



**Western Cape  
Government**

Local Government



## **Provincial IDP Assessment Annual Report 2012/2013**

Local Government



# MINISTERS FOREWARD: IDP ANALYSIS REPORT FOR THE 2012/13 FINANCIAL YEAR



It is an honour to present the second annual Integrated Development Plan (IDP) Assessment Report that provides a comprehensive analysis of the 2012/13 IDP Process of municipalities in the Province. This report seeks to serve as a basis for tracking progress on Integrated Development Planning and the identification of all other interventions and actions required to improve Integrated Development Planning in the Western Cape Province.

Integrated Development Planning has evolved over the three generations of IDPs and to this end, the Department of Local Government introduced the 3rd Generation IDP concept that made specific recommendations on:

- Improving the ownership of the IOP by local leadership, municipal management and the community;
- Improving the long term strategy in IOPs with a spatial logic of investment that will guide other plans and focus on underserved areas and poverty alleviation; and
- Ensuring the IOP becomes an investment plan for national, provincial and local government through the use of Intergovernmental Relations (IGR) structures like the IOP Indaba, to ensure joint planning and harness resources of other stakeholders to complement IOP and government investment.

Some of the encouraging trends established in IDPs during the 2012/13 IDP Assessment Process included the emergence of area/neighbourhood based plans: the inclusion of district, provincial and national policy imperatives and the inclusion of sector department projects in municipal IDPs. These trends point toward improved vertical alignment between the different spheres of government, enabling municipalities to approach the development of their communities in an integrated and holistic manner - a true reflection of the provincial spirit of "Better Together". The Western Cape Province is therefore on course to make Integrated Development Planning everyone's business.

I would like to thank national and provincial sector departments for their valuable contribution in the IDP Process. I remain encouraged with the progress we are making in this regard. I would also like to thank municipalities for cooperating with the rest of government during this process. My Department will, together with all stakeholders, forge ahead to make IDP everyone's business to ensure that IDP truly becomes the single, strategic and inclusive plan that guides the whole of government's investment in a municipal space.



Anton Bredell

Minister of Local Government, Environmental Affairs and Development Planning

Date: 4/3/2013.



## WESTERN CAPE DEPARTMENT OF LOCAL GOVERNMENT IDP ANALYSIS REPORT FOR THE 2012/13 FINANCIAL YEAR

One of the roles of provinces is to support municipalities. Coupled with that, provinces are required to monitor and assess municipalities. The annual Provincial Integrated Development Plan (IDP) Analysis process gives the province the opportunity to play its monitoring and support role to municipalities as stipulated by the Constitution. In addition, the IDP analysis provides an indication of the ability and readiness of municipalities to deliver on their legislative and Constitutional mandates.

The IDP analysis done by my department serves as a litmus test and an early warning system of how our municipalities are doing in the province. This IDP analysis process is also very useful in providing a snapshot of municipal development challenges and strengths. In addition, this analysis provides a baseline set of information that can be used by all stakeholders.

For the past two years, my department has enabled municipalities to incorporate into their final IDPs the sector department comments and intergovernmental agreements reached during the year. This means that IDPs are becoming a reflection of government investment in municipalities, which is one of the key ingredients of the 3rd Generation of IDPs.

I am also pleased to indicate that the next year's report, my department will also be reporting on how municipalities in the Western Cape have responded to the National Development Plan in their IDPs.

I would like to thank municipalities for their cooperation and commitment, as well as provincial and national sector departments and parastatals that play an active role in this critical process.



**Hildegard Fast**  
**Head of the Department Local Government**

**Date:** 07/03/2013



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# LIST OF ABBREVIATIONS

ABET	Adult Based Education and Training
AG	Auditor General
AQMP	Air Quality Management Plan
BESP	Built Environment Support Programme
CoCT	City of Cape Town
CFO	Chief Financial Officer
CKDM	Central Karoo District Municipality
CWDM	Cape Winelands District Municipality
DCoG	Department of Cooperative Government
DLG	Department of Local Government
EMT	Executive Management Team
IAC	IDP Advisory Committee
HoD	Head of Department
IDP	Integrated Development Plan(ning)
LGMTEC 3	Local Government Medium Term Expenditure Committee
KPA	Key Performance Areas
KPIs	Key Performance Indicators
MEC	Member of Executive Committee
MinMayTech	Minister Mayoral Forum Technical Committee
NDPG	Neighbourhood Development Planning Grant
NDP	Neighborhood Development Plans
ODM	Overberg District Municipality
PSOs	Provincial Strategic Objectives
PDOs	Pre-Determined Objectives
SDF	Spatial Development Framework
SDBIP	Service Delivery Budget Implementation Plan
WCDM	West Coast District Municipality



# INTRODUCTION

## Background

After the dawn of democracy in South Africa, a new municipal planning ethos was introduced, and this planning process was called Integrated Development Planning (IDP). Municipal Integrated Development Planning has evolved since its conceptualization in the late 1996. In the Western Cape Province, the term “3<sup>rd</sup> Generation IDP” is the latest concept within which the development of IDPs is being undertaken. A great deal of effort has been undertaken by municipalities and the Province to advance this notion. As a result of the progression underpinned by the concept of the 3<sup>rd</sup> Generation of IDPs, this Annual IDP Assessment report is formulated to provide a comprehensive consolidation of how the Western Cape analysed and assessed IDP in the 2011/12 cycle.

The Municipal Systems Act, 32 of 2000 and Municipal Performance Regulations of 2001: Section 23, tasks municipalities to undertake developmentally orientated planning to ensure that it “together with other organs of state contribute to the progressive realisation of the fundamental rights in Sections 24-27 and 29 of the Constitution”.

Implicit in the above mentioned section is the notion of co-operative governance and the principles thereof that are defined in the Constitution of the Republic of South Africa, 1996 Chapter 3 Sections 40 and 41 respectively.

The 2012/13 IDP Analysis process strives to foster the notion of developmental local governance that is based on joint planning, priority development agenda-setting, resource allocation and implementation. To this end, local municipal areas are areas of impact of government action or inaction in order to deliver on the aforementioned Constitutional mandate to progressively realize fundamental rights through focused and targeted government action.

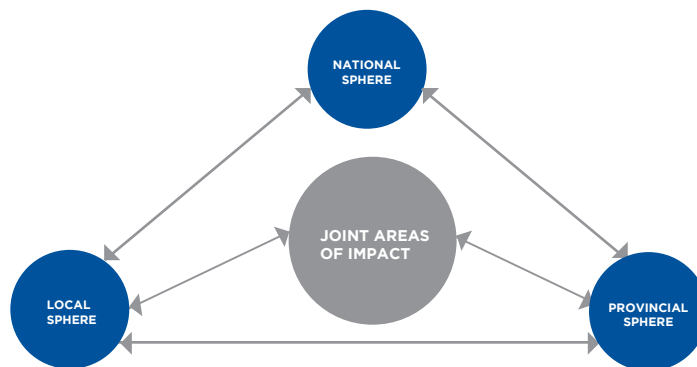


Figure 1: Illustration of co-operative governance leading to joint areas of impact

## 1 The purpose of the report

The Department benchmarked the assessment process during the 2011/12 financial year by publishing a comprehensive report that aimed to:

- Provide a holistic overview of the Annual IDP assessment process conducted by the Department of Local Government in the year in question;
- Provide Directorates within the Department of Local Government, communities, municipalities, sector departments (national and provincial), NGOs, and other stakeholders, with all relevant information on IDPs within the Western Cape Province;
- Highlight main improvements, successes and challenges facing IDPs, including all aspects within the Province emanating from the assessments conducted by the Department of Local Government; and
- Highlight overall challenges facing integrated development as a concept.

As articulated in the 2011/12 Western Cape Annual IDP Assessment Report, the 2012/13 IDP Analysis Report continues to serve as a basis for tracking progress on Integrated Development Planning and the identification of all other interventions and actions required to improve Integrated Development Planning in the Province.



# SETTING THE SCENE

## 1 Introduction

This section provides a contextual frame within which the IDP Analysis process is approached in the Western Cape Province. It further articulates the ethos governing the IDP Analysis process as well as the key considerations that are taken into account in the analysis process. There is also a brief discussion on the roles and responsibilities of various stakeholders participating in the IDP Analysis process.

## 2 Points of departure

### 2.1 From inward looking municipal plans to Intergovernmental Plans

The principles introduced as part of the IDP assessment process of 2011/12 sought to create a conducive, collaborative and co-operative environment between municipalities and sector departments, notwithstanding concerns of the notion of assessment. This meant that the Province made a shift from the once top-down legalistic IDP assessment intervention methodology to an on-going collaborative programme of an Intergovernmental Planning process, where IDPs are no longer individual municipal plans but plans that guide the investment decisions of all spheres of government. This assertion was emphasized by the Premier of the Province at the Premier Co-ordinating Forum held on 28 February 2012.

### 2.2 From assessment of final adopted IDPs to analysis of draft IDPs

The 2011/2012 IDP Assessment process set the tone and spirit that the Department hopes to improve upon in the 2012/13 IDP Analysis Process. To this end, the process was rolled out in April 2012 in order to take advantage of the opportunity to analyse draft municipal IDPs. This provided the opportunity for municipalities to incorporate sector contributions and inputs in their final IDPs to be tabled to their respective councils in May 2012.

### 2.3 From a legalistic punitive assessment ethos to developmental value-add and support analysis

The recognition of the need for developmental value-add and support analysis to municipalities emanates from the realisation that local government sphere is at the cold face of service delivery. This essentially implies that:

- (i) Firstly, all spheres of government should ensure that integrated development plans reflect the investment decisions of the government as a whole; and
- (ii) Secondly, the successful implementation of municipal IDPs is core to addressing the developmental challenges faced by local governments and that these are addressed in a strategic, co-ordinated and targeted manner.

### 2.4 From a single departmental assessment to joint analysis

The Department of Local Government in fulfilling its role as the single window of co-ordination and delivering on the Provincial Strategic Objective 10, established the IDP Indaba Working Group (IIWG) consisting of representatives from all provincial sector departments in the Province as well as district municipalities. As a sub-committee of the IIWG, the IDP Analysis Working Group was established. This platform ensures that sector departments in the Province and municipalities are adequately briefed and prepared to engage meaningfully during the Annual IDP Analysis Process to ensure maximum value-add. The methodology, standards and frameworks that guide the Annual IDP analysis process are developed and agreed upon by members of the IIWG.

The IDP Analysis Process ensures a dialogue between municipalities and sector departments on analysis findings and fosters an environment of co-operative governance through joint analysis and the commitment of relevant stakeholders towards improving Integrated Development Plans.



### **3 Key considerations of the 2012/13 IDP Analysis Process**

A focal point of the IDP Analysis process focussed on the extent to which municipalities have been able to reflect alignment between municipal and sector planning in the IDP as facilitated by the Department through the IDP Indaba 1 and 2 engagements that were rolled out during August 2011 and February 2012 respectively.

In addition, the following key considerations were adhered to during the analysis process:

#### ***a. Powers and functions performed by the municipality***

Different categories of municipalities have different powers and functions. To this end, three IDP Analysis Tools were developed for the Metro, the Districts and Local Municipalities respectively.

#### ***b. Support provided to municipality during the preparation phase of the IDP process***

Sector Departments were required to consider the previous year's IDP Assessment Reports and MEC comments to gauge progress as well as the relevant support actions required by municipalities. Feedback of the progress in terms of support actions pledged by sector departments during the 2011/12 IDP Assessment Process was presented to municipalities during these sessions.

#### ***c. Municipal material conditions***

An understanding of municipal realities was required in order to orientate sector departments in their commentary on IDPs. To this end, the Directorate IDP in the Department of Local Government prepared overviews of all municipalities that were presented to sector departments prior to them analysing municipal IDPs.

#### ***d. A balance between planning and implementation***

A key emerging element of the IDP Analysis process is the need for IDPs to display a balance between planning and implementation. To this end, the Department has moved away from measuring the credibility of IDPs as per the National Credibility Framework and introduced a new measure which analyses whether municipal IDPs are realistic and can be implemented.

#### ***e. Interrelationships between sector plans and the IDP***

The 2012/13 IDP Analysis process sought to establish the relationships between sector plans and the extent to which these relationships found expression within IDPs. In addition, the extent to which the strategic objectives of sector plans are integrated in IDPs was a significant area of the IDP Analysis Process.

### **4 Roles and responsibilities**

Other than the IDP Directorate, provincial and national sector departments and municipalities had specific roles to play. The respective roles and responsibilities of the various stakeholders in the IDP Analysis process are outlined in the table on the following page.

SECTOR	ROLES AND RESPONSIBILITIES
<b>IDP Directorate</b>	<ul style="list-style-type: none"> <li>a. Manage and co-ordinate the IDP Analysis process, logistics, dates, invitations, venues, etc.</li> <li>b. Collect IDPs from municipalities</li> <li>c. Distribute all IDPs to sector departments</li> <li>d. Study all adopted IDPs</li> <li>e. Finalize and distribute the IDP Analysis Tool</li> <li>f. Verify and consolidate sector comments on IDPs for each municipality</li> <li>g. Distribute sector comments to municipalities prior to the analysis sessions</li> <li>h. Facilitate the IDP Analysis engagement sessions</li> <li>i. Prepare the final IDP comments for the MEC</li> <li>j. Prepare and publish the annual provincial IDP Analysis report</li> <li>k. Monitor agreements reached between sector departments and municipalities</li> </ul>
<b>Sector Departments</b>	<ul style="list-style-type: none"> <li>a. Study all adopted IDPs</li> <li>b. Participate in the 2 IDP Analysis weeks and provide comments on IDPs within the set time frames, considerations and principles with the Department of Local Government</li> <li>c. Provide names of officials that will participate in the IDP analysis sessions within the agreed time frames</li> <li>d. Participate in the IDP analysis sessions</li> <li>e. Provide overall inputs to the IDP analysis process</li> </ul>
<b>Municipalities</b>	<ul style="list-style-type: none"> <li>a. Prepare and submit IDPs within the given timeframes</li> <li>b. Ensure relevant and adequate municipal representation and participation at the analysis engagements</li> <li>c. Communicate the content, process and principles of the IDP analysis</li> <li>d. Respond to the provincial findings</li> <li>e. Incorporate provincial comments and findings in final IDP documents</li> <li>f. Provide overall inputs to the IDP analysis process</li> </ul>

Table 1: 2012/13 IDP Analysis Roles and Responsibilities



# IDP ANALYSIS METHODOLOGY

## 1 Approach

The Provincial IDP Analysis process followed a two-phased approach that commenced with an initial desktop analysis week with sector departments in preparation for the second phase of the process that consisted of individual feedback engagements with municipalities.

In preparation for the IDP Analysis, a meeting with the IDP Advisory Committee (IAC) was held on 23 November 2011, following which a roadmap as well as a roll-out plan was developed. The roadmap and proposed dates (see table) for the engagements were discussed with all IDP Managers at the Western Cape Provincial IDP Managers Forum on 8 and 9 December 2011. In addition, the Department issued the Local Government Circular Mun: LG12/1/3 in August 2011 and the due dates for the submission of draft IDPs were communicated to all municipalities in the Province.

The table below indicates the IDP Analysis engagement dates of the respective Districts in the Province.

District	Date of Assessment Engagement
City of Cape Town	16 April 2012
Overberg District	17 April 2012
Cape Winelands District	18 April 2012
Central Karoo District (Eden District Municipality and George Municipality)	19 April 2012
Eden District	20 April 2012
West Coast District	23 April 2012

Table 2: 2012/13 IDP Analysis municipal feedback engagement dates

### 1.1 IDP Analysis Phase One

Phase one of the IDP Analysis Process entailed the collection of draft IDPs from municipalities. Municipalities responded well to the call by the Department of Local Government for the submission of draft IDPs by 30 March 2012.

Twenty five (25) Municipal IDPs were submitted to the department by the stated deadline following which the IDPs were distributed to sector departments. Sector departments were required to read through the IDPs in preparation for the Joint Sector Analysis Process that was held on 05, 10-13 April 2012 at the Tygerberg Provincial Disaster Management Centre.

Sector departments provided their inputs to municipal draft IDPs using the agreed upon indicators and key performance areas as per the IDP Analysis Tools outlined earlier and attached as Annexure A.

By the end of phase one of the IDP analysis process, 30 draft IDPs were analyzed by provincial sector departments and 30 individual IDP Analysis Reports were produced. The reports, inclusive of the commentary by sector departments were forwarded to municipalities in preparation for phase two. Phase two involved individual feedback engagements with the management teams of municipalities to present and discuss the analysis findings.

## 1.2 IDP Analysis Phase Two

Presentations to municipalities were individually held at a central venue, the Welgelee Wine farm in the Cape Winelands District. Municipalities were requested to avail their Municipal Managers, the CFOs, IDP Managers, the Heads of Disaster Management and Section 57 Managers to attend the IDP Analysis engagements.

Individual municipalities were afforded a 1 hour timeslot to engage sector departments on the commentary received on the day of the analysis per district family of municipalities. Municipalities were also afforded a two day period subsequent to the analysis engagement to respond to sector department comments.

The above process is illustrated below.

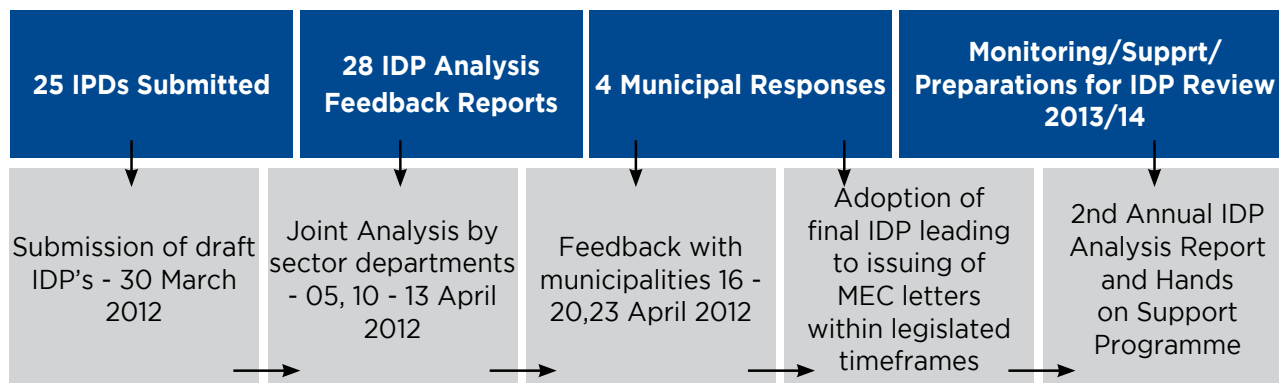


Figure 2: IDP Analysis process/methodology

## 2 Adoption of final IDPs/MEC commenting process

The table below highlights the adoption dates of both the draft- and final IDPs by municipalities in the Western Cape Province for the 2012/13 financial year and submission dates to the Department of Local Government.

WESTERN CAPE IDP ADOPTION 2012			SUBMISSION TO MEC FOR LOCAL GOV		
MUNICIPALITY	FINAL IDP ADOPTION	COUNCIL DECISION	DATE SUBMITTED	HARD COPY	SOFT COPY
City of Cape Town	28 May 2012	SPC04/05/12	05 June 2012	Yes	Yes
West Coast DM	30 May 2012	12/05/30/4.1.1.1	08 June 2012	Yes	Yes
Matzikama Mun	29 May 2012	Resolution nr 7.2.6	08 June 2012	Yes	Yes
Cederberg Mun	31 May 2012	RB218/31-05-2012	08 June 2012	Yes	Yes
Berg River Mun	24 May 2012	RB 1029	08 June 2012	Yes	Yes
Saldanha Bay Mun	28 May 2012	R63/5-12	08 June 2012	Yes	Yes
Swartland Mun	31 May 2012	Item 3.1	08 June 2012	Yes	Yes
Cape Winelands DM	24 May 2012	C14.4	14 June 2012	Yes	Yes
Witzenberg Mun	31 May 2012	Council Item 8.1.1	08 June 2012	Yes	Yes
Drakenstein Mun	30 May 2012	Council Item 7.18	08 June 2012	Yes	Yes
Stellenbosch Mun	31 May 2012	Council Item 7.1	06 June 2012	Yes	Yes
Breede Valley Mun	31 May 2012	C27/2012	18 June 2012	Yes	Yes
Langeberg Mun	29 May 2012	A2697	08 June 2012	Yes	Yes
Overberg District Mun	31 May 2012	A21.31.05.2012	08 June 2012	Yes	Yes
Theewaterskloof Mun	24 May 2012	R43/2012	25 May 2012	Yes	Yes
Overstrand Mun	30 May 2012	Council Resolution 5.8	04 June 2012	Yes	Yes
Cape Agulhas Mun	30 May 2012	127/2012	07 June 2012	Yes	Yes
Swellendam Mun	18 June 2012	A2173	20 June 2012	Yes	Yes
Eden DM	30 May 2012	DC261/05/12	08 June 2012	Yes	Yes

Kannaland Mun	31 May 2012	KAN30/03/2012	06 June 2012	Yes	Yes
Hessequa Mun	29 May 2012	6.1-705273/29/05/2012	31 May 2012	Yes	Yes
Mossel Bay Mun	31 May 2012	E99-05/2012	08 June 2012	Yes	Yes
George Mun	29 May 2012	CR No 4.1	08 June 2012	Yes	
Oudtshoorn Mun	31 May 2012	63.10/05/12	13 June 2012	Yes	Yes
Bitou Mun	31 May 2012	C/6/111/09/12	26 June 2012	Yes	Yes
Knysna Mun	29 May 2012	CR 05/05/12	05 June 2012	Yes	Yes
Central Karoo DM	31 May 2012	CR 16.6	11 June 2012	Yes	Yes
Laingsburg Mun	30 May 2012	Item 6.1.2	11 June 2012	Yes	Yes
Prince Albert Mun	22 May 2012	Resolution 107/2012	08 June 2012	Yes	Yes
Beaufort West Mun	30 May 2012	Rbesluit Item 2	08 June 2012	Yes	Yes

Table 3: 2012/13 Western Cape IDP adoption and submission dates

It should be noted that the all municipalities in the Province adopted their final IDPs by 31 May 2012 with the exception of Swellendam municipality that only managed to adopt their IDP by 18 June 2012. Swellendam municipality has been identified as one of the weakest and struggling municipalities plagued by both political and administrative instability that has adversely affected the IDP processes within the municipality. The municipality has been identified by a range of departments for support interventions during the IDP analysis process.

### 3 Post Analysis Process

#### 3.1 Sector department debriefing session

A debriefing session with sector departments post the IDP Analysis process was held on 22 May 2012 at the Provincial Disaster Management Centre in Tygerberg to:

- a) Identify key outcomes of the IDP Analysis Process;
- b) Identify key challenges in both process matters as well as pertaining to the quality of IDPs in the Province; and
- c) Communicate the way forward around the IDP Analysis Process for 2012/13 as well as develop the IDP Analysis Process for 2013/14.

#### 3.2 Presentation to Municipal Managers MinMayTech

A presentation on the key outcomes, challenges on process matters and the quality of IDPs and the way forward on the IDP Analysis Process was made at the MinMayTech meeting held on 15 May 2012 in Prince Albert to all Municipal Managers in the Province. Municipal Managers noted that the methodology and outcomes of the IDP Analysis process had generally improved and added value to the IDP process within their municipalities.

