



Cooperative Governance & Traditional Affairs

Department:
Cooperative Governance and Traditional Affairs
REPUBLIC OF SOUTH AFRICA

Municipality Name: Nketoana LM

Date: 12 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 Assessors to check whether Water Services Plan, EIA and other plans are outdated?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]		No	The Council decided to take the 2010/2011 SDF for 2011/2012. The resolution has not yet been submitted	NA		
1.2. Does the IDP contain a statement on whether (or not) the SDF needs to be drafted or reviewed?		Not applicable	NA	NA	NA	NA
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	The IDP contains environmental IEP as their environmental plans	Provincial Department of Environmental Affairs	asap	Municipality
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)		Text Yes and Maps No	Spatial Planning is aware that maps have been reviewed.	Spatial Planning will request that the maps be submitted.	End April 2011	E Barker

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
1.5 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?		Text Yes and Maps No	Because the maps has not been provided it could not be assessed	Mashalaba Consultant	End June 2011	Mashalaba Consultant
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)	Municipality	Yes	IDP reflect the environmental resources	Provincial Department of Environmental Affairs	n/a	Municipality
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?		Yes	Refer to section 2 of IDP	NA		
2. Service Delivery and Infrastructure Planning						
2.1: General Questions						

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
- Has a holistic and comprehensive (all sectors) infrastructure delivery plan been developed to indicate institutional requirements and financial viability of service delivery		No.	PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
- To what extent does the Comprehensive Infrastructure Plan inform the above delivery plan?			PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
- Does the integrated development plan make provision for infrastructure reticulation and bulk infrastructure for water and sanitation?		No.	PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
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?		No.	PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			

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
b) Does investment planning utilize the MIG grant over the next MTEF?			PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
c) Is there indication of own revenue usage for infrastructure?			PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
d) Are other vehicles being used to aid investment in infrastructure. (e.g. private / public sector partnerships,)			PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
e) Other revenue sources (if applicable).			PROJECT LIST NEED TO BE CONSOLIDATED INTO CIDP INDICATING FUNDING FOR MTEF PERIOD.			
2.2 Water						

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 WSDP <ul style="list-style-type: none"> a) Adopted ? b) has it been reviewed in last year.? 	WSA	No	Referenced on P96. Must be expanded to reflect adoption status	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"> ▪ 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 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

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"> ▪ 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		
<ul style="list-style-type: none"> - Did the IDP provide a proper project list that addresses all the needs as identified in the future plans and implementation strategies? 	WSA	Yes	Annexure I: page 5	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 approved budgets in the MTEF allocations for all these projects? 	WSA	Yes	Annexure I	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 Water 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		
<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	Unable to determine	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	Some discussion on P43 to P45. Please expand to indicate the status	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"> ▪ Are there specific references to the status of all contracting and licensing issues? 	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 IDP reflect the status of water quality monitoring w.r.t. drinking water quality, water resources quality and WWTW releases? 	WSA	No	Water Quality mentioned on P44 but the status is not provided	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						

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 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	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 WDSP reflect multi - year projects to address the backlog? 	WSA	Yes	Annexure I: page 5	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	

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 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				
<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	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 the licencing/contractual arrangment 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		
<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	TO BE INCLUDED IN THE IDP (housing chapter).			

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 municipality able to address the housing demand challenges highlighted while taking into account the growth trends such as population, economy, etc? 		No.	Housing plan to be developed.			
<ul style="list-style-type: none"> ▪ Has the municipality indicated an ongoing process for identification of suitable land for housing development? 		No.	Information to be included in the SDF.			
<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? 		YES.	IMPLEMENTATION TIMEFRAMES AND BUDGET HAS TO BE INDICATED.			
<ul style="list-style-type: none"> ▪ Has budgetary provision being made for planned housing projects? 		NO.	Budget is the Provincial competency.			

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
- Has the social viability of the settlements been determined/ indicated?			Partially covered. Only the sites are indicated and no beneficiaries.			
2.5 Roads, Transport and Storm Water						
▪ Is there a Transport Plan?	B1/B2/B3/B4	No	No evidence	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.za		
▪ 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		
▪ Has the municipality determined the extent of need i.t.o roads?	B1/B2/B3/B4	Yes	P52 to P54	Mr. T Nchaba, PR&T, 0742244677, dlhaming@freetrust.com.sa		
▪ 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		

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 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		
<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	No	The IDP indicates IWMP as their objective and strategy and it is budgeted for.	DEA official in the district municipality DTEEA – Ms. Michelle Sello	asap	Municipality officials dealing with waste
<ul style="list-style-type: none"> Is the Municipality operating a licensed landfill site? 	Municipality	Yes	The IDP indicate that only two landfill site are licensed	Provincial Department of Environmental Affairs- Ms. Michelle Sello	asap	Municipality official dealing with waste

