

# **EMTHANJENI MUNICIPALITY**



## **ANNEXURE "H"**

### **IDP PROCESS PLAN 2010/2011**

# Emthanjeni Local Municipality



Process plan for 2010/11 IDP Review

## EMTHANJENI LOCAL MUNICIPALITY IDP REVIEW PROCESS PLAN FOR 2010/11 FINANCIAL YEAR

Activity	Strategic Input/Output	Deadline	Responsibility	To Whom
<p><b>Preparation</b></p> <ul style="list-style-type: none"> <li>○ Commence Date</li> <li>○ Process Plan Drafting &amp; Approval</li> <li>○ Table process plan to the Council for adoption</li> <li>○ Formalize the necessary institutional arrangements                             <ul style="list-style-type: none"> <li>● Roles and responsibility</li> <li>● Mechanism for public participation</li> <li>● Timeframes – alignment and coordination</li> </ul> </li> <li>○ Advertise the process plan</li> <li>○ Conduct 1<sup>st</sup> IDP Representative Forum meeting                             <ul style="list-style-type: none"> <li>● To say where we are and the process intention</li> <li>● To determine key strategic projects</li> <li>● Explain Budget Process/Budget compilation programme</li> </ul> </li> </ul>	<p>Desk Work</p> <ul style="list-style-type: none"> <li>○ Adopted process plan</li> <li>○ Organizational arrangements</li> <li>○ Responsibility to be undertaken by municipal officials and/or service provider, etc.</li> <li>○ Effective public participation</li> <li>○ Timeframes and targets</li> <li>○ Public notification: Give notice to the local community of particulars of the process it intends to follow</li> <li>○ Introduce the process to the forum</li> </ul>	<ul style="list-style-type: none"> <li>○ November 09</li> <li>○ November 09</li> <li>○ November 09</li> <li>○ December 09</li> </ul>	<p>Manager Development IDP/LED Coordinator Municipal Manager Manager Development IDP/LED Coordinator</p> <p>Manager Development IDP/LED Coordinator</p>	<p>Ward Councillors Council</p> <p>IDP Rep Forum</p>
<p><b>Analysis</b></p> <ul style="list-style-type: none"> <li>○ GAP Analysis of existing IDP's &amp; KPA's                             <ul style="list-style-type: none"> <li>● Situational analysis</li> <li>● Physical and climatic environment</li> <li>● Progress on previous</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Identify level of services</li> <li>○ Identify social economic, physical/environmental issues as well as institutional issues</li> <li>○ Identification of problems, needs and priorities of</li> </ul>	<p>November 09</p>	<p>Manager Development IDP/LED Coordinator/ Service Provider(s) Steering Committee Desk work</p>	

