



Cooperative Governance & Traditional Affairs

Department:
Cooperative Governance and Traditional Affairs
REPUBLIC OF SOUTH AFRICA

Municipality Name: Maluti-A-Phofung 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 Assessors to check whether Water Services Plan, EIA and other plans are outdated?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]			Draft SDF 2011/12 available.			
1.2. Does the IDP contain a statement on whether (or not) the SDF needs to be drafted or reviewed?		Not applicable				
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 management plans and programmes.	Provincial Department of Environmental Affairs	asap	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
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 in SDF. Maps of SDF are not attached.	Issues addressed in SDF 2011/12 (Chapter 4, 5 and 6) are: <ul style="list-style-type: none"> • Industrial development strategy (p59) • Tourism localities per plan (p66) • Rural spatial development elements per locality (p80) • Urban spatial development elements per locality (p84) 			
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 in SDF. Maps of SDF are not attached.	Issues addressed in SDF 2011/12 (Chapter 5 and 6) are: <ul style="list-style-type: none"> • Range of Infrastructure Investment per locality. • Location of IDP projects 			
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

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?		Yes	Alignment to NSDP, FSGDS and FSSDF in Chapter 2 and 4 of SDF.			
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?		NO	Projects for outer years to be included.	Municipal PMU.		
b) Does investment planning utilize the MIG grant over the next MTEF?		NO	Projects for outer years to be included.			
c) Is there indication of own revenue usage for infrastructure?		YES.				
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	Referred to on P111 – expand to indicate 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		

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	P30. Figures mentioned on P30 and P31 differ please authenticate	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 <p>programmes</p>	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	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	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
- 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	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	Ms Petunia Ramunenyiwa; (051) 405 9000 / 082 805 8590; RamunenyiwaP@dwaf.gov.za ; Jean du Plessis, 082-857-9172; jean@pula.co.za		
▪ Does the IDP address water resources development w.r.t. demand management, water balance issues and ecological reserve?	WSA	No	On P29 reference is made to the water resource – must be expanded to include resource names, as well as what the reserve and demand is	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 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		

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 the status of water quality monitoring w.r.t. drinking water quality, water resources quality and WWTW releases? 	WSA	No	Water quality mentioned on P29 – to be expanded with 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		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	No	Figures mentioned on P30 and P31 differ – please authenticate	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	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 have a sanitation implementation plan put in place? 	WSA	No	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	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	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	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	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	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
- 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)						
▪ Have the housing demand aspects e.g demand data base or waiting list information been determined by the municipality?		YES.				
▪ Is the municipality able to address the housing demand challenges highlighted while taking into account the growth trends such as population, economy, etc?		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
▪ Has the municipality indicated an ongoing process for identification of suitable land for housing development?		YES.				
▪ Has the municipality indicated the nature of service levels on these land parcels through CIP?		NO	PROJECTS TO ADDRESS BACLOGS AND NEW DEVELOPMENTS SHOULD BE INCLUDED IN CIP FOR MTEF PERIOD. CURRENTLY ONLY MIG PROJECTS ARE INDICATED FOR 2011/2012.			
▪ Does the IDP Informal Settlements section align to the Migration Plan of the municipality?		NO	TO BE INCLUDED IN HOUSING SECTOR PLAN.	HS & MAP.		
▪ Has the municipality identified current and planned housing projects that are ready for implementation?		YES	MAPS TO BE ATTACHED.			
▪ Has budgetary provision being made for planned housing projects?		YES	SOURCES OF FUNDING STILL TO BE INCLUDED.			
- Has the social viability of the settlements been determined/ indicated?		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
2.5 Roads, Transport and Storm Water						
▪ Is there a Transport Plan?	B1/B2/B3/B4	No	No evidence. Mentioned on P113 that the DM provides this planning function. In the DM IDP it was mentioned that there is no Transport Plan – please clarify this contradiction	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	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	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	No	No evidence	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	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	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

