



DRAFT
INTEGRATED DEVELOPMENT PLAN
REVIEW
2009-2010

The Executive Mayor
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THE EXECUTIVE SUMMARY

Background to this Document

This document represents the Integrated Development Plan as prepared by the Amathole District Municipality. It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 32 of the Local Government: Municipal Systems Act no. 32 of 2000.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act 32 of 2000 also requires that:

- the IDP be implemented;
- the Municipality monitors and evaluates its performance with regard to the IDP's implementation;
- the IDP be reviewed annually to effect improvements.

Section 25 of the Municipal Systems Act deals with the adoption of the IDP and states that:

“Each municipal council must, adopt a single, inclusive and strategic plan for the development of the municipality which –

- links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budget must be based.”

ADM cluster approach

The need for establishing various clusters became increasingly important in order to ensure effective and efficient project planning, implementation, management and monitoring and evaluation. ADM uses four (4) clusters, namely – Institution & Finance (I & F); Local Economic Development (LED) and Environment; Social Needs; and Infrastructure.

Clusters are headed by a political and a technical Champion and consist of senior officials. The 4 cluster teams report to the IDP Steering Committee.

Key outputs for each cluster are as follows:

- Assess implementation Progress (HODs will present action plans for existing projects, planned completion dates, progress and expenditure alignment)
- Evaluate impact of new information/unexpected events
- Evaluate achievements of objectives (from strategies and projects)
- Evaluate strategies and projects (per programme)
- Overview of funding envelopes per cluster (all sources, incl. Savings)
- Implications on programmes of additional sector information
- Updated local priorities

The current status quo in relation to the functioning and institutional framework of the Amathole District Municipality Clusters is as follow:

CLUSTERS	PRIORITY ISSUES
Institution and Finance (I&F)	<ul style="list-style-type: none"> • Institution • Finance • Executive Support • Municipal Support • Internal Audit • Information Technology
LED and Environment	<ul style="list-style-type: none"> • Heritage • Tourism • Environment • Agriculture • SMME and Cooperatives • Film development
Social Needs	<ul style="list-style-type: none"> • Municipal Health • HIV & AIDS • Disaster Management and Fire Fighting • Primary Health Care • Community Safety Services
Infrastructure	<ul style="list-style-type: none"> • Water/Sanitation • Solid Waste • Land and Housing • Roads and Transport Planning • Community Facilities • Building Control • Telecommunication and Electricity

Report outline

The report is structured as follows:

Section A: The Planning Process

Section A of the IDP outlines the Planning Process with specific reference to the IDP Process, and organisational arrangements. This Chapter provides the reader with an understanding of the process followed by the Amathole District Municipality in compiling the Integrated Development Plan.

Section B: The Situational Analysis

Section B provides a detailed situational analysis of Amathole District Municipality. The District Municipality has adopted the strategic cluster approach. These Clusters are: the Institution and Finance Cluster, Infrastructure Cluster, Social Needs Cluster, LED and Environment Cluster.

Section C: Cluster Objectives, Strategies and Projects

Section C provides a concise summary of the Municipal Vision, Mission and Values, and a detailed breakdown of Objectives, Strategies and Project Programmes for each Development Cluster. The tables for cluster objectives and strategies and Priority Areas include Indicators, Measurement Source and Frequency, Baseline, Targets and Accountable Officials. Project Programmes tables for each of the Clusters and Priority Areas include Project Title/Description, Estimated Capital Cost,

Estimated Operating Cost, the Medium Term Expenditure Framework and possible Sources of Funding.

Section D: Sector Plans

Section D provides a list of ADM Sector Plans and their status.

Section E: Financial Plan

Section E provides the District Municipality's Financial Strategies, Medium Term Expenditure, the proposed budget for the 2009/10 financial year as well as the 3 Year Financial Plan.

Section D: Monitoring and Evaluation

Section F provides the legal context of the Municipality's performance management system, an overview of the monitoring and evaluation process, a background to the ADM Performance Management Framework as well as the Municipal Scorecard model adopted by the District Municipality.

SECTION A: THE PLANNING PROCESS

1.0 The IDP Review Process

On 29 August 2008, the Amathole District Municipality adopted a Framework Plan for the IDP throughout its area of jurisdiction, followed by a Process Plan. These plans were adopted in accordance with the relevant legal prescripts and have dictated the process to be followed for developing the IDP.

Organisational arrangements were put in place as per the Process Plan and all legislative prescripts were adhered to. Of particular note have been the effective and efficient operations of structures such as the Intergovernmental Relations Forum (IGR), District Mayors' Forum (DIMAFo), IDP Representative Forum and the IDP Steering Committee. These have executed their mandates in terms of the adopted Process Plan and ensured the achievement of key milestones and deliverables.

In this review, particular attention was paid to Institutional issues, IDP-budget link and an updated list of projects. An analysis was conducted in respect of various sector plans attached to the ADM's IDP and some were found to be still relevant, others required a review whilst new ones were developed.

Strict compliance with Regulation 3(5) has been ensured through an ongoing process of consultation between the ADM and all local municipalities through the operations of the said structures as well as through the activities of the Municipal Support Unit.

1.1 Organizational Arrangements

Prior to the commencement of the IDP, ADM prepared and adopted a District IDP Framework Plan as well as an ADM Process Plan that served as a guide to the overall process.

❑ **District Framework Plan**

A District Framework Plan was formulated and adopted on 29 August 2008 to serve as a guide to all of the local municipalities within the ADM area of jurisdiction, in the preparation of their respective Process Plans. In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities.

❑ **ADM Process Plan**

The IDP Process Plan was also formulated and adopted together with the Budget Process Plan on 29 August 2008. The IDP Process Plan outlines in detail, the way in which the ADM embarked on its own IDP Process from its commencement in August 2008 to its completion in June 2009. In brief, the Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities.

❑ **ADM IDP Structures**

Five structures guided the IDP Process within the ADM:

- IDP Representative Forum

- IDP Steering Committee
- IDP Cluster Teams
- IGR
- DIMAFO

□ **Roles and Responsibilities**

A number of role-players participated in the IDP Review Process. The role-players together with their respective roles and responsibilities are outlined in the table below.

PERSON/STRUCTURE	ROLES AND RESPONSIBILITIES
Executive Mayor	<ul style="list-style-type: none"> ▪ Manage the drafting of the IDP; ▪ Assign responsibilities in this regard to the Municipal Manager; ▪ Submit the draft Framework Plan and Process Plan to the Council for adoption; ▪ Submit the draft IDP to the Council for adoption and approval; The responsibility for managing the drafting of the IDP was assigned to the Municipal Manager assisted by the Strategic Manager.
Municipal Manager / Strategic Manager	<p>The Municipal Manager had the following responsibilities, assigned to the Strategic manager:</p> <ul style="list-style-type: none"> ▪ Preparation of Framework Plan; ▪ Preparation of the Process Plan; ▪ Day-to-day management and coordination of the IDP process in terms of time, resources and people, and ensuring: <ul style="list-style-type: none"> ➢ The involvement of all relevant role-players, especially officials; ➢ That the timeframes are being adhered to; ➢ That the planning process is horizontally and vertically aligned and complies with national and provincial requirements; ➢ That conditions for participation are provided; and ➢ That the outcomes are documented. ➢ Chairing the IDP Steering Committee;
DIMAFO (District Mayor's Forum)	<p>The DIMAFO is the institutional structure to monitor alignment and integration of the IDP process between ADM, its local municipalities, sector departments and parastatal bodies.</p> <p>Chairperson:</p> <p>The Executive Mayor of Amathole District Municipality</p> <p>Secretariat:</p> <p>The secretariat for this function is provided by the IGR Unit</p> <p>Members:</p> <p>Chairpersons of the IDP Representative Forums from the:</p> <ul style="list-style-type: none"> • Eight local Municipalities; • Chairpersons of the IDP Steering Committees, (Municipal/Strategic

	<p>Managers) from the eight Local Municipalities.</p> <ul style="list-style-type: none"> • Representatives from sector departments and parastatals. <p>The DIMAFO is responsible for co-ordinating roles regarding District Municipality and Local Municipalities by:</p> <ul style="list-style-type: none"> • Ensuring horizontal alignment of the IDPs of the Local Municipalities in the District Council area; • Ensuring vertical alignment between District and Local planning; • Facilitation of vertical alignment of IDPs with other spheres of government; and • Preparation of joint strategy workshops with Local Municipalities, Provincial and National role-players. <p>DIMAFO meetings are always preceded by IGR technical committee meetings.</p>
<p>IDP Steering Committee</p>	<p>The IDP Steering Committee comprised of a technical working team of dedicated officials who supported the Strategic Manager to ensure a smooth planning process. The Municipal Manager was responsible for the process but often delegated functions to the officials that formed part of the Steering Committee.</p> <p>Chairperson:</p> <p>Municipal Manager (or Strategic Manager)</p> <p>Secretariat:</p> <p>The secretariat for this function is provided by the IDP/PMS Unit</p> <p>Members:</p> <p>Heads of Departments (HODs) Spatial Co-ordination Unit (sector plan champs) Municipal Support Unit (MSU) Cluster technical champs Project Managers Chief HR Officer (Training) Internal audit Communication Budget pilot champ</p> <p>The IDP Steering Committee is responsible for the following:</p> <ul style="list-style-type: none"> ▪ Commission research studies; ▪ Consider and comment on: <ul style="list-style-type: none"> ▪ Inputs from subcommittee(s), cluster teams; ▪ Inputs from provincial sector departments and support providers. ▪ Process, summarise and draft outputs; ▪ Make recommendations to the Representative Forum;

	<ul style="list-style-type: none"> ▪ Prepare, facilitate and minute meetings ▪ Prepare and submit reports to the IDP Representative Forum
IDP Representative Forum	<p>District-wide participation took place through a number of related structures. The IDP Rep Forum which was used in the initial IDP was resuscitated. The IDP Representative Forum comprised of ADM and its local municipalities, representatives from sector departments, parastatal bodies, NGOs, business people, traditional leaders, and other interested organized bodies.</p> <p>Chairperson: The Executive Mayor or a nominee</p> <p>Secretariat: The secretariat for this function is provided by the IDP/PMS Unit</p> <p>Membership: Invitations were submitted to the same members as the previous year, including the representatives of the consultative fora.</p>
Cluster Teams	<p>A task team was established for each cluster to develop objectives and strategies and identify projects and a set of programs based on the development priorities and the preferred district-wide strategies. Each team was headed by a political and a technical Champion and consisted of senior officials. The 4 clusters are aligned to the 5 local government key priority areas.</p>
Service Providers	<p>Service providers were not utilised for this IDP, instead, the IDP/PMS unit provided support for the following:</p> <ul style="list-style-type: none"> ▪ Methodological / technical support on the development of objectives, strategies, projects and programmes. ▪ Budget alignment and other ad hoc support as required; ▪ Facilitation of planning workshops as required.

In addition to the structures reflected in the Table above, the following structures were also involved:

- Budget Planning Team
- Spatial Co-ordination Unit
- Special Programmes Unit
- Project Task Team
- Multi Disciplinary Task Team

1.2 Schedule of Meetings

The outline of the public participation process with specific reference to meetings and workshop dates of the various role players are reflected in the table below. The latter provides a brief summary of transparency and public involvement methodology followed in preparation of the IDP.

ADM ACTION PLAN	
PARTICIPATION STRUCTURES & MEETING DATES	
PRE-PLANNING (July 01– August 08)	
IDP Managers’ workshop (ADM/LMs – prepare for the review)	24 July 2008
IDP Steering Committee (pre-planning and review implementation)	15 September 2008
IDP Representative Forum [District-wide launch]	29 September 2008
Council workshop on IDP/Budget process	14 October 2008
ANALYSIS (September 01 – November 30)	
IDP Managers’ workshop (Prioritization of local needs and issues)	6-7 October 2008
IDP Steering Committee	05 November 2008
IDP Representative forum [District-wide development priorities]	20 November 2008
OBJECTIVES; STRATEGIES and PROGRAMMES (December 01 – March 30)	
IDP Managers’ workshop	26, 27 & 28 January 2009
IDP Steering Committee (Refine objectives, strategies and draft projects)	19 January 2009
IDP Steering Committee (Refine objectives, strategies and draft projects)	16 February 2009
Strategic Planning session (Mid-year term review)	05 – 06 February 2009
IDP Representative Forum (Present draft objectives and strategies)	23 February 2009
District Mayors’ Forum (DIMAFO)	09 March 2009
IDP Steering Committee (Draft project list with budget envelopes)	16 March 2009
Council workshop on draft IDP	12 – 13 March 2009
Council approval of the draft IDP	27 March 2009
APPROVAL (April 01 – May 30)	
IDP Representative Forum	02 April 2009
IDP Managers’ workshop	April 2009
District Wide Integration Workshop (with LMs, Sector Departments, Parastatal bodies, and Non-Governmental Organizations)	April 2009
IDP/ BUDGET ROAD-SHOWS (public presentation hearings)	06 April – 15 May 2009
IGR Forum meeting	07 May 2009
IDP Steering Committee (Implementation & Operational Plan)	11 May 2009
Council Open Day (Present final draft)	15 May 2009
DIMAFO	20 May 2009
IDP/budget Representative forum meeting	21 May 2009

1.3 Relevant Documents

The following documentation should be read with the IDP:

- Municipal Systems Act and relevant regulations
- IDP Guide Pack, with specific reference to Guide 3 and Guide 6
- District IDP Framework Plan
- ADM IDP Process Plan
- ADM Budget Process Plan
- ADM IDP (2007 - 2012) and 2008/2009 Reviewed IDP
- Various Sector Plans and Programmes
- Category B IDP's (2007 - 2012) and 2008/2009 Reviewed IDPs
- Performance Management Framework (2006)
- Provincial Growth and Development Plan (2004-2014)

SECTION B: SITUATIONAL ANALYSIS

2.0 Introduction

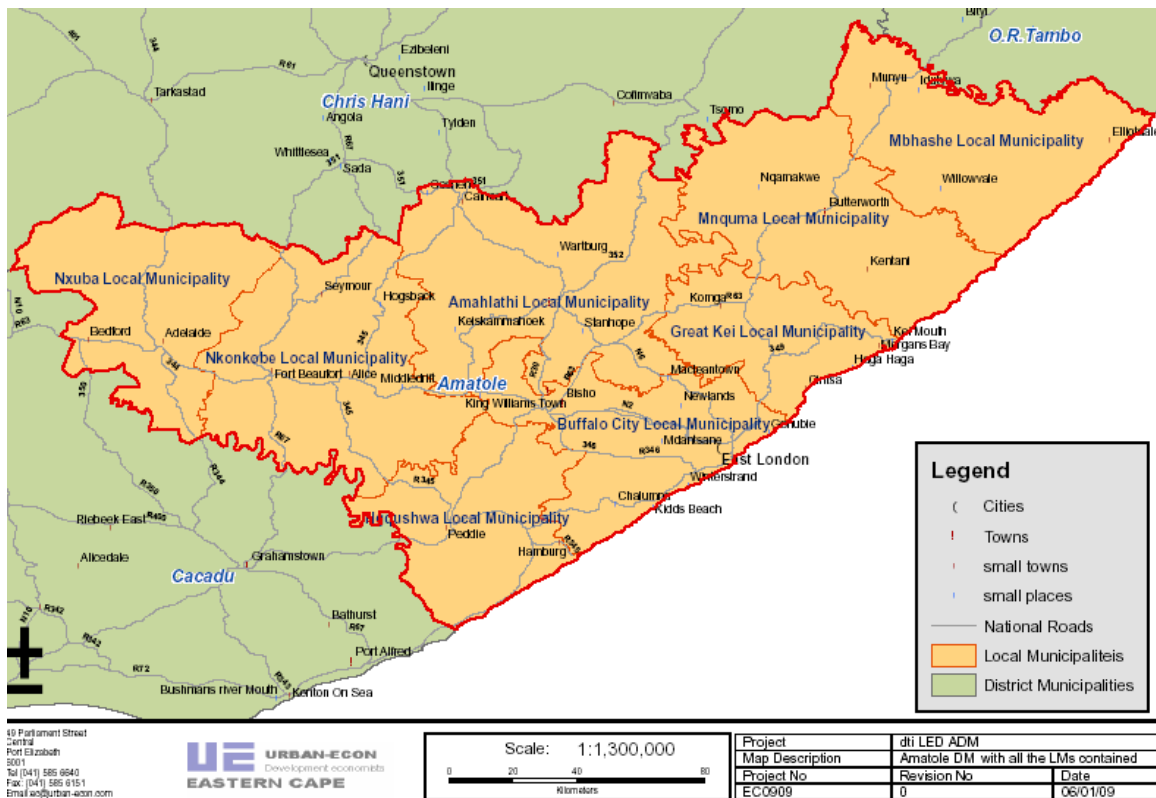
This Chapter provides a detailed summary of the District Municipality’s situational analysis.

2.1 Analysis Overview

2.1.1 Introduction

The Amathole District Municipality is situated within the Eastern Cape Province, between Port Alfred and Port St John’s, and includes the city of East London. The district stretches from the Indian Ocean coastline in the south to the Amathole Mountains in the north. The District includes the large parts of the former Ciskei and Transkei homeland areas, which means the district has large disparities within its borders. It is bordered by the Cadadu, Chris Hani, and OR Tambo municipalities. The District covers a land area of roughly 23,577.11km².

Map of Amathole District Municipality



- **Buffalo City Municipality**, comprising the city of East London, the main town of King William’s Town and surrounding urban centres (including the Provincial Capital, Bhisho, Dimbaza and Mdantsane), a number of coastal towns, numerous peri-urban and rural settlements;
- **Amahlathi Municipality**, comprising the towns of Stutterheim, Cathcart, Keiskammahoek and Kei Road, numerous peri-urban and rural settlements;
- **Nxuba Municipality**, comprising the towns of Bedford and Adelaide and surrounding rural areas;
- **Nkonkobe Municipality**, comprising the towns of Alice, Fort Beaufort and Middledrift, the smaller towns of Hogsback and Seymour, numerous peri-urban and rural settlements;
- **Ngqushwa Municipality**, comprising the town of Peddie, the coastal town of Hamburg, numerous peri-urban and rural settlements;
- **Great Kei Municipality**, comprising the town of Komga, the small coastal towns of Kei Mouth, Haga Haga, Morgan Bay and Cintsa, and a number of rural settlements;
- **Mnquma Municipality**, comprising the main town of Butterworth, the small towns of Ngqamakwe and Centani, numerous peri-urban and rural settlements; and
- **Mbhashe Municipality**, comprising the towns of Idutywa, Elliotdale and Willowvale, and numerous peri-urban and rural settlements. Demographic Overview

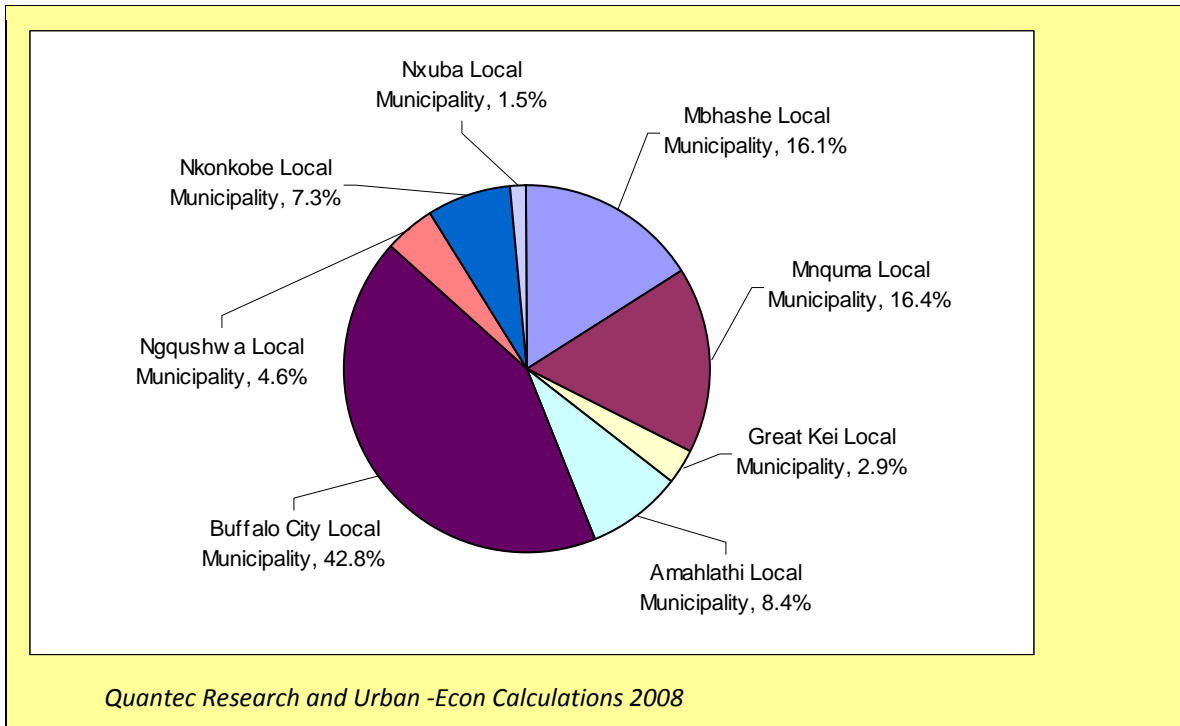
2.1.2 Demographic Overview

Population

According to Statistics South Africa (*Community Survey, 2007*), the **population** of the Amathole District was about 1,635,433 in 2007. The population is unevenly distributed among the eight Local Municipalities.

The majority of the Amathole District population reside within the Buffalo City LM (42.8%), followed by Mnquma LM (16.4%) and Mbhashe LM (16.1%). The two Local Municipalities with the smallest percentages of the Amathole District population are Nxuba (1.5%) and Great Kei (2.9%).