<p>commitments</p> <ul style="list-style-type: none"> <li>Institutional analysis in line with PGDS, WSDP, DGDS, DSDF, etc.</li> </ul> <p><b>Institutional</b></p> <ul style="list-style-type: none"> <li>Mandate, power and functions</li> <li>Institutional SWOT analysis</li> <li>Institution transformation</li> <li>Spatial development profile</li> <li>Demographic profile</li> <li>Health profile</li> <li>Education and training profile</li> <li>Social development profile</li> <li>Safety and security profile</li> <li>Economic profile</li> <li>Housing profile</li> <li>Land profile</li> <li>Environmental profile</li> <li>Infrastructure profile</li> <li>In-depth need analysis</li> <li>Analysis of MEC's comments on IDP – 2009</li> <li>Analysis of IDP engagement outcomes – 2009</li> <li>Development objectives <ul style="list-style-type: none"> <li>Formulate Vision and Mission statement of the Council</li> <li>Review of development objectives</li> </ul> </li> <li>Development strategies <ul style="list-style-type: none"> <li>Review of development strategies and priorities</li> </ul> </li> </ul>	<p>community Developed Council's development objectives Developed strategies</p> <ul style="list-style-type: none"> <li>Compile Strategic Development Plan</li> <li>Alignment of projects to provincial, national and district projects/programmes</li> </ul> <p>Desk Work</p> <p>Executive Committee and Councillors workshop</p>	<p>30 December 09</p> <p>November 09</p> <p>November 09</p> <p>08 December 09</p> <p>November 09</p>	<p>Steering Committee Manager Development IDP/LED Coordinator Steering Committee</p> <p>Steering Committee Manager Development IDP/LED Coordinator</p> <p>Steering Committee</p>	
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<p><b>Project Identification</b></p> <ul style="list-style-type: none"> <li>○ Identification of projects in the IDP</li> <li>○ Link projects to: <ul style="list-style-type: none"> <li>● Development objective of the Council</li> <li>● PMS</li> <li>● Budget</li> <li>● LG 5 year strategic agenda</li> <li>● NSDP, PGDS, DGDS, DSDF</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Projects are identified</li> <li>○ EPWP projects identified</li> </ul>	<p>December 09 – February 2010</p>	<p>Steering Committee Manager Development IDP/LED Coordinator Department of Public Works</p>	
<p>Community consultation</p> <ul style="list-style-type: none"> <li>○ Outreach campaign to inform the community about the IDP priorities</li> <li>○ Direct communication to be priorities</li> </ul>	<p>Alignment Workshop with all stakeholders in the municipal area</p>	<p>05 Febr 2010</p>	<p>Municipal Council Municipal Manager Development IDP/LED Coordinator</p>	<p>Communities of De Aar, Britstown and Hanover</p>
<p>Outreach activities:</p> <ul style="list-style-type: none"> <li>○ Local level marketing to be considered</li> <li>○ Active multi-media campaign on the IDP</li> </ul> <p>IDP 1<sup>st</sup> Quarter</p>		<p>March 2010</p>	<p>Municipal Council Manger Development IDP/LED Coordinator</p>	<p>Ward 1-7</p>
<p>Consultation with IDP Steering Committee</p>	<p>Submit inputs by HOD's on:</p> <ul style="list-style-type: none"> <li>○ Annual Financial Budget</li> <li>○ MIG Projects</li> <li>○ EPWP</li> <li>○ All relevant information</li> </ul>	<p>August 2009 September 2009 23 November 09 21 January 10 17 February 10 11 March 10 15 April 2010</p>	<p>Manager Development IDP/LED Coordinator All HOD</p>	<p>IDP Steering Committee</p>
<p>Targeted Sectoral Meetings</p>	<ul style="list-style-type: none"> <li>○ Inputs from different sectors (Agriculture, religious, youth, women, people with disabilities, tec)</li> </ul>	<p>November 09 – February 2010</p>	<p>Director Corporate Services Manager Development IDP/LED Coordinator</p>	
<p>Consultation with IDP Representative Forum Meeting</p>	<ul style="list-style-type: none"> <li>○ Active Public Participation</li> <li>○ Presentation to the IDP Rep Forum</li> <li>○ Input meetings</li> <li>○ Sectoral meetings</li> </ul>	<p>August 2009 02 December 09 12 March 2010 05 May 2010</p>	<p>Director Corporate Services Manager Development IDP/ LED Coordinator</p>	<p>IDP Rep Forum</p>