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 operating a licensed landfill site?	Municipality	No	State of landfill sites is not mentioned in the IDP. The municipality should include information of their landfill sites and their status quo in the IDP.	Provincial Department of Environmental Affairs- Ms. Michelle Sello	asap	Municipality official dealing with waste
▪ 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
▪ Does the Municipality have a Trade Effluent Policy?	Municipality	No	Municipality should consider having a Trade Effluent Policy	Provincial Department of Environment	n/a	
- 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	Yes	Food for waste project is indicated in the IDP	Provincial Department of Environmental Affairs	n/a	
2.7 Environment: Air Quality 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
<ul style="list-style-type: none"> Is the IDP supported by an Air Quality Management Plan? 	Municipality	Yes	The district is responsible to develop Air Quality Management Plan however the municipality has budgeted for 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
<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? 		No	Figures mentioned on P30 but no BS or Basic service levels indicated – information to be expanded	Mr. MM Moshodi, DCOGTA, 0796925794, moss@lgh.fs.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 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 		Yes	P27. However, no evidence of renewable energy being investigated	Mr. G Oganne, DOE, 0827824635, galonkge.oganne@energy.gov.za		
<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	Lack of information to establish. Budget referenced on P104 – must be broken down to provide details	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						

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 Municipality determined the extent of need for public facilities and amenities?		YES.				
▪ Has the municipality done an audit on the community facilities and public amenities?		YES				
- Is there a budget ring fenced for operations and maintenance and new capital projects?		YES.				
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.	THIS INFORMATION ON MUNICIPAL RESPONSIBILITIES NEEDS TO BE INCLUDED.			
3. Financial Planning and Budgets						
The Financial Plan						

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
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 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?			Capital funding is as follows: MIG – 63.8%; Own funding – 18.6% and Other grant funding – 17.6%	No assistance needed.		
Expenditure 3.4 How much of the Municipality's last capital budget was actually spent (as a percentage)			50.1% as at end of February 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
3.5 What the extent is of own revenue and grant usage for infrastructure investment?			Capital funding is as follows: MIG – 63.8%; Own funding – 18.6% and Other grant funding – 17.6%	No assistance needed.		
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 percentage of Capital expenditure			
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 49.5% of its Operating budget for 2009/10 financial year and 79.9% 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	Based on the information available the budget is aligned to the IDP.			

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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.		
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: Disclaimer Maluti-a-Phofung LM is one of the Municipalities that have remained unchanged w.r.t its Audit opinion			
3.12 Is there evidence that comments from the AG reports are being given due consideration through adequate corrective measures being put in place?			Because the LM has received a Disclaimer audit opinion for all 3 financial years, there are not really any corrective measures other than the matters that should be dealt with.			
General 3.13 What observations can be made in relation to own revenue generation and debt collection analysis?			The municipality was able to collect 132.9% in service charges for 2009/10 FY and 69.3% in 2010/11 as at end of February 2011. If the LM continues to collect at this rate then it will be able to collect all debt by the end of the financial year.			

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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?			LED Strategy is not included in the IDP, they are in the process to review, but need to include			
4.2. Does the LED strategy consider the linkage of sustainable livelihoods to economic activities						
4.3. How is the LED strategy/plan aligned with the national, provincial and district objectives, including spatial and economic investment choices?						
4.4. How do LED priorities inform the spatial rationale of municipalities?		No	Page 76, there is a list of projects but no link to space. Need still to work on the projects, still waiting for the sector dept for commitment letter			

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
4.5 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				
4.6. Does the municipality have the capacity to implement the plan/ strategy (e.g. budget, human resource, institutional arrangements)?		No	Should include the organograms of the municipality			
4.7. Is there stakeholder and community involvement on LED activities?		Yes	Page 32, needs as identified by the community			
4.8. Are there clearly identified objectives and strategic priorities with a clear set of indicators, targets and milestones		Yes	Clear objectives, but very little projects to support this			
4.9. Has the municipality set targets and established a database for BBBEE programmes, SMME & cooperative support and EPWP?						