Population distribution, ADM, 2007



Population Group

Population Group, ADM, 2007

	Black	Coloured	Indian or Asian	White
Amathole	91.89%	2.90%	0.26%	4.94%
Mbhashe LM	99.70%	0.15%	0.02%	0.13%
Mquma LM	99.61%	0.17%	0.07%	0.15%
Great Kei LM	90.25%	1.62%	0.00%	8.14%
Amahlathi LM	95.22%	1.76%	0.12%	2.90%
Buffalo City LM	85.48%	4.59%	0.51%	9.42%
Ngqushwa LM	99.54%	0.33%	0.13%	-
Nkonkobe LM	94.43%	4.76%	-	0.82%
Nxuba LM	76.42%	15.41%	-	8.18%

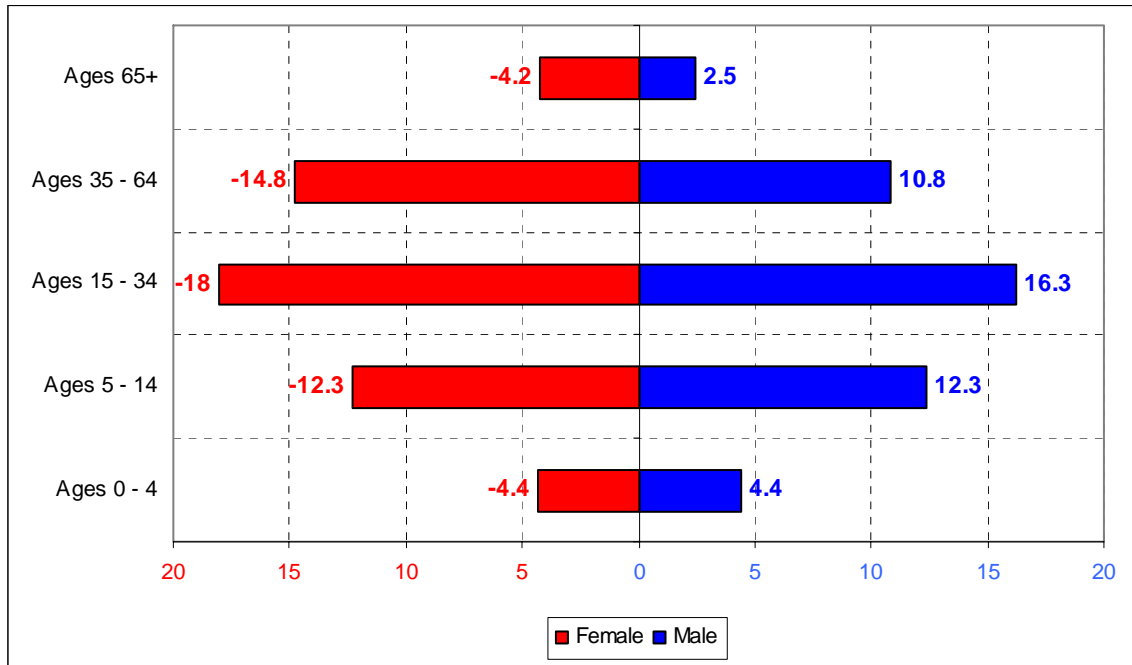
Source: Quatec, Community Survey 2007

The ADM is made up predominately by Black South Africans (91.9%), this is followed by White South Africans (4.9%) then Coloureds (2.9%) and finally Indian or Asians (0.3%).

Age and Gender

- a. In terms of **gender**, the Amathole District has a fairly equal distribution as measured in the 2007 Community Survey, at 46.3% male and 53.7% female.
- b. In terms of the **age structure**, 66.61% of the Amathole District population in 2007 fell within the economically active population (EAP) range. 33.39% of the population (such as children and the elderly) is dependent on the economically active population for their subsistence.

Age and gender structure, ADM, 2007



Source: Statistics SA (Community Survey 2007)

Population density

The **population density** within the Amathole District has steadily decreased since 2002. While the population density was 70.4 people per square kilometer in 2002, it decreased to 69.3 people per square kilometer in 2007.

Population density within the ADM, 2008

Area	People per KM ²
Amathole District municipality	69.3
Mbhashe Local Municipality	86.1
Mnquma Local Municipality	81.2
Great Kei Local Municipality	27.7
Amahlathi Local Municipality	32.2
Buffalo City Local Municipality	277.2
Ngqushwa Local Municipality	33.5
Nkonkobe Local Municipality	32.0
Nxuba Local Municipality	9.0

Source: Quantec Research and Urban -Econ Calculations 2008

Citizenship

- According to Community Survey 2007 data, 99.8% of people residing in the Amathole District were South African citizens.
- Of those that are not South African citizens a large percentage are from neighbouring Southern African countries who migrated to the area in search of economic opportunities.

Citizenship of ADM residents, 2008

	Amatole
South Africa	99.8%
SADC countries	0.1%
Rest of Africa	0.1%
Europe	0.1%
Asia	0.0%
North America	0.0%
Central and South America	0.0%
Australia and New Zealand	0.0%

Source: Statistics SA (Community Survey 2007)

Migration trends

- An average of 1.5% people residing in the ADM had moved there within the 1996 – 2001 period. This figure gives an indication of the migration rate into the District.
- The Local Municipality that experienced the highest in-migration rate according to this measure was Buffalo City, with 3.5% of residents who moved to the area in 2001.

Population density within the ADM, 2008

Percentage of migrants that moved to the area within each year, 1996 – 2001						
Area	1996	1997	1998	1999	2000	2001
Amathole	0.3%	1.4%	1.6%	1.7%	1.9%	2.3%
Mbhashe LM	0.2%	0.4%	0.4%	0.4%	0.6%	0.8%
Mnquma LM	0.2%	0.7%	0.8%	0.9%	1.2%	1.6%
Great Kei LM	0.3%	1.4%	1.3%	2.8%	2.4%	2.8%
Amahlathi LM	0.3%	1.0%	1.3%	1.5%	1.7%	1.5%
Buffalo City LM	0.5%	2.3%	2.7%	2.7%	3.0%	3.5%

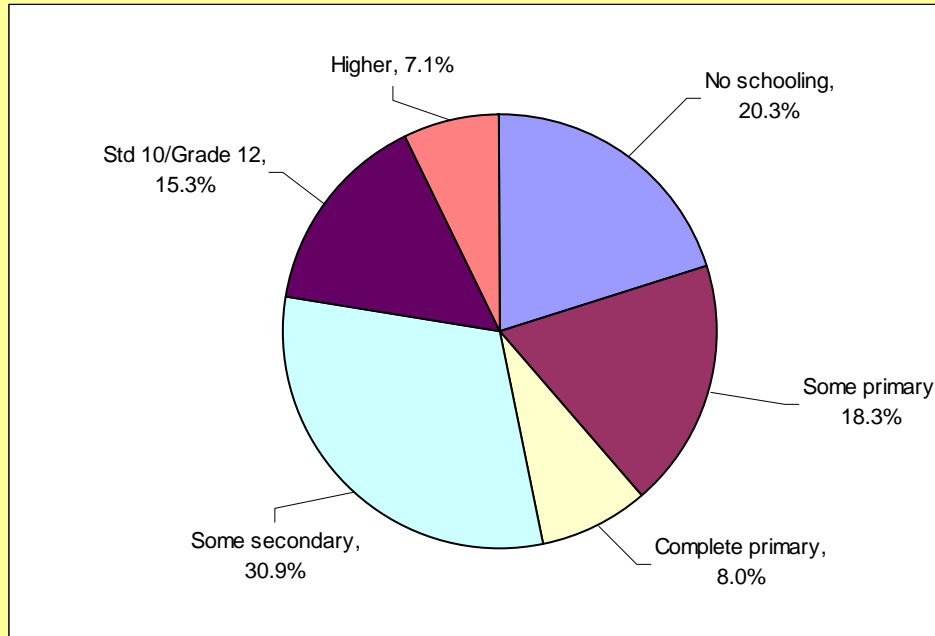
Ngqushwa LM	0.1%	0.4%	0.4%	0.4%	0.5%	0.6%
Nkonkobe LM	0.3%	0.9%	1.0%	1.1%	1.4%	2.5%
Nxuba LM	0.2%	1.2%	1.6%	1.1%	1.7%	1.6%

Source: Statistics South Africa (Census 2001)

The above data seems to indicate a fairly low rate of migration in and out of the Amathole District, with people settling in the area for relatively long periods of time before moving on to a new locality.

Education

Education profile, ADM, 2007



Source: Statistics South Africa (Census 2001)

According to Census 2001 figures (StatsSA, 2001), only 15.3% of the adult population (20 years+) had completed Grade 12, while only 7.1% had a tertiary/higher education qualification. The majority of the adult population had some secondary level education, but had not completed their matric. 8% had completed primary level education up to Grade 7, while 18.3% had only some primary level education. 20.3% of the adult population, as measured in 2001, had no schooling whatsoever.

Tertiary institutions

Academic institutions in the district include the University of Fort Hare, Walter Sisulu University, Lovedale College, Fort Cox College, the FET college, and a number of good high schools (ADM GDS, 2007).

The primary challenges facing the tertiary institutions, many of which were previously “homeland” institutions, include the following:

- Institutional transformation and the integration of multiple institutions;
- Curriculum transformation through diversification and upgrading of course offerings;
- Question of access and equity;

- Improvement of standards.

Factors which fuel these challenges include income levels of poor households, bursary access and the transformation of secondary education. Poor secondary education standards and language challenges also impact on the institutions.

The following points further sum up the ADMs Human Capital (*Amathole Regional Economic Development Strategy, 2008*):

- There are a number of good schools producing sports, academic, business and political leaders in the ADM
- Positive economic and cultural values in a diverse population
- Higher literacy rates and quality
- Basic grounding in science, maths and logical reasoning skills
- Increased secondary or tertiary level skills
- Increase in Skills suitable for participating in the economy
- Reduce risks from environmental and social disasters and crime
- Programmes such as “Seeds for the future” civil-society support programme, are actively addressing non-academic development for a quality future workforce and build “social” capital.

Human Development Index (HDI)

ADM HDI, 2008

	1996	2005
Mbhashe LM	0.37	0.42
Mnquma LM	0.46	0.50
Great Kei	0.42	0.44
Amahlathi	0.46	0.50
Buffalo City	0.56	0.59
Ngqushwa	0.41	0.46
Nkonkobe	0.45	0.49
Nxuba	0.46	0.50

Source: ADM GDS 2007 - Global Insight, 2006

The Human Development Index (HDI) is an indicator which measures development. It measures life expectancy, literacy and income of a particular district. With an increase in all LM from 1996 to 2005, it is a clear indication that the quality of life in the ADM has improved. Buffalo City has the highest HDI of all the LMs, 0.59. The Buffalo City's increased HDI can be explained by the presence of good education facilities within the area, the areas good economic performance compared to the rest of the LMs and better health facilities. However these figures indicate that more interventions are needed to develop most of the LMs in the ADM.

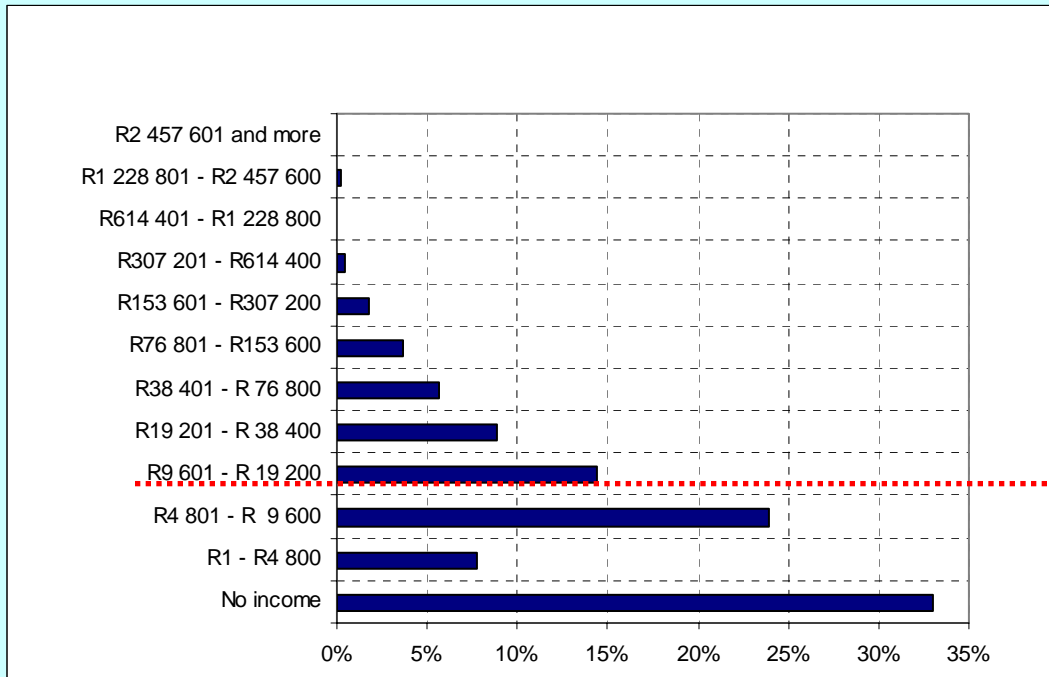
Main Demographic Challenges

- The region is challenged with a higher demand for basic services as well as housing.
- There has been a growth in informal settlements in Amathole which negatively influences the health and environmental status of the district.
- Services such as education, reproductive health, youth development and development projects to address poverty remain a challenge for local government and government departments.
- The District Municipality is made up of a few former homelands where limited or no development has taken place over a number of years. This has translated in Amathole experiencing high levels of poverty across the District.
- The public sector dominates the region's economy, which indicates the challenge of a limited production base in the area, and limited private investment growth into the ADMs economy.
- Economic situation in terms of lack of income and unemployment of the population is increasing.

Poverty and Inequality

Household income

Annual Household Income, ADM, 2007



Source: Statistics South Africa (Census 2001)

The following graph depicts the distribution of annual household income among the different income groups in the Amathole District, as measured in the 2001 Census.

- a. According to the above graph, the majority of households in the ADM earn between no income and R19,201 per annum. This means that almost 79% of households earned a monthly income of R1,200 or less.
- b. The average weighted income (AWI*) as measured in 2001 was as follows:

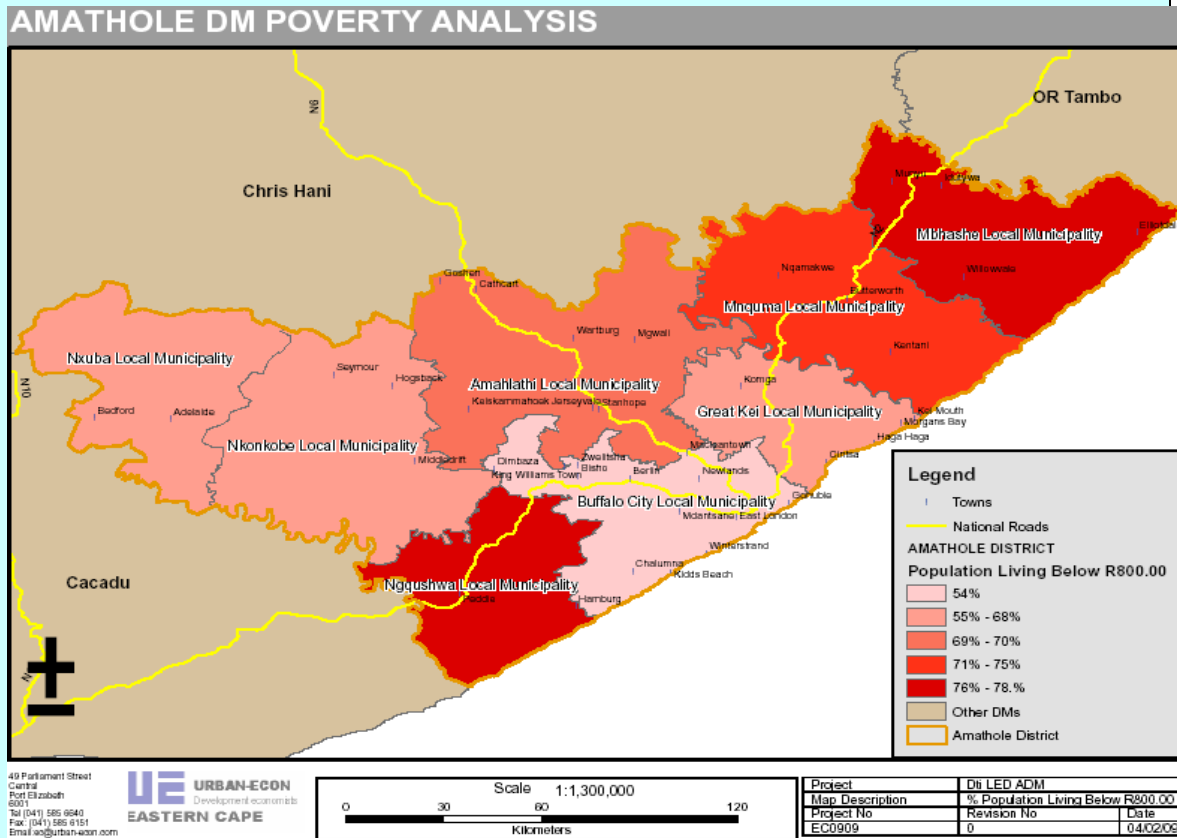
	2001	2008
SA	R 4,265.03	R 7,122.11
EC	R 2,623.53	R 4,380.98
Amathole	R 2,535.22	R 4,233.52

Statistics SA (Census 2001) and Urban-Econ Calculations

*AWI is the average income of households, taking into account the distribution of households across income categories.

- c. The number of people in poverty is an indicator of household members who reside in households whose total income falls below a particular level. The level used here is based on Global Insight data which uses the Bureau for Market Research (BMR) Minimum Living Level (MLL) that ranges from R893 for a single person household to R3314 for an eight person household (ADM GDS, 2007).
- d. The Mbhashe LM and Ngqushwa LM experienced the highest poverty levels. Buffalo City, being the DMs primary node, has the lowest poverty percentage, 54%.
- e. Figure 1.2 is a map indicating poverty levels in the ADM.

Map of ADM Poverty Levels



The following points about the poverty in the ADM have been summarized from the ADM IDP 08/09:

- A large number of ADM residents survive on pension or grant from the government. Furthermore, the percentage of people living under the poverty line is slightly higher than that of the Eastern Cape as whole.
- Low affordability levels in the ADM and the increased levels of poverty within ADM have resulted in a further rise in inadequate basic services to households. The common diseases and health problems in the district are related to socio-economic factors such as overcrowding and poor resistance due to poverty and illiteracy.

- The implication of the increased levels of poverty is that the majority of schemes will require subsidization through the equitable share from National Government to remain sustainable and future prospects for cross subsidization are limited unless current economic patterns improves.

Social grants

Household grant dependence is higher in Amathole (66%) than the average for the Eastern Cape (64%) as a whole. Only Buffalo City (53%) and Nxuba (59%) fall below the district and provincial averages with the remaining local municipalities recording 2/3 and more of households which depend on at least one social grant. The number of people who receive social grants give an indication of the number of people who earn a household income below a certain level and therefore qualify for social grant support.

Social grant support, 2007

	Amatole
Old age pension	7.9%
Disability grant	3.1%
Child support grant	18.8%
Care dependency grant	0.5%
Foster care grant	0.1%
Grant in aid	0.1%
Social relief	0.1%
Multiple social grants	0.2%
NA	67.9%
Institutions	1.4%

Source: Statistics SA (Community Survey 2007)

Child support grants are by far the most common type of social grant support received by ADM residents (18.8%).

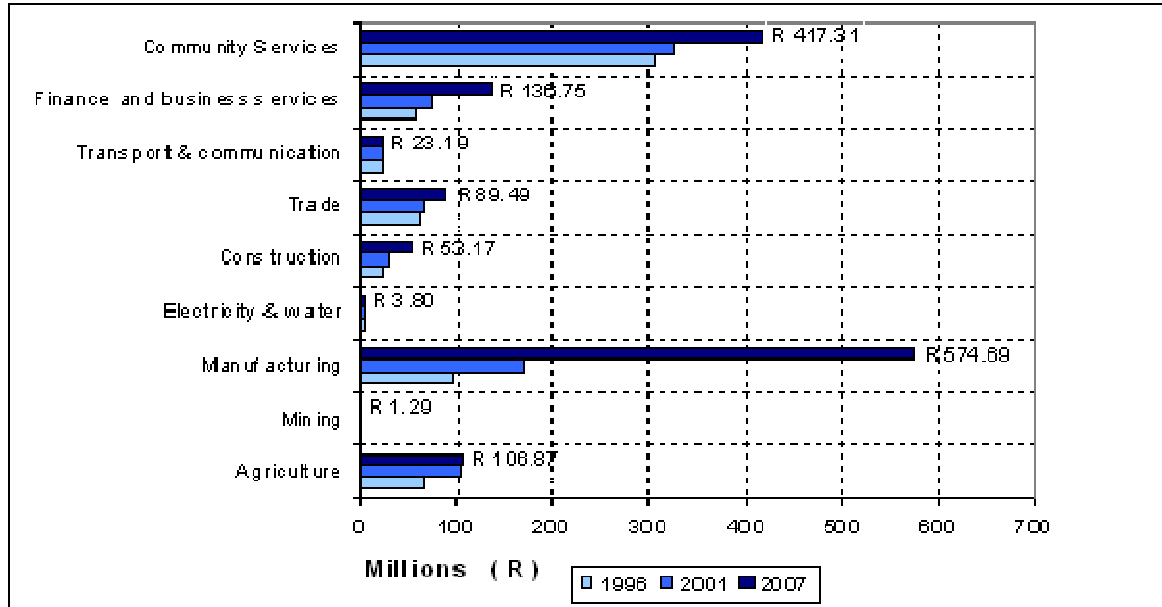
2.1.3 Economic Overview

ADM has 2nd largest economy in the province, contributing 27% to the provincial economy. East London, Bhisho, Butterworth and King Williams Town are areas of significant economic activity in the Amathole district. Economic activity in the district is concentrated mainly within the Central Business Districts of these major towns. These towns also function as centres of economic activity for surrounding areas and smaller towns, with manufacturing, trade, finance and community services sectors dominating the district's economy. As a result of its central location in the province, the district has good economic links with neighbouring districts.

A growing modern economy linked to global production chains in East London is contrasted with an extremely poor rural economy in former homeland areas. A 55.1% unemployment rate has been recorded in the area, with 77% of the population in the district living below the minimum living level threshold.