Performance Management System Meeting	o Desk Work	Continuous	Mayor Municipal Manager	
Draft Budget submission	o Draft Budget	October – December 09	CFO	
Community IDP & Budget input Meeting	o Input meetings	18 – 26 February 2010	Mayor, WC, Municipal Manager & CFO	
Community IDP and Budget Hearings	o Hearings in De Aar, Britstown and Hanover, to present drafts.	April 2010	Ward Councillors Manager Development IDP/LED Coordinator Ward Committees CDW'S	
o Circulate draft IDP for inputs to: <ul style="list-style-type: none"> <li>• Shared Services Centre</li> <li>• IDP Steering Committee</li> <li>• IDP Rep Forum</li> <li>• Sector Departments</li> </ul> o Conduct 3 <sup>rd</sup> IDP Rep Forum	o Comments o Consultation process to assess budget process and implementation o Public participation o Present Draft IDP o Confirmation of information and projects	February 09	Manager Development IDP/LED Coordinator	SSC IDP Steering Committee IDP Rep Forum Sector Department
Submit draft IDP to the Mayor	Working documents	March 2010	Manager Development IDP/LED Coordinator Manager/ Service Provider(s)	Municipal Manager
Submit of Revised IDP to the Council for adoption	o Reviewed IDP adopted by Council o Draft to Infr/Dev Comm- 1 <sup>st</sup> draft to Exco	mid March 09	Development Manager Municipal Manager	Council
Community notification of Revised IDP Concept/extracts from the plan are available for public inspection at specified places o Provincial IDP engagement	o Comments from all stakeholders o Publicize a summary of the Revised IDP o 20 days for public comment o Engagement session o Consider outcomes and advice	Timeframes: within 14days after adoption by Council  April 10 – May 10	Development Manager IDP/LED Coordinator	DCCDS Manager Development IDP/LED Coordinator

Submit reviewed IDP to Provincial IDP coordinator	<ul style="list-style-type: none"> <li>o Legal compliance</li> <li>o Assessments</li> <li>o Comments from national and provincial IDP assessment panel</li> </ul>	Timeframes: within 10 days of adoption/ amendment of the plan	Development Manager	Provincial IDP Coordinator
Submit reviewed and adopted IDP to MEC for Local Government	<ul style="list-style-type: none"> <li>o Legal Compliance</li> </ul>	31 May 2009	Municipal Manager	Submit reviewed and adopted IDP to MEC for Local Government
Annual Implementation: Operational Business Plans Municipal Budget Monitor and Evaluation Reporting PMS	<ul style="list-style-type: none"> <li>o Representative Forum</li> <li>o Desktop work</li> </ul>	Continuous	DCCDS MD IDP/LED Coordinator Steering Committee	

# **EMTHANJENI MUNICIPALITY**



## **ANNEXURE "I"**

### **IDP EVALUATION FRAMEWORK 2010/2011**



**Credible IDP Evaluation Framework 2010**



**the dplg**

Department:  
Provincial and Local Government  
**REPUBLIC OF SOUTH AFRICA**

**Municipality Name: EMTHANJENI**

**Date: 19 MAY 2010**

## A Credible IDP Evaluation Framework

### Introduction

This Evaluation Framework is intended to serve as a tool to guide the crafting, design, improvement and assessment 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 assessors during the analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP.

### Key Focal Areas

Spatial Development Framework  
Service Delivery  
Sustainable Economic Growth and Development and LED  
Financial Viability  
Institutional Arrangements  
Governance and Organisational Development

### Spatial Development Analysis and Rationale (This is highlighted as a Key Focal Area, in addition to the Five that comprises that Five Year Strategic Agenda for Local Government)

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:

1. MSA Regulations – assess contents of SDF in terms of the MSA Regulations.
2. SDFs should reflect principles of the NSDP and PGDS at district and local levels.
3. Does the SDF reflect adequate research into regional natural, demographic realities, the potential for economic activity, and advancing Sustainable Human Settlements?
4. Does the SDF provide a basis for the Land Use Management System and an implementation plan?
5. Are Infrastructure Projects, including those for Service Delivery, planned on the basis of the SDF?

## **A credible IDP**

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

1. Consciousness by municipality of its 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 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
5. A clear strategy, based on local developmental needs. 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 horizon.
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.