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?			Should include these plans in the LED strategy			
5. Good Governance: Public Participation, labour, IGR etc.						
5.1. Is there an IDP Process Plan – Adopted by DMs and LMs?		Yes	Pg14 depicts the IDP process plan of the municipality	Not applicable	n/a	n/a
5.2. Is there a community participation strategy /plan and is there a community accountability plan?		No	To be attached by the municipality			
5.3. Does the Municipality show a commitment to community participation in the IDP/ Budget design and Development?		Yes	Pg 32 depicts that the community needs assessment.	Not applicable	n/a	n/a
5.4. Is there contribution of Ward committees to development priorities in the IDP? Are ward based plans included in the IDP?		Yes	Though the budget is not ward based.	Not applicable	n/a	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
5.5. Does the Municipality have strategies to involve traditional leaders and their communities in the IDP process if applicable? (DM's only)		No	It is not reflected in the documents. But they are recognized and involved.	The FS house of Traditional leaders.	By Sept 2011	Mr T Ngesi
5.6. Is there an audit committee? Does the audit committee have a framework to audit, regularly the implementation of the IDP?		Yes				
5.7 Were the recommendations of the previous years IDP assessments taken into account?		yes				
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	It does not reflect in the document. It is to be attached		May 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
Special Groups 5.9 Is there a strategy for HIV and AIDS mainstreaming ?		Yes	Pg 67 has strategies and objectives.		n/a	
5.10 Is there special focus to promote people with disabilities?		No	TO be attached		May 2011	
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	Pg 70 depicts the strategies and objectives.	n/a	n/a	n/a
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	Pg 70 depicts the strategies and objectives.	n/a	n/a	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
5.13 Is gender equity promoted for access to economic opportunity?		Yes	Pg depicts the municipal strategy.	n/a	n/a	n/a
5.14 Do IDP details support initiatives to other special groups (disabled, youth)?		Yes	Pg depicts the municipal strategy.	n/a	n/a	n/a
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	Pg 18 -31	n/a	n/a	n/a
5.16 Does the analysis reflect population concerns of the municipality? And is there evidence of sectoral plans addressing concerns?		Yes	Pg 32-33 is illustrating the needs of the communities.	n/a	n/a	n/a
5.17 Does the sector plans take local MDGs in consideration?		Yes	Pg 49, The municipal KPA's covers the MDG's goals.	n/a	n/a	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
5.18 Does the plan reflect framework that measures progress on sustainable human development?		No	It is not reflecting, The IDP manager mentioned that the PMS policy will be attached.	n/a	May 2011	n/a
5.19 Are there tools to assess the social impact of development interventions at community level?		No	It is not reflected in the document.			
5.20 Does the plan provide for assessment of the extent of integration and coordination of services?		No	It is not reflected in the document.			
5.21 Is the organogram and the IDP aligned or vice versa?		No	It is not in the document, The IDP manager mentioned that it will be attached	n/a	May 2011	n/a
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 needs to include HR Strategy in place			

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	Municipality needs to include organogram that is aligned to the core business of the municipality. Also indicating funded/unfunded vacancies and plans to fill vacancies with deadlines			
6.3 Is the organogram and the IDP aligned or vice versa?		N	Municipality needs to include organogram that is aligned to the core business of the municipality.			
6.3 Is there evidence that the municipality has an employment equity plan?		N	Municipality needs to include plan in the IDP			
6.4 Does the workplace skill plan respond to the capacity challenges of the municipality?		N	Municipality needs to include plan 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
6.5 Does the municipality show evidence that it has a recruitment, training and retention strategy for scarce skills?		N	Municipality only have training strategy, a recruitment and retention strategy needs to be developed			
6.6 Is there evidence of a succession plan especially for key positions?		N	No evidence, plan needs to be included			
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	Municipality needs to include OPMS in the IDP			
6.8 Is there usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department?		N	Municipality needs to indicate usage of IGR			
6.9 are there an audit action plan to deal with issues raised by the AG.		N	Municipality needs to attach Audit Action Plan			
6.10 Is there evidence of efforts aimed at Inter-municipal planning		N	Municipality needs to provide evidence of inter-municipal planning			

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?		N	Improvements need to be incorporated in the IDP			
7. Disaster Management						
- 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	Y	Preparedness programmes have been developed. The province will assist with the implementation 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	Y	Disaster management institutional arrangement projects, which include recruitment of volunteers and establishment of structures, have been identified and costed. The province will assist with the implementation 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	Y	Disaster risk assessment projects have been identified and budgeted for, in the IDP. The province will assist with the implementation 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	Y	The municipality has included disaster management education, public awareness, training and research projects in the IDP. The province will assist with the implementation 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	Y	The municipality has identified fire management projects, which include establishment of Fire Protection Associations and acquisition of fire equipment. The province will assist with the implementation 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