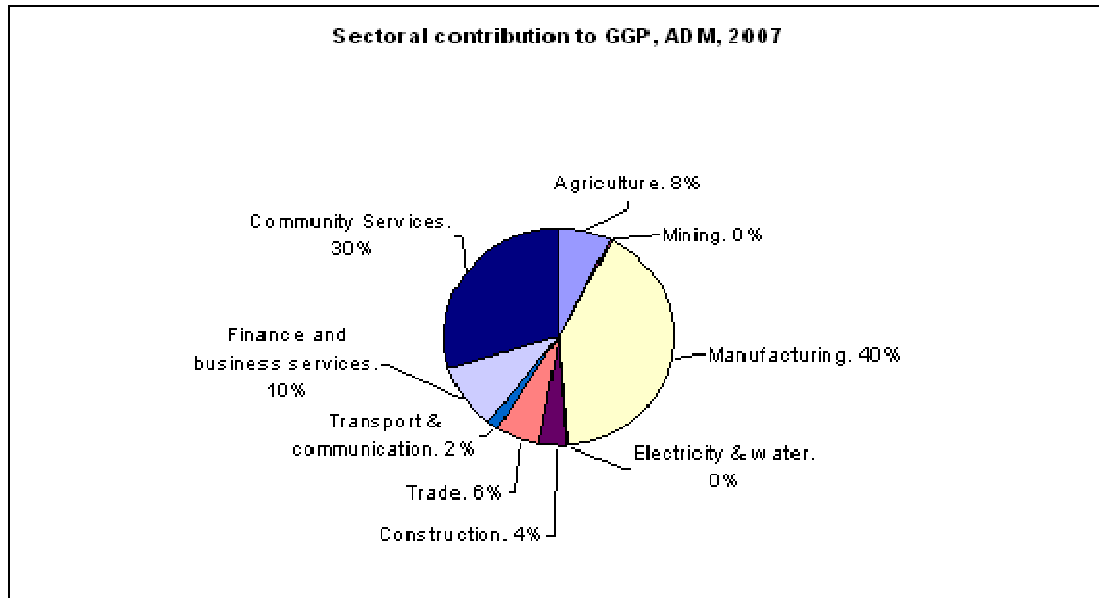
High levels of poverty and inequality exist especially in the eastern part of the district. There is a substantial need for investment in social and economic infrastructure throughout the district, but especially in the former homeland areas. The district has diverse natural resources in terms of soils, vegetation, climate and topography.

Sectoral production structure of the ADM economy



Source: Quantec Research and Urban Econ calculations

- 1) The economy of ADM is dominated by the manufacturing sector, which contributed 15% to ADM GGP in 1996 and has since then increased to 41% in 2007.
- 2) Even though the community service sector was dominant in the ADM economy, there has been a steady decline in its contribution to GGP, 47% in 1996 to 30% in 2007.
- 3) The third most important contributor to the GGP of the Amathole District is finance and business services which contributed 10% in 2007. Agriculture is the fourth most important with a contribution of 8% in 2007.
- 4) The mining, construction, electricity and water, transport and communications sectors have not shown promising improvements with regarding increased contributions to the ADM's GGP
- 5) In general the structure of the economy has remained static between the period of 1996 and 2007, except for the manufacturing sector.



Source Quantec Research and Urban Econ calculations

ANALYSIS OF TRENDS IN THE VARIOUS SECTORS.

Agriculture

- 1) The land use patterns and land ownership in ADM are diverse. The latter varies from communal land ownership, particularly in the former homelands, to private commercial land ownership.
- 2) Agriculture in most parts of the ADM has not yet developed beyond subsistence because of constraints facing agriculture in rural areas.
- 3) The prospects of agriculture currently look dim because of the lack of inputs, resources and a lack of interest from the youth.
- 4) The sector has experienced a decreasing trend in employment over the period 1995-2007, from 6 percent in 1995 to 3.9 percent in 2007.

Mining

- 1) The mining sector is the lowest performing sector in the ADM
- 2) Furthermore the sector has been struggling over the past 9 years, suffering a continuous downward trend.
- 3) As a result of its small share in the ADM economy, the mining sector has no meaningful impact on overall growth.
- 4) The mining sectors employment trend is consistent with its decreasing low performance output trend as it accounted for 0.4% of total employment in the district in 2006 and 2007.

Manufacturing

- 1) From 1995 to 2007, production growth in manufacturing has been consistently been escalating
- 2) Improvement in the sector mainly has to do with the shift to hi-tech sub sectors.
- 3) Manufacturing in Amathole is slightly more import dependent than export orientated
- 4) The sector contributes about 29 400 jobs (15.2 % of the district's employment)

Utilities (Electricity and Water)

- 1) Output for utilities decreased during the period 1995-2001, but has been fairly constant over the period 2001-2007.
- 2) The utilities sector is the second smallest contributor to the ADM economy.

- 3) This sectors contribution to employment in ADM has been averaging between 0.4% and 0.5% over the past 10 years.

Construction

- 1) The construction sector has shown positive growth over the past 10 years
- 2) Success is attributed by an increase in both public infrastructure investment and private property development.
- 3) Currently the sector contributes 4% to GGP output.
- 4) This sectors contribution to GGP has decreased from 6.6 percent in 1995 to 5.0 percent in 2007.

Trade

- 1) This sector has produced a firm increase in production over the past decade.
- 2) It is however only the fifth largest contributor to ADM GGP
- 3) Employment in the sector has experienced a positive increase, contributing about 16.1 percent of formal employment in ADM

Transport and Communications

- 1) This sector currently contributes 2 percent of GGP of the ADM.
- 2) After declines in the period from 2000 to 2004, this sector has since been making positive contributions to the district's GGP.
- 3) The sector faced a decreasing trend in employment between 1995-2002, after which employment started to level out and gradually increase.
- 4) This sector currently contributes about 2.6 percent to formal employment of the district.

Finance and Business Services

- 1) Being the third biggest contributor to GGP, the sector has shown increasingly positive growth in the past decade.
- 2) Currently this sector contributes 10% to the GGP of the ADM economy.
- 3) There has been a consistent increase in employment in this sector as it now accounts for 16.3% compared with 8% in 1995.

Community and government services

- 1) This sector has dominated the ADM economy between 1996 to 2001, but it has now taken second place to the manufacturing sector over the past 6 years.
- 2) Currently this sector contributes about 30% to the GGP of the ADM.
- 3) Employment in this sector has been on the decline since 1996 when it contributed 41% of total employment compared to the current 38.5 % of formal employment in the district.

2.1.4 Cluster Overview

2.1.4.1 LED & Environment Cluster Overview

- **SMME DEVELOPMENT**

According to scientific projections based on population numbers, business coverage ratio and square meter densities, Amathole District Municipality has the largest pool of SMME's in the Eastern Cape, totalling more than 67 000. The majority of these SMME's are said to be informal and micro as is the trend in the Eastern Cape Province and nationally. The majorities of businesses in ADM are unregistered and operate as sole traders and to some extent, as pockets of poverty alleviation. They are operating within the trade and service sectors, followed by manufacturing. In terms of trade / service sector, the majority of businesses are spaza shops, general dealers, shoe repairers, hair salons, caterers, service stations. Manufacturing constitutes about 13 % and is dominated by dressmaking and sewing (clothing

and textiles). There is a need to diversify SMME development to include agriculture and tourism as opposed to the prevalent over-dependency on the retail and services sector given.

The majority of businesses earn up to R 5000 per month with a very limited number generating above R 25 000 per month. Most of these businesses are not registered for VAT, Pay- As – Earn and Income Tax. The significant numbers of businesses in the area are operating from home and the streets. In rural areas, this could be very well top 80%, with the majority leaning more towards street – trading within rural services centre’s of Amathole. In some Municipalities e.g. Mbhashe and Mquma Municipalities the situation on the ground paints a glaring picture of serious lack of appropriate trading facilities. Most of the enterprises earn less than R 300 000 per annum and employ between 1 and 5 people each. A good number of SMME’s in the district is owned by women. According to the Stats SA research conducted in 2001, women entrepreneurs in the Eastern Cape out numbered men by almost three to one – a figure well above the national average (Stats SA, 2002).

There are a number of challenges facing SMME’s in the district, in fact these challenges are experienced by SMME’s nationally. Access to finance and markets are a major challenges facing SMME’s in the district and despite numerous interventions by Government this will remain a challenge due to the fact that there is a glaring of lack appropriate micro lending finance for R 5000 – R 100 000 categories. Even state institutions like the ECDC have increased their funding thresholds to R 150 000 and above. The banks are reluctant to fund this segment of the market as they say that it is a high risk. Although Umsobomvu Youth Fund has a progress fund scheme administered by First National Bank, it is only focusing on entrepreneurs that operate within the Buffalo City Municipality in the East London area. At least the scheme provides small amounts of loans starting from R 1000, but it only benefits the East Londoners and that is not even half of the district in terms of area coverage. Entrepreneurs are unable to meet the required financial costs, or raise appropriate collateral and most of them have been black-listed and commercial banks do not regard the majority of entrepreneurs as bankable or creditworthy. An important part of the national small business strategy is therefore to create an enabling environment for entrepreneurs and small businesses to access finance. Although a number of institutions have been set up, there is still a long way to go.

There is generally a lack of information especially in rural areas as the majority of entrepreneurs in rural areas have never had any relationship with any form of financial institution or SMME support agencies.

The lack of technical skills to run their businesses this due to the fact that illiteracy rate is high in the district. Only 4% of the district adult population has a post-matric qualification. Considering the skills requirements needed to unearth opportunities in SMME’s, there is a need to bridge the illiteracy levels and build capacity of entrepreneurs.

Infrastructure development remains a challenge to SMME’s as it provides a platform for increased market and extensive labour opportunities and downstream opportunities for SMME’s and employment for unskilled and semi-skilled persons are created respectively. Fundamentally it provides the backbone for the new business investments in an area and thus boosts the level of enterprising and capital circulation. An establishment of appropriate trading facilities remains a challenge for the district.

These challenges tend to be severe in entrepreneurs operating in rural areas and for women as they face their own unique set of deterrents, such as cultural and behavioural norms and other problems that relate to access to land.

In overcoming the said challenges ADM has entered into a partnership agreement with National Small Industries Corporation, a company that is based in India. The company specialises in SMME development. This partnership entails the development of an SMME strategy for the district, a document that will inform the SMME development programme. The document is awaiting adoption by Council.

- **CO-OPERATIVES DEVELOPMENT**

Co-operatives development is another area that can grow economic development of the area. This has been identified through a number of studies that have been conducted by various institutions. Amathole District Municipality has been supporting a number of co-operatives within the district in various sectors without a strategy and as a result there the impact on the economy has been minimal. The district is thus in the process of developing a strategy that will guide and inform co-operative development.

Most of the co-operatives within the district are involved in manufacturing, agriculture and craft related activities. In trying to address issues of capacity an area that has been identified to be a challenge, ADM has spent a lot of money in providing training on financial management and procurement procedures. ADM has been working closely with co-operatives in the establishment of a co-operatives forum, a structure that will be charged with all the networking and information sharing amongst co-operatives. The forum will be driven by co-operatives to reduce the dependency syndrome and also to build a stronger movement that will grow organically from below. A concept document was developed and adopted by the forum. The document outlines clearly how the forum will work at building a stronger movement. A co-operatives indaba has been held with co-operatives, an event that attracted other districts within the Province. The purpose of the session was to create a platform where co-operatives would learn from best practices and share a stage with national and international co-operatives. Amathole's vision is to create an enabling environment for co-operatives to thrive and prosper.

There are a number of challenges experienced by co-operatives within the district:

- Although there are a number of institutions that are involved in co-operative support and funding, the challenge remains that all these institutions are concentrated in East London and not in rural areas.
- Most of co-operatives produce their products without knowing where to sell them. We therefore we need to identify an aggressive approach towards marketing for co-operatives so that we can be able to address this challenge.
- Lack of information also is a major challenge hence the District has started the programme of information days that will involve all institutions so that co-operatives can be able to know where to get their services.
- Another challenge is lack of commitment amongst the co-operatives themselves; Amathole District Municipality has purchased equipment and machines for various co-operatives as per their needs on their business plans. Some do not even use these machines, some sell them and we have had to collect them through the involvement of the relevant legal authorities. This leaves ADM with no choice but to identify other co-operative businesses that have the same interest or the same vision in terms of development but are serious about their business. There is lack of understanding within co-operatives that all the assets that have been purchased by ADM are for the benefit of the broader group or not individuals. The District also needs to develop a fraud prevention strategy on the assets that it purchases to support emerging entrepreneurs.

- **AGRICULTURE DEVELOPMENT**

The District has diverse natural resources in terms of soils, vegetation, climate and topography. The land use patterns and land ownership in the District are also diverse. The latter varies from communal land ownership, particularly in the former homelands, to private commercial land ownership. These characteristic features of the District in relation to the agricultural sector have resulted in the situation as summarized below:

- The District accounts for 23% of the Provincial output in terms of the agricultural sector.
- However, the agricultural sector contributes only 3.5 % o the GGP of the District.

- Livestock and its products account for more than 70 % of the sector output and this stands to reason because the District is suited to extensive livestock production in terms of its climatic and soil resources.
- The agricultural sector also contributes only 8 % of the employment opportunities in the District and this is continuous declining overtime.
- Citrus production is important in the areas of Ngqushwa, Nxuba and Nkonkobe.
- Fishery continues to contribute very little to GGP of the District.
- Intensive crop production under irrigation is limited to the valleys of the District while Mbashe, Mnquma and Amahlathi are suited to dryland crop production.

The agricultural sector of the district is also characterized by:

- Low productivity
- Higher farmer indebtedness
- Lack of access to finance by historically disadvantaged farmers
- Declining capital investment
- Aging farmer population

- **TOURISM DEVELOPMENT**

The SA Tourism 2005 Annual tourism report estimates that tourism's contribution to GDP was R124 billion, approximately 8% of national GDP. The report indicates that expenditure that (for 2005)

- of the 7,37 million foreign tourists in SA was R53.4 billion, of which 7,6% (R3.3 billion) was spent in the Eastern Cape Province, equating to R590 per day spent in the Province. This is up from R2.8 billion in 2002.
- of domestic tourists was R21.2 billion, of which R2.3 billion was spent in the Eastern Cape.

The estimated revenue from tourism in 2005 for the Province was R5.6 billion, almost 11% of the national total. This was contributed in 3,19 million trips of which

- 18% were trips by foreign visitors, who stayed on average 8 nights,
- spent on average R590 per day in the Province and contributed
- 59% of the expenditure
- 82% were trips by domestic visitors, who stayed on average 3.8
- nights, spent an average R178 per day, and contributed 41% of the expenditure.
- An average of 2.5 trips per annum were undertaken by those who did travel (national average) .

Trip versus visitors:

Since surveys are random they cannot easily distinguish between one-off and repeat visitors. For that reason data is collected per trip. Questions relating to the number of trips per annum give some indication on the number of repeat visitors

The above information was derived from data Tourism SA has been used in preference to other sources, but has been supplemented by data from the Eastern Cape Tourism Board and other sources to try to get a picture of tourism in the district. SA Tourism includes all expenditure by tourists as it is based on information from tourists on how much they have spent. Where data from different sources has been used, comparative measures (percentages, trends) have been used. **Nevertheless, the reader should exercise caution in comparing figures quoted from different sources.** Specific data for Amathole District is not available, so most of the information and trends are drawn from South African and Eastern Cape information.

Amathole District Municipality is currently undertaking a tourism survey on the profile of tourists that are visiting the district. This survey will be completed in June 2009.

TOURISM ROUTES

The Eastern Cape has six tourism routes and four of these routes starts and/or end at Amathole District. The four routes which are part of Amathole District are the following:

Wild Coast

A portion of the 280 kilometres stretch of the Wild Coast lies within Amathole District. Much, however, lies outside the area. The area north-east of Coffee Bay (just beyond the Amathole border) is better known and promoted than the area within Amathole. The Wild Coast Route includes the Great Kei, Mnquma and Mbhashe Municipalities and covers places of interest like Chintsa, Haga Haga, Morgan's Bay and Kei Mouth, Mazepa Bay, Centane and Willowvale. Untamed and untouched, the Wild Coast is just as its name describes! Vistas of lush green hills dotted with the tiny turquoise mud huts of Xhosa villages and a tempestuous coastline, the area is characteristically rural, offering an escape to the madness of the city life.

Friendly N6

The Friendly N6 route traverses right through Amahlathi Municipality from Buffalo City Municipality and creates a route through many inland towns of the Eastern Cape Province, leading to Bloemfontein in the Free State. The Amathole District section of the friendly N6 starts on the outskirts of East London and ends in Cathcart, passing through Stutterheim along the way. Stop off the Python Park, the Lion Park to see the rare white lions, the Calgary Transport Museum and Mpongo Private Game Reserve.

Mountain Escape

The Amathole Mountain Escape includes Nkonkobe, Amahlathi and Nxuba Municipalities and it towers over the lush landscape of this route, valleys and forests adding the rustic charm and mystique. Amathole is a Xhosa name and it means "the calves" referring to the larger mountain range to the North of East of the District. It also indicates how close to nature the people of the district live, having for centuries brought their cattle to graze at the foothills of the Amatholes. This route starts from King Williams Town to Bedford and into Hogsback village. It meanders onward to the historical town of Alice where South Africa's first black president Nelson Mandela and other notable African leaders, received their education at Fort Hare University.

Sunshine Coast

The Sunshine coast embraces the Nqgushwa Municipality and stretches from Port Elizabeth to East London. A large portion of the route falls within the Amathole District. The area has a subtropical climate, with temperatures in winter reaching an average of 21°C while summer temperatures climb to an average of 28°C. Leisure activities centre around the beaches, ocean and rivers as, even in winter, this region is lavished in a mild climate. The towns and villages of Hamburg, Kayser's Beach and Kidds Beach all offers and host watersports, adventure sports and boat trips.

Gateway City

The Gateway City represents the Buffalo City Municipality which incorporates the towns of East London, Gonubie, King Williamstown, Bhisho and Mdantsane. The East London is the economic heart of the Amathole District with the country's only river port and plays host to a thriving automotive industry. The location of the Industrial Development Zone here bodes well for the future of this thriving town.

OVERALL DESTINATION ASSESSMENT

The overall assessment of the Amathole region indicates the following key strengths;

- Geographic central location with the Eastern Cape
- Existing product mix e.g. strong nature base, coastal, wildlife cultural, heritage products
- Accessibility via air, motor vehicle, boat and train.
- Political will within the ADM

- Cultural Heritage-King Sandile centre
- Political –Steve Biko garden of remembrance and the Bhishe Massacre site
- Frontier Heritage- War forts and battlegrounds
- Education Institutions- Fort Hare and Walter Sisulu
- Sporting facilities of a high quality
- Product offering of beach, sun, wildlife and culture

Tourism potential includes:

- Coastal belt of ADM (Fish River SDI & Wild Coast SDI)
- Tourism, heritage and fishing – in Western part and coastal belt of ADM
- Dwesa-Cwebe tourism hub
- Tourism development zones: Mpofu-Katberg (Nkonkobe LM), Doubledrift Reserve Area (Nkonkobe LM), Wild Coast Meander Trail (Great Kei LM and Mnquma LM), Dwesa-Cwebe Reserve (Mbashe LM)
- Opportunity to develop rural areas
- Development of tourism could lead to infrastructure investment

Key Challenges that need attention are:

- Lack of aggressive marketing programmes
- Lack of packaging of tourism product
- Lack of clear defined institutional arrangement
- No defined “TOURISM DESTINATION BRAND”
- Lack of serious funding for tourism promotion and programmes
- Serious lack of regular gathering of logistics
- Limited nightlife and entertainment options
- Poor tourism products signage
- Poor condition of roads
- Poor tourism events co-ordination
- Skills shortage
- Decline in European travellers

Constraints on tourism sector development

From the perspective of competition with other destinations the following are the key issues:

- Tourism is exchange rate sensitive.
- Tourism is affected by international and local political situation, e.g: wars, terrorism, disease outbreaks
- The growth of low cost airlines was driver of growth in Asian and Pacific countries, increasing competition from these countries
- Increase in tourism in sub-Saharan Africa was only 1% in 2004, considerably less than increases in other destinations (Americas 10%, Middle East 17%, Africa 7%, Asia and Pacific 30%, SA 2.7%, Kenya 23%).
- SA was ranked 32nd in terms of international arrivals in 2004, down from 28th in 2002. The country lost market share to countries previously affected by disasters.
- The current global economic downturn might also have an impact on the number of tourists visiting the region

In addition to the above, there is a decline in European travellers and an increase in travellers from the Americas and Africa. This will require a change in the product offerings as this puts pressure on products developed for the former market.

The issues shown above focus on the sector and are development needs. The issues listed as areas to be addressed in the 2010 organizing plan are more focused on the tourist and tourism facility operator, and include:

- Information and transactional fulfilment
- Marketing and branding
- Accommodation
- Tour Operators
- Tour Guides
- Transport and tourist safety
- Skills and service levels
- Events and attractions.

• **HERITAGE RESOURCES MANAGEMENT**

The Amathole District Municipality (ADM) area of jurisdiction has rich history and heritage that consist of various layers – pre-colonial, colonial and post-colonial. The available heritage resources in the district have socio-cultural, spiritual and non-spiritual, aesthetic, historical and political value and meaning that make them have intangible significance for different people at various levels. Though the ADM area of jurisdiction has rich history and heritage there are no locally based declared national heritage sites except Steve Biko Life Stations that were declared in 2007, and those that were declared during the time of the National Monument Council which have provincial status and mirror the heritage of whites. This rich history manifested itself in multifaceted ways. Apart from producing and nurturing great people with political affluence, it gave birth to many early modern African intellectuals and writers. The history and heritage of this region is so diverse and complex and as such sensible measures are needed to unearth this knowledge of system.

The first fourteen (14) years of the fully democratic society in South Africa has brought very little in the region with regard to heritage management and transformation in the sector. In this period we also experienced the proliferation of unearthed human remains through development and environmental degradation. This is of great concern that needs serious attention from various stakeholders involved in development and heritage resources management. In the district, there is uncoordinated socio-economic and cultural development. As such, a holistic approach, systematic Cultural Mapping, Heritage Impact Assessment and Environmental Impact Assessment must be central in social development, urban planning and renewal, rezoning, development in an open space, mining area, road construction, commercial and residential areas, and economic development. This approach enables a balanced development that takes into account a range of economic, social, cultural, historical and environmental aspects. Because of uncoordinated development, not adhering to heritage resources management and existing legal instruments there are a number of areas in the district where human remains have been unearthed through development. Sustainable development that takes in cognizance the afore-mentioned issues should be of paramount importance in the district. However, there is improvement in terms of co-operation of heritage structures.

A locally based national project is needed to project the real situation of events as they unfolded throughout the years. This national project is to be in form of a museum with national government taking care of it. The proposed S.E.K. Mqhayi Centre under his legacy project has potential to be such project. This Centre will be complimented by the envisage Wars of Land Dispossession Memorial Park in Centane. External funding is needed to accelerate these mega projects. There is very little that has been done by

the provincial museums that are found in the district with regard to transformation and depicting its history and heritage except creating separate galleries and displays that are “added on” to the existing old exhibitions. Politics and poetics of display, representation, presentation, identity and knowledge production continue to manifest themselves in these museums.