## A Credible IDP Assessment Framework

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents <small>Names of officials needs to be added</small>
<b>1. Spatial Development Analysis and Rationale</b>					
1.1. Is there an SDF?	Y				
1.2. When was the SDF adopted?		February 2007			
1.3. When was the SDF reviewed?		In process of reviewing, we already started a process with the District Municipality.	PKSDM	August 2010	LED Officer
1.4. Does the SDF align to the PGDS, especially the spatial rationale of the PGDS?		The review seeks to further concretize the alignment to both the PGDS and DGDS.	COGHSTA, PKSDM		
1.5. Does the SDF align to the principles of the NSDP?	Y				
1.6. If no SDF, does the municipality exhibit a good understanding of its municipal area in the analysis? – spatial Rationale'					

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
1.7. Regional economic comparative advantage Strategies for spatial reconstruction of region – land release, social and economic infrastructure, commercial developments		The DGDS objectives were taken into consideration.			
1.8. Are there strategies for integration of areas with economic potential with that of high household poverty?	Y	Continued integration of these areas, strategies are aimed at achieving this	PKSDM, DSD,		
1.9. Are there strategies for Sustainable Development – taking the natural heritage and potential into account – evidence should be in local Environmental frameworks or EMP?	Y	EMP addresses it, and it is considered with new developments.			DEAT
1.10. Can the SDF or spatial analysis be used to develop LUMS?	Y				
1.11. Are there strategies for cultural and social integration?	Y	This is part of our Tourism strategy and as a component in the LED Interim plan. It is further considered with Human settlements			
1.12. Does the SDF/Spatial Rationale' provide a basis for a Land Use Management System/Scheme?	Y	System not yet in place			

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
1.13. Is there a LUMS?	N	Assistance required			
1.14. Is there a plan to develop a LUMS by 2008?	Y	Working with Pixley Ka Seme DM	PKSDM	2010/2011	
<b>2. Service Delivery and Infrastructure Planning</b>					
<b>Sanitation</b> 2.1. Is there a budget and plan to ensure that all households have access to basic sanitation by 2010?	Y	UDS sanitation must be upgraded to full water-borne sanitation system. Hanover 200 h/h and Britstown 400h/h.	DWAF, DPLG, DBSA	10/14	DWA-DLG MIG/DBSA
2.2. Does the above plan contain bulk infrastructure development?	Y	Storm water master plan in process. Water master plan in process Assistance required for a waste water master plan Electrical master plan must be updated	DHLG, DWAF	10/11	DWA DLG MIG/DBSA
2.3. Does the infrastructure plan consider waste water treatment?	Y	Currently busy with the upgrading of Hanover Waste water treatment works (EIA and construction). De Aar WWTW needs upgrading. Currently waiting for feedback on approval of MIG business plan.			DWAF - DLG MIG/DBSA

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
<b>Water</b> 2.4. Is there a budget and plan to ensure that all households have access to basic water by December 2008?	Y	All households have access to basic water			DWA, COGTA – MIG
2.5. Does the Municipality have clear water quality monitoring programme (If WSA)?	Y	Monthly report on e-WQMS. Improving of water quality monitoring programme. (The municipality received the National Blue Drop award for its water quality monitoring	DWA	10/11	
2.6. Is there resource capacity, both human and financial?	Y				
2.7. Is the WSDP approved?	Y	Should be updated	DWA	10/11	
<b>Energy and Electricity</b> 2.8. Is there a budget and plan to ensure that all households have access to electricity by 2012?	Y	All households have access			COGTA – FBS, DME
2.9. Are alternative and re-newable energy options considered?	Y	Awareness programme on solar energy. Eg. Water heating, solar stoves			
2.10. If applicable, plans to manage status as a RED?	Y	Section 78 investigation			

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
2.11. Is there resource capacity, Both human and financial?	N	Human capacity require improvement		2010	
<b>Roads and Transport</b> 2.12. Is there a budget and plan for integrated roads and transport system (included non-mechanized, etc.)?	N	Integrated Transport Plan not in place	DTPW, PKSDM	2010	
2.13. Is there a budget and plan for new roads and O&M of old roads?	Y	Minimal budget for normal road maintenance (municipal budget), not sufficient. Currently busy with new municipal roads (500m) in each ward	DTPW, DBSA	2010	National/Provincial Dept of Transport
2.14. Is there a resource capacity: both human and financial?	N	We do not have a planner/town planner			
2.15. Does this relate to ITP?					
<b>Storm Water Drainage</b> 2.16. Is there a budget and plan to manage and maintain storm water drainage?	Y & N	Master plan completed, minimal budget for normal operational maintenance.			
2.17. Is there resource capacity, both human and financial?	N	Storm water drainage is critical for the municipal area, must be addressed soon		2010	MIG. DWA
<b>Waste management</b> 2.18. Is there an Integrated Waste Management Plan?	Y				