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 Municipality having a waste or refuse removal services? Indicate level of service? 	Municipality	Yes	Budget for waste management is indicated in the IDP	Municipality	asap	Municipality official dealing with waste
<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	
<ul style="list-style-type: none"> 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						
<ul style="list-style-type: none"> Is the IDP supported by an Air Quality Management Plan? 	District Municipality	NO	The district is responsible to develop Air Quality Management Plan	Provincial Department of Environmental Affairs	n/a	Municipality
<ul style="list-style-type: none"> 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

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 budget ring fenced for operations and maintenance and new capital projects? 	Municipality	No	There are no air quality projects			
<ul style="list-style-type: none"> Are these projects viable and sustainable? 	Municipality	No	There are no air quality projects			
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? 		Yes	P49 to P52	Mr. MM Moshodi, 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 evidence	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.za		
<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.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 budget ring fenced for operations and maintenance and new capital projects? ▪ How far is the Reds Redistribution Policy 		No	No evidence	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.za		
<ul style="list-style-type: none"> ▪ Does the plan make provision for infrastructure reticulation and bulk infrastructure for electricity? 		No	No evidence	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.za		
<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.za		
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.	Should be consolidated in the CIP.			
<ul style="list-style-type: none"> ▪ Has the municipality done an audit on the community facilities and public amenities? 		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
- Is there a budget ring fenced for operations and maintenance and new capital projects?			Budget not attached.			
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)		Yes.				
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?		Y	A financial plan does exist and it covers the next three years.			

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
3.2 What key financial policies does the municipality have/lack and should consider?			No mention is made of policies included in the IDP. Therefore, it is uncertain which policies the Municipality have or lack or have adopted or reviewed.	KPMG has developed uniform budget related policies that have been distributed to all municipalities in the Free State.		
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)			54.6% as at 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			

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
3.6 From the questions above, is the 10/11 IDP able to be implemented? (Consider in the context of capacity, external parties etc.)			No, because of the low capital spending at the end of February 2011			
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 92.5% of its Operating budget for 2009/10 financial year and 58% for the Capital budget.			
3.8 The SDBIP???		N	No SDBIP included in the IDP			
Alignment 3.9 To what extent are there linkages between the IDP and Budget?		Y	2011/12 Draft Budget not submitted			
3.10 Is there a reflection of Provincial and National allocations in the IDP?		Y	There is a reflection of Provincial and National allocations	No assistance needed.		

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
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: Disclaimer 2008/09: Disclaimer 2009/10: Qualified Nketoana LM is one of the Municipalities that have improved on its Audit opinion and it forms part of the 50% improvement in the overall district.			
3.12 Is there evidence that comments from the AG reports are being given due consideration through adequate corrective measures being put in place?			Evidence does exist based on the improved Audit opinion because Audit opinions have moved from Disclaimer to Qualified over the 3 financial years.			
General 3.13 What observations can be made in relation to own revenue generation and debt collection analysis?			The municipality was able to collect 121.5% in service charges for 2009/10 FY and 79.9% in 2010/11 as at end of February 2011. There was an improvement from 2009/10 to 2010/11 financial year.			
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?		Yes	The LED Strategy is currently in review process, will be included			

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
4.2. Does the LED strategy consider the linkage of sustainable livelihoods to economic activities			Waiting for the reviewed strategy			
4.3. How is the LED strategy/plan aligned with the national, provincial and district objectives, including spatial and economic investment choices?			Waiting for the reviewed strategy			
4.4. How do LED priorities inform the spatial rationale of municipalities?		Yes	All projects are linked to wards and then space			
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?		Yes	This information was done per town. The indicators are clear as well as the situation in each town			

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
4.6. Does the municipality have the capacity to implement the plan/ strategy (e.g. budget, human resource, institutional arrangements)?		Yes	Structure does make provision for LED, still vacant and the revised structure will have more posts, but not yet approved There is a budget for activities on LED, projects are funded by District			
4.7. Is there stakeholder and community involvement on LED activities?		Yes	The needs of the community is captured, also the involvement of the business			
4.8. Are there clearly identified objectives and strategic priorities with a clear set of indicators, targets and milestones		Yes	Page 86, there is objectives and strategies identified. The list of projects is then derived from these objective			
4.9. Has the municipality set targets and established a database for BBBEE programmes, SMME & cooperative support and EPWP?		No	Not included, do have it and will include			
4.10. Does the municipality have a business retention, expansion and attraction strategies in their plans/ strategies?			Do have the incentive schemes in place, not part of 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
5. Good Governance: Public Participation, labour, IGR etc.						
5.1. Is there an IDP Process Plan – Adopted by DMs and LMs?	Yes	Yes	Good work by municipality			
5.2. Is there a community participation strategy /plan and is there a community accountability plan?		Yes	Good work by municipality			
5.3. Does the Municipality show a commitment to community participation in the IDP/ Budget design and Development?		Yes	Good work by municipality			
5.4. Is there contribution of Ward committees to development priorities in the IDP? Are ward based plans included in the IDP?		Yes	Good work by municipality			
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	Well done by municipality			