AMATHOLE HERITAGE INITIATIVE

The Amathole Heritage Initiative has been developed with the aim to unearth various layers of history and heritage, and to safeguard available heritage resources while simultaneously contributing to local economic development. The first phase of the initiative is complete. The initiative consists of four heritage routes (King Phalo, King Sandile, Chief Maqoma and Makana Route) with visitor facilities, information displays and route centres, heritage sites, access improvements, signage and anchor projects etc. All four heritage routes have been officially launched and Visitors Information Centres in these routes have also been official opened. Visitor Information Centres (VIC’s) management plan has been developed for their sustainability.

MAQOMA ROUTE (Nkonkobe and Nxuba)

This consists of Fort Beaufort, Alice, Hogsback, Seymour and Balfour areas in Nxuba and Nkonkobe Municipalities. The following are sites that have been identified as the core of the route and they are in clusters as follows:

- ❖ **Fort Beaufort**
 - Fort Beaufort Museum
 - Officers Quarters
 - Martello Tower
 - Fort Fordyce
 - Healdtown

- ❖ **Balfour**
 - Post Retief
 - Fort Armstrong
 - Dutch Reformed Church
 - Olive Schreiner’s House
 - Hertzog Church
 - Ntsikana’s Grave
 - Phillipton Mission

- ❖ **Seymour**
 - Eland’s Post

- ❖ **Alice**
 - Fort Hare University
 - Lovedale
 - Nkonkobe Garden of Remembrance
 - Fort Woburn
 - Christmas Day Massacre Memorial

MAKANA ROUTE (Ngqushwa municipality)

The route encompasses Peddie, Double Drift Game Reserve and Hamburg areas and the West Bank portion of Buffalo City. There following are sites that have been identified as the core of the route and they are in clusters as follows:

- ❖ Fort White

- ❖ Ann Shaw Mission
- ❖ Keiskamma Graves
- ❖ Milkwood Tree (Umqwashu)
- ❖ Fort Peddie Watch Tower and Barracks
- ❖ Battle of Gwangqa
- ❖ Fort Willshire
- ❖ Keiskamma Barracks

SANDILE ROUTE (BCM and Amahlathi)

The route includes King William’s Town, Stutterheim, Dimbaza, and Keiskmmahoek in Amahlathi. There following are sites that have been identified as the core of the route and they are in clusters as follows:

- ❖ St. Matthews Mission
- ❖ Castle Eyre
- ❖ Boomah Pass Memorial
- ❖ Fort Mitchell
- ❖ Fort Cox
- ❖ Burnshill Wagon Disaster
- ❖ House of Professor JT Jabavu
- ❖ Chief Kama’s Grave
- ❖ Ann Shaw Mission

PHALO ROUTE (Great Kei, Mnquma and Mbashe).

It entails Komga, Butterworth, Dutywa, Centane and Willowvale. The following are sites that have been identified as the core of the route and they are in clusters as follows:

- ❖ Bawa Falls
- ❖ Ngcayechibi’s House
- ❖ King Phalo’s Monument
- ❖ Battle of Umzintshane (Ngunduzza)
- ❖ Rev. Tiyo Soga’s Grave
- ❖ Fort Centane (Battle of Centane)
- ❖ Nongqawuse’s Pools
- ❖ Nqadu Great Place
- ❖ King Hintsza’s Grave (Mbhashe)

The Amathole region has significant heritage linked to the various layers of history relating to San, Khoi, amaXhosa, English, Afrikaans and Germans heritage, early modern African intellectuals, media heritage, sports heritage and the liberation struggle in more recent times. A significant part of this history relates to wars of land dispossession that lasted for almost a century which involved a number of historical incidents, confrontations and battles in the Amathole region. As a consequence of this, there are a large number of sites, forts, buildings and monuments that bear witness to the struggle engaged between the people of the region, resulting in a uniquely rich heritage tourism offering.

This project is intended to address poverty in the area and also seeks to establish community based tourism projects and improved cultural tourism infrastructure. It is hoped that this initiative will foster the establishment of viable tourism enterprises, tour operators and associated activities, in order to achieve sustainable tourism development in the medium to longer term.

Heritage Route Visitor Information Centre

Each route has an information centre that functions as the hub of the route from where visitors can be directed to the various attractions. Where existing facilities exist, they have been used or upgraded to

meet the requirements of such a centre. Provision was made to build a new centre where no existing facilities are available.

These centres also function as the space where indigenous knowledge systems and story telling are performed, and where tour guiding operates from. They also provide space for promoting the heritage of the area to school groups and local business people.

Main visitor information centres have been established in Alice, King Williams Town (in partnership with the Buffalo City tourism project), Peddie, Dutywa and Keiskammhoek and Fort Beaufort.

Satellite visitor centres are established in Balfour, Hogsback, Hamburg, Stutterheim and Cintsa East. Links with the stronger tourist flows from Port Elizabeth and Grahamstown are contemplated through the provision of interpretive displays at the Makana Botanical Gardens in Grahamstown.

District Heritage Resources Inventory

In the database that was collected when the Amathole Heritage Initiative was being developed, 220 sites were identified. The District Heritage Resources Inventory was initiated because the existing database was more on tangible heritage resources, and very few of sites that reflect the history and heritage of the majority of people in the district, and a number of other sites were not covered. Through community-based heritage initiatives that were undertaken and working with different stakeholders including various communities, 'new' sites have been identified.

For the execution of the project, Fort Hare Institute of Socio Economic Research was appointed to conduct research in the region involving site evaluation and description, oral history interviews, photographs and statements of significance. This research has been incorporated in a district heritage inventory.

The recently identified sites are an integral part of the district and national heritage resources inventories. District Heritage Resources Inventory Project intends to develop a comprehensive database of the available heritage resources. Through the first phase of the inventory development 150 new heritage sites were identified throughout the district and the target for the second phase was 50 sites. To date, 420 heritage sites have been covered on the inventory.

The inventory reflects available heritage resources in the district, brief background, description, geographical location, conditions, architectural description of built structures, statement of significance and status (graded and declared or not). The information on the database is available online as is linked to the Amathole District Municipality websites. Heritage inventory is an integral part of heritage resources management. In executing the project, the South African National Heritage Resources Act No. 25 of 1999, related legislations and world heritage management standard are used as the guiding principles.

Heritage Sites Rehabilitation Programme

Heritage Sites Rehabilitation Project which started in 2005 is implemented based on Site Improvement Plan developed and adopted by Council in 2003/04 financial year with the Business Plan of the Amathole Heritage Initiative. The project entails one (1) Km road access; signage; erection of interpretation board and actual site rehabilitation.

Since the appointment of Tshani Consulting cc by the Department of Environmental Affairs and Tourism in 2004 as an implementer of Amathole Heritage Initiative, the above-mentioned priority project, Heritage Sites Rehabilitation Project, was complemented by site improvement that was done through the project they implemented. Through these two mentioned projects a number of heritage sites have been rehabilitated.

Heritage Sites Rehabilitation Framework

This Framework strives to provide a new strategic direction for the Municipality with regard to Heritage Sites Rehabilitation Project and comprehensive mechanisms thereof. The new strategic direction has been impelled by challenges that have been encountered in undertaking the afore-mentioned project. This project is an integral part of heritage resources management

The paradigm shift cause by the new strategic direction will, among other things, enhance the approach and execution of the project for the betterment of heritage resources management in the district. The implementation of the Heritage Sites Rehabilitation Framework necessitates a rigorous effort and contribution by various stakeholders.

Key Framework issues

Since the inception of the project in 2005, it has been implemented based on Site Improvement Plan developed and adopted by Council in 2003/04 financial year with the Business Plan of the Amathole Heritage Initiative developed under the guidance of Prof. J. Peires. The afore-mentioned Site Improvement Plan provided a priority list of sites that have to be rehabilitated and a number of them are privately owned or are in private property. There have been a number of challenges that have been experienced and due to that the Heritage Sites Rehabilitation Framework has been developed to improve the situation and provide guidance for the implementation of the project.

Economical Context

Heritage forms part of socio-economic and cultural development and has a potential to contribute to socio-economic, cultural development and skills transfer in support of the objectives of Accelerated and Shared Growth Initiative for South Africa (ASGISA) and Joint Initiative for Priority Skills Acquisition (JIPSA). The packaging of this initiative (Amathole Heritage Initiative) and other heritage programmes and projects could be positioned in such a way that they become an integral part of sport tourism, especially for 2010 FIFA soccer world cup.

Heritage contributes significantly to the GDP through tourism, particularly cultural tourism. The development, branding, marketing and packaging of heritage tourism routes will accelerate the contribution of tourism (cultural tourism) in the district. Heritage through tourism, particularly cultural tourism, cultural industry, hospitality industry, film industry and heritage orientated SMME's development contribute to local economic development, 2014 vision and Millennium goals. In realising this potential, unearthing and capacity building of the local talent and capacitating of beneficiaries in the above-mentioned areas ought to be central as that would make them active participants and contribute to sustainability of a particular initiative. Branding, promotion and marketing of the district as film destination and promotion of cultural industry will enhance the socio-economic benefits of various communities.

Most importantly, communities ought to take opportunities created by the initiative as, among other things, attempts to enhance the local economic development opportunities by creating job opportunities; joint business venture opportunities, community-based enterprise and facilitate regional tourism partnerships. Though heritage is an integral part of socio-economic and cultural development, economic spin-offs through heritage resources are by-products of heritage resources management. Although the core of heritage resources management is about safeguarding the available heritage resources, it also promotes social cohesion, nation building, play a major role in 'forging' national heritage and identity.

In attempting to contribute to local economic development and to the strategic aims of ASGISA and JIPSA, a challenge is to strike a balance between heritage resources management and commercialization and commoditization of heritage resources through tourism and hospitality industries, as tourism may impact

negatively on heritage and has the potential to reconstruct history, reinforce ethnicity/tribalism and heritage for tourist interest. Thus, it is imperative to develop strategies that are aimed at striking a balance between heritage management and the afore-mentioned sectors. For the above-mentioned opportunities to be realized there would be a need to link and align the project to other existing initiatives in the district, province and country for sustainable development.

CHALLENGES FOR HERITAGE RESOURCES MANAGEMENT

The following are the challenges that have been experienced in safeguarding heritage resources and executing heritage development initiatives:

- ❖ Lack of funds;
- ❖ Lack of capacity in LM's with regards to Heritage Resources Management;
- ❖ Limited knowledge in community about certain heritage issues; and
- ❖ Processing of permits by mandated heritage structures.

SOLUTIONS

The following are solutions to the afore-mentioned challenges:

- ❖ Availability of internal funding while simultaneously applying for external funding;
- ❖ Continue organizing capacity building heritage initiatives and provide assist to LM's;
- ❖ Continue raising community awareness, role and responsibility pertaining to heritage issues; and
- ❖ To identify projects that would require issuing of permits and communicate that in time to the mandated heritage structure.

- **AMATHOLE ECONOMIC DEVELOPMENT AGENCY (AEDA)**

As the registered economic development agency of the Amathole District Municipality, AEDA's mandate is to assist the ADM in growing the economy of the region. The agency was established in September 2005 as a Pty Ltd company and officially launched in December 2005.

ADM commissioned the agency to undertake an economic analysis of the district in order to come up with a long-term, holistic vision of Amathole. The outcome was the Amathole Regional Economic Development Strategy (AREDS), a 20-year vision for the district that broke with old ways of thinking by introducing a spatial approach to development that transcended municipal boundaries. As part of the strategic positioning that ushered in 2007/08, the agency embarked on a re-branding exercise. The attributes that this brand reflects, include: leadership and innovation, nurturing and vibrant energy, and ultimately, facilitating a thriving Amathole. The new name of the agency – "ASPIRE" – was then agreed upon.

ASPIRE focuses on the corridors that flow along the main transport routes (the N6, N2, R63 and R72) in the Amathole District. More than 27 small towns, directly linking to hundreds or rural villages, lie along these corridors. It is our conviction that locating anchor projects in small towns can facilitate economic regeneration and boost development in sectors and value chains aligned to these projects.

This section will provide performance highlights during this period, per corridor and in terms of overall management:

N2 Corridor:

The N2 corridor projects, which include: town regeneration initiatives (Butterworth, Qumrha and Dutywa), economic intervention strategies (tourism and agriculture) and exploration of black granite mining – had a number of activities going. The highlight being a successful event held in November 19, popularly known as the Development Fair. The fair brought together a number of stakeholders, locally and nationally to a day of promotional activities for opportunities that exist in the N2 corridor. The

stakeholders included: TEBA, IDC, DBSA, government departments, local municipalities, Walter Sisulu University, ECDC, community groups (eg. Gcuwa Crafters) private sector, and others. This event is a build-up to an Investment Conference scheduled to take place mid-March this year. The event had also profiled and uplifted Aspire brand to all stakeholders.

Other corridor activities included a number of pre-feasibility investigations and reports on these are available on request. The available reports are:

- Dwesa Cwebe: (a) Agricultural Potential Report; (b) Workshop Report on Strategy for Development of Nature Reserve for Tourism Activities;
- Cebe: (a) Funding Proposal to SURUDEC (an EU funding program for rural development); (b) Agricultural Potential Report; (c) Agricultural Development Concept Report; (d) Tourism Development Concept Report
- Dutywa Regeneration: Stakeholders Reports (Terms of Reference and Minutes of the Project Steering Committee (PSC) meetings); (b) Progress Report to December 2008
- Butterworth Regeneration: (a) Minutes of the PSC and Draft Agreement between PSC partners; (b) Progress Report to December 2008; (c) six tender processes (five failed and one awarded);
- General Economic Intervention programs to support the N2 Corridor Strategy: (a) Report on Lifestyle Property Markets; (b) Report on Tourism on the Wild Coast; (c) Report on Agricultural potential of the N2 area; (d) Workshop Reports for N2 strategies (agriculture, tourism, Butterworth, Dutywa); (d) N2 Development Fair report

N6 Corridor:

The N6 projects include: town regeneration initiatives (Stutterheim, Cathcart and Keiskammahoek), economic intervention activities (Amabhele blueberries and village development) and empowerment development (Woodhouse).

- Town regeneration: Among the three town initiatives, Stutterheim is the only funded initiative. Stutterheim regenerative initiatives managed by Aspire include the establishment of a Petro-Park with a Tourism Information Centre, building a bridge between the town and Mlungisi township, and a development of a Commercial Community Park. Initial activities to stimulate the development of these projects have begun. This includes (a) stakeholder communication (project structures have been set up); (b) pre-feasibility investigation on the economy and the markets and technical planning (eg. EIA, draft transport plans etc) for the construction of a bridge; (c) a comprehensive planning document with detailed funding requirements – for the support and expansion of the Amabhele blueberries and village development; and (d) a Business Plan for the establishment of the Woodhouse). Stakeholder mobilization and concept documents in Cathcart and Keiskammahoek have also been developed.
- Economic intervention: The N6 team had completed a Tourism Development Strategy for the Amahlathi Municipality; (b) Developed a comprehensive plan for the support and expansion of the Amabhele blueberries and village development for submission to the DBSA;
- Empowerment: a project aimed at developing skills in the wood industry is underway. To date, a business plan has been completed; and agreement between Aspire (concept development, funding application, project management), Amahlathi Municipality (site identification, lease management, recruitment), an FET College (curriculum development and training) and a private sector partner (expertise, machinery, markets identification) has been reached.

R63 Corridor:

This corridor is still without a dedicated Manager. The main activities in the corridor; essential oils production in Tyhume Valley and Alice Regeneration are under the supervision of the Chief Financial Officer.

- Town regeneration: the Alice Regeneration project, funded through the NDPG has seen a number of failed tenders. In addition to the failed tenders, the project has a growing number of

(government) partners, who at this stage are pulling the project into different directions. This calls for an urgent need for Aspire to appoint a dedicated Manager to oversee the activities in the corridor. The Alice tender is now managed in partnership with the funder, National Treasury. Appointment for a suitable service provider is expected to be made by the end of January 2009.

Aspire also assisted the Nxuba Municipality in its ongoing process to secure funding and technical support for the construction of a dam. A proposal and letter of request motivating for the economic benefit of the dam was submitted to the DBSA in October 2008. No response has been received yet. Another initiative is the development of the concept for the development of Bedford. A Bedford regeneration concept developed by Aspire, and supported by local stakeholders in Nxuba is complete and was submitted for funding support to National Treasury's Neighbourhood Development Program

- Economic intervention: essential oils production is doing well – pilot results (on cropping and suitability) are positive on a number of sites. **The project has retained about twenty-six (26) workers in the last twelve months.** The project is now entering a trial phase with additional finance from the provincial government, Department of Economic Development and Environmental Affairs (DEDEA). This phase will form the basis for the business activity.

R72 Corridor:

The R72 Corridor is focused on town regeneration; sector development and strategy development.

- Town regeneration: the NDPG funded Hamburg is underway. Elements for the expansion to the surrounding villages have been identified. A tender was launched to carry out further investigation for the economic integration of the seven coastal villages in the area;
- Sector development: this refers to the initiatives around the development of the Artist Residence to stimulate a vibrant tourism industry in Hamburg. Architectural design and concept has been completed and an official appointment of Aspire as project managers by DEAT was made in August 2008. An implementer's meeting organized by DEAT was held on the 12 December 2008 in Johannesburg to work out a plan for phase to the end of March 2009;
- Strategy development: a DBSA-supported process for the development of an LED Strategy for the municipality was undertaken. The project was managed by the Ngqushwa Municipality with the aim of incorporating existing current plans for development – the plans include the Hamburg development and the Artist Residence- and strategic focus provided by the AREDS. This process will assist Aspire and Ngqushwa Municipality to develop a Corridor Development Plan

- **URBAN RENEWAL PROGRAM**

Butterworth Node

The population of Butterworth (excluding rural areas) was estimated to be 45 000 in 2001. According to The Economic Potential of Butterworth report (1993), the population of Butterworth in 1989 was 29 000. This illustrates that the population of Butterworth has almost doubled within the last 20 years; however from 1989 to 2001 it is clear that the population growth was slower than expected. The Butterworth Structure Plan (1997) forecasted that the town would have a population of about 79 000 by the year 2002 and this expected growth did not take place.

While the previous discussion illustrates that the economically active population in Butterworth is decreasing, it is likely that Butterworth experiences an influx of people seeking employment and better quality of rural life in Butterworth, similar to the influx seen by most other cities and towns in SA. For this reason the overall population is increasing steadily.

A notable observation is the large number of opportunities generated by informal trading. This is likely due in part, to people in the Butterworth community turning to alternative forms of employments because of the job losses caused by the decline of the manufacturing sector. Other areas to note are the construction and transport sectors, which contribute a large number of informal employment opportunities, while the community services sector (i.e. government) primarily contributes towards formal employment.

A business survey was completed during January 2005 and subsequently captured on a computerized database. This database was then analyzed in terms of formal and informal businesses. A total of 425 businesses were counted within the study area by the People’s Development Trust in November 2004. From personal visits to the study area it was evident that the majority of formal and informal businesses are concentrated Umtata Street and the side streets joining Umtata Street. A total of 57 formal and 79 informal surveys were successfully completed during the fieldwork.

Business Distribution

This part presents the distribution of businesses in the study area per economic sector. The business survey made provision for the classification businesses into 18 economic sectors and Table 2.3.1 the distribution of all formal businesses in Butterworth.

Sectoral Distribution of Formal Business

Sector	Percentage	Sector	Percentage
Agriculture	2.03	Transport	0
Finance & Business Services	11.2	Trade	5.2
Community Services	29.3	Tourism	2.8
Construction	1.2	Retail	47.8
Mining	0	Manufacturing	2.2

Of the formal business more than 47.8% of businesses were conducted with retail shops. These businesses are mostly located in the Butterworth CBD. The second highest category is Community Services (29.3%) followed by finance and business services (11.2%).

The majority of informal traders are also involved with the buying and selling of retail goods. These goods are usually relatively cheap and purchased in small quantities. Profits are also low and only allow these business owners to survive on a day-to-day basis. The majority of informal businesses are located on the sidewalks of Umtata Road, market square, the bus rank and outside the shops surrounding the CBD where the highest number of potential customers exists.

- **STATE OF THE ENVIRONMENT IN THE AMATHOLE DISTRICT**

ADM is located in a scenic, cultural and floristically unique part of South Africa. With its ocean and mountain boundaries, ADM comprises of a valuable and rich mix of cultural and natural resources. These support the flourishing tourism industry, which in turn stimulates the economy of the district’s economy and helps to create jobs and alleviate poverty. There are, however, many environmental, social and economic challenges facing this area. These are largely the result of the growing population of people and their need for infrastructure, services, jobs, housing, transport and education. The district’s challenges are

to halt environmental deterioration and simultaneously improve the state of the environment and quality of life for the inhabitants of the district. The State of the Environment Report of ADM remains an important part of ADM's Integrated Environmental Management Plan. Monitoring and review are two essential parts of the policy process and the environmental management strategy.

Climate

The climate of the Amathole District varies from mild temperate conditions (14-23°C) along the coastal areas to slightly more extreme conditions (5-35°C) among the inland areas. The mountains on the northern border of the district experience winter snows and summer rainfalls.

Freshwater Environment

There are four major drainage regions in the ADM. Priority rivers within each drainage are shown in brackets:

- Great Fish River catchment (Great Fish, Koonap & Kat Rivers)
- Amathole catchments (Keiskamma, Buffalo, Nahoon & Gqunube Rivers)
- Great Kei River basin (Great Kei, Kubusi, Klipplaat & Tsomo Rivers)
- Mbhashe River basin

The pressures facing ADM freshwater resources are spatially variable:

Western region	<ul style="list-style-type: none"> • Agriculture dominates • Irrigation return flows increase the naturally high sediment load & salt content of the Great Fish River.
Eastern region	<ul style="list-style-type: none"> • Former Ciskei & Transkei. • Largely undeveloped, with most of the population living in rural settlements • Major problems facing rivers include microbial contamination (inadequate access to sanitation), solid waste pollution (lack of disposal sites) and increased sediment load and nutrient concentrations (erosion from over-grazing & vegetation clearing).
Central region	<ul style="list-style-type: none"> • Dominated by the urban/industrial complexes of King Williams Town & East London. • Ever-increasing population & industrial development threaten the water quality of the major rivers (Buffalo & Nahoon). • Effluent discharge (both domestic & industrial) is a major problem.

The main impacts resulting from the pressures include:

- Soil erosion ;
- Solid waste pollution ;
- Organic waste pollution;
- Industrial pollution;
- Changes in health status of aquatic systems;

Terrestrial Biodiversity

The Amathole District has a high diversity of plant species because of biogeographic complexity. Five biomes and 21 vegetation types are represented in the area. It is located almost completely within the Centre of Floristic Endemism and has a relatively high species richness level of endemism. The majority of larger animal species are extinct from the area. Invertebrates, herpetofauna and amphibians face many pressures, primarily resulting from habitat destruction from human related pressures.

