youth Matters, however, there is an official assigned to handle Youth Matters as an additional responsibility			
5.13 Is gender equity promoted for access to economic opportunity?		No				
5.14 Do IDP details support initiatives to other special groups (disabled, youth)?		Yes	There are special projects identified for youth and people with disability			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.15 Populations Issues. <ul style="list-style-type: none"> • Is there a population analysis describing population size, shape and composition, distribution and change? • Are sectoral implications of population patterns and trends identified 		Yes				
5.16 Does the analysis reflect population concerns of the municipality? And is there evidence of sectoral plans addressing concerns?		Yes				
5.17 Does the sector plans take local MDGs in consideration?		No				
5.18 Does the plan reflect framework that measures progress on sustainable human development?		No				
5.19 Are there tools to assess the social impact of development interventions at community level?		Yes	CDWs and Ward Committees are being used			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
5.20 Does the plan provide for assessment of the extent of integration and coordination of services?		Yes	Included in the SDF			
5.21 Is the organogram and the IDP aligned or vice versa?		No	Organogram not attached			
6. institutional Arrangements						
6.1 Is there a HR Strategy that responds to the long-term development plans of the municipality as reflected in the IDP?		N	Municipality to review the HR Strategy and be included in the IDP	COGTA Planning Directorate		Imgard Howard

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
<p>6.2 Is there an approved organisational organogram that is aligned to the core business of the municipality?</p> <p>1. Is the structure affordable and sustainable?</p> <ul style="list-style-type: none"> • Are the Vacancies funded or unfunded? • Are there Plans with deadlines to fill the vacancies? 		N	To be included in the IDP			
<p>6.3 Is the organogram and the IDP aligned or vice versa?</p>		N				
<p>6.3 Is there evidence that the municipality has an employment equity plan?</p>		N	To be included in the IDP			
<p>6.4 Does the workplace skill plan respond to the capacity challenges of the municipality?</p>		N	To be included in the IDP			
<p>6.5 Does the municipality show evidence that it has a recruitment, training and retention strategy for scarce skills?</p>		N	To be included in the IDP			

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
6.6 Is there evidence of a succession plan especially for key positions?		N	To be included in the IDP			
6.7 Is there an Organisational Performance Management Systems (OPMS) and is it aligned with IDP as well as key performance indicators and targets in line with the MSA		N	To be included in the IDP	COGTA Performance Monitoring Directorate		Mr. Khiba
6.8 Is there usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department?		N	IGR Directorate to assist the municipality	COGTA IGR Directorate		Mr. T Masukela
6.9 are there an audit action plan to deal with issues raised by the AG.		N	To be included in the IDP	COGTA Finance Directorate		Dr. P Botha
6.10 Is there evidence of efforts aimed at Inter-municipal planning		N	To be included in the IDP			
6.11 Are there measures put in place to address issues raised by the MEC?		Y				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
7. Disaster Management						
Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Is there a project on the development of a Disaster Management plan for the municipality in the IDP?	Local and District Municipalities	Y	Disaster Management plan has been budgeted for. The municipality will be assisted to develop the disaster management plan and attach it to the IDP.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Is the municipality involved in the overall disaster preparedness programmes for 2010-2011?	Local and District Municipalities	N	There is no indication that the municipality has identified disaster preparedness programmes for 2011-2012. The province will assist municipality to identify, develop and implement disaster preparedness programmes and include them in the disaster management planning.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management
- Has the municipality identified disaster management institutional arrangement projects in the IDP?	Local and District Municipalities	Y	The municipality has identified disaster management forum as a project in the next financial year. The province will support the municipality in the establishment of disaster management structures.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management

<p>- Do you have disaster risk assessment projects in the IDP?</p>	<p>Local and District Municipalities</p>	<p>N</p>	<p>There is no suggestion that the municipality has identified disaster risk assessment projects in the IDP as the Disaster Management plan was not attached. The province will contact the municipality to determine if such projects are available and advise accordingly.</p>	<p>Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa</p>	<p>By the end of May 2011</p>	<p>Head: Municipal Disaster Management</p>
<p>- Are there any disaster risk reduction projects in the IDP?</p>	<p>Local and District Municipalities</p>	<p>N</p>	<p>There is no indication that the municipality has identified disaster risk reduction projects in the IDP as the Disaster Management plan was not attached. The province will contact the municipality to determine if such projects are available and advise accordingly.</p>	<p>Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa</p>	<p>By the end of May 2011</p>	<p>Head: Municipal Disaster Management</p>