<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
2.19. Is environmental impact Assessment of waste management options included in Waste Management Strategy/Plan?	N				
2.20. Is there an evaluation and implementation of environmentally friendly practices for re-cycling, landfill sites and economic opportunities?	N	There are currently no recycling centres in Emthanjeni where residents can take their glass, paper, scrap metal and plastic. Implementation of recycling incentives to promote people or business.			
<b>General Infrastructure Planning</b> 2.21. Is there integrated infrastructure investment plan?		There is a document indicating the current infrastructure and its lifespan.			
2.22. Does investment planning utilizes the MIG grant over the next MTEF?	Y				

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
2.23. Is there indication of own revenue usage for infrastructure?	Y	The municipality annually avail funds for road construction and maintenance from own funds. We require further assistance	DTPW, COGHSTA	10/11	
2.24. Are other vehicles being used to aid investment in infrastructure?	Y				
2.25. Other revenue sources.		EPWP no funding received to date			
2.26. Is there evidence of holistic infrastructure development?	Y	Ward Development programme, and MIG	COGHSTA		

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
2.27. Identification of challenging areas needing special attention (e.g. Former cross –boundary Municipalities)					
2.28. Is there evidence of well researched backlog data on households and residents without access to services both in urban and rural areas?	Y	Audit of services provided to farm dwellers or devise a strategy to eradicate the backlog.			
2.29. Is there evidence of statistical information and usage of the demographic data?	Y	Planning is based on current statistics			
2.30. Does the infrastructure plan incorporates operations, maintenance and capital budgets for service delivery and O&M for all services?	Y				

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
2.31. Is there a minimum of 3 year plan and budget to support the plan?	Y				
2.32. Is EPWP identified as a means to provide job opportunities and training, along with identification of sectors / areas where the EPWP can be implemented?	Y	Funding lacking	DTPW, other departments		
<b>FBS</b> 2.33. Is there an evidence of indigent policy?	Y				
2.34. Is there a budget to manage the indigent policy?	Y	Incorporated in annual budget			
2.35. Is there a budget to manage implementation of FBS?	Y	Equitable Share received			

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
<b>3. Local Economic Development</b>					
3.1. Is there some evidence of how intergovernmental dialogue informs spatial and regional economic investment choices?	Y	District LED fora	PKSDM, Economic Affairs		
3.2. Is there a LED strategy for DM?					
3.3. Is the LED strategy informed by the District Development strategy ?					
3.4. Is the LED strategy adopted for DM? Status of DGDS.					
3.5. Is there LED Plan for LM?	Y				
3.6. Is the LED plan adopted for LM?	Y	The document serves as a basis for further work.			
3.7. Is the strategy/plan aligned with the national, provincial and district objectives, particularly in respect of infrastructure and skills development?	Y				

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
3.8. Has there been adequate consideration of spatial issues relevant to the economic development?	Y				
3.9. Is there empirical and statistical evidence to support the main development thrust of the strategy/plan?	Y				
3.10. Have the financial implications been considered, at least as far as an indicative budget?	Y	Proposed changes to effect LED improvements, is indicative of the financial implications	Service provider		Development Manager
3.11. Has a review taken place of institutional factors that need to be in place to deliver the strategy/plan?	Y	Outlined in the plan/strategy. Will require assistance to deliver a Special Purpose Vehicle to fast track Local Economic Development	Economic Affairs, Investors, DBSA		
3.12. Is there evidence of adequate stakeholder and community involvement?	Y	Consultation process was embarked on during drafting of the plan			
3.13. Are there clearly identified objectives and can the attainment of these be measured?	Y				
3.14. Is there an indicative timeframe for the strategy/plan?	Y	Mentoring programme was agreed upon for the roll out of the objectives of the plan			Manager Development