The ADM comprises of 2.8% of South Africa's surface area yet supports 15% of its species diversity. Many species and ecosystems are threatened as a result of increased pressure on natural populations and their habitats. There are not many protected areas in the District and the vegetation is not protected to the extent that is generally recommended. The few protected areas occurring in the ADM are extremely important for the protection of some plants and animals.

The terrestrial resources of the Amathole District are subjected to various pressures, associated primarily with increased population pressure and continued reliance on natural resources to sustain human needs. Pressures result in major transformation of vegetation types and a threat to biodiversity. The main pressures include:

- Increased rural urbanization.
- Unsustainable use of terrestrial resources for fuel, medicines and grazing.
- Habitat loss
- Fragmentation
- Alien infestation
- Utilization of land by the agricultural and forestry sectors.

Within the ADM only Eastern Cape Coastal Thicket is conserved, with 16% of its surface area within a conservancy. Other vegetation types are, in general, poorly conserved in the ADM.

The main impacts are:

- Overgrazing
- Indigenous species harvesting
- Subsistence cultivation
- Spreading urbanization
- Commercial activities, especially plantation forestry.

Coastal and Marine Environment

The Amathole District Municipality's coastline stretches over 251km (26% of the provincial coast), which includes Buffalo City, Ngqushwa, Great Kei, Mnquma and Mbhashe Local Municipalities. The Amathole District Municipality is well renowned for its scenic coastline (Wild Coast and Sunshine Coast), beaches and wealth of marine biodiversity. The coastal environment of the ADM consists of beaches, rocky shores, estuaries, sand dunes and coastal vegetation and the offshore environment. Much of the area is in a pristine condition, but faces pressure, which threaten the ecological systems and biodiversity. The key pressures include:

- Industrial activities and development;
- Subsistence and non-subsistence exploitation of marine invertebrates;
- Recreational, subsistence and commercial fishing;
- Residential, resort and tourism development;
- Pollution and waste management;
- Mining;

- Alien species infestation.

Impacts resulting from these pressures include:

- Over exploitation of invertebrate animals on certain areas of the coastline (e.g. abalone, limpets, mussels) in certain estuaries.
- Over exploitation of offshore, inshore and estuarine fish species. Some populations have collapsed, (e.g. Red stumpnose).
- Organic pollution of estuaries and beaches due to poor sanitation in certain resort and coastal developments, poor sanitation in townships and informal settlements and inadequate water treatment.
- Chemical pollution of estuaries due to industrial and storm water run-off.
- Pollution of ocean from outfall pipes.
- Silting up of rivers and estuary mouths due to water flow restrictions.
- Destruction of coastal forests due to uncontrolled removal of wood by subsistence gatherers.
- Blow-outs in sand dunes due to uncontrolled beach access, poorly planned developments and sand mining activities.

Air Quality

The Amathole District municipality does not have serious air pollution challenges but the industrial sector, as it is throughout the country, is the primary producer of air pollution in the district.

The key pressures include:

- Industrial emissions – Buffalo City contains a number of industrial clusters, such as the East London Industrial Development Zone, the West Bank Industrial Complex, Berlin Industrial Area, Wilsonia Industrial Park, Fort Jackson Industrial Area, R102 Industrial Corridor and the Dimbaza Industrial Area. The types of industries vary from light commercial to heavy industrial.
- Traffic – Buffalo City has the highest traffic densities within ADM and vehicle emissions have been identified as a significant source of air pollution in the area.
- Quarries, borrow pits and mines – The district has a number of these sources of dust emissions scattered throughout the municipality.
- Unpaved roads – Dust emissions from unpaved roads was identified as a significant source especially outside of the main urban centres.
- Wildfires and biomass burning – Wildfires were identified as a source of air pollution within the municipality including scheduled burning of firebreaks and highway verge burning.
- Indoor air pollution – This issue was raised due to the use of wood and paraffin and a source of heating and lighting energy, however this issue falls outside of the scope of our audit.

Table: Impacts from pressures on air quality

Pollutants	Main Contributing Sources	Key Impacted Areas
PM ₁₀	<ul style="list-style-type: none"> • Household fuel combustion • Traffic (primarily diesel vehicles) • Industrial (fossil fuel combustion) • Other sources (wildfires, unpaved roads, quarries) 	Localised and sub-regional areas affected. Significant health impacts in the informal and rural residential areas.
NO _x	<ul style="list-style-type: none"> • Traffic (petrol and diesel vehicles) • Industrial (process emissions) • Other sources (wildfires, domestic fuel combustion) 	Localised effects especially in close proximity to roads
SO ₂	<ul style="list-style-type: none"> • Industrial (fossil fuel combustion) • Traffic (petrol and diesel vehicles) 	Localised effects especially around industrial complexes and

	<ul style="list-style-type: none"> Other sources (wildfires, domestic fuel combustion) 	informal residential areas
O ₃	<ul style="list-style-type: none"> Secondary pollutant associated with NO_x and other precursors (i.e. Volatile Organic Compounds) Traffic (petrol vehicles) Industrial (process emissions) Other sources (wildfires, domestic fuel combustion) 	Sub-regional and regional areas affected
CO	<ul style="list-style-type: none"> Traffic (petrol and diesel vehicles) Industrial (process emissions) Other sources (wildfires, domestic fuel combustion) 	Localised effects especially in close proximity to roads
Volatile Organic Compounds (VOC's)	<ul style="list-style-type: none"> Traffic (petrol and diesel vehicles) Industrial (process and fugitive emissions) Other sources (wildfires, domestic fuel combustion) 	Impacted areas to be determined following ambient monitoring

2.1.4.2 Infrastructure Cluster Overview

- WATER SERVICES**

The Amathole District Municipality (ADM) was declared as Water Services Authority (WSA) in terms of the powers and functions devolved by the Local Government Municipal Structures Act, 117 of 1998, the ADM became responsible for the planning and provision of water services in its area of jurisdiction as from 1st July 2003. The function includes the local municipalities of Mbashe, Mquma, Great Kei, Amahlathi, Ngqushwa, Nkonkobe and Nxuba. Buffalo City Municipality is also a WSA and therefore does not form part of ADM WSA jurisdiction. . In June 2006, ADM completed its Section 78 process and resolved to provide water services through internal mechanism and keep possibility of support to the public domain. The ADM WSA population has been estimated to be 961 370 people based on the data from Statistics South Africa.

Levels of Services

The 2008.2009 IDP highlights that as of June 2008, the following percentages of people had access to RDP water services:

- Water – RDP standard or above is 83.09% (25 litres per person per day within 200m walking distance)
- Sanitation – RDP standard or above is 29.14% (waterborne or VIP toilet)

As of September 2008, the ADM had improved water services to the extent of:

- Water – RDP standard or above is 84.07% (25 litres per person per day within 200m walking distance)
- Sanitation – RDP standard or above is 29.14% (waterborne or VIP toilet)

Providing a higher level of service to the resident within ADM is a huge challenge especially within peri-urban and rural areas due to the huge backlogs still to be eradicated and the increase in the water demand these higher level of service will result in. Residents want to move from access to communal stand tap water supply to individual erf or yard connection and from a VIP to smallborne system to waterborne sewage system. This same challenge applies where communities want to extend the water supply infrastructure into their area by connecting into nearby reticulation.

Raw Water Situation

The urban areas of the ADM WSA function are generally in need of upgrading in terms of capacity of bulk infrastructure and access to raw water supply as well as unreliable groundwater resources. This need is growing rapidly as the continued process of urbanization, coastal developments and pressure is placed on local municipalities to provide housing and basic services. An example of a project being investigated to try and address this need of sustainable water supply is the Great Kei River Basin Scheme (currently at Technical & Preliminary Design Stage) where water would be abstracted from the under-utilised Wriggleswade Dam, purified at Kei Road WTW and supplied to the Komga Town, Mooiplaas, Kwelera and to East Coast Resorts.

Despite urbanization and the rural development that is taking place recently, an approximately 80% of the ADM water services backlog is located in the rural areas, especially in the local municipalities of Mngquma and Mbhashe. The ADM and Chris Hani DM are jointly planning and implementing water service delivery to communities that shares a boundary between the municipalities i.e. Intsika Yethu LM (CHDM) and Amahlathi LM (ADM) through a Memorandum of Agreement that would be signed between the two District Municipalities.

Operation and Maintenance

The situation within the ADM in the field of operation and maintenance of water services infrastructure reflects that of the rest of the province in that it requires urgent attention. ADM is currently underway with the Water Management Information System study that will be assisting in managing the operational and maintenance requirements and budgets, the study is expected to be completed in June 2009. There is technical support that is provided by the Service Provider to Engineering O&M personnel. Insufficient funding is available to address operations and maintenance properly, as much of the infrastructure requires replacement due to and overuse. This may require a review by DPLG and responsible sector departments of the MIG allocation for maintenance.

The Section 78 assessment in terms of the Municipal Systems Act has been completed and ADM has decided to perform the internal delivery mechanism. ADM is also participating on the Institutional Reform study to explore a Regional Water Service Provision option for the Eastern Cape Central Region which includes ADM, BCM, CHDM and Amatola Water Board, this study is almost complete but there are some delays in communicating final recommendations to the stakeholders.

Free Basic Services

Affordability levels in the ADM are low, due to increased levels of poverty within ADM. An estimated 68.5% of households were classified as people living in the poverty line in 2004, against 52.6% in 1996 (Source: Global Insight 2005). The implication of this is that the majority of schemes will require subsidization through the equitable share from National Government to remain sustainable and future prospects for cross subsidization are limited unless the economic pattern improves. ADM has completed the process of registering all indigents within ADM on a database but that remain as a challenge because according to the register half of the indigents identified is not registered as compared to ADM RDP schemes. In the 1st July 2006 ADM embarked on the rollout of free basic water to all its residents.

Eradicating Service Level Backlogs

The ADM's ability to eliminate the current water services backlogs are largely dependent on grant funding from national government (especially MIG and Bulk Infrastructure Grant (BIG)). The ADM has adopted the national targets of 2008 and 2010 to eradicate the water and sanitation backlogs respectively. The study

has been undertaken to investigate the possible financial strategy of addressing the backlog by fast-tracking the infrastructure development and it is complete, the recommendation from the study was for ADM to procure the services of the Donor Manager and had since appointed. Current funding trends have however dictated that achievable targets also be set that should current funding trends continue that the following service levels are likely to be achieved by national target dates:

- Population with access to RDP levels of water: 83.5%
- Population with access to RDP levels of sanitation: 45%

A recommendation of implementing a lesser level of service as an interim measure has already began in the areas of Mbhashe and Mnquma Local Municipalities but there is also a funding shortfall challenge in order to achieve this target. ADM has also established the Accelerated Sanitation Program (ASAP) which is earmarked to fast-track sanitation service delivery to ADM's rural areas.

- **SOLID WASTE**

Amathole District Municipality adopted the reviewed Integrated Waste Management Plan in June 2008. The IWMP identified major disparities in the provision of solid waste management services in the currently established urban/peri-urban areas. In the IWMP it is noted that more than 60% of residents in the district do not have access to solid waste services. The 60% comprises mainly rural and informal urban settlements. Attempts are made though to immediately address the informal urban areas. A long term strategy will address the rural areas. The Waste Information System was affected operationally in order to monitor improvements in this baseline. Challenges are experienced with technological advancements in the district, in particular local municipalities.

Since July 2006, ADM is authorized as an authority for Regional Waste Sites serving more than one municipality, solid waste management strategies covering the district as a whole and regulation of waste management services, under the powers and functions devolved by the Municipal Structures Act, 117 of 1998. The function, in relation to the District municipality means:

Solid waste disposal sites, in so far as it relates to-

- the determination of a waste disposal strategy for the district as a whole;
- the regulation of waste disposal strategy for the district as a whole;
- the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

The local municipalities remain responsible for the provision of cleansing services and local waste disposal sites.

NATIONAL WASTE MANAGEMENT STRATEGY (NWMS)

The District IWMP addresses waste management at the district level, focuses on those aspects of waste management that apply to ADM and will provide a framework within which Local Municipalities can develop local IWMPs. The waste hierarchy approach specified in the NWMS, that priorities waste minimization with the objective of minimizing the quantity of waste produced and taken to disposal sites is adopted as the basis for the ADM IWMP.

CHALLENGES

- **Cleansing assessment**

Generally the main towns in the District are provided with scheduled cleansing services that include most services normally provided by Municipalities. Levels of cleanliness in many of the urban centers are not satisfactory, indicating that cleaning services in these municipalities are

not meeting the need. This is due mainly to inadequate allocation, lack of planning, inappropriate methodologies and the tendency of many communities to litter and dump waste in streets and open areas. These need to be addressed through the implementation of properly structured operational plans and education/awareness programmes.

The rural villages in the District are not being provided with cleansing services and residents are disposing waste on site by either burying or burning. Per capita waste generation rates in these communities are very low and settlement densities are generally such that the environmental impacts associated with on site disposal are not considered significant. Waste management efforts in these communities should focus on education and awareness in respect of minimization and proper on site disposal practice.

- **Waste disposal**

Buffalo City has developed a regional site near Berlin to serve the general waste needs of the municipality and the hazardous waste disposal needs of the broader District.

Priority issues include:

- Upgrading and permitting of local sites which will remain operational until regional facilities become available.
- Improved operation at many of the local sites.
- Proper closure of those sites made redundant by the availability of regional or new sites.

- **Waste minimization and education**

Although there have been awareness campaigns and education during selected environmental calendar days at schools, there is a need to plan and implement coordinated and properly structured waste minimization and education/awareness programmes at both the local and district level.

- **By-laws**

By-laws in most of the local municipalities either do not exist or are outdated and inappropriate. Enforcement of by-laws was also found to be inadequate in most of the municipalities. ADM by-laws on Solid Waste was gazetted in October 2006.

- **Resources and capacity**

Resources allocated by Municipalities for waste services were generally found to be insufficient to meet the need. Common problems are inadequate management and technical capacity, vehicles and plant, staffing levels and operational budgets.

- **Planning**

Local Municipalities need to complete local IWMPs, following the completion of the District IWMP. Detailed operational management plans for cleansing services should also be completed at the local level.

Overview of Key Issues

Key Waste Management issues that were identified are summarized as follows:

- **Public and Environmental Health:**

The cleansing and waste disposal services within the district are inadequate though in some instances satisfactory. In terms of environmental law the general situation does not meet the requirements.

In many instances, residents have to deal with the waste themselves in a manner that is unsatisfactory. Cleansing services from municipalities is ineffective and mostly non-existent. Disposal sites are more often inadequately engineered and are not operated properly.

- **Institutional:**

The causal effects of poor service delivery are, in the main, insufficient resources inadequate policy guidelines, inadequate planning, inadequate management and lack of technical expertise and capacity.

- **Waste minimization:**

National policy requires a 50% reduction of waste disposal by landfill by the year 2012.

Subsequent to the completion of the feasibility study on sustainable recycling and composting, one transfer station has been established with a focus on waste separation and recycling in Hamburg (Ngqushwa), A second transfer station is in the pipeline for Fort Beaufort. Construction of a recycling pilot project is constructed for the Butterworth Regional Waste Site, covering Mbashe and Mnquma is complete. A composting pilot is being implemented in Stutterheim (Amahlathi).

Amathole District Municipality has taken an investigation on appropriate treatment technology on municipal solid waste for Ngqushwa Municipality. The investigation included the evaluation of feasibility, economical, viable and suitable options of treating municipal waste stream. It was to evaluate prospects of market opportunities for possible compost and recycling options to mention but a few. The recommendations of the study are as follows:

- Due to low waste quantities, alternative high technology or high cost waste treatment process will process will not be viable, for that reason Ngqushwa Municipality will enter into a contract with a private recycler to access municipal will enter into a contact with a private recycler to access Municipality but the municipality gains by at least doubling lifespan of the site.

- **Infrastructure development:**

It is necessary that all options with regard to service delivery and infrastructure development be considered in order to ensure an efficient, effective and environmentally acceptable waste collection and disposal service. A model that considers regional waste disposal facilities has been investigated and has proved feasible in the Eastern Region. The construction on this project is complete and the operations are about to commence.

All municipalities in the district dispose of their waste in landfill sites. In terms of the Environmental Conservation Act, sites are required to be engineered and operated under license issued by DWAF/DEAT.

A number of licensed or permitted sites have increased from 13 (2005) to 16 (2009), currently out of 25 operational sites in the district, as presented in the table below:

TABLE 1: LICENSED WASTE MANAGEMENT FACILITIES

Waste Site	Size	Status	Comments
<u>BUFFALO CITY MUNICIPALITY</u>			
East London Regional	L	Permit Issued	GLB+
King Williams's Town	M	Permit Issued	GMB+
Ducats B/bay	S	Permit Issued	Closed and Rehabilitation in progress
Xmas Rock	C	Direction Issued	Private Land
Seavale	C	Direction Issued	Private Land
Dimbaza	S	Permit Issued	Closed
Riegerton Waste Site	S	Direction Issued	Garden Refuse Waste Site
<u>NKONKOBE MUNICIPALITY</u>			
Alice	C	Permit Issued	GCB-
Middledrift	C	Permit Issued	GCB-
Fort Beaufort Transfer Station		Permit issued	Transfer Station
<u>AM AHLATHI MUNICIPALITY</u>			
Stutterheim	GSB+	Permit Issued	GSB+
Keiskammahoek	C	Permit Issued	GCB-
<u>NGQUSHWA MUNICIPALITY</u>			
Hamburg	C	Direction Issued	Transfer Station
Peddie	C	Direction Issued	GCB-
<u>MNQUMA MUNICIPALITY</u>			
Eastern Regional Waste Site	M	Permit Issued	GMB+
<u>MBASHE MUNICIPALITY</u>			
Elliotdale Waste Site	C	Permit Issued	GCB-
<u>NXUBA MUNICIPALITY</u>			
Bedford	C	Permit Issued	GCB-

Local Disposal Sites

All municipalities in the district dispose of their waste in landfill sites. In terms of the Environmental Conservation Act sites are required to be engineered and operated under license issued by DWAF/DEAT.

A number of licensed or permitted sites have increased from 8 in 2004 to 16 sites in the district. Three more permit approvals are pending for the Eastern Regional Waste Site, Fort Beaufort Transfer Station and the Elliotdale Waste Site. This will increase compliance for 13 to 16.

Although there are a number of waste sites that are not permitted, there are plans in place to eliminate their illegality. The table illustrates all the unauthorized sites in the District:

WASTE SITE	SIZE	ACTION
Cartcarth	C	Transfer station will be established
Cintsa East Garden refuse	C	Need to be upgraded and licensed
Kei Mouth Garden Refuse	C	Need to be upgraded and licensed

Kei Mouth Refuse Site	C	To closed and rehabilitated. Waste will be transferred to Komga waste site.
Morgan's Bay Site	C	To be closed and rehabilitated. Waste will be transferred to Komga waste site.
Haga-Haga	C	To be closed and rehabilitate. Waste will be transferred to Komga waste site.
Idutywa	C	To be converted into a transfer station
Willowvale	C	To be closed and a transfer station be established
Butterworth	S	To be closed and rehabilitated
Ngqamakwe	C	Transfer station to be established
Centane	C	Transfer station to be established
Fort Beaufort	C	To be closed and rehabilitated once the transfer station is operational
Seymour	C	Transfer station with recycling center to be established.
Hogsback	C	Transfer station to be established
Adelaide	C	Transfer station with the recycling component to be established.

- **TRANSPORT**

The National Land Transport Transition Act, 22 of 2000 assigns planning responsibilities for land transport to municipalities. This is to be executed in conjunction with other spheres of government.

In terms of the powers and functions devolved by the Local Government Municipal Structures Act, 117 of 1998 as from 1 July 2005, Amathole District Municipality (ADM) is responsible for the municipal public transport, which is a shared function with local municipalities in terms of services and infrastructure provision. In addition, ADM is responsible for regulation of the passenger transport services in all areas within the District, as of 1st July 2006.

The ADM adopted its first Integrated Transport Plan (ITP) in June 2003. A comprehensive review was subsequently conducted in 2005. The ITP presents low levels of accessibility for communities in both rural and urban areas to acceptable road based public transport services in the District. This is related primarily to the condition of roads as well as the fragmented manner in which public transport services between urban and rural areas are provided.

It is recognised in the ITP that more than 60% of residents in the district do not have access to public transport services and or facilities within a 2km walking distance from their households. It is mainly the rural poor that are highly affected by the need for a better and more regular public transport service. Thus is engaged in an initiative that seeks to close the urban rural divide as far as public transport is concerned. These are evident in the infrastructure projects undertaken in the previous and current financial year.

The condition of roads has led to the use of illegitimate and highly fatal load delivery vehicles, whilst the urban communities enjoy the better services on paved and usually maintained gravel roads. A challenge to intervene in this area is for an innovative approach to both the roads backlog and public transport regulation. The day-to-day transport for scholars and workers pose a serious challenge to the current situation. More than 60% of public transport users in the district fall into the two categories.

The ITP focuses on the road-based public transport infrastructure challenges and also includes a Public Transport Plan, comprising the Operating License Strategy and Rationalization Plan, as key components, in addressing the service based challenges, through support from the Department of Transport.

The role of stakeholders and the effective utilization of the Current Public Transport Record (CPTR) in the planning and development of transport services and infrastructure within the District remain central to the successful interventions by government in transforming the broader public transport sector.

It is one of the District objectives to establish accountable, reliable and organized institutions to manage, the post-transformation processes, towards an integrated, effective, safe and efficient movement of people and goods in the District. Hence the theme “Linking places of opportunity” has been adopted by the stakeholders as a brand or identity for the district transport sector.

Overview of Public Transport Key Issues

It has been identified in the ADM Current Public Transport Record (CPTR, 2005) that public transport in the Amathole district is dominated by taxis (mini-bus taxis, sedans and bakkies), with more than 90% of passengers are transported by means of taxis, with buses serving only a small sector of the population (less than 10% of the daily local public transport users). Passenger rail services is non-existent, except in Buffalo City Municipality, existing rail lines are currently used mainly for freight transport and therefore infrastructure for passengers at stations is limited and in most cases non-existent. Stations are only situated in the some of main towns, with a number of unused sidings located along the main line.

The ADM ITP and CPTR 2005, reveals a number of key public transport issues within the district as listed below:

Poor road infrastructure

The Amathole district, because of its rural nature and settlement patterns, is characterized by general lack of good road infrastructure, which essentially forms the backbone of any good public transport system. Access to social services and general mobility (to employment and economic opportunities) is restricted due to poor transport infrastructure and lack of suitable public transport services, particularly in remote rural areas. In many instances, missing road links prevent access to rural areas.