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
5.6. Is there an audit committee? Does the audit committee have a framework to audit, regularly the implementation of the IDP?		YES	Good work by municipality			
5.7 Were the recommendations of the previous years IDP assessments taken into account?		NO	Municipality need to improve and make the document available on how it has dealt with the recommendations	Municipal Officials	End of May 2011	
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 NO	There is a need for municipality to develop a Social Cohesion Plan for inclusion in its IDP Plan Municipality to improve and Develop Social Cohesion Plan	COGTA and DM COGTA and DM		
Special Groups 5.9 Is there a strategy for HIV and AIDS mainstreaming ?		YES	Good work done by municipality			
5.10 Is there special focus to promote people with disabilities?		YES	Good work by municipality			

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 YES	Good work done by municipality Good work done by municipality			
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? 		YES YES	Good work done by municipality Good work done by municipality			
5.13 Is gender equity promoted for access to economic opportunity?		YES	Good work done by municipality			
5.14 Do IDP details support initiatives to other special groups (disabled, youth)?		YES	Good work done by municipality			

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 YES	Good work done by municipality Good work done by municipality			
5.16 Does the analysis reflect population concerns of the municipality? And is there evidence of sectoral plans addressing concerns?		YES	Good Work done by municipality			
5.17 Does the sector plans take local MDGs in consideraton?		YES	Good work done by municipality			
5.18 Does the plan reflect framework that measeures progress on sustainable human development?		YES	Good Work done by municipality			

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
5.19 Are there tools to assess the social impact of development interventions at community level?		YES	Good Work done by municipality			
5.20 Does the plan provide for assessment of the extent of integration and coordination of services?		YES	Good Work done by municipality			
5.21 Is the organogram and the IDP aligned or vice versa?		YES	Good work done by municipality			
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	Draft HR Manual is in place but not yet adopted by Council. As soon as HR Manual is adopted, municipality is to include 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
<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? 		<p>Y</p> <p>Y</p> <p>Y</p> <p>N</p>	<p>Awaiting the conclusion of current Labour Dispute Hearings</p>			
<p>6.3 Is the organogram and the IDP aligned or vice versa?</p>		Y				
<p>6.3 Is there evidence that the municipality has an employment equity plan?</p>		N	<p>Draft HR Manual is in place but not yet adopted by Council. As soon as HR Manual is adopted, municipality is to include in the IDP</p>			
<p>6.4 Does the workplace skill plan respond to the capacity challenges of the municipality?</p>		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
6.5 Does the municipality show evidence that it has a recruitment, training and retention strategy for scarce skills?		N	Draft HR Manual is in place but not yet adopted by Council. As soon as HR Manual is adopted, municipality is to include in the IDP			
6.6 Is there evidence of a succession plan especially for key positions?		N	No evidence			
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		Y				
6.8 Is there usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department?		Y	Mayors' and Speakers' Forum; MM's Forum, Internal Auditors Forum, Provincial IDP Forum			
6.9 are there an audit action plan to deal with issues raised by the AG.		N	No evidence			
6.10 Is there evidence of efforts aimed at Inter-municipal planning		N	No evidence			

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
6.11 Are there measures put in place to address issues raised by the MEC?		Y				
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?	District Municipality	Y	The municipality budgeted for disaster management but has not indicated how the money will be spent. The disaster management plan is in place.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	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?	District Municipality	N	No preparedness programmes. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	By the end of May 2011	Head: Municipal Disaster Management
- Has the municipality identified disaster management institutional arrangement projects in the IDP?	District Municipality	N	No disaster management institutional arrangement projects. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	By the end of May 2011	Head: Municipal Disaster Management

- Do you have disaster risk assessment projects in the IDP?	District Municipality	N	No disaster risk assessment projects in the IDP. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	By the end of May 2011	Head: Municipal Disaster Management
- Are there any disaster risk reduction projects in the IDP?	District Municipality	N	No disaster risk reduction projects in the IDP. . The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	By the end of May 2011	Head: Municipal Disaster Management
- Are there any disaster response and recovery projects in the IDP?	District Municipality	N	No disaster response and recovery projects. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	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 there disaster management information and communication projects in the IDP?	District Municipality	N	No information management and communication projects. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	By the end of May 2011	Head: Municipal Disaster Management
Are disaster management education, public awareness, training and research projects in the IDP?	District Municipality	N	The district municipality has not included disaster management education, public awareness, training and research projects in the IDP. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	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?	District Municipality	N	The municipality has not identified fire management projects. The province will assist with the identification of such projects.	Me. Sekulisa – Head Provincial Disaster Management Centre Mr. M Buthelezi – Disaster Management Officer: Thabo Mofutsanyana	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