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
3.15. Are management arrangements in place, such as coordinating committee, a structure for reporting and an indicative format for work programmes?		The LED unit reports to council committee and council. Executive committee receives monthly updates on investment initiatives embarked on in the municipality.			
3.16. Have issues of improved governance relating to investment and job creation been considered?	Y	The LED plan further proposes the establishment of a dedicated Job Creation Desk for the municipality. Potential investors are welcomed in the area within the current policy frameworks of the municipality			
3.17. Is the area competitive and comparative advantage understood?	Y	Highly level of investor interest in the area based on our comparative advantage (location, rail network, space/land available, good road infrastructure, good management)			
3.18. Are plans to provide support to small enterprises adequate?	N	Concerted effort is done to improve through partnership with SEDA and other institutions (KHULA, NEF)	SEDA, PKSDM	2010	
3.19. Is there a strategy to stimulate the second economy in a plan/strategy?	N	Are included in the mentorship programme of LED strategy/plan	SEDA, service provider	2010	
<b>4. Good Governance</b>					
4.1. Is there an IDP framework Plan – Adopted by DMs and LMs?	Y				
4.2. Is there a community participation strategy and plan?	Y	Inclusive in the IDP process			

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
4.3. Does the strategy/ plan adequately cover issues of communication with community and other stakeholders?	Y				
4.4. Does the Municipality show a commitment to community participation in the IDP/ Budget design and Development?	Y	Meetings, IDP forums, public notices, website and articles in the local newspaper			
4.5. Is there adequate stakeholder and community involvement?	N	Improvement always possible, through ward committees and community meetings			
4.6. Is there contribution of Ward committees to development priorities in the IDP?	Y	Involved in the process, would receive further training with regards to role in IDP process	SALGA, EM		
4.7. Does the Municipality have strategies to involve traditional leaders and their communities in the IDP process if applicable?					
4.8. Is there an internal audit Committee?	Y		Committee, PKSDM		



Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
4.9. Is there indication of a plan to inform communities of the priorities for current year and what's the plan for the coming years, regarding their inputs?	Y	Council Meets the People sessions, ward committee involvement			
<b>Special Groups</b> 4.8. Is there evidence showing that there is mainstreaming of HIV/AIDS?	Y	Support through NGOs and other institutions			
4.9. Is there special focus to promote people with disabilities, women and youth?	Y	Youth unit is functional, Special programmes coordinator was appointed.	OSPD, NYDA		
4.10. Is gender equity promoted for access to economic opportunity?	Y	SCM process, SMME development	SEDA	2010	
4.11. Do IDP details support initiatives to other special groups (disabled, youth)?	Y	Can improve			
<b>5. Financial Viability</b>					

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
5.1. Is there a financial strategy?	Y	Cash flow position improvement Improved payment turn around Actively busy in reducing the Debt collection of debtors period	Provincial Treasury	Continuous	Provincial Treasury
5.2. Is there a clear budget for 09/10 FY and does the Budget cover a minimum Three Year period?	Y	The new budgetary formats will assist the municipality in this regard	Provincial Treasury	Continuous	Provincial Treasury
5.3. Is there a clear indication of National and Provincial allocations and resources?	Y	DORA	Treasury		
5.4. Is there a clear indication of own funds?	Y	Budget Investments		May 2010	
5.5. Is there an evidence of billing system?	Y	Abakus	Software company	Continuous	Provincial Treasury

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
5.6. Is there an evidence of debt Control / debt collection?	Y	Credit Control unit is actively busy with debt collection, disconnections		Continuous	Provincial Treasury, DLG
5.7. Are all the Key Focal Areas, including spatial development budgeted for?	N				
5.8. Is there an indication of a budget for community participation and empowerment?	Y	Ward committee Stakeholders meetings IDP representative forum	Provincial Treasury	End May 10	Provincial Treasury
5.9. Does the District Municipality budget cover support to Local Municipalities?		Not adequate			
5.10. Are there indications of corrective steps for Qualified reports or reports with matters of emphasis?	Y	Development and implementation of Audit action plan Recovery plan to deal with audit qualification Operation clean audit GRAP compliance	Mubeko		Provincial Treasury