#### 3.3 Presentation of IDP Managers at the Provincial IDP Manager Forum

Municipalities were provided with an opportunity to discuss and provide feedback on their experiences and impressions of the IDP Analysis Process at the Provincial IDP Manager Forum held on 09 June 2012 in Laingsburg. Overall, the feedback received from IDPs Managers with regard to the improved methodology of the IDP Analysis process was positive. IDP Managers particularly commented on their improved ability to incorporate sector contributions into their final IDPs as a result of the IDP Analysis Process providing sector comments on draft IDPs.

### 4 The IDP Analysis Tool/Instrument

The National Department of Co-operative Governance (DCoG) issued the 2012/13 IDP Analysis Framework that was work-shopped with municipalities and sector departments in the Western Cape Province respectively through the IIWG and IDP Manager Forum IGR structures. The framework was amended and contextualized to fit the requirements of both sector departments and municipalities in the Western Cape Province.

To this end, an analysis tool/instrument was developed that differentiated between the Metropolitan City of Cape Town, district municipalities and local municipalities.

The following constitute the key analysis areas (KPA's) of the tool:

KEY PERFORMANCE AREAS USED DURING THE 2012/13 IDP ANALYSIS PROCESS	
a. Overall content requirements	a. Good governance
b. Spatial analysis and rationale	b. Financial viability
c. Service delivery and infrastructure development (water, sanitation, energy and electricity, roads and transport, storm-water drainage, waste management and waste removal, air quality management and coastal management)	c. Institutional arrangements
d. Local economic development	d. Human settlements
e. Overall content requirements	e. Social development
f. Spatial analysis and rationale	f. Thusong programme
g. Overall content requirements	g. Disaster management

Table 4: 2012/13 IDP Analysis Key Performance Areas

#### 4.1 Metro specific process/IDP Analysis Tool

The department adopted a differentiated approach with the City of Cape Town's IDP Analysis for the 2012/13 financial year, viz. a metro specific IDP Analysis Tool as developed and discussed with and endorsed by the City prior to the IDP Analysis Process.

#### Metro Specific Approach - City of Cape Town

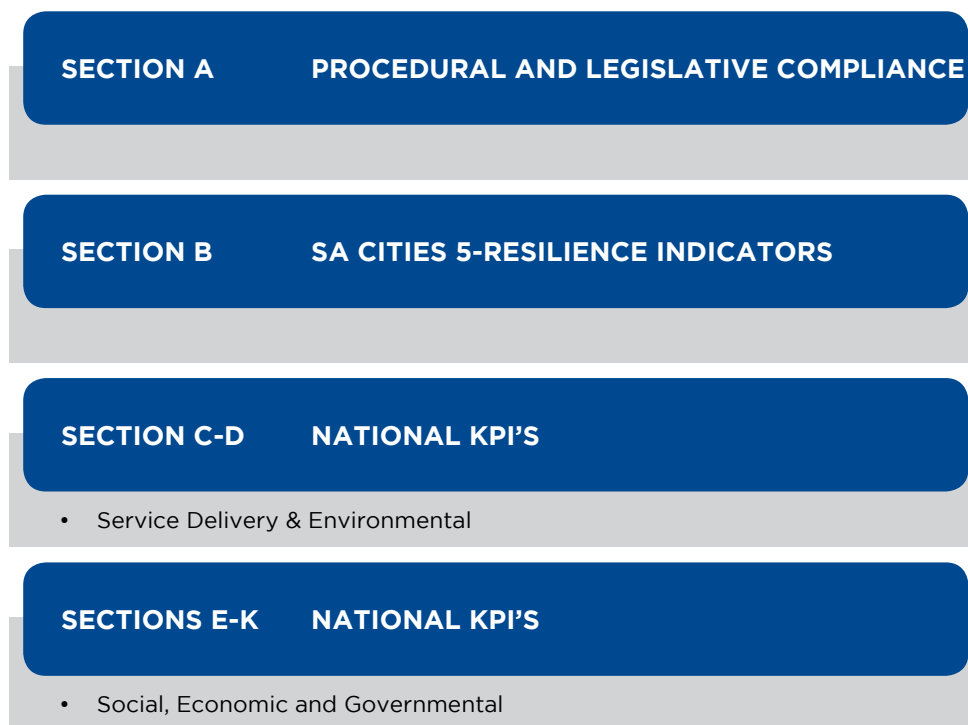


Table 5: Metro specific approach: City of Cape Town

The table above indicates the different sections included in the Metro specific IDP Analysis Tool that pertains to procedural and legislative compliance, the five South African Cities resilience indicators and sections on the national key performance indicators.

Secondly, the City of Cape Town had two feedback engagement sessions, the first held with officials on 16 April 2012 and the second engagement took place on 25 April 2012 where the analysis findings and way forward was presented by the HoD for Local Government and the Director: Integrated Development Planning with the City Manager and his Executive Management Team (EMT).

16 April 2012: IDP Analysis Engagement between officials
20 April 2012: City's feedback comments on Preliminary Provincial Findings
25 April 2012: Presentation to the City's Executive Management Team
30 April 2012: Final Provincial Analysis Comments
Work session on IDP Analysis Tool
IDP Indaba for the City

Table 6: 2012/2013 IDP Analysis Road Map for the City of Cape Town

The above table outlines the roadmap for the Analysis Process followed for the City of Cape Town. It should be noted that the Work Session on the IDP Analysis Tool with the City and the IDP Indaba for the City of Cape Town is envisaged to take place later in the year.

## 5 A profile of participants

### 5.1 Total attendees from National, Provincial and Municipal levels

The figure below indicates that total participation in the analysis process consisted of 393 participants. Provincial sector department participation was commendable and amounted to 55% (216 officials) of the total participation in the analysis process. Municipal participation amounted to 33% (128 officials), followed by National sector department participation that amounted to 12% (49 officials) of the total participation in the analysis process. Vast improvement with regards to the participation of Provincial Sector Departments is noted in the chart below. This is indicative of improved intergovernmental relations and buy-in to the concept of joint planning and co-operative governance.

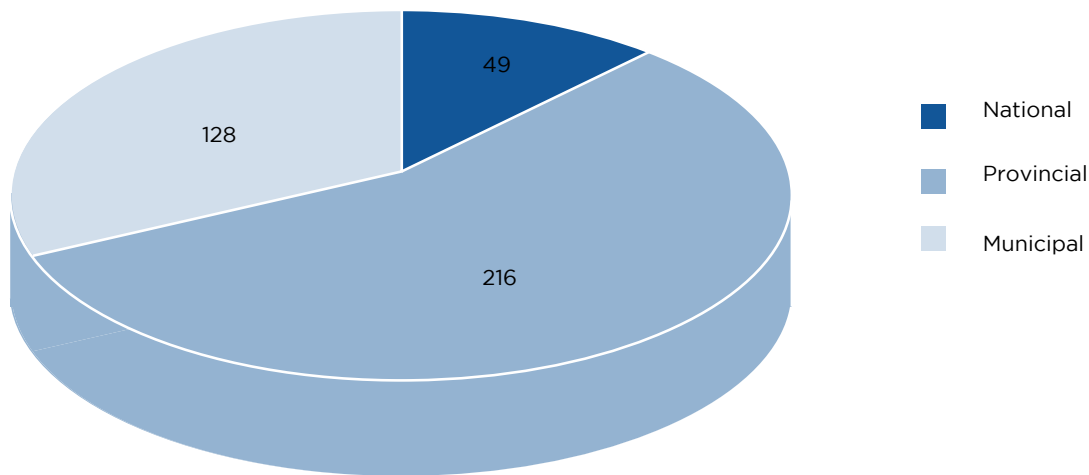


Figure 3: Total Attendees from National, Provincial and Municipal level

### 5.2 Profile of Municipal and Sector Department officials per designation

The graph below profiles the attendance of officials according to their designations. It should be noted that approximately 32% (125 officials) of participants did not indicate their designations as provided for on the attendance registers distributed during the analysis engagements.

The remainder of the officials designations recorded indicate that the designation of assistant director constituted the largest percentage of participants at 41% (161 officials), followed by the designation of deputy director at just over 10% (41 officials) of the total participation at the analysis engagements.

Noteworthy is the increased participation of municipal managers in the analysis process with a total number of 8 (2 % of officials) attending. In addition, a total number of 3 Chief Directors (just below 1% of officials) and 17 Directors (just over 4% of officials) participated in the IDP Analysis process. The Chief Environmental Officer and the Chief Engineer together made up the remaining percentage of officials which was 6% (23 officials) of the total attendees. These figures are illustrated in the graph below.

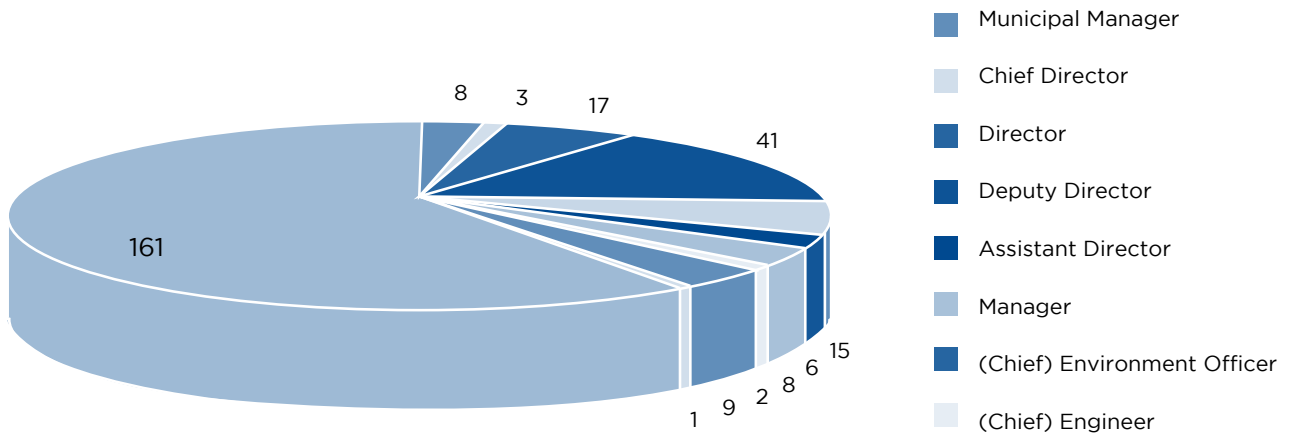


Figure 4: Municipal and Sector Department Officials per designation

### 5.3 Representation of District versus Local Municipalities

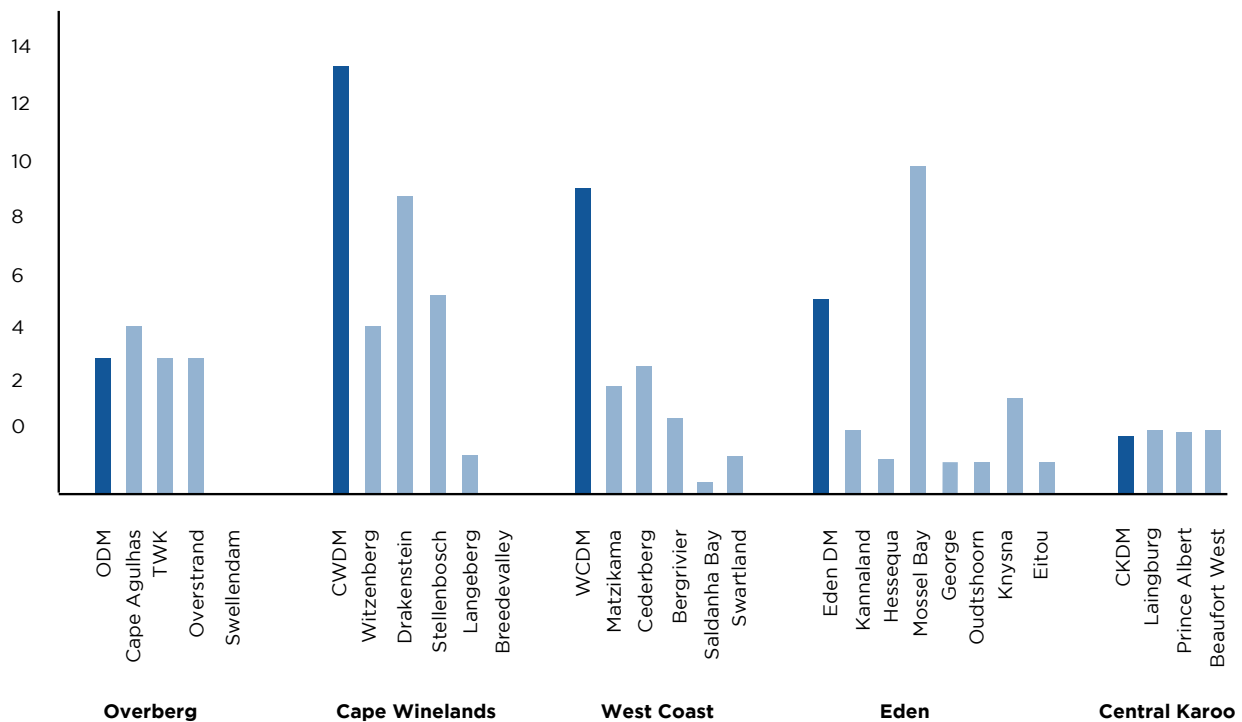


Figure 5: Representation of District versus Local Municipalities

The IDP Analysis process was generally very well attended by District municipalities. In particular, the attendance of senior officials in the Cape Winelands District should be noted as illustrated in the chart above. District municipalities attended all the engagements with their respective local municipalities thus ensuring that they were able to record concerns and identify possible support actions for each of their local municipalities. This strengthens the ability of districts to deliver on their mandate to support and co-ordinate regional matters.





# KEY DEVELOPMENTAL CHALLENGES FACED BY MUNICIPALITIES IN THE WESTERN CAPE PROVINCE

The pie chart below indicates percentages of key development challenges that municipalities face in the Western Cape Province that have been identified during the IDP Analysis Process. These challenges are:

- Inadequate infrastructure, rehabilitation and development
- Good governance and public participation
- Financial sustainability and management
- Environmental capacity and sustainable management
- Economic development
- Community health and social development issues
- Institutional transformation, capacity and development
- Community safety
- Human settlements
- Spatial development

The majority of municipalities in the Province, constituting 26% indicated that inadequate infrastructure and infrastructure rehabilitation development impede development in their areas. Matters around good governance and public participation, financial sustainability and management, environmental capacity and sustainability management were also identified by almost 20% of all municipalities in the Province as challenges hindering development. Furthermore, community health and social issues and economic development were indicated by 18% of all municipalities in the Province as key development challenges.

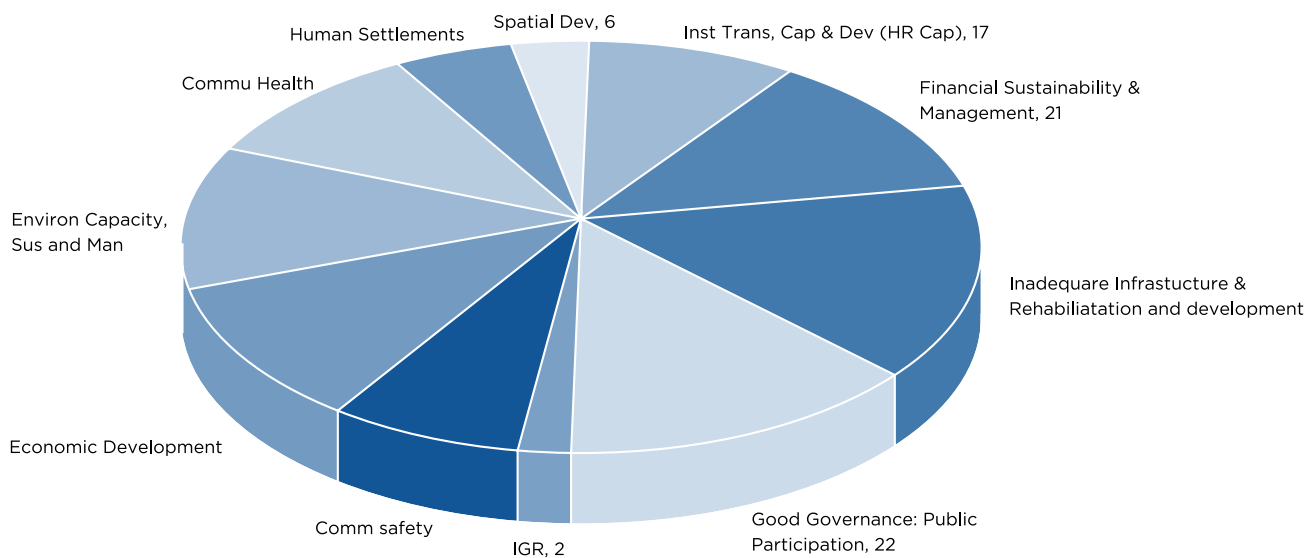


Figure 6: Summary of key developmental challenges faced by Municipalities

Table 7: Summary Table Community Priorities reflected in IDPs below, provides an indication as to the extent to which the development priorities reflected in IDPs are indicative of the priorities raised by communities.

<b>MUNICIPALITY</b>	<b>ARE THE COMMUNITY PRIORITIES REFLECTED IN THE DEVELOPMENT PRIORITIES OF THE IDP</b>
<b>Bergrivier - LM</b>	The community priorities are by and large reflected in the strategic objectives as articulated in the IDP. However, this does not translate into clear programmes and strategies and projects in the IDP and linkages shown accordingly.
<b>Saldanha Bay - LM</b>	The developmental agenda of council is linked to the needs expressed by communities. The IDP articulates programmes and strategies to realise the developmental agenda as contained in the IDP.
<b>Swartland - LM</b>	The municipality has developed area plans that are informed by community needs and linked to the strategic priorities of council. Service delivery is therefore directly linked to the needs expressed by communities and budgeted for accordingly.
<b>Cederberg - LM</b>	The strategic goals of council encapsulate most of the needs expressed by communities during the public participation process. It is not clear how the strategic goals of council translate into tangible strategies, programmes and projects.
<b>Matzikama - LM</b>	It is not clear in the IDP how the community needs informed the strategic agenda of council even towards addressing the developmental challenges in the municipality. The IDP indicates that it is geared towards ensuring that services are delivered to the people, however the linkages between developmental challenges, strategic objectives and how it translates into programmes and projects is not clear in the IDP.
<b>Drakenstein - LM</b>	Most of the Municipal priorities identified in the IDP do respond/align to the needs raised by communities, except for the provision of land.
<b>Stellenbosch - LM</b>	Most of the Municipal priorities identified in the IDP do respond/align to the needs raised by communities.
<b>Witzenberg - LM</b>	Most of the Municipal priorities identified in the IDP respond to the needs raised by communities. However, needs such as health and education have no specific strategies to cater for them since the municipality considers them services not core to its functions.
<b>Drakenstein - LM</b>	Most of the Municipal priorities identified in the IDP do respond/align to the needs raised by communities, except for the provision of land.
<b>Breedevalley - LM</b>	Most of the Municipal priorities identified in the IDP do respond/align to the needs raised by communities.
<b>Langeberg - LM</b>	Most of the Municipal priorities identified in the IDP do respond/align to the needs raised by communities.
<b>Kannaland - LM</b>	Municipal priorities are aligned to the developmental priorities raised by communities.
<b>Hessequa - LM</b>	Even though there is alignment between communities and Municipality's developmental priorities, there is no evidence that the Municipality's priorities were informed by community inputs.
<b>Mossel Bay - LM</b>	Municipal priorities are aligned to the developmental priorities raised by communities.

MUNICIPALITY	ARE THE COMMUNITY PRIORITIES REFLECTED IN THE DEVELOPMENT PRIORITIES OF THE IDP
<b>Knysna - LM</b>	The key developmental priorities identified in the Knysna IDP are aligned to the community priorities.
<b>Oudtshoorn - LM</b>	The key developmental priorities identified in the Oudtshoorn IDP are aligned to the community priorities.
<b>Bitou - LM</b>	The key developmental priorities identified in the Bitou IDP are aligned to the community priorities.
<b>George - LM</b>	The key developmental priorities identified in the George IDP are aligned to the community priorities.
<b>Oudtshoorn - LM</b>	The key developmental priorities identified in the Oudtshoorn IDP are aligned to the community priorities.
<b>Overberg - DM</b>	However, there seems to be an alignment between development priorities of the DM with those of LM, which suggests an alignment of the DM development priorities and those of the community.
<b>TWK - LM</b>	The key developmental priorities identified in the TWK IDP are aligned to the community priorities. It is however not clear how some of the community priorities are aligned to the developmental priorities.
<b>Overstrand - LM</b>	The key developmental priorities identified in the Overstrand IDP are aligned to the community priorities.
<b>Cape Agulhas - LM</b>	The key developmental priorities identified in the Cape Agulhas IDP are aligned to the community priorities.
<b>Swellendam - LM</b>	The key developmental priorities identified in the Swellendam IDP are aligned to the community priorities.
<b>Central Karoo - DM</b>	There is an alignment between development priorities of the DM with those of LM, which suggests an alignment of the DM development priorities & those of the community.
<b>Laingsburg - LM</b>	The key community needs are not sufficiently outlined in the IDP. However, the issues that arise from the situation analysis are aligned to the key development priorities.
<b>Prince Albert - LM</b>	The key developmental priorities identified in the PAMUN IDP are aligned to the community priorities.
<b>Beaufort West - LM</b>	The key developmental priorities identified in the Beaufort West IDP are aligned to the community priorities.



# IDP ANALYSIS KEY FINDINGS AND RECOMMENDATIONS

## 1 Emerging trends in 3<sup>rd</sup> Generation IDPs

A number of encouraging emerging trends in particular with regard to improved intergovernmental planning and budget alignment were identified during the IDP Analysis Process. The trends are discussed in detail below.

### 1.1 Community/neighbourhood/area based planning

An increased emphasis is being placed on community/neighbourhood/area based planning processes informing the IDP. In support of municipalities compiling their 3rd generation IDPs, the Department has actively encouraged local ownership of the IDP. The Department provided support to municipalities in the form of the neighbourhood/area based planning project as part of the APP deliverables of the Department. To this end, funds were successfully obtained from the National Treasury Department as part of their grant funding for the development of Neighbourhood Development Plans. An amount of R10 million was obtained from the Neighbourhood Development Partnership Grant (NDPG) and five municipalities in the Province were supported by the Department to develop Neighbourhood Development Plans in the 2011/12 financial year. Five Municipalities were supported with the implementation of catalytic projects aimed at unlocking the developmental potential in the most marginalised of communities in the 2011/12 financial year. Additionally three municipalities have been identified for support in the 2012/13 financial year.

### 1.2 Inclusion of district, provincial and national policy imperatives in IDPs

The Department, through the Intergovernmental Planning and Budgeting Alignment Framework, introduced the IDP Indabas to facilitate intergovernmental dialogue that includes, amongst others, a strategic focussed dialogue around alignment of policy imperatives amongst the spheres of government. The IDP Indaba process consists of two annual engagements between sector departments, parastatals and municipalities. The table below as extracted from the aforementioned framework outlines the key characteristics and objectives of IDP Indaba 1.