The poor road infrastructure results in mini-bus taxi operators restricting their services to paved roads, whilst bakkies and sedans operate most of the local routes on these gravel roads.

Use of Bakkies and Un-roadworthy vehicles as public transport

More bakkies and sedans are operated as public transport other than the conventional mini buses, mainly due to the poor road condition and inaccessibility of rural areas. None of these bakkies have been converted to ensure safe transport of passengers and many are un-roadworthy, hence virtually all these vehicles are operated illegally.

The modal split per local municipality is as tabled below:

Local Municipal Area	Minibus	Sedan	Bakkie	Surveyed Vehicles
Amahlati	60.9%	2.4%	36.7%	128
Great Kei	100.0%	0	0	16
Mbashe	56.7%	0	43.3%	480
Mnquma	61.3%	0	38.7%	564
Ngqushwa	15.5%	13.1%	71.4%	84
Nkonkobe	42.5%	22.7%	34.8%	207
Nxuba	0%	100%	0%	34
Total (%)	53.7%	6.3%	40.0%	100.0%
Total (number)	813	95	605	1513

Lack of public transport facilities

Although the ADM has over the past two years embarked upon a process of upgrading public transport facilities, many taxi ranks are still operated informally on-street or from vacant off-street areas. Many facilities lack basic infrastructure such as toilets, shelters, paving or informal trading facilities.

The rank facilities are as tabled below:

Municipality	Town	Rank Name	Rank Type	Rank Status	No of Routes	Surface Condition	Shelter	Ablution	Action
Amahlathi	Keiskammahoeke	Keiskammahoek Taxi Rank	Rank	Formal	12	Good	Average	Good	Currently being upgraded
Amahlathi	Stutterheim	Stutterheim Taxi Rank	Rank	Formal	9	Good	Poor	Good	Feasibility study to upgrade completed
Great Kei	Komga	Komga Taxi Rank	Holding Area	Informal	4	Good	None	None	
Mbhashe	Dutywa	Dutywa Public Transport Facility	Rank	Formal	5	Good	Average	None	Currently being upgraded
Mbhashe	Dutywa	A number of misulnous and informal ranks operating in Idutywa due to operating limitations at current facility							
Mbhashe	Xhora/Elliotdale	Elliotdale Taxi Rank	Rank	Formal	18	Good	None	None	Phase 1 completed, phase 2 to be implemented depending on availability of funds
Mbhashe	Xhora/Elliotdale	There are two other informal ranks operating within the town of Xhora/Elliotdale							
Mnquma	Butterworth	Blyth Street Taxi Rank	Rank	Formal	5	Good	None	Poor	
Mnquma	Butterworth	Bus Rank	Rank	Formal	1	Good	None	Average	Currently in preliminary design to be upgraded to increase capacity

Mnquma	Butterworth	A number of misulnous and informal ranks operating in Butterworth due to operating limitations at current facility							
Mnquma	Centane - A	Kentani Taxi Rank	Rank	formal	5	Good	None	None	Phase 1, completed and phase 2 to implemented depending on availability of funds
Mnquma	Centane - A	There are three other informal ranks operating within the town of Centane							
Mnquma	Ngqamakwe	Ngqamakhwe Taxi Association Rank	Rank	Formal	11	Good	Good	Good	
Mnquma	Ngqamakwe	There are four other informal ranks operating within the town of Ngqamakwe							
Ngqushwa	Peddie	Peddie Taxi Rank (PETA)	Rank	Formal	15	Good	None	Good	Currently being upgraded
Ngqushwa	Peddie	Peddie Taxi Rank (PETA)	Rank	Formal	4	Good	None	Good	

Nkonkobe	Middledrift	Xesi-Debe Taxi Rank	Rank	Formal	8	Good	Good	Good	
Nkonkobe	Seymour	Seymour Taxi Rank	Rank	Informal	1	None	None	Poor	
Nkonkobe	Alice - A	Victoria East Taxi Rank	Rank	Formal	6	Good	None	Good	
Nkonkobe	Alice - A	There is one other informal rank operating within the town of Alice							
Nkonkobe	Fort Beaufort	Fort Beaufort	Rank	Formal	9	Good	Good	Good	
Nxuba	Adelaide	Adelaide Taxi Rank 1	Rank	Formal	2	Good	Good	Good	
Nxuba	Adelaide	Adelaide Taxi Rank 2	There is one other informal rank operating within the town of Adelaide						
Nxuba	Bedford - A	Bedford Taxi Rank	Rank	Formal	2	Good	Good	Good	

Safety

The combination of poor road condition, use of un-roadworthy or vehicles unsuitable for conveyance of passengers (bakkies), and reckless or negligent driving, are contributing factors to creating unsafe operating conditions that often result in fatal or serious accidents.

Lack of learner transport

Despite the fact that more than 55% of the population within the ADM is 19 years or younger, no formal learner transport system is in place either within the urban or rural areas. The South African Schools Act of 1996 makes it compulsory for children between the ages of 7 and 15 to attend school. Thus, in order to facilitate access to schools the Eastern Cape Department of Education has been administering transport subsidies for scholars who live further than 5km from their local school in response to petitions from parents and school staff. At the same time there has been an increasing call to shift institutional responsibility for scholar transport to the transport departments of local municipalities to allow the Departments of Education to focus on their core activity. Since education is a provincial function, it was also felt that the local government through its transport arm could better respond to local conditions, which vary greatly not only in the ECP, but also within the boundaries of each district. Moreover, existing scholar transport services often relied on unroadworthy vehicles not subject to any particular set of specifications. Thus, there was also a need to prescribe standards of service, which is a one of the core fields of activity of transport departments. To this end the National DoT has been preparing a policy document on scholar (i.e. scholar) transport to facilitate the transition of responsibility.

The draft version of this document was released in November 2007. The policy places the responsibility for planning and implementing scholar transport on provincial and local governments. This implies that ADM will have an obligation to plan and implement scholar transport in ADM on finalisation of the policy. However, the policy does not imply that dedicated motorised scholar transport services be supplied across the board. Rather, its focus is on managing and facilitating scholar access to schools with a mix of motorised and non-motorised services and infrastructure in accordance with local needs. The policy states that these services may include reliance on existing public transport services. Given the size and variation of travel conditions in ADM, the introduction of the policy will place a significant responsibility on the shoulders of ADM. This responsibility cannot be taken lightly since adequate access to primary and secondary education is recognised as a necessity to the development and growth of the country as a whole and of ADM, more specifically. Records received from the Department of Education in 2007 indicated that there were a total of 1806 primary, secondary or combined schools in ADM. The records also showed that only 34 of these schools had scholar transport services subsidised by the Department of Education. Schools with scholar transport services were located in Mquma and Mbashe local municipalities.

Illegal operations

Many public transport operators do not have permits/ Operating licenses, thereby infringing on the rights of legal operators, **as tabled below.**

Most permits issued prior to 2001 were radius permits, allowing the permit holder to operate on any route within a specific radius of the origin. This results in duplication of services and contributes to violence on routes shared between taxi associations.

Guidance with regards to the formalization of the taxi industry through the proposed Permit Conversion Process and Taxi Recapitalisation Process is imperative within the public transport industry.

Cost of public transport services

Given the low levels of household income within the Amathole region, it is vital to keep fares to a minimum. However, only a few bus routes are subsidized, hence the bulk of the population within the region is paying a premium for making use of public transport.

% of household income spent on public transport in ADM

Household spent on public transport	income public	Number of households	% of households
0%		41,932	9%
1-5%		103,015	23%
6-10%		112,984	25%
11-20%		50,492	11%
>20%		121,439	27%
Unspecified		26,914	6%
Total		456,776	100%

Source: NHTS 2003

Service Coverage

Public transport coverage is relatively good, despite the poor condition of roads and public transport infrastructure. Many of the schools, clinics and other recreational areas in the rural areas of the district still remain inaccessible and public transport services are not provided to these facilities. It is confirmed that 78,3% of settlements within the district are within 2 Km of a public transport service, as presented in the table below. The lowest coverage is in Mbhashe LM. A process is underway to develop a Public Transport Service Plan for the local Municipality to be completed by the end of 08/09. The priority is to address amongst others, coverage with the objective to have 100% coverage across the district in 2010.

Public Transport Coverage per municipal area and average for district

Municipality	Mbhashe	Mnquma	Great Kei	Amahlathi	Ngqushwa	Nkonkobe	Nxuba	BCM	Total
No of settlements	341	455	20	171	154	216	8	248	1,613
Settlements covered	165	318	17	152	142	214	8	247	1,263
Households	52,500	67,200	11,400	28,400	21,600	32,200	6,500	191,100	410,900
Population	256,395	286,707	44,400	140,213	84,627	128,858	25,003	708,213	1,675,013
Coverage (%)	44.8%	69.9%	85%	88.9%	92.2%	99.1%	100%	99.6%	78.3%

Local ADM routes and associations in ADM

Local municipality	Origin	Association(s)	Intra-town routes	Inter-town routes	Routes with LDVs/sedans in use	
Mbhashe	Dutywa	Idutywa TA, Idutywa Uncedo Service TA	1	4	2	
	Elliotdale	Elliotdale TA	-	3	1	
	Willowvale	Willowvale Uncedo Service TA	1	3	2	
Mnquma	Butterworth	Butterworth TA, Butterworth Uncedo Service TA	1	7	4	
	Centani	Kentani TA, Kentani Uncedo Service TA	-	3	1	
	Ngqamakwe	Ngqamakwe TA	1	3	N/A	
Great Kei	Komga	-	-	-		
Buffalo City	East London	East London TA, East London Districts TA, Mdantsane Uncedo Service TA, Mdantsane East London and Districts TA	2	12		
	Gonubie	Mdantsane East London and Districts TA, Mdantsane East London TA	-	1		
	Mdantsane	Mdantsane East London and Districts TA, Mdantsane East London TA, Mdantsane East London TA	2	20		
	Berlin	Mdantsane East London and Districts TA, Mdantsane East London TA	-	1		
	Potsdam/Border Technikon	Mdantsane East London and Districts TA, Mdantsane East London TA	-	1		
	King William's Town	King Willam's Town Uncedo Service TA, Dimbaza and Districts TA, Bisho King TA	3	9		
	Dimbaza	Dimbaza and Districts TA	1	2		
	Bhisho	Dimbaza and Districts TA	-	3		
	Ngqushwa	Peddie	Peddie TA, Peddie Uncedo Service TA	1	4	1
	Amahlati	Stutterheim	Stutterheim TA	1	2	2
Nkonkobe	Fort Beaufort	Fort Beaufort Uncedo Service TA	1	4	2	
	Alice	Victoria East TA	1	2	-	
	Middledrift	Xesi Debe TA	1	3	N/A	
	Keiskammahoek	Keiskammahoek TA	-	3	2	
	Seymour	Seymour Uncedo Service TA	-	5	N/A	
Nxuba	Adelaide	Adelaide Uncedo Service TA	1	3	3	
	Bedford	Bedford Uncedo Service TA	-	1	-	
TOTAL			1	76		

Source: NLTIS, OLB 2007

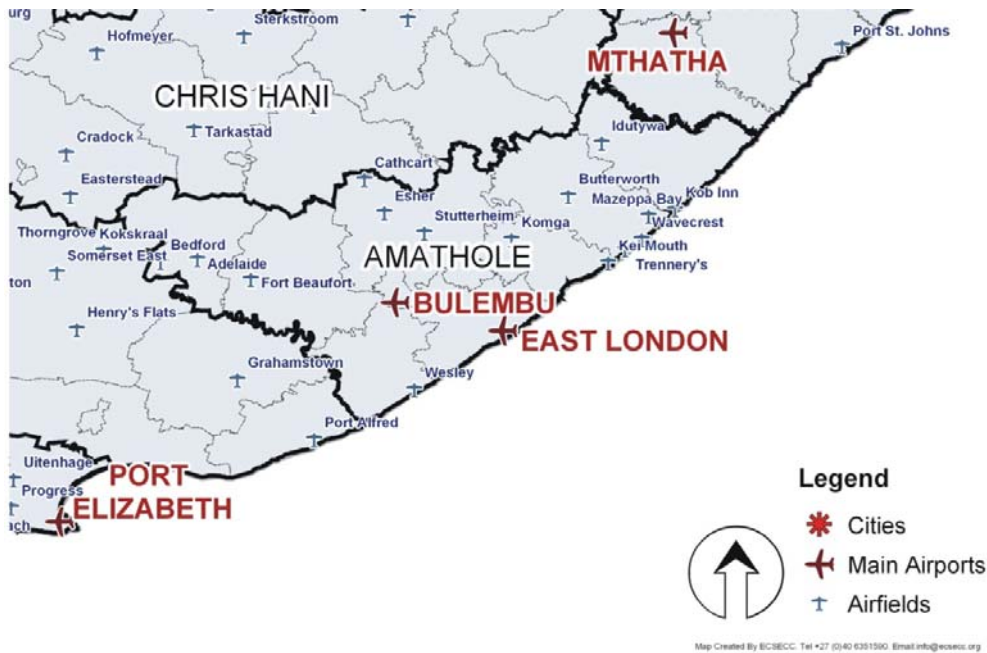
Passengers, although being dependent upon public transport as their only means of mobility in rural areas, generally have a negative perception of the public transport industry, mainly due to the problems listed above.

Municipal Airports

The Municipal Airport function is considered to be an integral component of the Transport Sector, hence it will not be presented in isolation in this document. It forms part of the Integrated Transport Plan, though there are no municipal airports recognized in the ITP.

Municipal Airport Strips within ADM

Unit No	Closest Town	X-Coordinate	Y-Coordinate
1	Adelaide	26 18 00 E	-32 40 59 S
2	Bedford	26 7 00 E	-32 41 48 S
3	Bhisho	27 17 6 E	-32 53 42 S
4	Butterworth	28 9 00 E	-32 21 59 S
5	Cathcart	27 7 59 E	-32 16 59 S
6	Coffee bay		
7	Fort Beaufort	26 34 00 E	-32 46 59 S
8	Kei Mouth	28 21 00 E	-32 42 00 S
9	Kob Inn	28 40 59 E	-32 25 59 S
10	Komga	27 52 00 E	-32 34 59 S
11	Mazeppa Bay	28 33 00 E	-32 28 00 S
12	Stutterheim	27 25 59 E	-32 32 59 S
13	Wavecrest	28 31 00 E	-32 34 59 S
14	Wesley	27 22 59 E	-33 19 59 S
15	Hanover	24 26 58 E	-31 4 42 S
16	Dutywa	28 19 00 E	-32 6 00 S



• **LAND AND HOUSING**

The objectives of this Unit or programme is to ensure accessibility to land as enshrined in the Constitution (Chapter 2, Section 25 of the Constitution of the Republic of South Africa, 1996 Act 108 of 1996),

This programme is driven through the Land Reform Programmes, as per the National Land Policy, 1997 and relevant legislations; provision of adequate and sustainable human settlements, including housing in line with the provision of both the National and Provincial policy and legislative prescripts; as well as ensuring organized

method of land development, including settlement planning and other land administration processes, through applicable and acceptable land development laws.

Land Reform

Amathole District Municipality developed a “*Land Reform and Settlement Plan*” in its IDP (revised in 2003 and reviewed in 2007/8), which was prepared with specific reference to the key land issues relating to land reform and settlement development in the District.

The **purpose** of the LR&SP is:

“To enable the ADM to undertake its core function to assist local municipalities within its area of jurisdiction to meet the need for land reform, land and settlement development and related land use management within the Amathole District and to achieve integrated and sustainable socio-spatial development.”

The complexity of the Land Reform environment has been acknowledged throughout the LR&SP, with specific reference to the identified challenges located within the areas of **land access, land tenure, and land administration**.

It is clear that land reform must be seen as a composite suite of issues and interlocking components, the precise make up of which differ from one Local Municipal Area to the other.

Some of these components include :

- land identification,
- land acquisition,
- in-situ upgrade and tenure upgrade,
- land planning for residential and productive uses,
- Land-legal issues (eg. land rights audits, title adjustments, land survey, registration of ownership, etc.),
- post implementation livelihoods support,
- post implementation land use management, and
- Infrastructure/asset maintenance and operation issues.”

Linked to the above, is the issue of Constitutional division of powers and functions to be performed by the three spheres of government, as well as the division of powers of functions between the Category Bs and Category C Municipalities, as per the recommendations of the Municipal Demarcation Board in terms of the Local Government: Municipal Demarcation Act 27 of 2000.

It should firstly be acknowledged that land reform is a specific functional competency of the National Department of Land Affairs. However, it has been the policy of the National Department to ensure that the implementation of the delivery of land reform “products” is undertaken at the local level of government.

Within the ADM area of jurisdiction, the municipal assignment of powers and functions has resulted in the following division:

- Municipal Planning – assigned to the Category B municipalities;
- Settlement Planning, planning for land development and land use management – assigned to Category B municipalities;
- Capacity Building (in relation to abovementioned functions) – Category C municipality (ADM).

This effectively means, that within the context of the ADM LR&SP, the principle role in driving land reform processes and initiating land and settlement planning resorts with the local municipalities, whilst the ADM would only render support and assistance to these municipalities, in relation to the performance of these

functions, when a specific need arises, or when called upon to do so by the relevant local municipality. A visible manifestation of the implementation of the above will clearly be found in the Implementation Plan dealing with the areas of Support and Capacity Building for local municipalities.”

It is important to add that a legislative imperative exist in specifically the Local Government: Municipal Systems Act 117 of 1998, in terms of which the District Municipality is **charged with the duty** to build the capacity of local municipalities within its area of jurisdiction to ensure that such municipalities are capable of performing their duties and functions (Section 83).

In broad terms, the ADM Land Reform Plan has since had substantial changes as when it was approved in 2003. These changes were effected due to changes in the applicable policy and legislation, most notably, the promulgation of the Communal Land Rights Act 11 of 2004 as well as policy changes relating to the acceptance of the validity of land claims made in cases of loss due to betterment planning.

The key challenge for the District in Land Reform process is to deal effectively with the injustices of land dispossession, equitable distribution of ownership, reduction of poverty and economic growth, tenure security as well as system of land management which will support sustainable land use patterns. This is in line with the National Policy on Land Reform, 1997. These will be dealt with in terms of the required land related legislations.

A further area requiring some attention during this analysis phase of review is specifically the capacity building and support mechanisms in relation to project planning, management and implementation (linked to the ADM’s legislative duties and obligations in relation to Land Reform, as more fully explained here above).

- **District Spatial Development Framework**

The purpose of the District Spatial Development Framework (DSDF) is to serve as a guide to the ADM and all local municipalities within the ADM’s area of jurisdiction regarding the spatial areas of greatest needs and priority for investment in development and associated interventions. It is linked to the identified areas for land reform and settlement development as identified in the LR&SP.

This Plan is more than aligned to the ADM Land Reform Programme as it is made up of building blocks that are derived from the proposals in the LR&SP as well as proposals contained in the other sector plans completed by the ADM.

These building blocks are:

- **Hierarchy of Settlements**

The LR&SP provides a classification of the hierarchy of settlements, providing different services, based on the guidelines provided by the Provincial Spatial Development Plan. These are:

- **Primary Urban Node:** where most urban-economic opportunities are situated. It represents the greatest formal economic opportunity within the District and as such, investment should be prioritized accordingly.
- **Administrative Node:** they serve as the seat of the Provincial Government.
- **Secondary Urban Node:** with growth potential that is relatively significant within the Amathole District.
- **Urban Service Centres:** providing a higher order level of service to their surrounding hinterland areas. It has been recognized that these areas exhibit trends of population influx and as a result, require investment to accommodate these pressures.
- **Special Development Areas:** areas where the ADM and/or local municipalities would prioritise funding for spatial and development planning and associated implementation activities.

It is envisaged that all implementation activities undertaken in line with the strategic objectives included in the LR&SP (and other ADM sector plans/strategies) should adhere to and be implemented in line with the DSDF.

Therefore the Amathole District Municipality Land Reform Programme outlines mechanism for settlement and Land Development. Further, typical spatial patterns of land use and settlement that apply in difficult parts of ADM are also outlined. As a result therefore a need to pursue land reform that would achieve to redress and bolster livelihood of communities with land needs for settlement and livelihood was apparent.

The strategic consideration of such is therefore linked to the fact that three types of settlement were identified and those could only be enhanced through proper and organized methods of planning and survey utilizing acceptable principles and laws. Therefore in this approach Amathole District Municipality guided by the IDP LRSP and other principles, provides for creation, implementation and management of sustainable planning process to regulate land uses in order to improve the quality of life of its citizens.

The following KEY ISSUES were compiled during the review process as broad conclusions during the Analysis Phase:

- General acceptance of the spatial planning framework as set out in the LR&SP has been brokered;
 - Although the pace of land reform within the municipal area still lags behind nationally set targets as well as the expectations of communities, there has been a substantial increase in the delivery pace over the last 5 years;
 - Land reform initiatives largely remain geographically focused and limited to certain types of interventions, to the detriment of a preferred, holistic implementation of the complete land reform package;
 - Land Redistribution Planning Needs have focused on certain areas where eg. commonage needs are extensive throughout the district;
 - Implementation capacity is viewed as a serious challenge in land reform implementation throughout the area and specifically communication of the deliverables and the rate of implementation have been of concern;
 - Breakdown of Land Administration Systems (in respect of both the legislative, regulatory and administrative aspects thereof) throughout the district has led to uncertainty and tensions;
 - Tenure insecurity remains prevalent notwithstanding interim protection measures as well as newly promulgated legislation (still to be enacted however);
 - Weak integration of existing land reform initiatives into the process of developing livelihoods and land productivity (It was specifically noted that projects appear to be addressing beneficiary needs in terms of housing *or* in terms of livelihoods, but often not in an integrated, sustainable manner);
 - A need has been identified for a "clear and workable institutional framework for the delivery of land reform in its various components throughout the district.
- "
- The key question to be answered is: "What can ADM and the municipalities achieve and what do they wish to try and address in terms of the LR&SP?"

*

- **HOUSING / HUMAN SETTLEMENTS**

Amathole District Municipality plays a role with regard to housing development or sustainable human settlements development in our area, as outlined in the ADM Housing Strategy, 2005 (REVIEWED 2008/9) (IDP Sector Plan),

Further, Amathole District Municipality made a clear commitment in the provision of sustainable human settlements through housing development in line with applicable legislative and policy provisions.

The Constitution of the Republic of South Africa, Act 108 of 1996 define the housing function as a concurrent competency of both National and Provincial spheres of Government.

This has since been debated and concluded in Cabinet in 2008 and is in the process of reviewal, whereby the function is expected to be devolved down to local sphere of Government.

Further outline of the ADM role in the Housing development is as enshrined in various legislative and policy framework.