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
- Are there any disaster response and recovery projects in the IDP?	Local and District Municipalities	N	There is no suggestion that the municipality has identified disaster response and recovery projects in the IDP as the Disaster Management plan was not attached. The province will contact the municipality to determine if such projects are available and advise accordingly.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management
Are there disaster management information and communication projects in the IDP?	Local and District Municipalities	N	There is no indication that the municipality has identified disaster management information and communication projects in the IDP as the Disaster Management plan was not attached. The province will contact the municipality to determine if such projects are available and advise accordingly.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
Are disaster management education, public awareness, training and research projects in the IDP?	Local and District Municipalities	N	The province will assist the municipality to include disaster management education, public awareness, and training and research projects in the IDP.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management
Are disaster management projects funded in the IDP, if any?	Local and District Municipalities	N	There is no indication that the municipality has budgeted for disaster management projects. The province will request clarity from the municipality and advise accordingly.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who will assist the Municipality?	By when?	Comments expected from Names of officials needs to be added
Do you have fire management projects in the IDP?	Local and District Municipalities	N	There is no indication that the municipality has fire management projects in the IDP as the Disaster Management plan was not attached. The province will contact the municipality to determine if such projects are available and advise accordingly.	Me. Sekulisa – Head Provincial Disaster Management Centre Me. Motiki – Disaster Management Officer: Lejweleputswa	By the end of May 2011	Head: Municipal Disaster Management
Are fire related projects budgeted for and identified in the IDP?						

Appendix A: Processes supporting the crafting of a credible IDP:

1. The conduct of intergovernmental relations

The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between provinces and local government and district and local municipalities.

The Forums must provide the enabling platform for liaison and decision-making for effective intergovernmental planning.

2. Cooperative governance

The MSA (s3) defines how local government must develop cooperative approaches to governing, resource sharing and solving of disputes within the context of IGR. It is important there is a commitment to these principles in implementing the the IDP.

3. The role of sector departments

The role of sector departments in local delivery must be clearly articulated. This input should come from both national and provincial sector departments. It must reflect awareness by sectors of the strategic focus of the IDP, and the steps taken to support the meeting of targets, or the plan to do so in future.

4. Institutional

Project Consolidate (Use new term as PC no longer exists) intervention areas and Municipal Action Plans (MAPs) should be incorporated into the IDP project plans. Izimbizo issues should have been addressed, as well as issues identified in the 2005 IDP Hearings Reports.

4. Processes, tools and mechanisms

Successful implementation of the IDP relies upon effective IGR, procurement and production processes to deliver projects within timeframes that are sustainable and regionally integrated. It also requires the alignment of capacity and the municipality's organogram with the IDP's strategy and projects.

Appendix B: Supporting documentation for Assessment Teams

Legislation

The RSA Constitution
Municipal Systems Act
Municipal Structures Act
Municipal Public Finance Management Act
Intergovernmental Relations Framework Act
Property Rates Act
Regulations and standards and processes as set out in sector legislation

Policy Documents

MIG Policy
NSDP
PGDS guidelines
PGDS's
Government annual MTSF
State of the Nation Address

Other

Izimbizo Reports
IDPH Panel Reports
National Skills Development Strategy
National LED Framework
Sample of sector strategies
EPWP Guidelines
Asgi-SA presentation
MEDS Strategy W Cape
Provincial organograms
Media articles

Glossary of Terms

ABP: Area Based Plan
BBBEE: Broad Based Black Economic Empowerment
DPW: Department of Public Works
DM: District Municipality
DEAT: Department of Environmental Affairs and Tourism
DLG: Provincial Department of Local Government
DME: Department of Minerals and Energy
DoT: Department of Transport
dplg or the dplg: Department of Provincial and Local Government
dti or the dti: Department of Trade and Industry
DWAF: Department of Water Affairs and Forestry
EPWP: Expanded Public Works Programme
ES: Equitable Share
FBS: Free Basic Services
GIS: Geographic Information System
IDP: Integrated Development Plan
IGR: Intergovernmental Relations
ITP: Integrated Transport Plans
KPA: Key Performance Area
KPI: Key Performance Indicator
MFMA: Municipal Finance Management Act, Act 56 of 2003
MIG: Municipal Infrastructure Grant
MSA: Municipal Systems Act, Act 32 of 2000
NSDP: National Spatial Development Perspective
OPMS: Organisational Performance Management System
OTP: Office of the Premier
PGDS: Provincial Growth and Development Strategy
RF: Representative Forum
SDBIP: Service Delivery Budget Implementation Plan
SDF: Spatial Development Framework
SMP: Sector Master Plans
WSDP: Water Services Development Plan