<b>Key Characteristics:</b>			
<ul style="list-style-type: none"> <li>Strategic dialogue on key investment decisions and models between the Province and respective municipalities</li> <li>Intergovernmental dialogue on strategic choices within a municipal area</li> </ul>			
<b>IDP Indaba 1 (August to September)</b>	<ul style="list-style-type: none"> <li>To discuss and agree on the joint strategic agenda, policies, programmes objectives and targets for each municipal area with respective provincial sector departments guided by the PSP, i.e. discuss the various contributions of sector departments in a municipal area according to the PSOs</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities to provide all relevant project information</li> <li>Sector departments to provide information on all funded and non-funded projects they will be implementing in the municipal spaces</li> <li>The Department of Local Government to co-ordinate the entire process</li> <li>Provincial Treasury to provide the necessary financial support, guidance and information on the projects</li> </ul>	<ul style="list-style-type: none"> <li>Intergovernmental agreements on the implementation of municipal and provincial objectives, targets and strategic thrusts<sup>1</sup></li> </ul>

Table 8: Intergovernmental planning and budgeting outputs, roles and responsibilities and aims

Municipal IDPs by and large reflected the impact of the IDP Indaba 1 process and articulated the joint strategic agenda of government as a whole. Municipalities aligned their strategic objectives of their IDPs to the Provincial Strategic Objectives (PSO) and National Outcomes. This encouraging trend facilitates the journey towards a system of intergovernmental planning and budgeting with IDP as the nexus point.

### 1.3 Inclusion of provincial sector department projects in IDPs

The IDP Indaba 2 process as introduced by the Intergovernmental Planning and Budgeting Framework developed the following key characteristics and objectives.

<b>Key characteristics:</b>			
<ul style="list-style-type: none"> <li>• Output driven</li> <li>• Implementation (Project) orientation/focus</li> <li>• Tracking</li> <li>• Intergovernmental dialogue between municipalities and provincial sector departments</li> </ul>			
<b>IDP Indaba 2</b> <b>(Year 2 of the 5 Year IDP process)</b> <b>(January to February)</b>	<ul style="list-style-type: none"> <li>• To discuss the implementation of IDP projects in the municipal area</li> <li>• To discuss sector departmental projects that will be implemented in a specific locality in a municipality</li> <li>• To provide a physical location of the implementation of these projects in a space in a municipal area where this is possible</li> <li>• To agree on time frames, support needs, and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial sector departments will present their Annual Performance Plans and other operational plans used to implement projects in municipalities. Sector departments will also unpack how these programmes and plans will impact the municipal area and their planning processes</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental agreements on the implementation of projects in a municipal area</li> <li>• Intergovernmental agreements on project implementation and support</li> </ul>

Table 9: Intergovernmental planning and budgeting outputs, roles and responsibilities and aims

<sup>1</sup>The discussion of departmental programs, policies, and strategies in a municipal area will vary between the first year of the 5 year IDP and the review years. The first year of the 5 year IDP will consist primarily of guidance from provincial sector departments whilst the subsequent years will consist of a discussion and an agreement on how the implementation of policies can be informed by experiences emanating from various municipalities as contained in their IDPs. In some cases, this may lead to the review of the policies with the view to ensure that the (policies) are responsive to municipal realities.

The IDP Indaba 2 process has resulted in the inclusion of provincial sector department projects in the IDPs of municipalities in the Province. This trend assists in ensuring that IDPs reflect the investment footprint of government as a whole in a specific geographic space.

### 1.4 Aligning budgets with priorities

Another exciting trend that emerged during the IDP Analysis Process is that municipalities are fundamentally aligning their budgets with the priorities articulated in IDPs. Further analysis revealed that municipal IDPs are increasingly becoming more responsive to the needs expressed by communities and that the strategic priorities identified in IDPs are aligned to community needs.

### 1.5 Linkages to the performance management systems in municipalities

Municipalities have responded to the Auditor General's (AG) stance on Pre-Determined Objectives (PDOs) by creating stronger linkages between their IDPs and their Performance Management Systems. An emphasis on the linkages between the Strategic Objectives (SOs) as contained in IDPs, Key Performance Indicators (KPIs), Service Delivery Budget Implementation Plans (SDBIPs), Performance Management Systems (PMS) and Quarterly and Annual Reporting is evident in IDPs in the Province.

## **2 Key Process Findings and Recommendations**

### **2.1 Timeframes**

#### **2.1.1 Revision of timeframes**

The IDP Analysis process outlined in Section C of this report, effectively provided only two weeks for:

- The collection and distribution of draft IDPs
- Desk analysis by sector departments
- Engagement and inter-sectoral dialogue on analysis findings
- Compilation of preliminary IDP Analysis Reports
- Distribution of the preliminary IDP Analysis Report to municipalities in preparation for the individual municipal feedback engagements

#### **Recommendation**

The limited time afforded to the above mentioned activities resulted in an inability to be responsive to the need to troubleshoot process matters and assure the quality of the inputs provided by sector departments.

A recommendation is made to utilise the first three weeks in April 2013 to achieve the above mentioned activities. The additional week will allow sector departments more time to actively engage with IDPs in order to provide quality assured inputs. In addition, the Department of Local Government will consolidate the inputs from the desktop analysis by sector departments into the preliminary IDP Analysis Reports prior to the inter-sectoral dialogue outlined in Phase 1 of the 2012/13 IDP Analysis Process. This will allow for any gaps, opportunities for inter-sectoral collaboration and support actions to be identified during the IDP Analysis process with sector departments prior to the individual feedback engagements with municipalities.

The final week in April and the first week in May 2013 will be utilised for the feedback engagements with municipalities in order for them to incorporate sector department inputs into their final IDPs.

The timing of the IDP Analysis process for the 2013/14 Analysis process is also aligned to the LGMTEC 3 Process of Provincial Treasury discussed in Annexure B of this report in terms of the way forward.

#### **2.1.2 Attendance**

It was generally found that improved and robust dialogue emanated during the IDP Analysis engagements when sufficient representation from municipalities and sector departments were present. In particular, discussions proved most valuable when sector specific specialists were present in terms of a particular area of work from both the municipality and the sector department concerned. Concrete agreements and a clear way forward could then be established.

#### **2.1.3 Sector focus/bias**

The IDP Analysis process engagement with municipalities in some instances resulted in an over-emphasis on sector specific aspects, sometimes at the expense of the key levers of development. An example of this could be found in the extensive discussion during the IDP Analysis process in terms of compliance towards the development of Air Quality Management Plans (AQMPs). Although this may be an environmental legislative requirement, it was agreed the development of such plans could be co-ordinated at a District level with the development of a District AQMP where local municipalities would have a chapter dedicated to their locality. This would be cost effective and also ensure improved alignment.

#### **Recommendation**

It is therefore recommended, that the IDP Analysis Framework/Tool be revised to ensure a balance between sector department objectives and municipal developmental needs and requirements. To this end, the IDP Analysis Tool should contain a section identifying the key, specific drivers of development and underdevelopment in a municipal space that will allow for the appropriate support interventions to be identified.

## 2.2 Institutional arrangements and structures

### 2.2.1 Institutionalisation of IDPs

The institutionalisation (or lack thereof) of IDPs in both municipalities and sector departments was highlighted as an area of concern during the IDP Analysis Process. The manner in which municipalities are structured in some instances impedes their ability to deliver on the strategic objectives of their IDPs.

The following trends in municipalities hamper the delivery on IDPs due to a lack of adequate institutional arrangements:

- **Limited participation of Municipal Managers in the IDP process:**

The Integrated Development Planning Process should be driven by the office of the Municipal Manager. In many instances, Municipal Managers have delegated this responsibility in its entirety to the IDP Manager of the municipality, who lacks the necessary seniority and influence to ensure that the IDP is co-owned by all components within a municipality.

- **Municipal institutional arrangements and capacity of IDP Managers:**

The location of IDP Managers in terms of institutional arrangement has for years been highlighted as an area of concern by the Department. It is the view of the Department that the IDP Manager in all municipalities should be located within the office of the Municipal Manager. The capacity in terms of the ability of IDP Managers to synthesize, rationalize and obtain information from the various components within municipalities is severely compromised if the IDP Manager is not correctly located or supported by the Municipal Manager. The levels of qualifications of IDP Managers in terms of minimum competency requirements are not always clear due to a lack of norms and standards in this regard.

- **Increased utilization of service providers:**

A very concerning trend on the increased utilization of service providers to compile IDPs in the Province was prevalent during the 2012/13 IDP Analysis Process. While the reasons for this trend remain unclear, especially in municipalities where there are appointed IDP Managers, the Department can only attribute this trend to the following two possibilities:

- I. The fact that these were 5 year IDPs and therefore municipalities may have seen the need to utilize external service providers, and
- II. The recent emergence of the AGs stance on the importance of Pre-determined Objectives (PDOs) in IDPs for audit purposes and tracking the implementation of IDPs through the SDBIPs may have triggered increased caution and the desire to seek relevant expertise in this regard.

While this is the case, the Department remains cautiously concerned on how the utilization of external service providers will affect ownership of these IDPs in municipalities. The Department is also concerned about the message that such a decision may be sending about the IDP capacity within municipalities to compile their strategic plans and conduct sound planning processes.

- **The lack of effectiveness and impact of intergovernmental planning structures and/or communication at a district level:**

The IDP Manager Forums and IDP Co-ordinating Forums at a district level should provide a platform for sharing good practices and where peer support can be provided. The IDP Analysis Process revealed that in a particular municipality, it may lead in terms of best practice in a particular area, whilst another municipality in the same district may be struggling in exactly the same area that the other is excelling. This raises the question as to how effective the intergovernmental planning structures are in ensuring the sharing of best practice and the provision of peer support.

Linkages between possible shared services opportunities in districts were pointed out to municipalities during the IDP Analysis Process. These areas of collaboration should have been identified at the relevant District Intergovernmental Planning Structures and utilised in some cases to be cost effective. Examples of possible areas of collaboration and co-ordination by the District include the development of Coastal Management Plans, Air Quality Management Plans and Water Management Plans.

## 2.3 Generic Trends on the Content of IDPs

### 2.3.1 Lack of a clear developmental agenda in IDPs

A discouraging trend that emerged during the 2012/2013 IDP Analysis Process was the lack of a clear developmental agenda that some municipal IDPs contained. These IDPs generally did not articulate the unique developmental landscape that shapes the municipal reality in terms of the key drivers of development and underdevelopment in the area. This resulted in the inability of municipalities to develop customised strategies and programmes to steer their developmental agenda/trajectory of the municipality over a 5 year term.

### 2.3.2 The status of sector plans

Another concerning trend unveiled during the IDP Analysis Process is that most Municipal Spatial Development Frameworks are currently under review or out-dated notwithstanding the support provided through the Built Environment Support Programme (BESP) in this regard .

Improved links of how sector plans contribute to the developmental agenda of municipalities should be illustrated in IDPs as follows:

- Through the National Outcomes and Provincial PSOs;
- Giving effect to each sector plan's core strategies and projects taken into IDP; strategies and reflecting the necessary budgetary linkages preferably spatially.

It was also recommended by the Department that IDPs include a table indicating the status of sector plans as per the example illustrated below.

SECTOR PLAN	COUNCIL ADOPTION DATE (YR AND MONTH)	COUNCIL RESOLUTION NO.	UNDER REVIEW	COMPLETION DATE	SUBMISSION TO RELEVANT SECT DEPT	ADDITIONAL COMMENTS
LED						
SDF						
WSDP						
ITP						
AQMP						
DMP						

Table 10: Example of how Municipalities should list their sector plans in the IDP

### 2.3.3 Need for updated and uniform data sources

Due to the lack of availability of updated and uniform data sources to establish baseline information pertaining to the status of service delivery, municipalities are struggling to:

- I. Establish the extent of service delivery backlogs and report on this accurately; and
- II. Compare and consult different sources of data to establish trends.

In some instances the lack of uniform data sources leads to apparent contradictions in terms of reported service delivery backlogs that severely challenge the credibility of the IDP and subsequent strategies, programmes and projects developed to respond to service delivery issues.





# IDP ANALYSIS KEY FINDINGS AND KEY RECOMMENDATIONS PER MUNICIPALITY

The diagram below provides a snapshot as to the State of Municipal IDPs in the Western Cape Province. 27 out of 30 IDPs in the Province is considered to be implementable and realistic with the exception of the IDPs of Cederberg, Bitou and Swellendam municipalities.

IDP IMPLEMENTABLE OR REALISTIC	YES	
	NO	
City of Cape Town	Stellenbosch	Hessequa
West Coast District	Langeberg	Mossel Bay
Matzikama	Breedevalley	George
Cederberg	Overberg District	Oudtshoorn
Berggrivier	Theewaterskloof	Bitou
Saldanha Bay	Overstrand	Knysna
Swartland	Cape Argus	Central Karoo District
Cape Winelands District	Swellendam	Laingsburg
Witzenberg	Eden District	Prince Albert
Drakenstein	Kannaland	Beaufort West

**State of Municipal IDP's in the Western Cape**

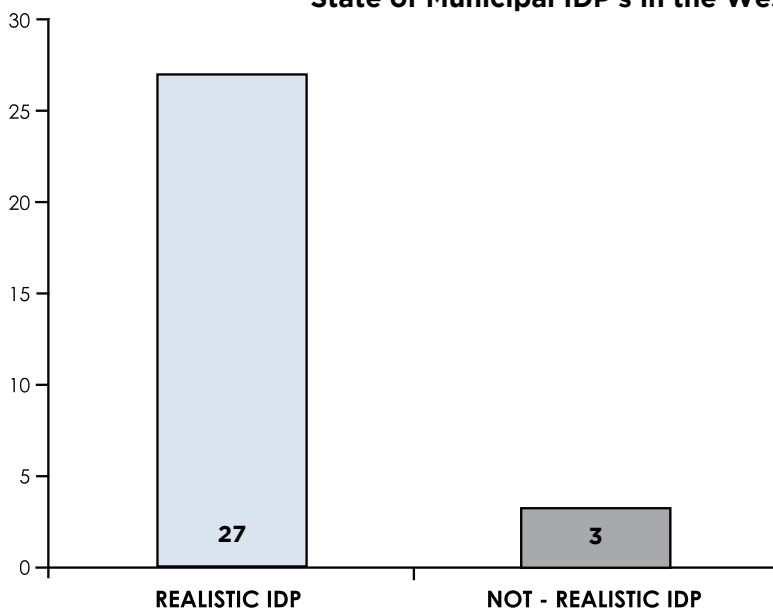


Figure 7: State of Municipal IDPs in the Western Cape Province

**IMPORTANT NOTE:** The Department's approach in its analysis of IDPs, gives comments on the implementability rather than the credibility of IDPs.

This section of this report deals with the IDP Analysis findings per municipality. The table on page 25 outlines the strategic challenges and priorities, strategic focus areas as well as the key analysis findings and recommendations per municipality.

A summary of the findings per district and for the City of Cape Town is outlined in the table below:

District/ Metro	Summary of findings
<b>CoCT</b>	<ul style="list-style-type: none"> <li>· The IDP and Solid Waste Sector Plan should be more specific and state the names of the closed, unlicensed waste disposal facilities that require licensing, being the Faure, Atlantis, Macassar, Strand Garden Refuse, Mamre, Radnor (Parow) and Brackenfell waste disposal facilities</li> <li>· Whilst water services provisioning is generally well addressed in the IDP, there is a need to reflect on the strategically important issue of water security both in the Bulk Water Augmentation Scheme project plan and the IDP</li> <li>· The co-ordination of IGR structures to boost IDPs</li> </ul>
<b>WCMD</b>	<ul style="list-style-type: none"> <li>· Incorporation of IDP Indaba 2 agreements/commitments and the provided Provincial Sector Department Expenditure Spatial Map in IDPs</li> <li>· Linkages between sector plans and the strategic objectives of IDPs in the region in several instances can be improved</li> <li>· The role and impact of the IDP in the region is not clearly articulated and explored in IDPs of both local municipalities as well as the district municipality</li> </ul>
<b>CKDM</b>	<ul style="list-style-type: none"> <li>· Water conservation and demand management should be addressed as a priority area within the IDPs and the WSDP of municipalities</li> <li>· A number of social development areas requiring intervention were identified in the IDPs of the region. However, no provision is made for social development strategies</li> <li>· Matters pertaining to performance management is generally not well addressed in the region</li> </ul>
<b>CWDM</b>	<ul style="list-style-type: none"> <li>· Linkages between the Comprehensive Financial Plans and IDP's in the CWD is lacking</li> <li>· Linkages between the SDF's and the IDP's in the CWD is lacking. This comprises the spatial development rationale of municipalities</li> </ul>
<b>EDM</b>	<ul style="list-style-type: none"> <li>· There is a growing concern around the quality of water. The district municipality must play a stronger regional management role</li> <li>· Sustainability is a cross-cutting objective to be addressed in the IDPs of the district and all the sector plans with specific targets, strategies and projects to be provided towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> </ul>

Table 11: Summary findings per District and for City of Cape Town

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Overberg District Municipality</b>	<ul style="list-style-type: none"> <li>In terms of basic services and infrastructure the operational effectiveness and efficiency of waste disposal services needs to be improved.</li> <li>The municipality has identified the development of environmental planning management tools as a strategic priority.</li> <li>Optimise the stakeholder management approach.</li> <li>Formulation and implementation of new LED Strategy.</li> <li>Formulation and implementation of new tourism strategy.</li> <li>The municipality seeks to draft and adopt a business/customer relations plan.</li> <li>The operational effectiveness and efficiency of resorts within the municipal area needs to be improved.</li> <li>The establishment of adequate managerial and human resource capacity within the organization is seen as a strategic priority.</li> <li>The Marketing and implementation of the municipality's Mission statement needs to be improved.</li> <li>Ensuring that ODM plays a leading role in the integration and development within the district.</li> <li>Securing the financial sustainability of the Overberg District Municipality.</li> <li>The municipality intends to do a co-operative governance audit.</li> <li>Functioning District Coordinating Forum to enhance IDP planning throughout the district.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure the health and safety of communities and visitors in the Overberg District through the provision of efficient basic services and infrastructure in terms of disaster management, municipal health, environmental management and waste disposal services.</li> <li>To support the economic drivers of the district by promoting tourism and local economic development, and supporting the development of a sustainable district economy to promote youth development, economic growth, build skills, create jobs as well as eradicate poverty.</li> <li>To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development in order to achieve objectives as per the PMS.</li> <li>To attain financial viability by executing accounting services in accordance with National policy and guidelines.</li> <li>To achieve and maintain sustainability by implementing the MFIP, Recovery Plan and Action Plan in terms of the AGs Report.</li> <li>To ensure good governance practices by providing a democratic and pro-active accountable government and encouraging community participation in all public participatory matters of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Though the District Municipality is not mandated to perform certain basic service functions, the inclusion of a detailed description of basic service delivery levels will be useful.</li> <li>The following sector plans must, inter alia, receive additional attention during the 2013/2014 IDP Review: <ul style="list-style-type: none"> <li>The alignment between the IDP and Spatial Development Framework (SDF) of the municipality must be clearly illustrated. The review of the SDF currently being undertaken as part of the Rural Development and Land Reform SDF rollout must inform the amendment of the SDF previously adopted by Council and the new SDF must be incorporated into the IDP and adopted by Council;</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer;</li> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan;</li> <li>Additional work must be undertaken in terms of Coastal Management;</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.);</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul> </li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>Overstrand Municipality</b></p>	<ul style="list-style-type: none"> <li>· The improvement of services and infrastructure related to: water, electricity, sanitation and roads.</li> <li>· The development of sustainable human settlements, the creation of an environment that's conducive for LED as well as the development of strategies linked to projects for marginalised groups.</li> <li>· The development of a feasible cash and investment strategy in order to maintain a good credit rating to ensure favourable lending rates and terms, which in turn will reduce the level of outstanding debt owed to the municipality.</li> <li>· To ensure effective co-operative governance within the constitutional mandate of the municipality.</li> <li>· To ensure effective communication and community development and a sound municipal administration system.</li> <li>· Ensuring an effective public safety and disaster management and an effective environmental management (EMS).</li> </ul>	<ul style="list-style-type: none"> <li>· The provision of democratic and accountable governance.</li> <li>· The provision and maintenance of municipal services.</li> <li>· The encouragement of structured community participation in the matters of the municipality.</li> <li>· The creation and maintenance of a safe and healthy environment.</li> <li>· The promotion of tourism, economic and social development.</li> </ul>	<ul style="list-style-type: none"> <li>· Whilst the IDP is sensitive to the needs of vulnerable groups (i.e. disabled/ youth/women etc.), it should reflect the planned interventions in terms of addressing challenges endemic to these special groups.</li> <li>· The quality (legibility) of the spatial maps on government's footprint is quite poor.</li> </ul>
			<ul style="list-style-type: none"> <li>· The following sector plans must, inter alia, receive additional attention during the 2013/2014 IDP Review: <ul style="list-style-type: none"> <li>o Your Municipality's Spatial Development Framework (SDF) was amended as part of the Built Environment Support Programme. The previous SDF Council adopted SDF must therefore be amended in accordance with this review. The new SDF must then be incorporated into the IDP and adopted by Council. The alignment between the IDP, SDF and the Human Settlement Plan (HSP) of the municipality must be clearly illustrated;</li> <li>o Threats and challenges pertaining to air quality management and the appropriate mitigating interventions are not addressed in the IDP;</li> <li>o The development of the air quality management strategy should be linked to the Overberg District Municipality's process;</li> <li>o Additional work must therefore be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer;</li> <li>o Additional work must be undertaken in terms of the Integrated Waste Management Plan;</li> <li>o Additional work must be undertaken in terms of Coastal Management;</li> <li>o Additional work must be undertaken in terms of Coastal Management;</li> </ul> </li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
			<ul style="list-style-type: none"> <li>o Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.);</li> <li>o It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> <li>· The IDP should indicate what water demand management/conservation projects and roads rehabilitation projects are being considered. A detailed MIG project implementation plan may assist to this regard.</li> </ul>
<b>Theewaterskloof Municipality</b>	<ul style="list-style-type: none"> <li>· Improve financial sustainability of the municipality: investor friendliness; alternative source of revenue; business climate assessment and land disposal strategy.</li> <li>· Infrastructure Upgrades and Housing Programme: addressing issues of housing backlogs and migratory patterns; the plight of farm workers (housing); upgrading of ageing infrastructure; improving accessibility to basic services of all communities.</li> <li>· Institutional Capacity Development and Basic Service Delivery: review the need for current or new SLA's with respective communities; refine and improve the institutional capacity of the municipality.</li> <li>· Good governance and Secure Social Fabric: improved law enforcement and traffic policing; implement youth development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>· Institutional Development.</li> <li>· Good Governance.</li> <li>· Financial Viability.</li> <li>· Basic Service Delivery.</li> <li>· Infrastructure and growth.</li> <li>· Local Economic Development.</li> </ul>	<ul style="list-style-type: none"> <li>· To ensure credibility, the housing pipeline as reflected in the IDP should match the departmental business plan and should be reflected in the capital budget.</li> <li>· The following sector plans must, inter alia, receive additional attention during the 2013/2014 IDP Review: <ul style="list-style-type: none"> <li>o Your Municipality's Spatial Development Framework (SDF) is being reviewed as part of the Built Environment Support Programme. The previous Council adopted SDF must therefore be amended in accordance with this review, with the new SDF to be incorporated into the IDP and adopted by Council. The alignment between the IDP, SDF and the Human Settlement Plan (HSP) of the municipality must be clearly illustrated;</li> <li>o Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer;</li> </ul> </li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
	<ul style="list-style-type: none"> <li>Environmental Sustainability: conserve the natural environment and improve the quality of our living environment.</li> </ul>		<ul style="list-style-type: none"> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan;</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.);</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> <li>Aspects of spatially mapping the development needs and the capital investments can be improved (also in terms of legibility of the maps).</li> <li>The IDP could elaborate on threats and challenges pertaining to air quality management and appropriate mitigating interventions. The development of the air quality management strategy should be linked to the Overberg District Municipality's process.</li> <li>Although the IDP is sensitive to the needs of vulnerable groups, it should identify specific programs relating to HIV-AIDS/Disabled/Gender/Youth/Elderly.</li> </ul>
<b>Cape Agulhas Municipality</b>	<ul style="list-style-type: none"> <li>Provision of infrastructure for basic service delivery: provision of quality basic services such as water, electricity, refuse removal and sanitation; maintenance of roads, storm water networks, WWTW, provision of sustainable H-Settlements.</li> <li>Economic Development: facilitate economic development by creating a conducive environment for business development; sound financial management systems and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional Transformation and Organisational Development.</li> <li>Provision of Infrastructure for Basic Service Delivery.</li> <li>Economic Development.</li> <li>Financial Viability.</li> <li>Good Governance.</li> <li>Human Development.</li> </ul>	<ul style="list-style-type: none"> <li>The IDP can quantify the water services requirements better, and more adequately reflect the levels of water services that are available.</li> <li>Given the historical importance of agriculture in the area, the LED interventions should be better referenced. For example, niche sectors like aquaculture could be explored in further detail.</li> <li>The inclusion of the housing pipeline, as well as linking the proposed housing projects to the capital budget, will add further value to the IDP.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
	<ul style="list-style-type: none"> <li>Good Governance: to provide an administration that ensures public participation in a transparent and accountable manner.</li> <li>Human Development: facilitate the holistic development of people, expand the safety net value for vulnerable groups and implement sustainable programmes to improve their livelihoods.</li> </ul>		<ul style="list-style-type: none"> <li>Reference is made to a Financial Plan, but the IDP omits any contextual information on how the Financial Plan addresses revenue collection and expenditure.</li> <li>The following sector plans must, inter alia, receive additional attention during the 2013/2014 IDP Review: <ul style="list-style-type: none"> <li>Your Municipality's Spatial Development Framework (SDF) was reviewed as part of the Built Environment Support Programme. The previous version of the SDF which was adopted by Council must therefore be amended in line with the review that was undertaken and the new SDF must be incorporated into the IDP and adopted by Council. The alignment between the IDP, SDF and the Human Settlement Plan of the municipality must also be clearly illustrated;</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer;</li> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan;</li> <li>Additional work must be undertaken in terms of Coastal Management;</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.);</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul> </li> </ul>



Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Swellendam Municipality</b>	<ul style="list-style-type: none"> <li>Environment: biosphere conservation and management plan; river management, supervision of parks.</li> <li>Social Infrastructure: sport facilities, upgrading libraries, maintenance of Thusong centre and public halls, establishment of a cemetery in Buffeljagsrivier.</li> <li>Water and Sanitation: water network upgrades, upgrade of WWTW, storm water upgrades.</li> <li>Institutional Capacity Development and Basic Service Delivery: upgrading of municipal offices and council chambers, upgrading of archives, work tools for departments.</li> <li>Unemployment and Tourism: develop a comprehensive tourism strategy, establishment of household food gardens and a township agricultural meander.</li> </ul>	<ul style="list-style-type: none"> <li>Improved Customer Care.</li> <li>Improved Communication (internal as well as external).</li> <li>Improved Human Resource Management.</li> <li>Strengthening of capacity in the Financial Department.</li> <li>Improved Strategic Management.</li> <li>Improved Administrative Support to line departments.</li> <li>Specific strengthening of capacity at the Traffic Department.</li> <li>The appointment of persons in strategic vacant positions.</li> <li>The creation of office space to accommodate the expansion of municipal and public services for strategic local economic and effective service delivery reasons.</li> <li>Adopting and implementing an alternative job evaluation system, because of the non-finalization of the TASK job evaluation system.</li> <li>Introduction of systems (PMS), procedures and policies to reward staff for good work and excellence in work.</li> <li>To improve the inadequate infrastructure of the Swellendam Municipality, for purposes of accommodating and encouraging development and investment.</li> <li>Acquisition of land and upgrading of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>The chapter on Local Economic Development must be strengthened by identifying programs and projects which will promote economic growth.</li> <li>Matters pertaining to addressing the challenges in respect of human settlements must be sufficiently addressed in the IDP.</li> <li>The IDP reveals that a Disaster Management Plan still needs to be compiled for the Municipality. The Municipality must move hastily in drafting and adopting a Disaster Management Plan. The Department will provide assistance in providing guidelines for the drafting of the plan.</li> <li>It is recommended that the alignment between the IDP and Spatial Development Framework (SDF) of the municipality be clearly illustrated. The review of the SDF being completed as part of the Built Environment Support Programme must inform amendments to the current Council adopted SDF, with the amended SDF to be incorporated into the IDP and adopted by Council.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>Additional work must be undertaken in terms of Coastal Management.</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul>



Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>West Coast District</b></p> <ul style="list-style-type: none"> <li>· Economic Development: unemployment, income losses and social dependency remain highly prevalent.</li> <li>· Social impact of in-migration due to current and future industrial development.</li> <li>· Inadequate follow-through on issues raised and agreed in IGR forums.</li> <li>· Improved synchronisation of IGR structures at provincial and local level.</li> <li>· Providing bulk infrastructure especially around commodities such as ensuring water supply and energy availability.</li> <li>· Providing bulk potable water for Swartland, Saldanha Bay and Bergrivier.</li> <li>· Ensuring effective Air Quality Management and Environmental Management.</li> </ul>	<ul style="list-style-type: none"> <li>· Ensuring environmental integrity for the West Coast.</li> <li>· Pursuing economic growth and facilitation of job opportunities.</li> <li>· Promoting social wellbeing of the community.</li> <li>· Providing essential bulk services in the region.</li> </ul>	<ul style="list-style-type: none"> <li>· Incorporating the latest data and maps relating to the current status of water services and sanitation as contained in the "All Towns Study" will strengthen the analysis section of the IDP.</li> <li>· The IDP should identify specific measures, projects and programs to deal with the social issues emanating from the socio-economic status quo report.</li> <li>· The use of spatial maps, in line with 3rd Generation guidelines, will enhance the IDP.</li> <li>· Overall, the IDP Evaluation Framework (with the comprehensive Analysis comments on your draft IDP) should be used during the IDP Review process to enrich the quality of your IDP for the next financial year.</li> <li>· The District still needs to develop and complete a District Coastal Management Plan.</li> <li>· Additional work must be undertaken in terms of Coastal Management.</li> <li>· Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>· Links between the REDS and Local Municipality's LED Strategies could be improved.</li> <li>· The review of your Municipality's Spatial Development Framework (SDF) which is currently underway must be completed with the new SDF to be incorporated into the IDP and adopted by Council. The alignment between the IDP and SDF of the municipality must be clearly illustrated.</li> </ul>	

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Matzikama</b>	<ul style="list-style-type: none"> <li>• Provision of Housing.</li> <li>• Youth Development.</li> <li>• Provision of Health and Social Services.</li> <li>• Developing the Economy of Matzikama.</li> <li>• Rural Development.</li> <li>• Improving the Quality of Education.</li> <li>• Improving safety and security in Matzikama.</li> <li>• Improving transportation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development.</li> <li>• Financial Stability.</li> <li>• Good Governance and Municipal Transformation.</li> <li>• Good, quality municipal basic services.</li> <li>• Socially advanced communities.</li> <li>• Capacitated and informed communities.</li> <li>• Sustainable natural and built environment.</li> </ul>	<ul style="list-style-type: none"> <li>• During the IDP Analysis Process, two issues were raised related to Local Economic Development (LED). The first issue pertained to the linkage with the district municipality and the unclear status of the LED strategy. The issue with regards to the linkage with the district municipality has been sufficiently addressed in the final IDP of the municipality; however, the status of the LED strategy remains unclear.</li> <li>• It is recommended that a breakdown of serviced sites vs. top structures be included in the IDP. The budget for 2013/14 reflects that there are 1017 informal settlements and 2 UISP projects (151) sites. This information should be reflected in the IDP.</li> <li>• Although the creation of LED programmes is discussed in the IDP, the provision of socio-economic facilities is excluded.</li> <li>• It is recommended that the alignment between the IDP and the Human Settlement Plan (HSP) of the municipality be clearly illustrated. Merely stating that the HSP should be read with the IDP is inadequate to illustrate linkages between the IDP and the HSP.</li> <li>• Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>• Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>• Additional work must be undertaken in terms of Coastal Management.</li> <li>• Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Cederberg Municipality</b>	<ul style="list-style-type: none"> <li>High unemployment and poverty HIV/AIDS.</li> <li>Lack of adequate housing.</li> <li>Low revenue base and debt collection.</li> <li>Limited resources and over reliance on grants.</li> <li>Low internal capacity.</li> <li>Lack of economic investments due to low skills base and poorly managed spatial development.</li> </ul>		<ul style="list-style-type: none"> <li>The IDP is not explicit in its strategy as to how the interventions by national and provincial government and agencies are translated into tangible programmes and projects.</li> <li>It is recommended that the overall document be thoroughly edited to ensure consistency, accuracy and the completeness of information provided.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>The completion of the budget and the IDP did not run according to the same timeframes. This together with the fact that budget/IDP link is absent from the IDP, raises concern as to the credibility of both the budget and the IDP.</li> <li>The current reality in the IDP has been addressed and it appears that sufficient public participation resulted in a range of needs expressed by communities. However, these needs have not been sufficiently addressed by drawing the necessary linkages to strategies, programmes and projects and ultimately expressed in the budget of the municipality.</li> </ul>
<b>Bergriver Municipality</b>	<ul style="list-style-type: none"> <li>Ensuring that Municipal finances are viable and sustainable.</li> <li>Provision of bulk infrastructure to meet current and future needs.</li> <li>Ensuring good governance, access to services, accountability, and building a capacitated workforce.</li> <li>Protection of the built and natural environment.</li> <li>Improving safety and security social development of citizens.</li> </ul>	<ul style="list-style-type: none"> <li>A financially viable and sustainable Municipality that provides an enabling environment for the development of the Bergriver economy.</li> <li>A quality living environment for all residents that is conducive to development and investment.</li> <li>Effective institution management and service delivery.</li> <li>A well-managed built environment that is consistent with the natural environment.</li> <li>A safe, healthy and secure environment.</li> <li>An environment that is conducive to the wellbeing and development of our community.</li> </ul>	<ul style="list-style-type: none"> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>Additional work must be undertaken in terms of Coastal Management.</li> <li>It would be of great benefit for the municipality to incorporate in its IDP all INDABA 2 agreements/ commitments and the provided Provincial Sector Department Expenditure Spatial Maps.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Saldanha Municipality</b>	<ul style="list-style-type: none"> <li>Financial viability: it lacks incentives that promote the attraction of investment.</li> <li>Optimally utilizing the ward committee systems to assist in strengthening community participation.</li> <li>Identifying available land for development.</li> <li>Inadequately skilled human resources.</li> </ul>	<ul style="list-style-type: none"> <li>To diversify the economic base of the municipality through industrialization, whilst at the same time nurturing traditional economic sectors.</li> <li>To develop an integrated transport system to facilitate the seamless movement of goods and people within the municipal area and linkages with the rest of the district and the City of Cape Town.</li> <li>To develop and use a multi-platform communication system to ensure swift and accurate dissemination of information.</li> <li>To ensure compliance with the tenets of good governance as prescribed by legislation and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>It is recommended that Saldanha Bay municipality take over the operational and infrastructural management of the Langebaan Thusong Service Centre, which is currently being managed by a Non-Government Organisation. This undertaking will ensure that the Langebaan Thusong Service Centre remains organizationally and financially sustainable.</li> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and an Air Quality Officer must be designated.</li> <li>The guidelines on drafting a disaster management chapter for inclusion into IDP, which was provided by the Provincial Disaster Management Centre, must be adopted by the municipality and the disaster management template be populated and included in the reviewed IDP.</li> </ul>
<b>Swartland Municipality</b>	<ul style="list-style-type: none"> <li>Capacity of sewerage works insufficient.</li> <li>Unfunded or underfunded mandates (such as libraries, museums, motor licenses, road worthy testing).</li> <li>Non-prioritisation of funding and insufficient extensions and upgrading of infrastructure.</li> <li>Insufficient revenue to meet the demand of services.</li> <li>Lack of administrative alignment and focus as risk factors that lead to the lack of good governance.</li> </ul>	<ul style="list-style-type: none"> <li>A financially sustainable municipality with well-maintained assets.</li> <li>Satisfied, involved and well informed clients.</li> <li>An effective, efficient, motivated and appropriately skilled workforce.</li> <li>Access to affordable and reliable municipal infrastructure.</li> <li>Sustainable development of the municipal area.</li> <li>A lean, integrated, stable and corrupt free organisation.</li> <li>Increase community safety through traffic policing, by-law enforcement and disaster management.</li> </ul>	<ul style="list-style-type: none"> <li>The mapping of planned expenditure, based on a situational analysis that illustrates the spatial rationale for the intervention, will go a long way towards ensuring greater societal fairness and meeting service delivery commitments to the local communities. This aspect will have to be addressed in the 2013/14 review of the IDP.</li> <li>It is also recommended that the schedule in Annexure 3 of the IDP be updated by the inclusion of the dates of adoption of the policies and sector plans listed therein. It appears from the information that some of the plans and/or policies might be dated and requires updating to reflect more accurately on current realities.</li> <li>It would be beneficial for the municipality to incorporate in its IDP all INDABA 2 agreements/commitments and the provided Provincial Sector Department Expenditure Spatial Maps.</li> </ul>

<b>Municipality</b>	<b>Strategic Challenges and Priorities</b>	<b>Strategic Focus Areas</b>	<b>Analysis Findings &amp; Recommendations</b>
<b>Eden District Municipality</b>	<ul style="list-style-type: none"> <li>Healthy and Socially Stable Communities</li> <li>Capacitated workforce and communities.</li> <li>Regional Bulk Infrastructure Planning.</li> <li>Implementation and Management; Sustainable Environmental Management and Public Safety.</li> <li>Good Governance.</li> <li>Ensuring Financial Viability for Municipality.</li> <li>Growth the District's economy.</li> </ul>	<ul style="list-style-type: none"> <li>Health and socially stable communities.</li> <li>Building a capacitated workforce and communities.</li> <li>Conduct regional bulk infrastructure Planning, implement projects, roads maintenance and public transport; manage and develop council fixed assets.</li> <li>Promoting sustainable environmental management and public safety.</li> <li>Promote good governance.</li> <li>Ensure financial viability of the District Municipality.</li> <li>Grow the District's economy.</li> </ul>	<ul style="list-style-type: none"> <li>The Spatial Development Framework (SDF) of 2010 needs to be updated in order to reflect the changed economic context from when it was originally drafted and similarly it needs to be aligned with more recent local SDFs.</li> <li>Additional work must be undertaken in terms of Coastal Management.</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> <li>There is growing concern around the quality of water in the District. In this regard, the Eden District municipality needs to play a stronger regional monitoring role by putting measures in place to protect and to restore the water quality of the river systems in the Eden District. This aspect needs to be included in the IDP in future.</li> </ul>
<b>Kannaland Municipality</b>	<p>The priorities below were grouped and included as five key performance areas in the IDP for the municipality to deliver on.</p> <ul style="list-style-type: none"> <li>Infrastructure and Service Delivery.</li> <li>Social and Economic Development.</li> <li>Good Governance and Democratization.</li> <li>Institutional Transformation.</li> <li>Financial Viability.</li> </ul>	<ul style="list-style-type: none"> <li>Job creation.</li> <li>Expand infrastructure.</li> <li>Transition to a low-carbon economy.</li> <li>Transform urban and rural spaces.</li> <li>Education and training.</li> <li>Provide quality health care.</li> <li>Build a capable state.</li> <li>Fight corruption.</li> <li>Transformation and unity.</li> </ul>	<ul style="list-style-type: none"> <li>It is paramount to include the source of information and statistics reported on in the situational analysis.</li> <li>The review of the Kannaland's Spatial Development Framework (SDF) will be initiated during the 2013/2014 financial year through the Built Environment Support Programme, and the reviewed SDF must be incorporated into the reviewed IDP and adopted by Council.</li> <li>IDP needs to include a strategic argument for Human Settlement Planning.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>The IDP Indaba Sector Departmental allocations and APP interventions are not included in the IDP, and from this point of view the IDP lacks in its ability to reflect more holistically on service delivery from other spheres of government in the local municipal space.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Hessequa Municipality</b>	<ul style="list-style-type: none"> <li>Community Participation.</li> <li>Environment.</li> <li>Infrastructure Maintenance.</li> <li>Service Delivery.</li> <li>Integrated Human Settlements.</li> <li>Social Development.</li> <li>Economic Development.</li> <li>Good governance.</li> </ul>	<ul style="list-style-type: none"> <li>Empowerment of communities through effective communication and participation.</li> <li>Ensuring a sustainable future through effective conservation and restoration of natural resources, thereby limiting the impact of our presence in the ecology and returning to a heritage of preservation.</li> <li>An innovative approach to maintenance of all services and assets, as we develop infrastructure that secures growth in a sustainable manner.</li> <li>Efficient and cost effective service delivery to all our residents, which is of the best quality.</li> <li>Development of socially and culturally prosperous and safe communities through strategic investment in integrated human settlement.</li> <li>A special focus on human development to enhance the social wellbeing of our residents.</li> <li>Developmental interventions that would stimulate economic growth, to the benefit of all communities.</li> <li>A prepared local authority with a fit for purpose workforce, creating equal opportunities for all residents in a transparent, accountable and measurable manner.</li> </ul>	<ul style="list-style-type: none"> <li>The Municipality's Spatial Development Framework (SDF), as recently updated through the Built Environment Support Programme, must be incorporated as a core component of the IDP. The municipality needs to ensure that the implications of the 5 year IDP be spatially reflected in the final adopted SDF. In addition, the SDF also needs to reflect the Human Settlements planning information in terms of future developments and areas of need.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>Additional work must be undertaken in terms of Coastal Management.</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>The Department noted some initiatives around alternative energy. However, in light of the fact that energy provision is currently a nation-wide priority, the IDP for Hessequa should be strengthened in the section of alternative energy and renewable energy.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Mossel Bay Municipality</b>	<ul style="list-style-type: none"> <li>• New Services and Infrastructure.</li> <li>• Sports, Recreation, and Sports.</li> <li>• Spatial Development and Environment.</li> <li>• Community Safety and Security.</li> <li>• Community Development, Health, and Education.</li> <li>• Governance and Communication.</li> <li>• Land and Integrated Human Settlements.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new services and infrastructure.</li> <li>• Community Development, Education and Health.</li> <li>• Economic Development and Tourism.</li> <li>• Sport, Recreation and culture.</li> <li>• Land and Integrated Human Settlements.</li> <li>• Community Safety and Security.</li> <li>• Spatial Development and Environment.</li> <li>• Governance and Communication.</li> <li>• Municipal Transformation and Institutional Development.</li> <li>• Municipal Financial Viability and Management.</li> </ul>	<ul style="list-style-type: none"> <li>• The municipal IDP needs to be strengthened in terms of the Human Settlements Planning. Human Settlements and Housing are one of the key challenges of Mossel Bay and therefore the IDP needs to include a strong strategic argument for a Human Settlement Plan that will inform and provide clear guidance to the Human Settlement Plan for Mossel Bay.</li> <li>• It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> <li>• Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>• Additional work must be undertaken in terms of Coastal Management.</li> </ul>
<b>George Municipality</b>	<ul style="list-style-type: none"> <li>• Inadequate funding to address immediate and long term bulk and basic infrastructural backlogs are a growing concern to the municipality.</li> <li>• GOVERN GEORGE: Take all possible steps to ensure that the municipality is clean and corruption free; maximise available grant funding for projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality services in George.</li> <li>• Develop George.</li> <li>• Keep George safe and green.</li> <li>• Good governance in George.</li> <li>• Participate in George.</li> </ul>	<ul style="list-style-type: none"> <li>• While your Municipality's Spatial Development Framework has been reviewed (as part of the Built Environmental Support Programme) the Municipality needs to adopt the Spatial Development Framework expeditiously.</li> <li>• Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>• Additional work must be undertaken in terms of Coastal Management.</li> <li>• The Municipality needs to adopt its draft SDF expeditiously.</li> <li>• From an economic growth and development point of view, and in support of the provincial strategic objective around economic growth and job creation, serious consideration has to be given to the challenge of how to make regions.</li> <li>• There is a general need to update the adopted IDP where reference is still made to the draft status of the IDP. In this regard, refer to the paragraph on the top of page 65 that refers to certain actions still to be completed during the months of April and May 2012. This comment also applies to the opening paragraph under paragraph 7.1 on page 140 of the IDP.</li> </ul>



Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Bitou Municipality</b>	<ul style="list-style-type: none"> <li>Basic Services and Infrastructure Development: housing, water, sanitation, refuse removal, electricity, roads and storm water, public transport and land.</li> <li>Social and Economic Development: LED, Food security, Social Infrastructure, Health, Environment, Education and skills development.</li> <li>Democratisation and Governance: public relations, marketing, communication, public participation, ITC, Ward committees, improvement of service delivery, participation mechanism and Audit committee.</li> <li>Institutional Transformation: organisational redesign to match IDP requirements, internal policies dealing with national priorities e.g. equity and gender; General management practices and skills development.</li> <li>Financial Management: policies relating revenue collection.</li> </ul>	<ul style="list-style-type: none"> <li>Basic services and infrastructure development.</li> <li>Social and economic development.</li> <li>Democratisation and governance.</li> <li>Institutional transformation.</li> <li>Financial management.</li> </ul>	<ul style="list-style-type: none"> <li>While the LED strategy plans are reflected adequately in the IDP and most of the key challenges identified during the LED strategy process are linked to prioritised sector projects identified in the LED strategy, there is no indication of a budget allocated to LED programmes and projects.</li> <li>The SDF adopted by the Council in 2005 is currently being updated as part of the Built Environment Support Programme, and as such the updated adopted SDF must be included in the 2013/2014 IDP review cycle.</li> <li>During the 2013/2014 IDP Review additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>During the 2013/2014 IDP Review additional work must be undertaken in terms of Coastal Management.</li> <li>The absence of ward committees is a concern in that it prohibits public participation and therefore good governance might not be achieved.</li> </ul>
<b>Knysna Municipality</b>	<ul style="list-style-type: none"> <li>Infrastructure and Basic Service Delivery: Sanitation; Electricity; Streets and storm water management; Bulk water supply; Disaster management; Housing development; Environmental and Waste management (inadequate funding).</li> <li>Economic Growth and Employment: Education, youth and development for vulnerable groups; decent employment and job creation; Rural Development. Skills development and Education.</li> <li>Good Governance and Public Participation: Ward committees and communication; Responsive, accountable, effective and efficient municipal system.</li> </ul>	<ul style="list-style-type: none"> <li>To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment.</li> <li>To ensure ecological integrity through sustainable practices of municipal governance.</li> <li>To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitate pro-poor interventions.</li> <li>To facilitate real opportunities for youth, women and disabled and appropriate care for the aged.</li> <li>To ensure a municipality that is committed to an innovative approach, prudent investment of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery.</li> <li>To develop progressive strategies to optimise the use of available human resources.</li> <li>To establish a common vision and create coherence in government's work.</li> </ul>	<ul style="list-style-type: none"> <li>Additional work must be undertaken in terms of Coastal Management.</li> <li>Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>From an economic growth and development point of view, and in support of the provincial strategic objective around economic growth and job creation, serious consideration has to be given to the challenge of how to make regions more competitive.</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> </ul>



Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Oudtshoorn Municipality</b>	<ul style="list-style-type: none"> <li>Productive Oudtshoorn with Robust Economy: Investment destination; Sector Support; Target Disadvantaged Communities; Poverty Alleviation; Skills Development.</li> <li>Well-serviced Oudtshoorn: Physical Infrastructure; Community Infrastructure; Leadership and Institutional capacity. Community participation and Partnerships.</li> <li>Integrated Settlements in a sustainable Environment: Effective planning and sustainable practices.</li> <li>Inclusive and Resilient Community: Vulnerable Group Support; Early childhood development; Health; Community Safety.</li> <li>Unemployment: youth development; skills centre youth; lack of education programmes; job creation; assist emerging farmers/businesses; tourism development. These challenges relate to the shortage of water within the municipality, the increase in the cost of energy and the skills levels of the population.</li> </ul>	<ul style="list-style-type: none"> <li>A productive and robust rural economy.</li> <li>Investment in Infrastructure and basic services.</li> <li>Integrated Human Settlements through Spatial Development.</li> <li>Develop human capacity through investment in skills.</li> <li>Well governed town with local institutional strength.</li> <li>Inclusive and resilient communities that invest in social cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>In terms of basic service delivery there is a clear lack of planning for specific storm water drainage in the municipal area. In addition, the aspect of roads and energy planning is not adequately addressed.</li> <li>A Disaster Management chapter in terms of the guidelines of the Provincial Disaster Management Centre must be incorporated into the IDP.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul>
<b>Cape Winelands DM</b>	<ul style="list-style-type: none"> <li>Health and socially stable communities.</li> <li>Capacitated workforce and communities.</li> <li>Regional Bulk Infrastructure Planning.</li> <li>Sustainable Environmental Management and Public Safety.</li> <li>Good Governance.</li> <li>Financial Viability.</li> <li>Economic Growth.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure the health and safety of communities in the Cape Winelands through the proactive prevention, mitigation, identification and management of environmental health, fire and disaster risks.</li> <li>To facilitate sustainable economic empowerment of all communities within Cape Winelands District through economic, environmental and social infrastructure investment, poverty alleviation, job creation and skills development.</li> <li>To support and ensure that the development and implementation of infrastructural services such as bulk and internal services, functional road network and public transport services network and public transport services that contribute to Integrated Human Settlements in the Cape Winelands.</li> <li>To provide an effective and efficient support service to the CWDM's executive directorates so that the organizational objectives can be achieved through provision of HR Management, ICT, Admin Support Services, Strategic Services and Communication Services.</li> </ul>	<ul style="list-style-type: none"> <li>An improvement of the financial planning section in the IDP is also necessary during the 2013/14 IDP Review process to comply with all components of a 'Financial Plan' contemplated in Section 26(h) of the Municipal System Act, 2000 and Regulation 2(3) of the Municipal Planning and Performance Management Regulations 2001.</li> <li>Mapping of planned expenditure, based on a situational analysis that illustrates the spatial rationale for the intervention, will assist in ensuring greater societal fairness and meeting service delivery commitments to local communities. This aspect will have to be addressed in the 2013-14 review of the IDP.</li> <li>The current adopted Spatial Development Framework of 2011 needs to be reviewed in light of more recent local Spatial Development Frameworks and to ensure that it provides adequate guidance to local municipalities.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Witzenberg</b>	<ul style="list-style-type: none"> <li>• Integrated Human Settlements.</li> <li>• Water and Sanitation.</li> <li>• Electricity.</li> <li>• Integrated Transport.</li> <li>• Storm Water.</li> <li>• Waste Management.</li> <li>• Environmental Issues.</li> <li>• Protection Services and Law Enforcement.</li> <li>• Fire Services.</li> <li>• Disaster Management.</li> <li>• Financial Strategy.</li> <li>• Local Economic Development.</li> <li>• Social Development.</li> <li>• Strategic Partnerships.</li> <li>• Institutional Capacity.</li> <li>• Good Governance.</li> <li>• Communications.</li> <li>• Institutional Assessment and Transformation.</li> <li>• IDP and Budget Linkages.</li> <li>• Area Based Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• To facilitate and ensure the development and empowerment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons, rural dwellers throughout the Cape Winelands.</li> <li>• To ensure the financial sustainability of the Cape Winelands District Municipality and to fulfil the statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• During the 2013/2014 IDP Review additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>• During the 2013/2014 ID Review additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>• Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for in the 2013/2014 IDP Review to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc).</li> </ul>
		<ul style="list-style-type: none"> <li>• Providing a safety net for vulnerable communities.</li> <li>• The empowerment of vulnerable groups.</li> <li>• Fostering of sustainable livelihoods.</li> <li>• The building of human capital and social cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>• The Municipality's Strategic objectives are not linked to Specific, Measurable and Time linked Targets. This compromises the Municipality in terms of IDP implementation and accountability.</li> <li>• Although the IDP indicates the Financial Plan; the completeness of the plan could be improved to include information on adopted and reviewed Financial Policies.</li> <li>• It is recommended that the Municipality incorporates a section reflecting sector commitments which were agreed upon through the IDP Indaba process.</li> <li>• In the section on Human Settlements Planning it would be useful for the Municipality to reflect linkages between planned Housing projects with municipality's SDF.</li> <li>• The expeditious development, adoption or review of all other legislatively mandated Sector plans for inclusion in the IDP is of utmost importance; this includes Air Quality Management Plan.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Drakenstein</b>	<ul style="list-style-type: none"> <li>• Good Governance.</li> <li>• Economic Prosperity.</li> <li>• Social Upliftment.</li> <li>• Human Resource Management.</li> <li>• ICT Plan.</li> <li>• Facilities and Bulk Infrastructure Maintenance.</li> <li>• Financial Management.</li> <li>• Human Settlements Development.</li> <li>• Community Safety.</li> <li>• Community Development.</li> <li>• Sustainability: Improving quality of life.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting proper governance and public participation.</li> <li>• Ensuring efficient infrastructure and energy supply that will contribute to the improvement of the quality of life for all citizens within Drakenstein.</li> <li>• Improving public relations by pledging that customers be serviced with dignity and care</li> <li>• Facilitating sustainable economic empowerment for all communities.</li> <li>• Contributing to the health and safety of communities.</li> <li>• Developing and empowering of the poor and the most vulnerable.</li> <li>• Providing an effective and efficient workforce.</li> <li>• Ensuring the financial sustainability of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• In terms of the Municipality's Spatial Development Framework (SDF) valuable spatial information that could have been used in the IDP was to a greater extent lacking.</li> <li>• The SDF of 2010 is not aligned. While aligned urban edges have already recently been agreed upon with the Department of Environmental Affairs and Development Planning, these amendments to urban edges as well as any other amendments to the SDF must be adopted by Council.</li> <li>• Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>• Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>• It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> <li>• It would have added much value for the communities concerned to see where the investment in terms of capital budget was directed geographically. For this reason, your IDP could improve on spatial referencing of the municipality's projects.</li> <li>• In support of the provincial strategic objective around economic growth and job creation, serious consideration has to be given to the challenge of how to make regions more competitive. In the coming year, and in light of the growth potential of your municipality, the Western Cape Government will be focusing more closely on whether implementation plans, based on approved economic strategies of municipalities, are addressing: <ul style="list-style-type: none"> <li>o Growth Plans;</li> <li>o Plans to improve the local business climate in localities;</li> <li>o Unemployment.</li> </ul> </li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>Langeberg</b></p> <ul style="list-style-type: none"> <li>· Sustainable Human Settlements.</li> <li>· Sustainable Civil Engineering Infrastructure.</li> <li>· Services.</li> <li>· Energy Efficiency.</li> <li>· Safe and Efficient Road Network.</li> <li>· Public Safety.</li> <li>· Clean Environment.</li> <li>· Social and Community Development.</li> <li>· Growth and Economic Development.</li> <li>· Financial Management.</li> <li>· Institutional Development.</li> <li>· Co-operative Governance.</li> <li>· Good Governance.</li> </ul>	<ul style="list-style-type: none"> <li>· Sustainable integrated human settlements.</li> <li>· Sustainable civil engineering infrastructure services.</li> <li>· Energy efficiency for a sustainable future.</li> <li>· Provision of a safe and efficient road network.</li> <li>· Promote public safety.</li> <li>· Provision of a clean environment.</li> <li>· Social Community Development.</li> <li>· Growth and economic development.</li> <li>· Sound Financial Management.</li> <li>· Institutional Development and Corporate governance.</li> <li>· Good Governance.</li> </ul>	<ul style="list-style-type: none"> <li>· The expeditious development, adoption or review of all other legislatively mandated Sector plans for inclusion in the IDP is of paramount importance. Your municipality is urged to prioritise this. The following sector plans must, inter alia, receive additional attention during the 2013/2014 IDP Review: <ul style="list-style-type: none"> <li>o A gap analysis of your Municipality's Spatial Development Framework (SDF) has been completed. It is acknowledged that the Municipality requested assistance in filling the gaps. The intention is for assistance to be provided through the Built Environment Support Programme in the 2013/2014 financial year. The next IDP review must, however, acknowledge the gaps identified and indicate progress being made and a spatial logic must be adopted by the Municipality in order to direct the spending of public and private investment.</li> <li>o Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>o Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>o It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul> </li> </ul>	

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
			<ul style="list-style-type: none"> <li>Improvement is necessary in terms of the structuring, formatting and general presentation of the IDP. It is not easy to navigate through the document and end users may find it difficult to comprehend. The use of two languages (English and Afrikaans) inconsistently in Chapter 4 of your IDP disrupts the 'flow' of information and may confuse some end users of the information contained herein.</li> <li>The IDP lacks a Financial Plan as required by the provisions of the Municipal Systems Act 2000 and Municipal Performance Planning and Management Regulations 2001. The Financial Plan should include municipality's financial viability and sustainability including information on adopted and reviewed Financial Policies. <ul style="list-style-type: none"> <li>The municipality's Strategic objectives are not linked to specific, measurable and time linked targets. This compromises the municipality in terms of IDP implementation and accountability.</li> </ul> </li> </ul>
<b>Breedevalley</b>	<ul style="list-style-type: none"> <li>Creating opportunities for growth and jobs.</li> <li>Building the best-run regional government in the world.</li> <li>Increasing access to safe and efficient transport.</li> <li>Integrating service delivery for maximum impact.</li> <li>Creating opportunities for growth and development in rural areas.</li> <li>Developing integrated and sustainable human settlements.</li> <li>Mainstreaming sustainability and optimising resource-use efficiency.</li> <li>Increasing social cohesion.</li> <li>Reducing poverty.</li> </ul>	<ul style="list-style-type: none"> <li>Creating a unique and caring Valley of service excellence, opportunity and growth.</li> <li>Maintain and assure basic services and social upliftment.</li> <li>Create an enabling environment for employment and poverty eradication.</li> <li>Ensure a safe, healthy, clean and sustainable external environment for all.</li> <li>Provide democratic, accountable government for local communities and encourage involvement of communities.</li> <li>Ensure a healthy and productive workforce and an effective and efficient work environment.</li> <li>Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices.</li> </ul>	<ul style="list-style-type: none"> <li>The legislative timeframes for the adoption of the IDP Process Plan by the Mayor of the Municipality in terms of the Municipal System Act was not adhered to.</li> <li>The municipality's strategic objectives are not linked to specific, measurable and time linked targets. This compromises the municipality's ability to ensure that the IDP is implementable and that performance can be tracked against.</li> <li>The municipality's IDP indicates that the municipality is in the planning phase of the strategic goals of council.</li> <li>The IDP lacks Comprehensive Financial Plan as required by the provisions of the Municipal Systems Act 2000 and Municipal Performance Planning and Management Regulations 2001.</li> <li>The expeditious development, adoption or review of all other legislatively mandated sector plans for inclusion in the IDP is of outmost importance.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<b>Stellenbosch</b>	<ul style="list-style-type: none"> <li>· A leader in governance, partnership, and citizen participation.</li> <li>· Skilled and customer focused administration.</li> <li>· Sound and sustainable municipal Finances.</li> <li>· Treasured and protected environment.</li> <li>· Responsible spatial and development management.</li> <li>· Opportunity for enterprise, creative, and business development.</li> <li>· Dignified living.</li> <li>· Efficient Infrastructure and services.</li> <li>· A safe town.</li> </ul>	<ul style="list-style-type: none"> <li>· Leader in leader in governance, partnership and citizen participation.</li> <li>· A skilled and customer focused administration.</li> <li>· Sound and sustainable municipal financials.</li> <li>· A treasured, protected environment.</li> <li>· Responsible spatial and development management.</li> <li>· Opportunity for enterprise, creative and business development.</li> <li>· Self-help action to dignified living.</li> <li>· Efficient infrastructure and services.</li> <li>· A safe town.</li> </ul>	<ul style="list-style-type: none"> <li>· The expeditious development, adoption or review of outstanding sector plans is of utmost importance. The following sector plans must, inter alia, receive additional attention during the 2013/2014 IDP Review: <ul style="list-style-type: none"> <li>o The Local Economic Development (LED) strategy which was last updated in 2009. An updated LED strategy must be developed.</li> <li>o The Municipality's draft 2012 Spatial Development Framework (SDF) includes proposals to manage biodiversity. However, there are no formal plans or programmes to ensure biodiversity conservation in the municipal region, other than the "Adopt a River" programme. The municipality should speak to officials and biodiversity scientists employed by CapeNature and the South African National Biodiversity Institute (SANBI), who are familiar with specific biodiversity conservation, remediation and rehabilitation challenges in the region and who can advise on the development of biodiversity plans, programs and projects to undertake biodiversity and ecosystem conservation, rehabilitation and remediation projects. The municipality could partner with national programmes such as Working for Wetlands, Working for Water, Working on Fire, for some of these or could allocate municipal funds or access national Extended Public Works Programme (EPWP) funds to fund such biodiversity conservation, rehabilitation and remediation projects.</li> <li>o It is a serious concern that the previous Stellenbosch Municipal Councils have never adopted their draft SDFs. Amendments have been made to the SDF with the assistance of the Built Environment Support Programme. The updated SDF must be incorporated into the IDP and adopted by Council and form part of the 2013/2014 IDP review.</li> <li>o Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> </ul> </li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
			<ul style="list-style-type: none"> <li>o Additional work must be undertaken in terms of the Integrated Waste Management Plan.</li> <li>o Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>o It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul> <ul style="list-style-type: none"> <li>· The status quo analysis section of your IDP could be strengthened through inclusion of spatial data and representation. The use of outdated statistics further weakens this section.</li> <li>· Social development issues are not adequately addressed in your IDP.</li> <li>· Even though the IDP indicates that unabridged information will be provided in the SDBIP regarding capital spending, it may be more beneficial to provide information in the IDP showing a breakdown of the budget by specific projects, location of spending, and time frames for such projects. The breakdown of expenditure by set strategic objectives only, may be too 'high level' to have tangible meaning, particularly to communities whose interest may be on the municipality's response to their specific needs, which require specific projects.</li> <li>· In support of the provincial strategic objective around economic growth and job creation, serious consideration has to be given to the challenge of how to make regions more competitive. In the coming year, and in light of the growth potential of your municipality, the Western Cape Government will be focusing more closely on whether implementation plans, based on approved economic strategies of municipalities, are addressing:</li> </ul>



Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>Central Karoo District</b></p> <ul style="list-style-type: none"> <li>· Spatial and Environmental Development: effective land use management, revival of urban township nodes, effective use of vacant land, tourism development and investment, effective land reform through alignment of municipal SDFs.</li> <li>· Institutional Development: leadership development, enhance community participation, alignment of district plans with the Local Municipality, enhance Co-ordination and intergovernmental relationship, and institutional capacity building and training.</li> <li>· Financial and Municipal Sustainability: implement Debt collection policies, political intervention on the MIG allocation, alignment of the budget with the IDP and SDBIP.</li> <li>· Social Development: crime prevention strategies, promotion of literacy through ABET, develop and implement a specific HIV and AIDS strategy for the CK.</li> <li>· Infrastructure Development: Maintenance of infrastructure, development of Town Master Plans, Housing plans for IHS, Better targeting of MIG.</li> <li>· Economic Development: resource mobilisation and investment promotion, skills development strategy.</li> </ul>	<ul style="list-style-type: none"> <li>· Creating opportunities for growth and jobs.</li> <li>· Improving education outcomes.</li> <li>· Increasing access to safe and efficient transport.</li> <li>· Increasing wellness.</li> <li>· Increasing safety.</li> <li>· Developing integrated and sustainable human settlements.</li> <li>· Mainstreaming sustainability and optimising resource use and efficiency.</li> <li>· Increasing social cohesion.</li> <li>· Reducing poverty.</li> <li>· Integrating service delivery for maximum impact.</li> <li>· Creating opportunities for growth and development in rural areas.</li> <li>· Building the best-run regional government in the world.</li> </ul>	<ul style="list-style-type: none"> <li>o Growth Plans;</li> <li>o Plans to improve the local business climate in localities;</li> <li>o Unemployment.</li> </ul> <ul style="list-style-type: none"> <li>· In terms of basic service delivery the IDP for the Central Karoo District municipality can be developed stronger in the following areas: <ul style="list-style-type: none"> <li>o Providing a clearer indication and guidance on the aspect of regional bulk water investments/projects for the entire District;</li> <li>o Providing Transport Planning support to local municipalities in developing a Non-Motorised Master Plan for the region.</li> </ul> </li> <li>· It would be beneficial for the municipality to incorporate in its IDP all INDABA 2 agreements/commitments and the provided Provincial Sector Department Expenditure Spatial Maps.</li> <li>· The LED Strategy of the District to be linked stronger to the LED Strategies of the local municipalities.</li> <li>· Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>· Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>· It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul>	



Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>Laingsburg</b></p> <ul style="list-style-type: none"> <li>• Spatial and Environmental Development: Effective land use management, Revival of urban township nodes, Effective usage of vacant land, tourism development and investment, Effective land reform through alignment of municipal SDFs.</li> <li>• Institutional Development: Leadership development, Enhance community participation, Alignment of district plans with the Local Municipality, Enhance Co-ordination and Intergovernmental Relationship, and institutional capacity building and training.</li> <li>• Financial and Municipal Sustainability: implement Debt Collection Policies, political intervention on the MIG allocation, Alignment of the budget with the IDP and SDBIP.</li> <li>• Social Development: Crime prevention strategies, Promotion of literacy through ABET, develop and implement a specific HIV and AIDS strategy for the CK.</li> <li>• Infrastructure Development: maintenance of infrastructure, development of Town Master Plans, Housing plans for IHS, Better targeting of MIG.</li> <li>• Economic Development: Resource mobilisation and investment promotion, skills development strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a united integrated path of development amongst the community.</li> <li>• Create a stable economic environment by attracting suitable investors.</li> <li>• Improve the standards of living of all people in Laingsburg.</li> <li>• Provision of infrastructure to deliver sustainable affordable services to all residents and business.</li> <li>• To create an institution with skilled and informed employees who can provide a professional, effective, efficient and economical service to its clientele guided by the municipal values.</li> </ul>	<p><b>Analysis Findings &amp; Recommendations</b></p> <ul style="list-style-type: none"> <li>• In terms of basic service delivery, the IDP needs to be strengthened in the areas of sanitation and transport planning. It is noted with concern that water loss is a major challenge within the municipal area where almost 40% of water can't be accounted for. It is therefore recommended that municipal planning on water reticulation needs to address this issue and provide clear long term planning proposals during the revision of the 2013/14 Integrated Development Plan.</li> <li>• Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>• The maps on p. 13 of the IDP illustrate Laingsburg's geological landscape, vegetation types, ecosystems and Critical Biodiversity Areas (CBAs). The municipality is in the process of reviewing the SDF to incorporate these maps. However, there are no plans/programmes/initiatives to ensure the protection of biodiversity in the Laingsburg municipality.</li> <li>• Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>• It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> <li>• There is a need to improve the performance management chapter in the IDP in the 2013/14 review. Performance management is discussed in theory in the IDP. The linkage with action planning in the IDP needs to be clearly stipulated.</li> </ul>	

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>Prince Albert</b></p> <ul style="list-style-type: none"> <li>· Spatial and Environmental Development: effective land use management, revival of urban township nodes, effective use of vacant land, tourism development and investment, effective land reform through alignment of municipal SDF's.</li> <li>· Institutional Development: leadership development, enhance community participation, alignment of district plans with the Local Municipality, enhance Co-ordination and Intergovernmental relationship, and institutional capacity building and training.</li> <li>· Financial and Municipal Sustainability: implement debt collection policies, political intervention on the MIG allocation, alignment of the budget with the IDP and SDBIP.</li> <li>· Social Development: crime prevention strategies, promotion of literacy through ABET, develop and implement a specific HIV and AIDS strategy for the CK.</li> <li>· Infrastructure Development: maintenance of infrastructure, development of Town Master Plans, housing plans for IHS, better targeting of MIG.</li> <li>· Economic Development: resource mobilisation and investment promotion, skills development.</li> </ul>	<ul style="list-style-type: none"> <li>· Sustained improvement of the status of the Municipal area and the eradication of the spatial legacy.</li> <li>· To improve the general standards of living.</li> <li>· To provide quality, affordable and sustainable services on an equitable basis.</li> <li>· To stimulate, strengthen and improve the economy for sustainable growth.</li> <li>· To maintain financial viability and sustainability through prudent expenditure, and sound financial system.</li> <li>· To commit to the improvement of human skills and resources in order to deliver effective services.</li> <li>· To enhance participatory democracy.</li> </ul>	<ul style="list-style-type: none"> <li>· The 'Executive Summary' in the IDP is not an executive summary of the IDP per se, but rather a narrative description of an approach as to how the principles of sustainable development can be incorporated and integrated in a situational analysis to achieve holistic planning.</li> <li>· Although the municipality was commended for the fact that the IDP reflects on the different National, Provincial and District level strategic objectives, it is noted that the alignment is not carried through to also reflect on how it aligns with the municipality's own strategic objectives. The manner in which the actual alignment is done in the IDP therefore needs improvement in the 2013/14 IDP Review.</li> <li>· The data used in the IDP, as it relates to water and sanitation service provisioning is outdated. It refers mainly to 2007/2008 statistics which does not reflect the current situation. The information provided to the municipality, with specific reference to the 'All Towns Study' results provided by the Department of Water Affairs at the IDP Analysis process held in April 2012, was not used in the IDP to update the baseline statistics.</li> <li>· Water losses in the Prince Albert municipality amounts to significant percentages in the three main towns of Prince Albert municipality, namely, Leeu Gamka, Klaarstroom and Prince Albert. It is therefore recommended that the findings of the Comprehensive Infrastructure Plan that was adopted during 2011 be incorporated into the IDP. The aspect of efficiency of water distribution and water reticulation needs to become a priority within the infrastructure investment programme of the IDP. It is a great concern that the timeframes for addressing the water and sanitation challenges reported on in the IDP is predominantly referring to a 2017 time horizon.</li> </ul>	