Therefore the role and responsibility assigned to Amathole District Municipality is not defined between any tier of local government in the legislative and policy environment except for assignment of such responsibility to local government.

Based on the legislative environmental analysis, Amathole District Municipality with its eight Local Municipality agreed thin that it assumes the direct responsibility of addressing the housing needs of its inhabitants in the manner outlined hereunder.

This approach is as detailed in its revised Housing Strategy, 2007/8 (IDP Sector Plan). The outline of such a role identified through a clear participatory process, endorsed by all spheres of Government is as detailed hereunder:

ROLE	FUNCTION
Guide	Development of Municipal Housing Sector Plans Help set up appropriate designed municipal housing institutional arrangements Development of user friendly manuals/models/systems (PHP models, contracts for contractors, suppliers and consultants)
Support	The planning and implementation of subsidy projects (Land, house designs, and quality, town planning layout, etc.) towards integrated settlements Help in monitoring housing projects Development and implementation of housing capacity development programmes
Coordinate	Funding for housing related bulk infrastructure and social infrastructure Participation of housing institutions and other relevant support agencies in local municipalities Formulation and review of housing policy and legislation Implementation, monitoring and evaluation of local municipality housing sector plans Documentation and sharing of lessons learnt
Advocate	Provincially, nationally and internationally for local municipalities
Implement	Where there is need (determined by both local and district municipalities) the ADM will directly implement subsidy protects in a manner that capacitates the local municipality concerned so as to perform this function in the near future

In doing so Amathole District Municipality has not lost sight of its role as a District Municipality to give a supportive role to Local Municipalities in terms of Section 83 (3) of the Municipal Structure Act, Act 117 of 1998. The clear role of Amathole District Municipality is as outlined in the Revised Housing Strategy.

Housing Needs

The ADM revised Housing Strategy 2005, clearly and comprehensively analyse the housing needs in ADM. The analysis of the housing needs in ADM as qualified and quantified in various documents by different government institutions has been analysed.

For some Municipalities these figures are compared with the planned low-cost housing units. The Housing Needs here below have been extracted from the Revised ADM Housing Development Strategy 2005/6 – 2007/8 dated May 2005. Information contained therein was extracted from the CSIR’s Idea 2000 database as well as an assessment of expressed needs by relevant municipalities.

However, for the purpose of the current IDP review, the Provincial Department of Housing’s Demand Survey and Provincial & Municipal Service Delivery Report dated July 2006 was also analysed, but it appears that the approved projects were not taken into consideration to determine the actual need in ADM or the Province. Furthermore, no information was provided per municipality, only totals per District Municipality.

Housing Needs

Municipality	IDEA 2000		Expressed Needs	IDEA 2000		Expressed Needs	IDEA 2000	Expressed Needs	Average Needs	Approved Houses	% Short fall
	Urban Needs	Rural Needs		Rural Needs	Total Needs						
Amahlathi	1 865	9 000	18 862	9 000	20 727	18 000	19 364	5 880	70%		
Great Kei	679	7 000	4 833	10 000	5 512	17 000	11 256	1 509	87%		
Mbashe	879	7 500	39 572	14 400	40 451	21 900	31 176	8 457	73%		
Mnquma	4 613	8 500	34 379	16 200	38 992	24 700	31 846	6 554	79%		
Ngqushwa	1 578	7 500	6 578	13 800	8 156	21 300	14 728	1 920	87%		
Nkonkobe	2 023	9 500	10 184	14 200	12 207	23 700	17 954	10 636	41%		
Nxuba	630	3 000	574	0	1 204	3 000	2 102	2 462	-17%		
Total	12 267	52 000	114 982	77 600	127 249	129 600	128 425	37 418	70%		

An analysis of the above figures indicates that a difference exists between the Expressed Needs and the Idea 2000 needs, with Idea 2000 figures placing more emphasis on rural needs. In contrast herewith, Municipalities generally placed more emphasis on the urban needs. A comparison of the total needs indicate that approximately 128 425 units need to be erected within the District area, excluding the area of jurisdiction of the BCM.

Further, All municipalities with the exception of Buffalo City expressed a much stronger need for urban housing than empirically determined through IDEA 2000. Generally, this is in line with observed migration from villages to small towns in many municipalities as mentioned above. In contrast to the other municipalities Buffalo City expressed a very low need for urban housing.

With regard to rural housing the expressed needs differ strongly. Amahlathi, Mbashe and Mnquma expressed a far lower need than IDEA 2000. All other municipalities expressed greater need for rural housing than the empirical method. A clear detail of Housing Needs according to each Municipality and their IDPs is detailed comprehensively in the Strategy document. However, the new detail data recently published by the Provincial Department of Housing in relation to Housing backlog in the ADM area of jurisdiction is now as detailed hereunder in terms of percentage :

LOCAL MUNICIPALITY	PERCENTAGE BACKLOG
AMAHLATHI	8.0
BUFFALO CITY	41.1
GREAT KEI	8.5
MBASHE	11.6
MNQUMA	12.5
NGQUSHWA	10.6
NKONKOB	7.2
NXUBA	0.5
	100%

The “Strategic Framework for Development of Sustainable Human Settlements in the Eastern Cape 2007 – 2014” stated that the housing need in ADM’s area of operation is as follows:

- Informal dwellings = 82 350;
- Backyard Shacks = 20 067;
- Traditional Dwellings = 128 861 and
- Total Need = 231 278.

An increasing demand for housing is experienced due to the inward migrating to urban areas and double counting with rural demand.

Due to the large discrepancies per local municipality in total needs (between Idea 2000 and Expressed Needs), as well as the information as contained in the abovementioned strategic framework document, the following should be noted:

- An accurate current needs assessment for both urban and rural areas should urgently be undertaken ; The need in terms of traditional dwellings be quantified;
- Only 37 418 subsidies for houses have been approved to date, translating into a current need (based on available information), only addressing 30% of the total need that was identified in the May 2005 report;
- In view of the average household size decreasing in the ADM area of jurisdiction, the total housing need will in all likelihood increase and should therefore be catered for in forward planning and budgeting in relation to affordable housing;
- On the face of it, it appears as if the Nxuba Municipality has more approved subsidies than the average need and hence the housing need has been extinguished in this municipal area. In the Situational Analysis for Housing Sector Plans (2008) – it was found that approximately 600 homes need to be planned (expressed need). It is not clear from the source documentation analysed as to whether previously approved projects were taken into consideration and hence this figure should be subjected to careful scrutiny.
- In the case of Nkonkobe Municipality, the approved subsidies addresses more than 60% of the average need;
- In the areas of jurisdiction of the other five local municipalities, less than 30% of the average needs have been addressed and this should therefore constitute priority service delivery areas for the ADM.

The tables here below, reflect the various approved housing projects in the respective local municipalities, aimed at addressing identified housing needs as expressed here above

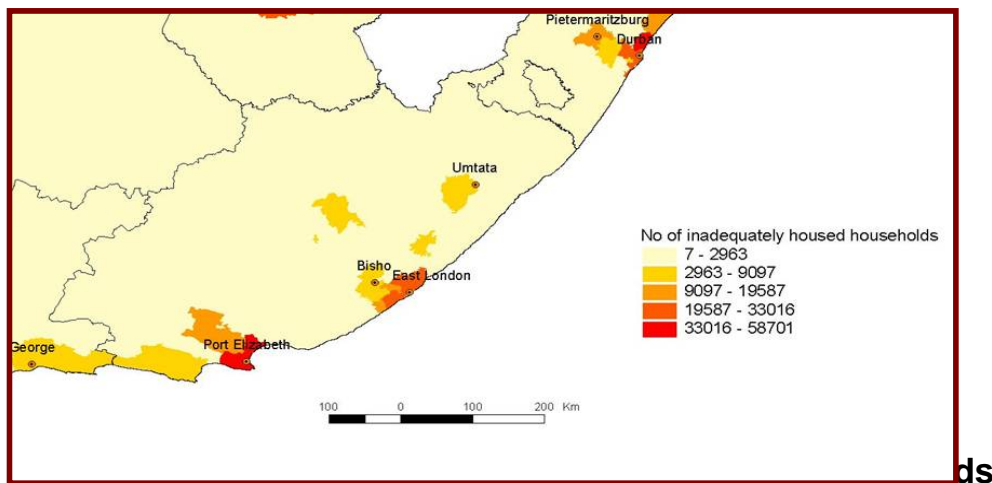
Total Units	Town	Municipality
5 880	Stutterheim, Keiskammahoek & Cathcart	Amahlathi
1 509	Kei Mouth & Komga	Great Kei
8 457	Elliotdale & Dutywa	Mbashe
6 554	Butterworth, Nqamakwe, Willowvale & Centani	Mnquma
1 920	Peddie	Ngqushwa

10 636	Ft Beaufort, Alice, Seymour, Middledrift	Nkonkobe
2 462	Adelaide & Bedford	Nxuba

Needs according to National Department of Housing

The National Department of Housing estimates the housing backlog for the Eastern Cape at 223 427 units out of a National backlog of 2 202 519 units. These figures are based on the Census, (Statistics SA). No detailed figures for ADM are available from the National Department of Housing.

The map published on the website of the National Department of Housing indicates areas of different need in the Eastern Cape Province. Although the map lacks detail, the largest needs in ADM occur in and north of Buffalo City as well as along the N2 around Butterworth.



❖ POPULATION GROWTH/DECLINE IN THE LOCAL MUNICIPALITIES

While the population of the ADM has remained relatively static, the same cannot be said about the various local municipalities within the ADM.

All municipalities over the past 12 years, with the exception of Buffalo City, Mbashe and Mnquma, are haemorrhaging people, and the rate at which this population loss is happening is steadily increasing. The municipalities most negatively affected are Amahlati and Great Kei.

The trend in the Great Kei is very interesting as in the 1996 to 2001 period there was a strong growth trend. This trend was spectacularly reversed with a massive 33% decline between 2001 and 2007.

Estimated Population Change

Municipality	Census 1996	Census 2001	% Change (1996 - 2001)	Community Survey 2007	% Change (2001 - 2007)	Total Change (1996 - 2007)	% Total Change (1996 - 2007)
Amahlati	138 400	139 000	0.43%	112 735	-23.30%	- 25 665	-22.77%
Buffalo City	686 200	699 600	1.92%	724 312	3.41%	38 112	5.26%
Great Kei	40 400	44 400	9.01%	33 382	-33.01%	- 7 018	-21.02%
Mbhashe	246 200	253 300	2.80%	262 008	3.32%	15 808	6.03%
Mnquma	292 200	287 700	-1.56%	297 663	3.35%	5 463	1.84%
Ngqushwa	94 900	84 200	-12.71%	83 086	-1.34%	- 11 814	-14.22%
Nkonkobe	144 400	128 700	-12.20%	130 100	1.08%	- 14 300	-10.99%
Nxuba	24 800	24 800	0.00%	21 467	-15.53%	- 3 333	-15.53%
Total ADM	1 667 500	1 661 700	-0.35%	1 664 753	0.18%	- 2 747	-0.17%

*The percentages reflect changes over the respective period (not annual change).

Amongst the most likely reasons for this decline could be attributed to high death rate, a low birth rate, out-migration or most likely a combination of all of these factors.

❖ MIGRATION

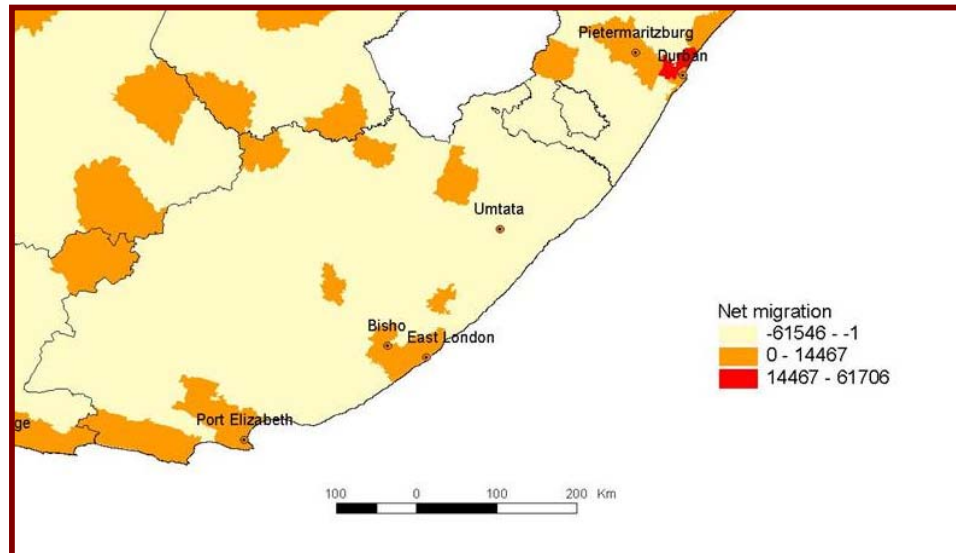
As mentioned above, a contributing reason for the differences in population growth or decline between the municipalities is migration.

It is estimated in the 2006 Provincial Housing Development Plan, that over 35 000 households in tribal trust areas left to find new places of residence. The same document notes that Provincial urban areas were still the key recipient areas of the migration – and there were more than 20 000 more households living in Eastern Cape informal settlements in 2001 than in 1996. The migration to Eastern Cape urban centres is however showing signs of changing (slowing down) and many migrants are now looking further afield to other centres.

However, within the ADM area there is a clear migration trend towards Buffalo City being observed.

It can be assumed that some municipalities have served as stepping stones before moving to larger centres, such as Buffalo City in pursuit of employment and services.

A map published by the National Department of Housing shows in-migration into the Buffalo City area and the area along the N2 around Butterworth and out-migration for all other areas.



According to Buffalo City’s Housing Policy, the municipality expects a continuous increase in its population, with as many as 270 000 inhabitants relocating to Buffalo City by 2020 as a result of urbanisation process (p.45). This scale of migration was not supported by the Census 2001 data, but in the more recent Community Survey (2007), the pace of in-migration shows clear signs of speeding up.

Migration trends generally show that out-migration from villages and farms to small towns and settlements along the main transport routes (especially to the N2) is increasing as people pursue access to economic opportunity, infrastructure, services and the like. The ADM Land Reform and Settlement Plan¹ of 2003 outlines a hierarchy of urban nodes where population influx can be expected, obviously to different degrees.

Households

In respect of providing housing to communities, the statistics related to the number of households are critical and of more relevance than the overall population size.

– **HOUSEHOLDS IN ADM**

Both the ADM and the Province saw significant growth in the number of households between 1996 and 2001.	Census 1996	Census 2001	Difference	In %
Amathole District	361 300	416 992	55 692	13.36%
Eastern Cape Province	1 334 800	1 481 640	146 840	9.91%

Likewise, this upward trend continued between 2001 and 2007, albeit at a reduced pace.

	Census 2001	Community Survey 2007	Difference	In %
Amathole District	416 992	458 582	41 590	9.07%
Eastern Cape Province	1 481 640	1 586 739	105 099	6.62%

These trends are significant as, despite relatively static population growth figures, the number of households continues to grow.

– **HOUSEHOLDS IN THE LOCAL MUNICIPALITIES**

The trend towards growth in the number of households continues at a local municipal level, even within those municipalities showing a significant decrease in population.

Estimated Households Change

Municipality	Census 1996	Census 2001	% Change (1996 - 2001)	Community Survey 2007	% Change (2001 - 2007)	Total Change (1996 - 2007)
Amahlati	29 200	34 303	14.88%	36 389	5.73%	7 189
Buffalo City	160 300	191 234	16.18%	208 389	8.23%	48 089
Great Kei	8 400	11 365	26.09%	11 957	4.95%	3 557
Mbhashe	48 800	52 886	7.73%	59 705	11.42%	10 905
Mnquma	60 000	66 843	10.24%	75 410	11.36%	15 410
Ngqushwa	20 700	21 634	4.32%	25 564	15.37%	4 864
Nkonkobe	28 500	32 178	11.43%	34 890	7.77%	6 390
Nxuba	5 400	6 549	17.54%	6 277	-4.33%	877
Total ADM	361 300	416 992	13.36%	458 581	9.07%	97 281

– **AVERAGE HOUSEHOLD SIZE**

With the static population growth and the growth of the number of households within the ADM area, it is clear that households are becoming smaller and smaller.

Estimated Household Size Change

Municipality	Census 1996	Census 2001	% Change (1996 - 2001)	Community Survey 2007	% Change (2001 - 2007)	Total Change (1996 - 2007)	% Total Change (1996 - 2007)
Amahlati	4.74	4.05	-16.97%	3.10	-30.80%	- 1.64	-52.99%
Buffalo City	4.28	3.66	-17.01%	3.48	-5.25%	- 0.80	-23.16%
Great Kei	4.81	3.91	-23.11%	2.79	-39.93%	- 2.02	-72.27%
Mbhashe	5.05	4.79	-5.34%	4.39	-9.14%	- 0.66	-14.96%
Mnquma	4.87	4.30	-13.15%	3.95	-9.04%	- 0.92	-23.38%
Ngqushwa	4.58	3.89	-17.79%	3.25	-19.75%	- 1.33	-41.06%
Nkonkobe	5.07	4.00	-26.68%	3.73	-7.26%	- 1.34	-35.88%
Nxuba	4.59	3.79	-21.28%	3.42	-10.73%	- 1.17	-34.29%
Total ADM	4.62	3.98	-15.82%	3.63	-9.77%	- 0.99	-27.13%

All local municipalities saw the number of households increase and the average size of households shrink, even though there were significant declines in the population in many areas.

In 1996, the average household, in all municipalities, consisted of more than 4 people. By 2007, only Mbhashe had an average of more than 4 people per household.

The average size of households within the ADM has decreased by more than 27% since 1996. The biggest changes took place in Great Kei and Amahlati, both of which also saw the greatest decline in population over the same period.

From the above, it can be concluded that despite the decline in population, the average number of households has increased, resulting in the average size per household decreasing from an average of 4.6 to 3.63 persons per household. A variety of reasons may be responsible for these trends, including the housing subsidy policy itself. Having said this, the impact of the housing programme versus other contributory and causal factors remains unclear.

√ **IMPACT OF HIV & AIDS ON POPULATION**

HIV & AIDS is a significant contributing factor to the changes in demographic data.

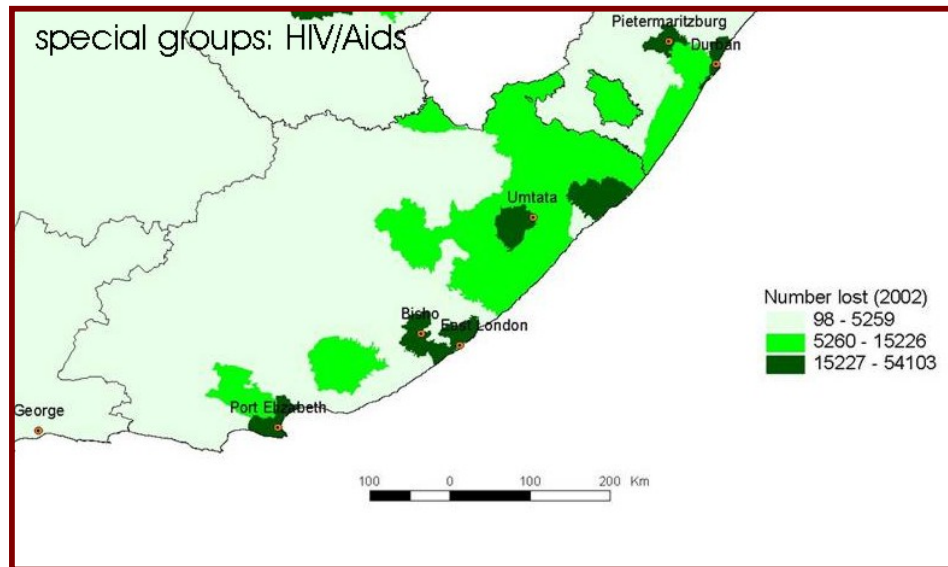
The Development Bank of Southern Africa published in 2000, a projected impact of HIV & AIDS on the population.² In this document, the Eastern Cape Provincial population growth was estimated at around 1 % per year between 1996 and 2001. It was however, shown that the Provincial growth rate was in fact lower and that of the ADM even lower.

This document continued to predict a strong drop in the rate of births rates from a current average of 3.2 to 1.5 births per woman, in the year 2020.

It was also predicted that by approximately the year 2010, the provincial death rate was likely to exceed the birth rate.

The 2006 Provincial Housing Development Plan indicates that the death rate as a result of HIV & AIDS in the Eastern Cape is likely to increase over the next few years but is likely to level off at about 2013 as the gradual saturation of the “at-risk” population and the anticipated behavioural changes take effect over time.

The National Department of Housing has on its website, a map indicating the prevalence of HIV and AIDS in the country. In respect of the Amathole District Municipality area, the largest number of lives has been lost in Buffalo City, followed by Mquma, Mbashe and Nkonkobe areas.



√ **IMPACT OF HIV & AIDS ON HOUSEHOLDS**

There is currently no quantitative data on the impact of HIV & AIDS on the numbers and sizes of households available. However, the Buffalo City Municipality Housing Policy notes that:

“According to HIV/Aids trends, nuclear families will continue to decrease as extended families and orphan families increase.” (p.11)

The Buffalo City document goes on to suggest that, household sizes are likely to continue decreasing as members of households die. Some very large households are also likely to be created as families accommodate orphans within extended family networks. It further suggests that a broad range of household types – varying in size and composition – will need to be accommodated. Children headed households are likely to be a particularly difficult future challenge, and provision to accommodate such households will have to be taken into consideration..

A further challenge related to HIV &AIDS in respect of housing is that households affected by HIV & AIDS, generally have less income, but increased expenses, which impacts directly on their ability to pay for housing related costs such as rates and services. This fact impacts negatively on their ability to improve their housing situation using their own resources.

√ **IMPACT OF HIV & AIDS ON MIGRATION**

No quantitative data are available in respect to this issue either. It may however be assumed that access to better health facilities might motivate HIV infected people to migrate towards those areas with more adequate health care centres. It has been observed that in Soweto, Gauteng Province, an increased number of informal housing has sprung up close to the Baragwanath Hospital, since the introduction of the HIV and AIDS treatment programme. While such a trend is currently mere speculation, cognisance should be taken of it as the roll-out of the HIV and AIDS treatment programme in ADM could motivate migration and impact on population movements in the area.