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
<b>6. Institutional Arrangements</b>					
6.1. Is there a HR Strategy that responds to the long-term development plans of the municipality as reflected in the IDP?	N	No we do not have a HR Strategy in place yet, but plan to have such a Plan in place.	SALGA , COGHSTA	2010	DLG/DOL
6.2. Is there an approved organisational structure / organogram to support the IDP	Y	Yes it is revised annually.			
6.3. Does the workplace skills plan address scarce skills?	Y	We are struggling to attract the necessary skilled persons to the area			
6.4. Is there evidence that the municipality has an employment equity plan?	Y	Submit to Premier's Office			
6.5. Does the workplace skill plan respond to the capacity challenges of the municipality?	Y	The province is challenged with regard to finding accredited service providers			
6.6. Does the municipality show evidence that it has recruitment and retention strategy for scarce skills?	Y	Strategy available			

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
6.7. Does the municipality focus on scarce skills through training?	Y				
6.8. Is there an evidence of a strategy for recruitment and retention of staff?	Y				
6.9. Is there an evidence of a succession plan especially for key positions?	N				
6.10. Is there an Organisational Performance Management Systems (OPMS)?	Y				
6.11. Is the OPMS aligned with IDP – Annual Plan Indicators?	Y	Included in the SDBIP		Annual	
6.12. Is there evidence of PMS?	Y	Policy adopted			

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
6.13. Is there usage of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department?	Y				
6.14. Does the IDP cater for timely submission of financial statements to Office of the Auditor-General?	Y				
6.15. Is there evidence that comments from AG reports are being seriously addressed?	Y	Discussed by council and action plan agreed upon			
6.16. Is there an internal audit committee?	Y	Audit committee existent, internal audit function is done by the district municipality			
<b>Sector Plans and Appendages</b>					
<b>7.1.Spatial Development Framework</b>	Y				
<b>7.2.Land Use Management Framework/System</b>	N	District committed to assist	PKSDM		

<b>Evidential Criteria / KPIs</b>	<b>Y / N</b>	<b>Improvement Measure</b>	<b>Who will assist the Municipality?</b>	<b>By when?</b>	<b>Responsible Agents</b> Names of officials needs to be added
7.3. Coastal Zone Management Plan (If applicable)					
7.4. Waste management Plan	Y				
7.5. Environmental Management Plan	Y				
7.6.1 Waters Service Development Plan (All WSAs)	Y	WSDP			
7.6.2. Water Resources Plan					
7.6.3. Forestry Plan					
7.7. Integrated Transport Plan	N	Assistance required			
7.8. Housing Plan	Y				
7.9. Energy Master Plan (Electricity Master Plan)	Y				
7.10. Local Economic Development Strateg/Plan	Y				
7.11. Infrastructure Investment Plan (EPWP compliant)	Y				
1.12. Area Based Plans (Land Reform)					
1.13. Workplace Skills Plan	Y				
<b>1.14. List of Sector Needs – Table</b>					
1.15. Update WSDP		R60000 required to update the plan	DWA	2010	

Evidential Criteria / KPIs	Y / N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials needs to be added
1.16. WSA capacity development		Funding required over 4 financial years per business plan. Estimate R8,25 million	DWAF	2009-13	
1.17. Waste Water master plan		Need a new waste water master plan for future development. Estimate R350 000	COGHSTA, DWAF	2010/11	
1.18. improving water quality		Investigation and technical report	COGHSTA, DWAF	2009/10	



## 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 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 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.

**Legislation**

The RSA Constitution  
Municipal Systems Act  
Municipal Structures Act  
Municipal Public Finance Management Act  
Intergovernmental Relations Framework Act  
Property Rates Act

**Policy Documents**

MIG Policy  
NSDP  
PGDS guidelines  
PGDS's

**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**

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