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
			<ul style="list-style-type: none"> <li>While your Municipality's new Spatial Development Framework is in the process of being drafted it needs to be ensured that as part of this process the SDF will provide a clear picture on government's investment in the Prince Albert municipal area by including maps indicating not only where investments will be made, but also be clear on the amount of investments in each of the main towns. The new SDF must be incorporated into review of the IDP and adopted by Council.</li> <li>Additional work must be undertaken in terms of the Air Quality Management Plan and a municipal official must be designated as an Air Quality Officer.</li> <li>It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul>
<b>Beaufort West</b>	<ul style="list-style-type: none"> <li>Basic Services Delivery and Infrastructure Development: water provision to citizens, water and sewage purification, sports and recreation facilities, streets and storm water, libraries, building maintenance, cemeteries, traffic and electricity.</li> <li>Institutional development and municipal transformation: admin management, HR management, monitoring and evaluation systems, skills and strategy and plan.</li> <li>Financial Viability and Management: financial strategy, monitoring and evaluation systems, PM S.</li> <li>To promote good governance through communication between the council and citizens through community participation, info dissemination and communication and ward based consultation.</li> <li>To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society.</li> </ul>	<ul style="list-style-type: none"> <li>Basic service delivery and infrastructure development.</li> <li>Institutional development and municipal transformation.</li> <li>Financial viability and management.</li> <li>To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society.</li> <li>To promote good governance through on-going communication between the council and citizens through community participation, effective information dissemination and communication and ward based consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Water losses amounts to significant percentages in certain settlements within Beaufort West. The IDP therefore needs to take stronger cognisance of climate change issues and its potential impacts on Beaufort West. The effects around changing weather patterns and specifically the impact of changing rainfall patterns has recently caused serious challenges to the municipality. In this regard, water conservation and demand management should be addressed as a priority area within the IDP and the Water Services Development Plan of the municipality, and then addressed as a priority issue in the IDP.</li> <li>Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
<p><b>City of Cape Town</b></p>	<ul style="list-style-type: none"> <li>· Create an enabling environment to attract investment to generate economic growth and job creation.</li> <li>· Provision and maintenance of economic and social infrastructure to ensure infrastructure led economic growth.</li> <li>· Ensure mobility and access through the implementation of an effective public transport system.</li> <li>· Maximise the use of available funding and programmes for training and skills development.</li> </ul>	<ul style="list-style-type: none"> <li>· The opportunity city.</li> <li>· The safe city.</li> <li>· The caring city, the inclusive city.</li> <li>· The well-run or efficient city, which strives towards the creation of an inclusive society and enabling environment to attract investment to support and generate economic growth and job creation.</li> </ul>	<ul style="list-style-type: none"> <li>· The situational analysis in the IDP identified a number of social development areas that needs intervention. No provision exists in the IDP for social development strategies. During the revision process this aspect needs to be strengthened within the IDP.</li> <li>· Performance management is not addressed in the IDP and will have to be addressed as a matter of priority in the 2013/14 IDP review.</li> <li>· Lastly, the Department of Local Government supported the municipality during 2011-12 with the drafting of a Neighbourhood Development Plan (NDP) for one of the communities in Beaufort West. The IDP does not adequately reflect the outcomes of this NDP. During the revision of the IDP the NDP needs to become specific and clear on what community projects will be implemented and the timeframes associated therewith.</li> </ul>
			<ul style="list-style-type: none"> <li>· Whilst there is an entire programme devoted to Air Quality and Pollution in the adopted IDP, your attention is drawn to the Air Quality Management Plan for the City which is dated 2005. There is a need to reflect on updating the plan, and if necessary, to include provisions for updating the said plan in the 2012/13 review cycle.</li> <li>· As stated under strengths of the IDP above, the City has performed well on sustainability. Additional improvements in terms of sustainability are, however, required. Sustainability is a cross-cutting objective that is to be addressed in the IDP and all the sector plans with specific targets, strategies and projects to be provided for to move towards improved sustainability (e.g. resource use efficiency and demand management, sustainable energy planning, climate change adaptation, conservation of biodiversity and ecological integrity, etc.).</li> <li>· It is also vital for linkages to be created between the different sector plans, and to create further linkages between the sector plans, the strategic objectives, actions, resource requirements and budgets, and the performance management system of the municipality.</li> </ul>

Municipality	Strategic Challenges and Priorities	Strategic Focus Areas	Analysis Findings & Recommendations
			<ul style="list-style-type: none"> <li>· Whilst water services provisioning is generally well addressed in the IDP, there is a need to reflect on the strategically important issue of water security both in the Bulk Water Augmentation Scheme project plan and the IDP.</li> <li>· In general, there is a need to reflect in a more detailed manner, on relevant sector plans and their impact on the strategies and programmes of the City in the 2013/14 review of the IDP and the Intergovernmental Planning and Budgeting implications at a horizontal as well as vertical integration point of view.</li> <li>· Lastly, it is acknowledged that the City considers its human resource as one of the cornerstones of competing globally, hence its priority position as expressed under the “Well Run City” focus area. There is however a need for the 2013/14 IDP to reflect on programmes to improve organisational cohesion and -effectiveness within the City Organisation, and very importantly, to reflect on how the IDP-function is institutionalised in the City structures.</li> </ul>



The Directorate Integrated Development Planning as part of the support interventions through the IDP Analysis Process developed an “8 Point Plan” to ensure the continued improvement of IDPs in the Province, which illustrated below:

Provincial IDP Support Actions: “The 8.Plan”
1. Present the IDP analysis process and findings to all Municipal Managers
2. Implement IDP training to councilors, municipal officials and sector departments
3. Strengthen IDP Hands on Support Programme (e.g. a database of the qualifications of all IDP Managers in the Province)
4. Improve the IDP Indaba process
5. Forge stronger linkages with the LGMTEC 3 Process (planning and budget link)
6. Improve the functionality of the Provincial IDP Manager’s Forum
7. Monitor the implementation of the 5 year IDPs using the SDBIPs
8. Improved planning between the Province, the municipalities through the IDP Circular: <ul style="list-style-type: none"> <li>• The submission of process plans and district frameworks</li> <li>• The submission of draft IDPs and final IDPs</li> <li>• The establishment of the Municipal IDP Steering Committees</li> <li>• The duration of the IDP Indaba 1 and 2</li> </ul>

Table 12: Provincial Support Actions

**1. Aligned IDP Analysis and LGMTEC 3 (Budget Analysis) Process**

The Department of Local Government and the Provincial Treasury conducted separate processes for the analysis of the IDP and the Budget respectively. Feedback to municipalities in this regard was also provided through separate processes and engagements with municipalities resulting in duplication and in some instances, contradictory findings being communicated to municipalities.

The Department of Local Government and Provincial Treasury through the Joint Working Group established to address issues of collaboration between the two departments agreed that the IDP Analysis and LGMTEC 3 Process be aligned. To this end, a discussion document (**Annexure B**) outlines the methodology and process of alignment of the IDP and Budget Analysis Processes.

The Preliminary Process Plan and proposed visitation schedule for the 2013/14 IDP/Budget Analysis Process is outlined and illustrated in **Table 13**.

## 1.1 Preliminary Process Plan and Visitation Schedule

Implementation of the proposed roadmap of the newly adopted Intergovernmental Planning and Budgeting Analysis Framework is informed by legislated prescripts, both from a Municipal Systems Act, 2000 as well as MFMA, 2003. This roadmap provides for three distinct, but interrelated steps, also illustrated below, being:

### 1. Step 1: Preparation Phase

#### *Establishing an enabling environment for analysis and engagement*

- Combined circular from HODs of DLG and PT to all Municipal Managers wherein the joint analysis process and analysis tool is explained, as well as circulation of the joint visitation schedule by 31 January 2013;
- Tabling by 31 March 2013 and submission of all draft IDPs and budgets for 2013/14 financial year by not later than 2 April 2013 by all municipalities; and
- Distribution of draft IDPs by DLG and budgets by PT to all sector departments by not later than 2 April 2013.

### 2. Step 2: Analysis Phase

#### *Application of the IP&B Analysis Tool*

- Internal Desktop Analysis of draft IDPs and budgets to be conducted during the week 2-5 April 2013, followed by;
- Integration of sector department results (including sector department engagements should the need arise) into the analysis tool during the week of 8-12 April 2013, after which the analysis process will be finalized;
- Writing the Consolidated Joint Analysis Reports and conduct dry-run sessions during the week of 15-22 April 2013;
- All reports shall be circulated to municipalities by not later than 19 April 2013. The report for the City of Cape Town shall be circulated to the City by not later than 12 April 2013.

### 3. Step 3: Visitation

#### *Municipal Engagement*

- Municipal visitations will be rolled out commencing with the City of Cape Town engagement on 23 April 2013; followed by the municipalities as per the approved visitation schedule;
- Taking due cognizance of the public holidays, including Easter Weekend and Worker's Day into account, the visitation schedule provides for engagements to commence on 23 April 2013 (City of Cape Town) to 26 April 2013, and for the week 2 -6 May 2013; and
- The process will be concluded with a debriefing programme covering the dates of 20, 27 and 28 May 2013, and it will accommodate three regional groups to align with PT engagement structures and IDP/RMT alignment structures.

The preliminary programme outlined below has been rationalized to avoid meeting fatigue and overlaps, and consolidated and aligned to the annual departmental programmes for both PT as well as DLG.

MUNICIPALITY	DAY OF VISIT
City of Cape Town (Group 1)	23 April 2013, Tuesday
Laingsburg	24 April 2013, Wednesday
Prince Albert	24 April 2013, Wednesday
Bitou (Group 1)	24 April 2013, Wednesday
Knysna (Group 1)	24 April 2013, Wednesday
Beaufort West	25 April 2013, Thursday
Central Karoo	25 April 2013, Thursday
Eden District (Group 1)	25 April 2013, Thursday
George (Group 1)	25 April 2013, Thursday
Oudtshoorn	26 April 2013, Friday
Kannaland	26 April 2013, Friday
Mossel Bay	26 April 2013, Friday
Hessequa	26 April 2013, Friday
Matzikama	29 April 2013, Monday
Cederberg	29 April 2013, Monday
Theewaterskloof (Group 1)	29 April 2013, Monday
Overstrand (Group 1)	29 April 2013, Monday
Bergrivier	30 April 2013, Tuesday
West Coast District (Group 2)	30 April 2013, Tuesday
Cape Agulhas (Group 1)	30 April 2013, Tuesday
Overberg District (Group 1)	30 April 2013, Tuesday
Langeberg	02 May 2013, Thursday
Breede Valley (Group 2)	02 May 2013, Thursday
Drakenstein (Group 1)	02 May 2013, Thursday
Stellenbosch (Group 1)	02 May 2013, Thursday
Cape Winelands District (Group 2)	03 May 2013, Friday
Witzenberg (Group 2)	03 May 2013, Friday
Saldanha	03 May 2013, Friday
Swartland	03 May 2013, Friday
Swellendam	06 May 2013, Monday

Table 13: IDP Analysis/LGMTEC 3 2013/14 Proposed Visitation Schedule





## CONCLUSION

The Department of Local Government has made great progress in ensuring that the 2012/13 IDP Analysis remains the basis for tracking IDP progress and for identifying interventions and actions required to improve Integrated Development Plans. Most commendable achievements in the 2013/13 IDP Analysis process include:

- A shift from assessment of final IDPs to analysis of draft IDPs which enabled municipalities to strengthen their IDPs by incorporating sector contributions and inputs.
- The shift from a single departmental assessment to joint analysis process which enabled sector departments and municipalities to engage meaningfully with IDPs to ensure maximum value-add.
- The number of participants in the analysis process consisted of 393 participants, an increase of 180 participants from the previous year's assessment process. This is indicative of the improved intergovernmental relations and buy-in to the concept of joint planning and co-operative governance.

In respect of the above mentioned achievements, there is still a lot of improvement that needs to be effected regarding the IDP Analysis process. A review of the timeframes for the IDP Analysis process is required to afford the Department of Local Government enough time to trouble-shoot process matters and to quality assure the impacts by sector departments. In moving forward, the Department of Local Government and Provincial Treasury through the joint working Group, agreed on addressing issues of collaboration between the departments by aligning the IDP Analysis and LGMTEC 3 processes. In addition, the Directorate: Integrated Development Planning, as part of the support interventions through the IDP Analysis process, developed an "8 Point Plan" to ensure the continued improvement of IDPs in the Province.



**ANNEXURE**

# **IDP Analysis Tool**



# EVALUATION FRAMEWORK

## 1. Introduction and Background

The Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) (“MSA”) and the Local Government: Municipal Planning and Performance Management Regulations (2001) (“MSA Regulations”) provides the legislative framework within which the preparation of Integrated Development Plan (IDP) is regulated. The provisions of the MSA require municipal council’s with certain legislative requirements when preparing the IDP to ensure meaningful community participation and alignment and coordination of the IDP processes and content. Section 26 of the MSA stipulates that the core components of the IDP must reflect:

- a. The municipal council’s vision of the long term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs; and
- b. An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.

Section 31 of the MSA requires the MEC’s for local government to provide comments on the municipal IDPs in the respective provinces. In order to assist the MEC’s commenting process the practice of convening assessment sessions was introduced. These sessions bring together a team of assessors from different sectors to assess the IDPs and provide comments.

### 1.1 Purpose of the Evaluation Framework

The purpose of this evaluation framework is to guide and standardise the assessment of municipal Integrated Development Plans for Category B (Local Municipality) by providing guidelines for the crafting, designing and improving IDPs. It is expected that the application of this evaluation framework will assist municipalities to develop credible IDPs.

### 1.2 Annual IDP Assessments

In order to assist the MEC commenting process, the Provincial Department of Local Government annually convenes IDP assessment sessions. These sessions bring together national and provincial sector departments’ officials, State owned entities and other organisations to engage with municipal IDPs with a view of providing comments that are aimed at improving the quality of IDPs. The overall objectives of the annual IDP assessment sessions are to:

- Improve service delivery;
- Achieve alignment and complementarity between the strategies, plans, programmes and projects of all three spheres as well as inter- Departmental and inter-Municipal, and intra-municipal alignment and complementarity;
- Support and improve the content of the MEC’s commenting process thus ensuring we move towards a sustainable environment, the local economy is stimulated, there is social cohesion and inclusion (including the building of Non-Racism, Non-Sexism and Democracy), and the creation of sustainable human settlements;
- Improve the quality of the Municipal Plans (IDP);
- Influence a dialectical relationship between municipal and sector planning with a view to making IDPs ‘A Plan for All Government’; and
- Influence good governance and the municipal planning processes so that communities are at the centre of municipal planning.

#### 1.2.1 Roles and Responsibilities

In order to ensure that the assessment process achieves the above objectives the following roles and responsibilities must be adhered to:

- a. Municipalities:
  - Timeously submit first the draft and later the adopted IDP (and relevant sector plans – e.g. Spatial Development Framework, Integrated Waste Management Plan, Air Quality Management Plan, etc.) to the Provincial Departments of Local Government;
  - Avail and provide names of the relevant senior officials that will participate in the IDP assessment sessions; and
  - Provide feedback on the inputs provided by sector departments and state owned enterprises.
- b. Provincial Department of Local Government:
  - Manage and coordinate the entire IDP Assessment process, logistics, dates, invitations, venues, etc;
  - Collect first the draft and later the adopted IDPs (and relevant sector plans) and distribute to sector departments and state owned enterprises;
  - Assess all the IDPs using the standard evaluation framework;
  - Consolidate sector inputs of the IDPs of each municipality;
  - Distribute comments to municipalities prior to the assessment session;
  - Prepare the final IDP comments for the MEC; and
  - Prepare the provincial report and submit to Department of Co-operative Governance (DCoG)
- c. Sector Departments:
  - Assess all the draft and final IDPs using the evaluation framework and provide written comments; and
  - Provide names of relevant senior officials to participate in the IDP assessment sessions.
- d. Department of Co-operative Governance (DCoG):
  - Coordinate a national programme of IDP assessment sessions and ensure that sector departments provide the necessary support;
  - Develop and update a standard evaluation framework in consultation with sector departments and provincial departments of local government;
  - Distribute the standard evaluation framework to sector departments and provincial departments of local government; and
  - Prepare a national report on the outcome of the provincial IDP assessment process.

## 2. IDP Evaluation Framework

### 2.1 Structure of the IDP Evaluation Framework

The IDP evaluation framework is structured according to the following focal areas:

- a. Spatial Development Framework (SDF);
- b. Service Delivery and Infrastructure Development;
- c. Local Economic Development (LED);
- d. Financial Viability;
- e. Institutional Development and Organisational Transformation; and
- f. Good Governance.

#### **Spatial Development Analysis and Rationale (This is highlighted as a significant focal area, in addition to the five that are prescribed 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. SDF should, amongst others, reflect the principles of the National Spatial Development Perspective (NSDP) and the Provincial Strategic Plan (PSP) 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?

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>1. SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE - (Provincial Department of Environmental Affairs and Development Planning, &amp; the National Department of Environmental Affairs)</b>					
<b>1.1.</b> <b>IDP:</b> Does the IDP contain a map showing the future spatial development of the Municipality?					
<b>1.2.</b> <b>IDP:</b> Is the planned expenditure spatially reflected (where possible)?					
<b>1.3.</b> <b>SDF:</b> Was an SDF submitted as part of the IDP?					
<b>1.4.</b> <b>SDF:</b> Has the SDF been adopted by Council in terms of the MSA? If so, when was it adopted? If not, when will it be adopted?					
Assuming the answer to 1.4 is yes, then the following questions should be answered:					
<b>1.5.</b> <b>SDF:</b> Does the SDF provide strategic guidance in respect of the location and nature of development, and does it prioritise land for development, infrastructure investment, strategic intervention and priority spending?					
<b>1.6.</b> <b>SDF:</b> Is settlement restructuring prioritised in the SDF objectives and strategies?					
<b>1.7.</b> <b>SDF:</b> Does the SDF contain a spatial reflection of other sector plans?					
<b>1.8.</b> <b>SDF:</b> Does the SDF indicate the spatial implications of land reform initiatives or recommendations, if any?					
<b>1.9.</b> <b>SDF:</b> Does the SDF contain a strategic assessment of the environmental impacts of the SDF?					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<p><b>1.10. SDF:</b> Does the SDF address the optimisation of resource-use efficiency, the mainstreaming of sustainability, and the maintenance of ecological integrity? Does it take into account the most recent systematic conservation and biodiversity plans?</p>					
<p><b>1.11. SDF:</b> Does the SDF address climate change mitigation and adaptation to establish more resilient communities? (E.g. planning for droughts, flooding, storms, sea-level rise, setback lines, etc.)</p>					
<p><b>1.12. Local Municipality SDF:</b> Have urban edges been delineated? Are these edges aligned with Provincial policy?</p>					
<p><b>1.13. Local Municipality SDF:</b> Is densification addressed?</p>					
<p>The SDF questions referred to above, do not need to be asked and answered for every IDP review, but rather only in the year in which the SDF is submitted as part of the IDP. In the other years, only questions 1.1. to 1.4 need to be asked, unless an amendment of the SDF is being proposed, while during the review years the progress with implementation of the above aspects must be reviewed.</p>					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2. SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT - (Department of Water Affairs, National Department of Environmental Affairs, Provincial Department of Environmental Affairs and Development Planning)</b>					
<b>2.1. Water and Sanitation: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regard to water and sanitation?					
2.1.1. Status of the WSDP (adopted and approved by the council).					
2.1.2. Indication as to whether the municipality is the Water Service Authority (WSA) or not.					
<b>Water (WSA):</b>					
2.1.3. Summarised presentation clearly outlining the information and statistics of the water users regarding their spatial positioning, existing status and their needs in terms of: <b>Domestic</b> – Basic and higher levels of service and growth and development <b>Associated Services</b> - Schools, Clinics Hospitals, etc					
2.1.4. Integration of other sector programme's water requirements and specifically address the impact on water planning. 2.1.5.1. Housing 2.1.5.2. Agriculture 2.1.5.3. Mining 2.1.5.4. Tourism 2.1.5.5. Public works programmes					
2.1.5. Indication of number/percentage of households without access at all, with below standard access and with access.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
2.1.6. Indication of areas or settlements without water in terms of the basic service standards and reasons for lack of services (e.g. no reticulation infrastructure, no bulk infrastructure, etc).					
2.1.7. Indication of areas or settlements with an unreliable service and reasons therefore (e.g. ageing infrastructure, capacity to operate and maintain the service etc).					
2.1.8. Indication of approved service levels for the municipality informed by Spatial Development Framework (SDF).					
2.1.9. Availability and the status of the operations and maintenance plan.					
2.1.10. The gaps with regards to service delivery and implementation strategies as required in the WSDP process.					
2.1.11. If not, are mechanism or arrangements reflected in the IDP aimed at ensuring that services are provided.					
2.1.12. Does the IDP adequately address water management (e.g. availability of water resources assessed, demand management, water conservation resource-use efficiency, water restrictions and dual water rates allowed for, etc.)					
<b>Sanitation</b>					
2.1.13. Indication of the number of the households without access at all and others with a standard access or with full access?					



Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
2.1.14. Indication of the types of sanitation systems which are available in the municipality and areas where they are found. Also indicate the status in terms of Blue and Green status.					
2.1.15. Indication of areas or settlements without basic sanitation (e.g. no reticulation infrastructure, no bulk infrastructure etc).					
2.1.16. Indication of areas or settlements with an unreliable service.					
2.1.17. Indication of areas or settlements with levels of services.					
2.1.18. Indication of areas with intermediate levels of services.					
2.1.19. Indication of service levels for the municipality informed by the Spatial Development Framework (SDF).					
2.1.20. Status of the sewer treatment plants and related bulk infrastructure.					
2.1.21. Status of the operations and maintenance plan.					
<b>2.1.3 Water and Sanitation: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
2.1.3.1. To improve access to water and sanitation services.					
2.1.3.2. To improve the quality of services in areas or settlements where the services are unreliable.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
2.1.3.3. To ensure infrastructure is well maintained.					
<b>2.1.4 Water and Sanitation Sector Plan</b>					
Does the sector plan provide an overview of the strategic intervention contained in the Water Services and Development Plan with regards to:					
2.1.4.1. Improving access to water and sanitation services.					
2.1.4.2. Improving the quality of services in areas or settlements where the services are unreliable.					
2.1.4.3. Improving the maintenance of infrastructure.					
<b>2.1.5 Water and Sanitation: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment of water and sanitation priorities, objectives and targets:					
2.1.5.1 Strategies, programmes and projects to improve access to water and sanitation.					
2.1.5.2 Strategies, programmes and projects to improve quality of services in areas or settlements where the provision of services is unreliable.					
2.1.5.3. Strategies, programmes and projects to improve the maintenance of water and sanitation infrastructure.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2.2 Energy and Electricity: Status Quo Analysis – (Department of Minerals and Energy and Eskom)</b>					
Does the IDP status quo analysis reflect the following with regards to energy and electricity:					
2.2.1. Indicate the status of the energy plan.					
2.2.2. Indicate areas that are without access to electricity and other forms of energy.					
2.2.3. Indicate areas or settlements with access to electricity.					
2.2.4. Indicate areas with or without access to public lighting.					
<b>2.2.1 Energy and Electricity: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
2.2.1.1. To improve access to energy and electricity?					
2.2.1.2. To improve the quality of services in areas where the service is not reliable.					
2.2.1.3. To ensure that the service infrastructure is well maintained.					
2.2.1.4. To ensure reliable public lighting.					
<b>2.2.2 Energy and Electricity: Sector Plans</b>					
Does the sector plan provide an overview of the strategic intervention contained in the Energy Plan with regards to:					
2.2.2.1. Improving access to electricity and other forms of energy.					
2.2.2.2. Improving the quality of service in areas where the service is unreliable.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
2.2.2.3 Improving and ensuring the maintenance of the infrastructure.					
<b>2.2.3 Energy and Electricity: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment energy and electricity priorities, objectives and targets?					
2.2.3.1. Strategies, programmes and projects to improve access to electricity and other forms of energy.					
2.2.3.2. Strategies, programmes and projects to ensure that the infrastructure for the service is well maintained.					
2.2.3.3. Does the IDP address energy planning, demand management and efficiency, as well as diversification of energy resources to include renewables? Is energy consumption by the municipal area measured and monitored?					
<b>2.3 Roads and Transport: Status Quo Analysis – (Department of Transport and Public Works)</b>					
Does the IDP status quo analysis reflect the following with regard to roads and transport:					
2.3.1. Indicate the status of the Integrated Transport Plan?					
2.3.2. Status of public transport, major economic roads and roads leading to social facilities (such as clinics, schools etc).					
2.3.3. Arterial roads/internal roads.					
2.3.4. Indicate areas that have access to the services in relation to the SDF.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
2.3.5. Indicate areas without access (backlogs).					
2.3.6. Roads operations and maintenance.					
<b>2.3.1. Roads and Transport: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
2.3.1.1. To improve access to roads and transportation systems.					
2.3.1.2. To improve the quality of roads and transportation systems.					
2.3.1.3. To improve proper operations and maintenance.					
<b>2.3.2. Roads and Transport: Sector Plan</b>					
Does the sector plan provide an overview of the strategic intervention contained in the Road and Transport Plan with regards to:					
2.3.2.1. Improving access of roads and transport services.					
2.3.2.2. Improving the quality of services in areas or settlements with unreliable services.					
2.3.2.3. Improving the maintenance of service infrastructure.					
<b>2.3.3. Roads and Transport: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment roads and transport priorities, objectives and targets:					
2.3.3.1. Strategies, programmes and projects to improve access and quality of roads and transport services.					
2.3.3.2. Strategies, programmes, and projects to ensure that the service infrastructure is well maintained.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2.4 Storm Water Drainage: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regards to storm water drainage:					
2.4.1. Indicate areas or settlements with or without access to the service.					
2.4.2. Indicate approved service levels.					
2.4.3. Indicate the status of the maintenance plan.					
<b>2.4.1. Storm Water Drainage: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
2.4.1.1. Improving access to the service areas or settlement without the service.					
2.4.1.2. Improving the quality of the service.					
2.4.1.3. Improving the maintenance of the service infrastructure.					
<b>2.4.2. Storm Water Drainage: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment Storm Water Drainage priorities, objectives and targets:					
2.4.2.1. Strategies, programmes and projects to improve access to the services.					
2.4.2.2. Strategies, programmes and projects to improve the quality of the service.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2.4.3 Waste Management &amp; Waste Removal: Status Quo Analysis (Provincial Department of Environmental Affairs; Department of Environmental Affairs and Development Planning, National Department of Environmental Affairs, &amp; Department of Water Affairs)</b>					
Does the IDP status quo analysis reflect the following with regards to Waste Management and Waste Removal:					
2.4.3.1. Indicate areas or settlements with or without access to the service.					
2.4.3.2 Number of households without the service.					
2.4.3.3 Status of the landfill sites (incl. whether licensed or not, availability of remaining air space, etc.)					
2.4.3.4. Indicate areas or settlements with unreliable access to the service.					
2.4.3.5. Integrated Waste Management Plan (IWMP):					
• Was an IWMP submitted as part of the IDP?					
• Was the IWMP adopted by Council? If so, when? If not, when will it be?					
• Does the IWMP meet the content requirements as set out in NEM: WA?					
2.4.3.6 Does the Municipality have adequate staff to perform its waste management function?					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2.4.4. Waste Management and Waste Removal: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
2.4.4.1. Improving access to areas or settlements without access.					
2.4.4.2. Improving the quality of service in areas or settlements with access.					
2.4.4.3. Improving the maintenance of the service infrastructure (landfill sites, waste management fleet, etc).					
<b>2.4.5. Waste Management and Waste Removal: Sector Plans</b>					
Does the IDP provide an overview of the strategic intervention contained in the Integrated Waste Management Plan with regards to:					
2.4.5.1. Improving access of waste management and waste removal services.					
2.4.5.2. Improving the quality of the service (ensuring that the landfill sites comply with DWA and DEA requirements)					
<b>2.4.6. Waste Management and Waste Removal: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment Waste Management and Water Removal priorities, objectives and targets:					
2.4.6.1. Strategies, programmes and projects to improve access to the services.					
2.4.6.2. Strategies, programmes and projects to improve the quality of the service.					
2.4.6.3. Strategies, programmes and projects to develop, manage and maintain land fill sites and undertake waste management.					



Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2.5 Air Quality Management: Strategies, Programmes and projects - (Department of Environmental Affairs, &amp; Department of Environmental Affairs and Development Planning</b>					
<b>2.5.1. Does the IDP situational analysis reflect the following:</b>					
2.5.1.1. Air Quality Management challenges and threats					
2.5.1.2. Air Quality Management Plan (AQMP):					
<ul style="list-style-type: none"> <li>Was an AQMP submitted as part of the IDP?</li> </ul>					
<ul style="list-style-type: none"> <li>Was the AQMP adopted by Council? If so, when? If not, when will it be?</li> </ul>					
<ul style="list-style-type: none"> <li>Does the AQMP meet the content requirements as set out in NEM: AQA?</li> </ul>					
<b>2.5.2 Air Quality Management: Objectives</b>					
Does the IDP reflect the quality of ambient air within the municipality space:					
2.5.2.1 Improving ambient air quality in the municipal area					
<b>2.5.3 Air Quality Management: Sector plans, programmes and projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment of air quality Management:					
2.5.3.1. Are there any projects/programmes linked to strategies that are meant to address air quality challenges identified in the situational analysis?					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>2.6 Coastal Management - (Department of Environmental Affairs and Development Planning)</b>					
<b>2.6.1. Does the IDP situational analysis reflect the following:</b>					
2.6.1.1. Coastal Management Programme (CMP):					
• Was a CMP submitted as part of the IDP?					
• Was the CMP adopted by Council? If so, when? If not, when will it be?					
• Does the CMP meet the content requirements in terms of the MSA?					
2.6.1.2. Does the Municipality have adequate staff to perform its coastal management function?					
<b>2.6.2. Coastal Management: Objectives</b>					
Does the IDP reflect coastal management processes in the following:					
2.6.2.1. Improved coastal management as per implementation of management processes outlined in the NEM: ICM Act.					
<b>2.6.3. Coastal Management: Strategies Programmes and projects</b>					
Does the IDP contain strategies, programs and plans for the coastal management:					
2.6.3.1 Are there any identified air quality management projects (EPWP)?					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
2.6.3.2 Are there any strategies identified to address the coastal management status quo?					
2.6.3.3 Are there mechanisms to facilitate local communities on environmental issues (awareness campaign, access to environmental information and celebration of environment days)					
<b>3. LOCAL ECONOMIC DEVELOPMENT – (Department of Economic Development and Tourism &amp; Department of Agriculture)</b>					
<b>3.1 Local Economic Development: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regards to Local Economic Development:					
3.1.1. Status of the LED strategy.					
3.1.2. Linkages with LED strategy for DM.					
3.1.3. Unemployment rate (disaggregate in terms of gender, age, etc).					
3.1.4. Level of current economic activity – dominant sectors and potential sectors.					
3.1.6. Linkages with the national, provincial and district objectives, with respect to infrastructure and skills development.					
3.1.7. Adequate consideration of spatial issues relevant to the economic development.					
3.1.8. Empirical and statistical evidence to support the main development thrust of the strategy/plan.					
3.1.9. Availability of budget for LED programmes and projects.					
3.1.10. Management arrangements in place to facilitate implementation.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>3.2 Local Economic Development: Objectives</b>					
3.2.1. To create an environment that promotes the development of the local economy.					
<b>3.3 Local Economic Development: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment local economic development priorities, objectives and targets:					
3.3.1. Strategies, programmes and projects that promote development of the local economy.					
3.3.2. Strategies, programmes and projects that will contribute to economic growth and employment creation.					
3.3.3. GIS; spatial mapping of current agricultural footprint across the province and how this will influence the urban edge and or rural-peri-urban densification (agri-villages)					
3.3.4. Alternative agricultural activities, eg. Aqua-agriculture, alternative crop hybrids based on research findings to support food security; smallholder and subsistence farmers and regional economic growth.					
3.3.5. Market access for agricultural produce based on regional economic indicators.					
<b>4. GOOD GOVERNANCE - (Department Local Government (IDP &amp; PP))</b>					
<b>4.1 Good Governance: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regard to Good Governance:					
4.1.1. Community participation strategy and plan.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
4.1.2. Ward Committee involvement in IDP Processes.					
<b>4.2. Good Governance: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
4.2.1. Mechanisms that are in place for active citizen participation in IDP Process.					
4.2.2. To promote culture of good governance.					
<b>4.3. Good Governance: Development Strategies, Programmes and Projects</b>					
4.2.3 Strategies, programmes and projects that will promote effective governance and accountability.					
4.2.4 Strategies, programmes and projects implemented to ensure effective public participation, accountability and transparency.					
<b>5. FINANCIAL VIABILITY</b>					
<b>5.1 Financial Viability: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regard to Financial Viability:					
5.1.1. Existence of a financial plan.					
5.1.2. Budget covering a minimum three year period.					
5.1.3. Indication of National and Provincial allocations and resources as facilitated through the IDP Indaba process.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>5.2 Financial Management: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
5.2.1 To improve the overall financial management in the municipality.					
5.2.2 To develop and implement appropriate financial management policies, procedures and systems.					
<b>5.3 Financial Management: Sector Plans - ( Provincial Treasury/Department Local Government)</b>					
Does the IDP provide an overview of the strategic intervention contained in the Financial Plan with regards to:					
5.2.1. Revenue collection and expenditure.					
<b>5.4 Financial Management: Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment financial management priorities, objectives and targets:					
1.1.1 Strategies, programmes and projects to promote financial viability and management.					
<b>6. INSTITUTIONAL ARRANGMENTS - (Department of Local Government)</b>					
<b>6.1 Institutional Arrangements: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regards to Institutional Arrangements:					
6.1.1. Approved organisational structure/organogram to support the IDP.					
6.1.2 Availability of skilled staff.					
6.1.3 Organisational structure.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
6.1.4 Vacancy rate.					
6.1.5. Individual Performance and Organisational Management Systems.					
6.1.6 Availability of IGR structures to facilitate intergovernmental dialogue with relevant national and provincial sector department.					
<b>6.2 Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
6.2.1. To improve organizational cohesion and effectiveness.					
<b>6.3 Development Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment institutional viability and cohesion:					
6.3.1. Strategies that promotes viability and cohesion.					
6.3.2 Programmes and projects implemented to achieve institutional viability and cohesion.					
<b>7. HUMAN SETTLEMENTS</b>					
Does the IDP status quo analysis reflect the following with regards to housing - <b>(Department Human Settlements)</b>					
7.1.1. Is there a strategic argument for Human Settlement Development present in the IDP?					
7.1.2. Is the housing pipeline linked to infrastructure, land availability, the nature of service levels on these lands parcels through CIP and the SDF?					
7.1.3. Are the relevant housing instruments used?					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
7.1.4. Have the housing demand database or waiting list information been determined by the municipality?					
7.1.5. Is the municipality able to address housing demand challenges highlighted while taking into account the growth trends such as population, economy etc.?					
7.1.6. Has the municipality identified current and planned housing projects that are ready for implementation?					
7.1.7. Has financial provision been made for planned housing projects?					
7.1.8. General challenges relating to social services.					
<b>8. SOCIAL, HEALTH, EDUCATION, SAFETY AND SECURITY, CULTURAL AFFAIRS AND SPORTS SERVICES: Status Quo Analysis – (Department Social Development/Department Health/Department of Education/ Department of Community Safety/ Department of Cultural Affairs and Sports)</b>					
Does the IDP status quo analysis reflect the following with regard to Social, Health, Education, Safety and Security Cultural Affairs and Sports Services:					
8.2.1. The existence of programmes and projects to address health, education, safety and security.					
8.2.2. Backlogs relating to social services.					
8.2.3. General challenges relating to social services.					
8.2.4. Does the IDP provide an indication of the existence of an Environmental Health inspectorate with associated by-laws and controls related to the Burden of Disease?					



Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>8.3 Social, Health, Education, Safety and Security, Cultural Affairs and Sports: Sector Plans</b>					
Does the IDP provide an overview of the strategic intervention contained in the Social, Health, Education, Safety and security, Cultural Affairs and Sports plans with regards to:					
8.3.1. Address backlogs.					
8.3.2. Addressing future demands.					
8.3.3. Does the IDP of the municipality take into consideration the strategies and programmes (eg: Alignment with 2020 Health Strategy and PSO4 Wellness Strategy) of provincial and national sector departments for social services.					
<b>8.4 Social, Health, Education, Safety and Security, Cultural Affairs and Sports: Strategies, Programmes and Projects</b>					
Does the IDP contain and elaborate on development strategies, programmes and projects aimed at supporting the attainment of social services priorities, objectives and targets:					
8.4.1. Strategies, programmes and projects to address the backlogs over a short, medium and long term pertaining to issues of property transfers, facilities, maintenance, asset management and the identification of land .					
8.4.2. Strategies, programmes and projects to address future demands.					
<b>8.5. Special Groups: Status Quo Analysis</b>					
Does the IDP status quo analysis reflect the following with regards to Special Groups:					
8.5.1. Evidence showing that there is mainstreaming of HIV/AIDS.					
8.5.2. Special focus to promote people with disabilities, women and youth.					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
8.5.3. Gender equity promoted for access to economic opportunity.					
8.5.4. Supporting initiatives to other special groups (disabled, youth).					
8.5.5. To establish and implement programmes to promote people with disabilities, women and youth.					
8.5.6. To ensure that gender equity is promoted.					
<b>8.6 Special Group: Objectives</b>					
Does the IDP clearly identify and define objectives to address the following:					
8.6.1. Strategies, programmes and projects to create opportunities for people with disabilities; women and children.					
<b>9. THUSONG PROGRAMME (Department Local Government: Directorate SDI)</b>					
Does the IDP contain any information about Thusong Centres?					
9.1 Has the municipality drafted a business plan for the Thusong Centre?					
9.2 Has the Municipality included Thusong Service Centre's operational and maintenance cost in their budgets?					
9.3 Has the municipality appointed someone to manage the Thusong Service Centre?					
9.4 How many beneficiaries are reached through the Thusong Service Centre?					

Evidential Criteria/KPIs	Y/N	Improvement Measure	Who will assist the Municipality?	By when?	Responsible Agents Names of officials need to be added
<b>10. DISASTER MANAGEMENT</b>					
Does the IDP contain information about Disaster Management:					
10.1 Institutional capacity <ul style="list-style-type: none"> <li>Functional Disaster Management Centre</li> <li>Head of Centre appointed</li> <li>Functional Disaster Management Advisory Forum</li> </ul>					
10.2 Status of Risk & Vulnerability Assessment					
10.3 Risk Reduction Programmes					
10.4 Instituted prevention and mitigation programmes for identified risk					
10.5 Status of disaster contingency plans					
10.6 Functional disaster management ICT, GIS and Early Warning systems					
10.7 Disaster Management Budget					

# B

## ANNEXURE Joint IDP and Budget (LGMTEC 3) Analysis Framework



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# LIST OF ABBREVIATIONS

<b>CoCT</b>	<b>City of Cape Town</b>
<b>DLG</b>	<b>Department of Local Government</b>
<b>HOD</b>	<b>Head of Department</b>
<b>IDP</b>	<b>Integrated Development Plan</b>
<b>IIWG</b>	<b>IDP Indaba Working Group</b>
<b>IPBF</b>	<b>Intergovernmental Planning and Budgeting Framework</b>
<b>LGMTEC 3</b>	<b>Local Government Medium Term Expenditure Committee</b>
<b>MEC</b>	<b>Member of Executive Committee</b>
<b>MFMA</b>	<b>Local Government: Municipal Financial Management Act 56 of 2003</b>
<b>MSA</b>	<b>Local Government: Municipal System Act 32 of 2000</b>
<b>PSOs</b>	<b>Provincial Strategic Objectives</b>
<b>PT</b>	<b>Provincial Treasury</b>
<b>SDF</b>	<b>Spatial Development Framework</b>
<b>SDBIP</b>	<b>Service Delivery and Budget Implementation Plan</b>



# SETTING THE SCENE

## 1. Overview

The annual assessment of municipal Integrated Development Plans (IDPs) and budgets by provincial governments are essential. The importance of this assessment is stipulated in Chapter 5 of the Local Government: Municipal Systems Act 32 of 2000 (MSA), its Regulations and the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA). Provincial assessments afford the provincial sphere of government an opportunity to play a monitoring and support role to municipalities as stipulated by the Constitution. In addition, the assessments provide an indication of the ability and readiness of municipalities to deliver on their legislative and Constitutional mandates.

### 1.1 Purpose and structure of the report

The report puts forward a joint Integrated Development Planning and Budget (LGMTEC3) Assessment Framework. The Framework is complemented by two assessment tools for municipal plans and budgets. The Framework provides a compass on how the assessment of IDPs and budgets of municipalities will be conducted annually in the Western Cape Province. The Analysis tools that complement the Framework contain specific details on how the IDPs and Budgets of municipalities will be analysed. The Framework attempts to:

- a. Provide a background on MSA Section 32 commenting process/IDP Analysis Process and the LGMTEC 3 Approach and Methodology;
- b. Elaborate on the purposes of the assessment of IDPs and Budgets;
- c. Provide principles that govern the assessment/analysis of IDPs;
- d. Unpack the roles and responsibilities of various stakeholders in the assessment process;
- e. Explain the process/road map that will be followed annually to assess the IDPs and budgets;
- f. List the benefits of implementing a joint IDP and budget analysis process;
- g. Discuss principles and key considerations that underpin the assessment of IDPs; and
- h. Provide an overall Planning and Budgeting Cycle for the Province.

The introduction and execution of the joint IDP and Budget analysis process is built on the conceptual real time appreciation of the inseparable relationship between strategic plans and budgets of municipalities. This close relationship dictates that the Department of Local Government (DLG) and the Provincial Treasury (PT) have to work together when assessing municipal plans and budgets. Both Departments understand this link and strive to work together to maintain the closeness required in this regard.

As demonstrated in figure 1 of section c and figure 2 of section d of this report, the assessment of IDPs and budgets is the culmination of an annual process of various interventions and a supportive role of the provincial government. The Intergovernmental Planning and Budgeting Framework (IPBF) and the Cycle (figure 2: section d) provides this holistic overview.

## 2. Background

### 2.1 Local Government: MSA Section 32 commenting process/IDP Analysis Process

The MSA and Regulations 32 of 2000 indicates that the MEC for Local Government in the Province may, within 30 days of receiving a copy of an IDP or an amendment of the plan, request the relevant municipal council to adjust or amend the plan in accordance with the MEC's proposals. Municipal councils must consider the MEC's proposals within 30 days of receiving the MEC's comments and requests.

In order to give expression to the above mentioned legislation, DLG annually comments on municipal IDPs in order to improve the quality thereof. In former years, the DLG's approach was to issue the MEC comments after an assessment of the final adopted IDPs of municipalities in the Province. Municipalities however highlighted their

concern that they were only able to attend to the recommended improvement measures contained in the MEC comments in the following review of their IDP. To this end, municipalities requested DLG to consider the analysis of draft IDPs in order to influence and provide guidance during the finalization process of their IDPs.

During the 2012/13 IDP finalization process, DLG responded to the aforementioned request and analyzed draft IDPs during April and provided detailed feedback accordingly, which was well received by municipalities.

The IDP Analysis Roadmap for 2012/13 financial year is depicted below.

## IDP ANALYSIS ROAD MAP FOR THE 2012/13 FINANCIAL YEAR





It should be noted that sector department co-ordination and involvement in the process commenced upon receipt of the first draft IDP by the DLG and for the duration of the first three weeks in April 2012.

This process ensured that the IDP is a true reflection of what government as a whole is doing within a municipal space before it is adopted by the municipal council. The DLG uses a framework to assess the draft municipal IDP and provides comment to municipalities.

In addition, the absence of PT during the process of IDP Analysis Process left a notable gap in terms of the budget linkages to the IDP being established and communicated to municipalities in a coherent and a cohesive manner.

## **2.2 The initial LGMTEC 3 approach and methodology**

To ensure legislative compliance, both nominal and substantive, the Provincial Cabinet at a Cabinet Lekgotla during August 2005, approved the LGMTEC methodology, which sought to improve the alignment of provincial and local government planning priorities, development strategies and resources in a spatial context.

In addition, the LGMTEC 3 process had the following objectives:

- Give effect to sections 22 and 23 of the MFMA that require the PT to provide views and comments on the draft budget and any budget related policies and documentation, which must be considered by Council when tabling the annual budget for approval.
- Assess the extent to which the municipality's draft budget, IDP and Local Economic Development are aligned and give effect to the national and provincial priorities.
- Highlight possible risks, key issues and challenges from Provincial Government's perspective i.e. PT, DLG, Departments of Human Settlements (DHS) and Economic Development and Tourism (DEDAT), in the budgets and also propose possible measures to manage these risks.
- Promote intergovernmental coordination and co-operation in advancing good financial management of public funds, by highlighting issues and sharing information on key challenges at municipal level.

The LGMTEC2, which is held in February, deals with the allocations and grant frameworks and any final policy matters that need to be clarified before the tabling of the annual budgets by the end of March each year.

The LGMTEC 3 process commences soon after the municipal budgets are tabled by the end of March. It comprises a budget assessment phase which takes place during the first three weeks of April and the visitation/engagement phase, held during the last week of April and the first week of May.

For the 2012/13 process, budgets have been assessed against four criteria:

- Conformance (compliance with laws and regulations)
- Responsiveness (how the budget respond to needs of the local socio economic conditions)
- Credibility (how the budget is funded, realistic and implementable)
- Sustainability (is the budget supported by adequate cash resources over the Medium Term Revenue and Expenditure Framework)

## **2.3 Problem statement**

For the 2012/13 LGMTEC 3 process, PT and DLG conducted separate analysis processes. This led to the current provincial planning and budget processes being implemented in an unco-ordinated manner that is in isolation from one another resulting in unhealthy overlaps, wastage of resources, frustrated municipalities and sectors, little value-add and no real visible impact in the short, medium to long term in communities.

To overcome this shortcoming, it is proposed that the IDP and Budget assessment process should be aligned to ensure synergy between the budget and the IDP. There is also a need for (selective) sector departments to be engaged in the processes.

## **3. Principles governing the IDP Analysis process**

An important normative stance was introduced in the analysis process for the 3rd Generation of IDPs. The principles introduced as part of the analysis process sought to create a conducive, collaborative and co-operative environment between municipalities and sector departments, notwithstanding concerns and challenges of the notion of assessment. These principles are:

- a. To assess with the aim of providing guidance and support and not with the intention to punish or perpetuate a “big brother” philosophy;
- b. To assess with the aim to encourage co-operation, collaboration and transparency between the three spheres of government;
- c. Using a differentiated approach recognising that a “one size fits all” approach is not suitable when assessing municipalities where roles, powers, functions and capabilities vary considerably;
- d. Using the principle of fairness to ensure comments were honest and a true reflection of municipal realities;
- e. The value-add principle. Essentially, this principle is concerned with the key questions, “why are we doing this, what real difference does this make? As well as to whom, can the cost (time, money and effort) of doing this be justified?” This principle required, in some cases, a stance that goes beyond legislative mandatory requirements;
- f. The assessment process embraced the principle that an Integrated Development Plan should have an implementation orientation that would allow municipalities to take the inputs made during the assessment process into their planning processes resulting in delivery at grassroots level; and
- g. A balance between individual sector objectives and the holistic picture pertaining to intergovernmental planning and budgeting was taken into account.

#### **4. Points of departure**

##### **4.1 From inward looking municipal plans to intergovernmental plans**

It is important to understand that the success of municipal IDPs is not only dependent on municipalities but on the overall co-operation and collaboration of municipalities and other two spheres of government as well as the private sector. This means that aspects such as, demonstrable support from province, national spheres of government and the private sector during the integrated development planning process are equally important.

The analysis of draft IDPs also takes into account the extent to which various municipalities are partnering with one another to obtain efficiency gains. At the same time, the analysis will also encourage the manner in which municipalities consider trends in their neighbouring municipalities and how they affect developments in their own municipalities

##### **4.2 From a legalistic punitive assessment ethos to developmental value-add and support analysis**

The recognition of the need for a developmental value-add and support analysis to municipalities stemming from the realisation that the local government sphere is at the cold face of service delivery. This essentially implies that:

- (i) Firstly, all spheres of government should and must ensure that IDPs reflect the investment decisions of the entire government,
- (ii) Secondly, the successful implementation of municipal IDPs is core to addressing the developmental challenges faced by local government and that these are addressed in a strategic, co-ordinated and targeted manner, and
- (iii) Certain service delivery challenges cannot be addressed by municipalities alone.

##### **4.3 From a single departmental assessment towards a joint analysis**

DLG in fulfilling its role as the single window of co-ordination and delivering on the Provincial Strategic Objective<sup>10</sup> (PSO 10), established the IDP Indaba Working Group (IIWG). The IIWG consists of representatives from all provincial sector departments in the Province as well as district municipalities. As a sub-committee of the IIWG, the IDP Analysis Working Group was established. This platform ensures that sector departments in the Province and municipalities are adequately briefed and prepared to engage meaningfully during the annual IDP Analysis Process to ensure maximum value-add. The methodology, standards and frameworks that guide the annual IDP analysis process are developed and agreed upon by members.

The IDP Analysis Process ensures a dialogue between municipalities and sector departments on analysis findings and fosters an environment of co-operative governance through joint analysis and the commitment of relevant stakeholders towards improving Integrated Development Plans.

## 5. Benefits of the joint analysis process

The joint analysis framework will have the following benefits:

- The joint analysis framework will have the following benefits:
- Ensuring that municipalities and provincial sector departments participate in a coherent/rational provincial planning and budgetary process that will assist to fast track and promote sustainable and integrated service delivery.
- Introduces and implements a holistic, effective, predictable, integrated and transparent planning and budgetary framework that will improve coordination and collaboration within the Province and in municipalities.
- Guards against the implementation of isolated and disconnected intergovernmental planning and budgetary processes within the province in order to Promote efficiency and value-add to municipal service delivery. This in turn will avoid duplication and confusion in municipalities.
- Provides an all-inclusive process that the Province will use to engage municipalities on the planning and budgetary processes in each financial year.
- Saving time spent in meetings and associated costs.
- Assisting municipalities to ensure that their IDPs are implemented by linking planning and budgeting processes in municipalities.

## 6. Risks associated with the joint analysis process

As outlined above, the benefits of the Joint Analysis process will be extensive. Potential risks associated with the Joint Analysis process include:

- Lack of a common understanding, buy-in and support by either DLG or PT relating to the principles around the joint analysis process could lead to the non-attainment of the objectives of this framework.
- An unintended consequence in the event that an overemphasis is placed on either municipal budgeting or municipal planning as a focus area to the detriment of one another and thus ultimately municipalities.
- The differing mandates and focus areas of DLG and PT might lead to a disagreement on what the areas of concern are in a particular municipality by the two departments thus leading to a disagreement on possible support actions to that specific municipality.
- The copious amount of information that will be presented to municipalities through what will be an extensive Joint Analysis process might be too much to grasp for municipalities.
- The Joint Analysis process will place huge human resource requirements on both departments and a lack of adequate capacity in either department might damage the credibility of the process itself.



# WHO IS DOING WHAT?

## 1. Introduction

The main aim of this section is to provide clarity on the role players during the IDP and LGMTEC 3 processes. It is envisaged that the role players will consist of primary and secondary roles players.

The primary role players:

- a. Municipalities,
- b. PT, and
- c. DLG

Secondary role players:

- a. Provincial sector departments,
- b. National sector departments, and
- c. Parastatals/SALGA

## 2. Roles and responsibilities

The respective roles and responsibilities for the DLG and PT Directorates who co-ordinate the IDP Analysis Process, Provincial and National Sector Departments, Parastatals and Municipalities are outlined in the table below.

SECTOR	ROLES AND RESPONSIBILITIES
<b>DLG (Integrated Development Planning Directorate)</b>	<ul style="list-style-type: none"> <li>a. Annually reviews the Analysis Framework together with PT</li> <li>b. Manages and co-ordinates the IDP Analysis process, logistics, dates, invitations, venues, etc.</li> <li>c. Collect drafts and adopted IDPs from municipalities</li> <li>d. Distribute all IDPs to sector departments including Provincial Treasury</li> <li>e. Analyses all draft and adopted IDPs</li> <li>f. Finalizes and distributes the IDP Analysis Tool</li> <li>g. Verifies and consolidates sector comments on IDPs for each municipality</li> <li>h. Distributes sector comments to municipalities prior to the analysis sessions</li> <li>i. Facilitates the municipal IDP Analysis engagement sessions jointly with PT</li> <li>j. Prepares the final IDP comments for the MEC</li> <li>k. Prepares and publishes the annual provincial IDP Analysis report</li> <li>l. Monitors agreements reached between sector departments and municipalities</li> <li>m. Debriefs with PT and prepares a cabinet submission on the Analysis Process</li> </ul>

SECTOR	ROLES AND RESPONSIBILITIES
<b>PT (Budget Management Local Government Directorate)</b>	<ul style="list-style-type: none"> <li>a. Annually reviews the Analysis Framework together with DLG</li> <li>b. Manages and co-ordinates the Budget Analysis process</li> <li>c. Attends to logistics, dates, invitations, venues, etc.</li> <li>d. Collects Budgets from municipalities</li> <li>e. Studies all adopted IDPs and Budgets</li> <li>f. Finalizes and distributes the Intergovernmental Planning and Budgeting Analysis Tool</li> <li>g. Facilitates the Budget Analysis engagement sessions</li> <li>h. Prepare Cabinet submission on the Analysis Process</li> </ul>
<b>National and Provincial Sector Departments and Parastatals/ SALGA</b>	<ul style="list-style-type: none"> <li>a. Analyses draft IDPs</li> <li>b. Participates in the IDP Analysis week and provide comments on IDPs within the set time frames, considerations and principles with DLG</li> <li>c. Provides names of officials that will participate in the IDP analysis sessions within the agreed time frames</li> <li>d. Participates in the IDP analysis sessions</li> <li>e. Provides overall inputs to the IDP analysis process</li> <li>f. Participates in the IDP Advisory Committee</li> <li>g. Provide inputs to the Joint IDP and Budget (LGMTEC 3) Analysis Tool</li> </ul>
<b>Municipalities</b>	<ul style="list-style-type: none"> <li>a. Prepares and submit IDPs and budgets within the given timeframes</li> <li>b. Ensures relevant and adequate municipal representation and participation at the analysis engagements</li> <li>c. Communicates the content, process and principles of the IDP and budget analysis</li> <li>d. Responds to the provincial findings on IDPs and Budgets</li> <li>e. Incorporates provincial comments and findings in final IDP documents</li> <li>f. Provides overall inputs to the IDP analysis process</li> <li>g. Presents provincial IDP and Budget comments to Council</li> <li>h. Provides inputs to the Joint IDP and Budget (LGMTEC 3) Analysis Tool</li> </ul>

Table 1: IDP and Budget Analysis Roles and Responsibilities



# THE JOINT ANALYSIS ROAD MAP

## 1. IDP/LGMTEC 3 analysis process

### 1.1 Introduction

The aim of this section is to provide an outline of the process that will be followed to analyse IDPs and budgets of municipalities annually. The process in the framework consists of six phases and they are outlined below:

<b>Phase 1:</b>	The Preparation Phase
<b>Phase 2:</b>	The Analysis Phase
<b>Phase 3:</b>	The Consolidation Phase
<b>Phase 4:</b>	The Visitation Phase
<b>Phase 5:</b>	The Debriefing and Feedback Phase
<b>Phase 6:</b>	The Adoption Phase

Details of key actions of each Phase are explained in the following sections of the analysis process.

### 1.2 The Phases of the joint analysis process

Implementation of the proposed road map of the newly adopted Intergovernmental Planning and Budgeting Analysis Framework is informed by legislated prescripts, both from a MSA as well as MFMA perspective. This road map provides for six distinct, but interrelated steps, being:

#### 1.2.1 The Preparation Phase: Creating an enabling environment for analysis and engagement

This Phase of the process consists of the following key actions:

- a. Issuing a joint circular (from HoDs of DLG and PT) to all municipalities that explains how the joint analysis process for the financial year will be rolled out. The joint circular will contain, amongst others; (a) key time frames, (b) deadlines, and (c) elaborate on subsequent communication dates. The joint circular will be issued to municipalities not later than the 31 January of each year,
- b. The preparation and finalization of the reviews of the analysis tools by PT and DLG, where this is necessary,
- c. Communication of the analysis tools to municipalities through all provincial intergovernmental relations structures for comments and the finalization of the tool by not later than the end of December of each financial year,
- d. Development and agreement on the programme for municipal visitation,
- e. Tabling of draft municipal IDPs and budgets not later than 31 March annually,
- f. The submission of draft municipal IDPs and budgets annually not later than 2 April to relevant sections in PT and DLG,
- g. Distribution of draft IDPs by DLG to all sector departments within two days of receipt from municipalities.

### **1.2.2 The Analysis Phase: Separate analysis conducted by DLG on draft IDPs and PT on draft Budgets**

This Phase consists of two parts. The one part of the analysis phase focuses on IDPs and is undertaken by DLG using the Analysis Tool attached hereto as Annexure A to analyse IDPs. The other part of the analysis focuses on municipal budgets and is undertaken by PT using the Assessment Tool attached hereto as Annexure B to analyse draft municipal budgets.

Furthermore, DLG conducts the analysis of draft IDPs in collaboration with provincial and national sector departments as well as parastatals. The following key actions are included in this part of the process:

- a. Dissemination of IDPs to sector departments and parastatals,
- b. Internal desktop analysis of draft IDPs by sector departments, parastatals and DLG between 2-5 April annually,
- c. Reaching an agreement on the participation of sector departments during the visits to individual municipalities, and
- d. Integration and synthesis of sector department comments by DLG during the week of 8-12 April annually.

### **1.2.3 The Consolidation Phase: Consolidated of IDP and Budget reports (establishing linkages between IDPs and Budgets)**

This phase of the process is one of the convergence points during the analysis process. This phase seeks to ensure that findings on IDPs and budgets of municipalities are discussed between DLG and PT to ensure that there is no duplication, ensure value-add and complementarity. This phase of the process consists of the following key actions:

- a. Conduct dry-run sessions during the week of 15-22 April annually,
- b. Agree on areas of concern, determine key trends, identify good practice, and make preliminary findings on linkages between municipal plans and their budgets,
- c. The dissemination of analysis and assessment findings to municipalities by not later than 19 April annually, and
- d. Municipal Council discussion on preliminary findings on draft IDPs and budgets. .

### **1.2.4 The Visitation Phase: Municipal Engagement**

The main purpose of the visitation to municipalities is to afford municipalities an opportunity to engage the two departments and sector departments, including parastatals on the comments and findings they made on draft IDPs and budgets. It is anticipated that municipal visitations will commence not later than the 23rd April annually and these visitations will accommodate three regional groups consisting of officials from PT and DLG that will engage the different municipalities simultaneously to expedite the process. During this phase, the following actions will take place:

- a. Province will present their initial findings on draft IDPs and municipal budgets,
- b. Individual municipalities will be afforded an opportunity to respond to the provincial findings,
- c. Both municipalities and Province will have a discussion on the findings and responses and an agreement will be reached on key actions including areas of improvement, time frames and responsibilities, and
- d. Municipalities will be given time to officially respond to provincial comments/findings.

### **1.2.5 The Debriefing and Feedback Phase: Debriefing and Municipal Feedback**

After municipal visits, DLG and PT will undertake two actions; namely:

- a. Debrief on the rest of the process and discussions emanating from municipal visits in order to derive at agreed joint findings, and
- b. Amend initial comments and send municipalities amended comments.

The debriefing process will be done conducted during the 20th, 27th and 28th May annually. This process will accommodate three regional groups to align with PT engagement structures and IDP/Regional Management Teams alignment structures. This phase will further kick-start the process of the preparation of cabinet submissions by the two departments.

## 1.2.6 The Adoption Phase : Adoption of Budget, IDP and preparation of cabinet submissions

The Adoption is the final Phase of the annual IDP assessment process. This phase is mainly concerned with the adoption of municipal IDPs and budgets that have taken into account provincial comments. In this phase, the following actions are essential:

- Municipalities incorporate provincial comments on their draft IDPs and budgets prior to tabling for council approval,
- Municipalities to submit their IDPs and budgets to council for approval and adoption by no later than 31 May annually,
- Municipalities submits adopted IDPs to DLG,
- DLG conducts final IDP assessments on adopted IDPs,
- PT and DLG prepare cabinet submissions on the status of IDPs and budgets for applicable financial year, and
- DLG issues MEC letters not later than 10 July annually.

All six phases of the Joint Analysis process are summarised diagrammatically in Figure1, below.

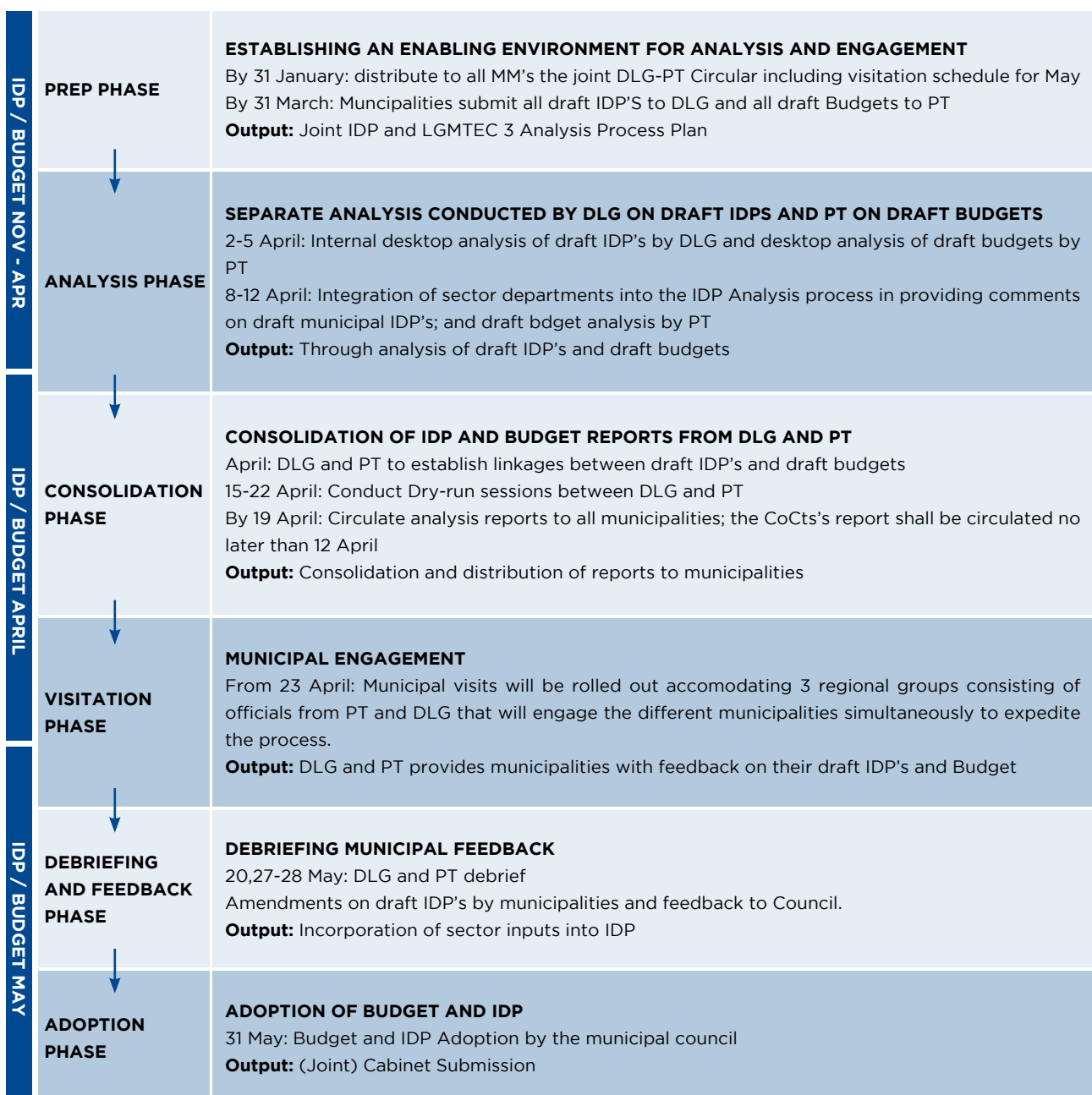


Figure 1: IDP/LGMTEC 3 Analysis Process





# WESTERN CAPE INTERGOVERNMENTAL PLANNING AND BUDGETING CYCLE

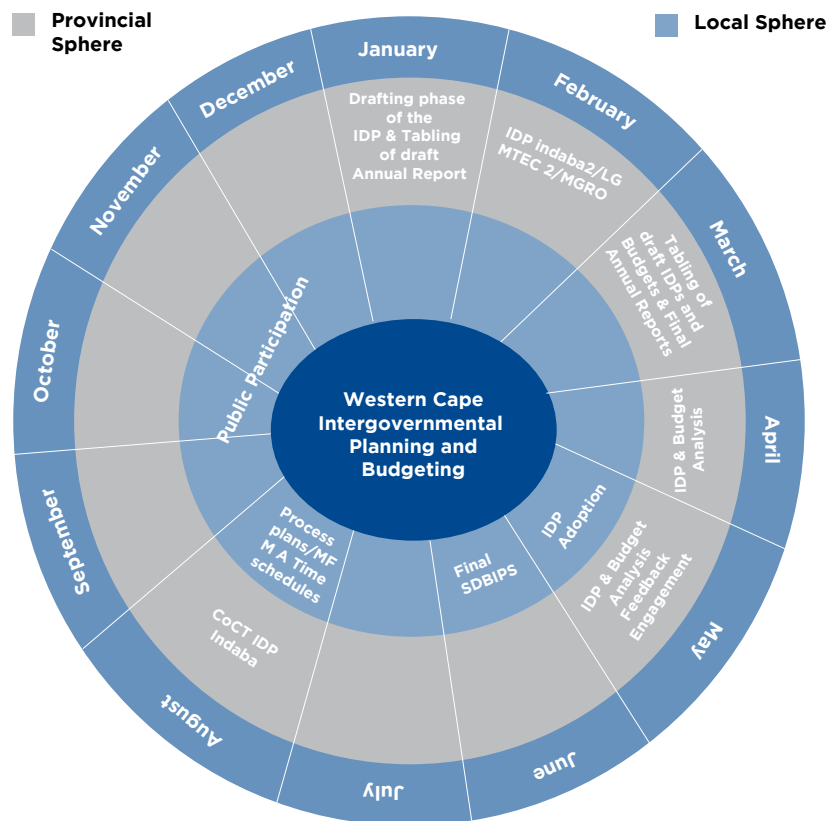


Figure 2: Western Cape Intergovernmental Planning and Budgeting Cycle

## 1. Western Cape Intergovernmental Planning and Budgeting Cycle

The implementation of the Framework process will consist of the following pillars:

- The IDP Indaba /MGRO process
- The Analysis of draft IDPs/ Budgets LGMTEC 3
- IDP and Budget Analysis Feedback Engagements

Figure 2 above illustrates the timing of all the pillars of the Framework and how they relate to one another along a continuum during a calendar year.

## 2. Municipal Sphere

### 2.1 Process plans & MFMA Time schedules:

Municipalities table and publish their process plans for the 5 year IDP and Budget Process and the annual MFMA time schedules at the end of August every year. These frameworks set out the structures for participation and timeframes for the drafting of the IDP and Budget. The department Local Government annually collects the Process Plans and time schedules from municipalities with the intention of co-ordinating the participation of sector departments in municipal planning and budgeting processes. The Public Participation Phase in the IDP usually commences after the tabling and publication of the Process plans and Time Schedules in the months of September to December.

## **2.2 Drafting phase of IDPs**

Municipalities typically commence with the drafting phase of their IDPs in January annually. Cognisance should be taken of the fact that the draft annual reports are tabled to council in the month of January as well. Towards the finalisation of the annual reports, municipalities will submit their oversight reports prior to the completion and tabling of their annual reports at the end of March.

## **2.3 The Indaba 2 /MGRO Processes**

The IDP Indaba 2 takes place not later than February of each year. The Indaba 2 process has a project focus and seeks to create a platform for municipalities and provincial sector departments to discuss projects that should form part of the IDP prior to its finalization for adoption. In this way, the Indaba 2 process provides greater certainty to municipalities on the projects that will be implemented in a municipal area by other spheres of government. In essence, provincial sector departments will provide an indication of the projects that have been funded that will be implemented in the municipality. Municipalities conversely unpack the projects they are planning to implement as part of their IDP after undertaking their public participation processes.

The MGRO process driven jointly by between PT and the DLG seeks to promote and assess clean governance in municipalities. To this end, an assessment tool was developed in the form of a governance capability model. This tool/model will be used as a basis for the assessment of the governance capability of municipalities in terms of progression from level 1 to level 6 with a view of identifying areas of support or intervention.

The analysis is done in terms of gaps and challenges identified in municipalities. The root causes as well as support initiatives that can be offered to municipalities are identified and communicated to municipalities towards enhancing good governance.

## **2.4 IDP/Budget Analysis Process**

Draft IDPs and Budgets are submitted to DLG and PT annually at the end of March. Subsequently, the process outlined in Figure 1 of this document commences culminating in the adoption of IDPs and Budgets by Municipal Councils at the end of May.

## **2.5 Finalisation of the SDBIPs**

Municipalities compile Service Delivery and Budget Implementation Plans setting out the annual indicators and targets towards achieving the Strategic Objectives as contained in their IDPs. It should therefore be noted that an integral link exists between the IDPs, Budgets, SDBIPs, Performance Managements Systems and Annual Reporting in municipalities.



# ANALYSIS TOOL

## 1. The IDP Analysis Tool/Instrument

The National Department of Co-operative Governance (DCoG) issued the 2012/13 IDP Analysis Framework that was workshopped with municipalities and sector departments in the Western Cape Province respectively through the IIWG and IDP Manager Forum IGR structures. The framework was amended and contextualized to suit the requirements of both sector departments and municipalities in the Western Cape Province. To this end, an analysis tool/instrument was developed that differentiated between the Metropolitan City of Cape Town, district municipalities and local municipalities (see Annexure A)

<b>STRUCTURE AND COMPONENTS OF IDP ANALYSIS TOOL</b>
SECTION A: Legislative and Procedural Compliance
SECTION B: Spatial Development Analysis and Rationale
SECTION C: Service Delivery and Infrastructure Development
SECTION D: Local Economic Development
SECTION E : Good Governance
SECTION F : Financial Viability
SECTION G: Institutional Arrangements
SECTION H: Human Settlements
SECTION I: Social, Health, Education, Safety & Security, Cultural and Sports Services
SECTION J: Thusong Programme
SECTION K: Disaster Management

Table 2: Structure and Components of IDP Analysis Tool





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