DISABILITIES

People with disabilities									
Municipality	type of disability								% of population
	sight	hearing	communication	physical	Intellectual	Emotional	Multiple	total	
Amahlati	2 221	1 215	299	2 055	763	1 238	712	8 503	6,1%
Buffalo City	7 179	3 433	1 039	9 966	3 598	5 464	3 102	33 781	4,8%
Great Kei	967	522	112	1 169	279	763	342	4 154	9,3%
Mbashe	3 140	2 331	459	2 913	1 250	1 268	887	12 248	4,8%
Mnquma									
Ngqushwa	1 221	681	220	1 133	666	657	503	5 081	6,0%
Nkonkobe	2 020	1 032	251	2 435	897	1 633	1 165	9 433	7,3%
Nxuma	367	245	71	661	189	256	119	1 908	7,7%
Total ADM	17 115	9 459	2 451	20 332	7 642	11 279	6 830	75 108	5,4%

The table above drawn from the previous Housing Strategy document, shows that more than 5% of all ADM residents are disabled. Disabled applicants may receive a full housing subsidy, and do not have to make own contributions. This needs to be considered in the multi-year planning and budgeting of housing projects. Furthermore, cognisance should be taken within projects in respect of special needs including location or special features at project level

Budget

The total funds received from the Provincial Department of Housing by implementing agents within the Amathole area of operation, excluding projects implemented by Buffalo City Municipality can be quantified.

BUDGET REQUIREMENTS TO ADDRESS BACKLOGS

Municipality	Average Needs	Quantum	Variance	Cost
Amahlathi	19 364	R 43 506.00	R 4 350.60	R 926 695 202.40
Great Kei	11 256	R 43 506.00	R 4 350.60	R 538 673 889.60
Mbhashe	31 176	R 43 506.00	R 4 350.60	R 1 491 977 361.60
Mnquma	31 846	R 43 506.00	R 4 350.60	R 1 524 041 283.60
Ngqushwa	14 728	R 43 506.00	R 4 350.60	R 704 832 004.80
Nkonkobe	17 954	R 43 506.00	R 4 350.60	R 859 217 396.40
Nxuba	2 102	R 43 506.00	R 4 350.60	R 100 594 573.20
Total	128 426			R 6 146 031 711.60

The following issues of strategic nature have been identified as key issues for consideration and inform the proposed Housing Strategy Review of the ADM :

- The current **Municipal Demarcation Board recommendations** affecting the Great Kei Local Municipality as well as the **Elliotdale/Mqanduli** areas for potential exclusion from the ADM's area of jurisdiction;
- In terms of the demographic profile of the area, household numbers have increased by approximately 21% although there is a constant or slight decrease in relation to population figures for the area as a whole. This effectively means that household sizes are **decreasing by approximately 27%** and this should be brought into consideration in all forward planning exercises;
- Currently, **no quantitative data on the impact of HIV/Aids** on the numbers and sizes of households area available but it is highly likely that household sizes will decrease – this is a big concern in ADM as the population is extremely young with 42% of the total population being below 20 years of age. Close to 70% of the total population is below the age of 35 years.
- The Housing Needs in respect of the ADM area of jurisdiction should be scientifically determined by means of a comprehensive district wide needs analysis, taking into account, inter alia:
 - Changes in households size;
 - Age and gender distribution;
 - Impact of HIV and Aids;
 - Economic mainstreaming of potential beneficiaries;
 - Completed and/or approved housing projects; and
 - Migration patterns, etc.
- The **infrastructure related needs**, in relation to an integrated, sustainable human settlement strategy for the ADM area, should be accurately quantified with a view of ensuring clear baseline information to inform strategic plans/strategies as well as associated multi year financial allocations – this will also assist with ensuring overall integrated development planning in relation to infrastructure provisioning for the ADM area as a whole;

- **Existing water and sanitation needs** as per the ADM WSDP should be interrogated and evaluated **against the existing housing needs** and housing policy instruments, eg. Rural Housing Policy, with a view of obtaining funds for infrastructure related needs;
- **Alignment of new housing related bulk and connector infrastructure** must be ensured at all times with existing and proposed bulk and connector infrastructure provisioning within the ADM area – such alignment could be achieved through the ADM IDP development and review processes;
- **Several new policy directives have emerged** since the last ADM Housing Strategy Review of which **Breaking New Ground** and more particularly **Community Driven Housing Initiatives** are of paramount importance. The Elliotdale BNG Pilot Project is currently underway and should be fast tracked in view of the 10 pilot houses currently seemingly experiencing certain challenges. In view of the large number of PHP projects within the area of jurisdiction, specific focus should be given in the strategy review to ensuring full compliance in relation to the implementation and/or finalisation of these projects;
- Certain National Policy imperatives in terms of the National Strategic Thrusts and Strategic Objectives need to be incorporated in the ADM Strategy Review currently undertaken.
- During the period 2007/2008, no new housing projects were approved within the ADM area –
- Existing information in relation to houses completed and under construction, indicates a relatively slow rate of delivery –
- The extent of houses to be included as part of the Rectification Programme should be quantified as soon as possible, as well as associated costing implications –

Based on the above analysis a clear forward planning in terms of addressing housing development within the District will be enhanced. Strategies to deal with such will be clearly outlined in the Implementation Plan of the Amathole District Municipality Housing Strategy (Revised 2007/8).

Amathole District Municipality is putting forward the idea of provision of adequate and sustainable human settlements for its citizens within the Housing development framework. This is clearly outlined in its Housing Vision and Mission of the said Strategy.

2.1.4.3 Institution & Finance Cluster Overview

- **HUMAN RESOURCES**

Institutional Structure

The institutional structure of the ADM is made up of political and administrative structures with the former exercising legislative oversight over the latter.

The ADM's political structure is headed by Council, which operates through a number of committees that assist Council in carrying out its political responsibilities and mandates. These committees are:

- Rules Committee
- Audit Committee
- Oversight Committee
- Standing Committees
 - *Infrastructure*
 - *HR and Administration*
 - *Community Services*

- Development and Planning

The above committees are established in terms of Sections 79 and 80 of the Local Government Municipal Structures Act 117 of 1998 (as amended).

Administrative Structure

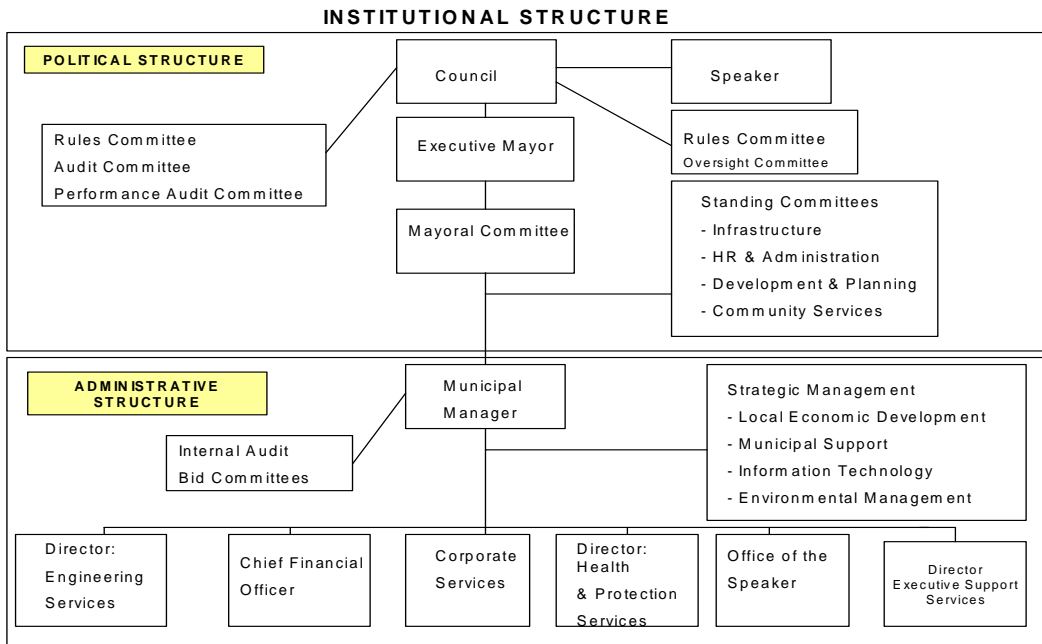
The head of the ADM’s administrative structure is the Municipal Manager, who leads the institution with departments and various units reporting directly to him / her.

The organizational and establishment plan for the ADM and the various departments is as follows:

There are seven (7) departments established to perform the functions, namely:

<u>DEPARTMENT</u>	<u>RESPONSIBILITY</u>
Municipal Manager’s Office	- Management of the Municipality;
Corporate Services	- MRendering administrative and human resources services to the Municipality
Budget and Treasury Office	- Rendering financial services to the municipality
Health and Protection Services	- Rendering health and protection services
Engineering Services	- Rendering engineering services
Executive Support Services	- Rendering support to the Executive Mayor’s Office.
Office of the Speaker	- Rendering support services to the office of the speaker

The ADM’s institutional structure is illustrated as follows:



The following table summarizes ADM's approved Organogram for 2009/2010:

NO	DEPARTMENT	BRANCH	DIVISION
1	Municipal Manager's Office	Strategic Planning & Management	SDBIP,PMS & IDP
			Municipal Support
		Information Systems Management	
		Internal Audit	
2	Executive Support Services		Communications & Media Relations
			Special Programmes, IGR & MIR
3	Corporate Services	OD & Recruitment, HRD & Employee Wellness, LR & Occupational Safety Services	OD & Recruitment
			Human resources Development & Employee Wellness
			Labour Relations and Occupational Safety
		Personnel Administration, Auxiliary & Council Support Services	Personnel Administration
		Auxiliary & Council Support Services	
4	Engineering Services	Project Management Unit	Central Region
		Water Services: Planning	West
			East
			Central
		Water Services: operations & Maintenance	
		Building & Services Planning	Solid Waste
			Transport Planning
			Land Settlements
Building Control			
5	Health & Protection Services	Municipal Health Services	Central
			Western
			Midlands
			Eastern
		Primal Healthcare & Protection Services	Primary Health Care
			Fire Fighting Services
			Disaster Management
Community Safety Services			
6	Budget & Treasury Office	Expenditure	
		Supply Chain Management	
		Budget & General	
		WSA: Financial Management	
		Revenue Services	
		Accounting & Reporting	
7	Office of the Speaker		
8	Land, Housing & Economic Dev.	Land & Housing	
		LED	Agriculture
			Environmental Management
			Heritage Management

Formulation and Implementation of HR Policies and Employment Equity Skills Development Plans

The Employment Equity Plan developed and approved by Council in June 2002 has come to an end and a new plan is currently being developed.

No	Key Initiatives																	
1.	<p>Employment Policies</p> <p>Recruitment, Promotion & Transfer, Career Succession Planning Policies & Employment Equity & Skills Development Plans</p>	<ul style="list-style-type: none"> • Motivations for filling vacant posts are done according to the Recruitment Policy. <ul style="list-style-type: none"> – The Executive Mayor and Municipal Manager approve the filling of vacant posts. – Short listing, interviewing, Promotion and Transfer committees are constituted according to the Recruitment and Promotion and Transfer Policies respectively, to ensure transparency and accountability. – Relevant competency tests have been used as and when necessary. – The Employment Equity profile in the three highest levels of employment was as follows as at 30 June 2008: <table border="1" data-bbox="704 806 1393 1167"> <thead> <tr> <th>Levels of Employment</th> <th>Target</th> <th>Actual</th> <th>Variance</th> </tr> </thead> <tbody> <tr> <td>Percentage of black employees in three highest levels of management.</td> <td>55%</td> <td>79%</td> <td>24%</td> </tr> <tr> <td>Percentage of female employees in three highest levels of management.</td> <td>35%</td> <td>31.25%</td> <td>-3.75%</td> </tr> <tr> <td>Percentage number of disabled employees in three highest levels of management.</td> <td>2%</td> <td>0.11%</td> <td>-1.89%</td> </tr> </tbody> </table>	Levels of Employment	Target	Actual	Variance	Percentage of black employees in three highest levels of management.	55%	79%	24%	Percentage of female employees in three highest levels of management.	35%	31.25%	-3.75%	Percentage number of disabled employees in three highest levels of management.	2%	0.11%	-1.89%
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Activities of the Job Evaluation Unit

In terms of the Collective Agreement concluded by the Eastern Cape Local Government Bargaining Council ADM and Buffalo City Municipality were commissioned to establish a Job Evaluation Unit for the Amathole District Region as demarcated by the South African Local Government Bargaining Council. The Municipalities budget for funding of accommodation, employment and other logistical requirements. The process of developing Job Descriptions for each post has been completed. Amathole District Municipality and Local Municipalities under its area of jurisdiction received their final results and are now waiting for the publication of pay curves attached to the jobs recently evaluated.

Labour Relations

The ADM has successfully concluded the transfer of water services staff from LMs and the Department of Water Affairs, effective on 1 July and 1 November 2007 respectively. The burning issue of lack of parity between staff transferred from Local Municipalities and the ADM has been addressed through a two stage process. Salary scales of ex-LM employees, except Amahlathi were not corresponding with SALGBC salary structure, and this was addressed in April 2008, with effect from July 2006. The parity issue was addressed next, with same designation employees being put on par, with backpay paid with effect from 1 November 2007, which was the effective date of placement.

Secondment of staff to Amatola Water

An agreement was entered into between the ADM and Amatola Water on Bulk Water Service Provision in the Local Municipalities of Mbhashe, Mnquma, Great Kei, Amahlathi, Ngqushwa, Nkonkobe and Nxuba. As part of an endeavour to obtain buy-in from labour, it was agreed that all disciplinary issues, save for decisions to dismiss, would be taken care of by the AW.

Challenges

- A number of these employees are still either on contract or temporary
- Issues of discipline
- Staff members presenting themselves to AW as part of the transferred employees, without a supporting letter. Additional staff to be seconded, if any, would need to have a letter confirming such.

Support to Local Municipalities in the form of chairing of disciplinary hearings took place during the period under review. A MSU led training intervention on the entire disciplinary process is in the pipeline to build the capacity of managers and supervisors at LM level.

Employee Assistance Program

The purpose of the ADM wellness Unit is to promote healthy lifestyles and to motivate employees and their families to be proactive about their health. A

A financial management workshop was organized for Water and Sanitation employees to equip them with financial matters. This has since escalated to all staff, inclusive of Senior Management and Councillors during the month of October.

A lot of enthusiasm has been ignited among employees to participate in the ADM support group now in place comprising volunteer employees including managers.

Employees have continued to utilize the Wellness Unit for the following services;

- Counseling for personal and work related problems and some have referred their relatives as well
- HIV and AIDS information, education and communication as well as Voluntary Counseling and Testing.
- Primary and Occupational Health issues including monitoring and advice on chronic ailments

The EAP and HIV Programmes have been rolled out to six Local Municipalities excluding Buffalo City, with assistance rendered ranging from financial to technical.

The aforementioned interventions were undertaken as follows:

Managing HIV and AIDS-	All LM's
Employee Assistance Programmes-	All except Great Kei
Training of Peer Educators-	Amahlathi, Nxuba, Mbhashe, Nkonkobe, Mnquma
Anonymous HIV Prevalence Survey and KAP Studies-	Mbhashe, Ngqushwa
Alcohol and Drug Awareness-	Nxuba, Mbhashe
Voluntary Counselling & Testing-	Mnquma

EAP challenges

- Not enough funds to successfully undertake some EAP programmes such as the ADM Wellness Day.

Compliance with Occupational Health & Safety Legislation

In line with the Occupational Health and Safety Act (OHASA) 85 of 1993, the Occupational Health and Safety section must ensure that all the ADM councillors and employees work in a safe and healthy environment. This

section also facilitates compensation for the disabled, death, injuries and diseases contracted or sustained in the course of duty, in line with the Compensation for Occupational Injuries and Diseases Act 130 of 1993. During the 2008 twenty-three (8) employees were injured during the course of duty. All these incidents were reported to the Compensation Commissioner.

In response to a concern of the SA Municipal Workers' Union (SAMWU), and in line with its statutory obligations, the OHS Unit conducted a health and safety audit of water and sanitation sites of the Amathole District Municipality. The audit inspection was focusing on checking safety of ADM water and sanitation employees in their working stations. The following situation obtains in the stations visited.

PREMISES	TOILETS	SHOWERS	CHANGE ROOM	DINING ROOM	LOCKERS	CHEMICAL STORAGE	TABLE AND CHAIRS
Bedford water	N	N	N	N	N	N	N
Bedford Sanitation	Y	N	N	N	N	N	N
AdelaideH2O	N	N	N	N	N	N	N
Adelaide Buckets	N	N	N	N	N	N	N
Adelaide Sanitation	Y	Y	N	N	N	N	N
Ft.Beaufort Water	Y	Y	N	N	N	N	N
Ft. Beaufort Sanitation	N	N	N	N	N	N	N
Carthcart Water	N	N	N	N	N	N	N
Carthcart Sanitation	N	N	N	N	N	N	N
Alice Water	Y	N	N	N	N	N	N
Peddie	N	N	N	N	N	N	N
Great Kei T/W	Y	Y	N	N	N	N	N
Kei Mouth	N	N	N	N	N	N	N
Morgan's Bay	Y	N	N	N	N	N	N

Y- Yes (Available)

N-No (Not available)

Challenges

- Lack of knowledge on the part of employees and supervisors with regard to reporting of occupational injuries
 - Dangerous risk posed by the dilapidated Peddie Water Treatment Works
 - Access on site is not controlled, resulting public safety also being compromised.
 - In Cathcart, the distribution board is neither labelled nor locked, electricity wires are exposed and even the room that the DB is kept is not locked.
 - Lighting is also insufficient in other sites and elevators are not maintained.
 - According to the Act it is not allowed to build any structure under electrical wires but in Cintsa and Carthcart there are houses built under electrical poles which can cause injury or fatalities to employees (Electrical Machinery Reg.15 (3)).
- Although most employees have worksuits, there are some that do not have and they are complaining that they were never told the reason for this.

Protective Clothing

As stated in the Act, the employer must ensure that the Risk Assessment is performed by a competent person before issuing any personal protective equipment. Also as per Safety Management Training Course (Samtrac) the employer has to ensure that the risks identified are managed accordingly by following the steps mentioned below, also known as 4T's

1. Treat
2. Terminate
3. Transfer
4. Tolerate

Where the above system is being followed, the employer can tolerate risk that remains by issuing Personal Protective Clothing and it must be in line with the risk assessment that was performed.

Challenges

- Currently, protective clothing issued to these employees are not aligned to any risk assessment and could in all probability, be found unsuitable for the kind of operations that O&M staff are engaged in on a day to day basis. It is appropriate, given the above, that the responsible Department engage the services of a competent risk assessment service provider to appraise the entire situation as it relates to ADM water and sanitation employees.

Personnel Administration

The purpose of the Personnel Administration unit is to provide personnel support especially in relation to payroll and benefit administration within the ADM and support to Local Municipalities under its jurisdiction.

The key functions are:

- The payment of salaries for Councillors and employees.
- The maintenance of Personnel records of Councillors and employees.
- The administration of Councillor and employee benefits.
- The provision and interpretation of conditions of service and relevant legislation.

Achievement:

- The implementation of electronic payments for third parties.

Challenge:

- Lack of knowledge on the part of employees with regard to ADM'S Conditions of Service pertaining to remuneration and benefits.

Remedy:

- To inform the employees on a monthly basis of the ADM'S Conditions of Service pertaining to remuneration and benefits.
-

Human Resources Development (HRD)

The Purpose of the HRD Unit is to deliver accredited, quality training for both employed and unemployed candidates of and within ADM and Local Municipalities under its jurisdiction. This is in line with the Skills Development Act No. of 97 of 1998, Skills Development Levy Act No. 09 of 1999, South African Quality Assurance (SAQA) Act No 58 of 1995 and Employment Equity Act No 55 of 1998.

The main function of the Unit is to facilitate provision, monitor and evaluate all skills development initiatives to ensure that they enhance Service Delivery and Corporate Governance, improve financial viability of ADM and Local Municipalities under its jurisdiction, and stimulate local economic development which would subsequently alleviate poverty.

The focus of the HRD Unit is to ensure that the targeted training is aligned to the following processes;

- National Skills Development Strategy (NSDS): 2005 -2010
- Integrated Development Plan (IDP)
- Sector Skills Plan of the Local Government Sector Education and Training Authority (LGSETA)
- District Growth and Development Strategy
- Eastern Cape Joint Initiative on Priority Skills Acquisition (EC - JIPSA)

Municipal Finance and Administration Learnership Programme (NQF 4)

The programme is composed of 25 learners, 15 unemployed and 10 employed. Assessments were conducted and moderation results were sent to the LGSETA. A request for extension of scope was also sought by the Service Provider from the LGSETA and is still awaited.

Wastewater Process Operations Learnership and Water Purification Process Operator Learnership (NQF 2)

32 unemployed and sixteen 16 employed learners are currently taking part in the two one year Learnership Programmes, implemented from January 2007. All Theory Modules have been completed.

Assessments on the theory programme

Assessments on the theory programme are to be undertaken with the assistance from accredited assessors from the Amatola Water Board and the Buffalo City Municipality. The candidates had to undergo coaching at the Water Plants before assessments and 70% of coaching has been completed. Assessments of the candidates will be conducted as soon as coaching is complete.

Challenges

- Funding is a major challenge as the LGSETA takes much longer than anticipated to deposit funds in line with the funding agreements and only deposited the 50% of the Municipal Finance and Administration Learnership Programme funds on the 06 December 2007 and yet the Programme had been implemented in November 2006.
- The delay that relates to programme approval from the LGSETA.
- Site visits are an integral part of the process of Programme Approval when applying for extension of scope, and the LGSETA, despite the fact that they are looking into the matter, are challenged with having to attend to a long list of Service Providers who have also applied for the same process.
- An ever-present threat that the Learnership Programmes would have to be suspended due to lack of funds and this state of affairs makes the day to day running of the Learnerships unsustainable.
- Coaching challenges relate to:
 - Water Plants not fully fitted with the state of the art equipment that candidates learn about in theory and which they have to be exposed to*
 - Most Personnel from the Water Plants are also enrolled for the same Learnership Programme and it becomes difficult for them in terms of their own limited skills to coach the unemployed candidates*
 - The more professional Personnel from Engineering are faced with a challenge of operational capacity and cannot afford time for coaching.*

Training of Officials and Councillors

All the allocated budget of R905 000.00 was fully utilized for training and development for both Councillors and Officials by the end of the 2007/08 Financial year.

Challenges:

The absence of a wide variety of locally based Accredited Training Providers.

DWAF "Once Off" Training

The ex DWAF staff had to be inducted first before any training intervention could be effected. The transfers happened in November 2007 and induction took place on the same month around the Local Municipalities within the jurisdiction of the ADM. The funds for venues and catering in respect of the Induction sessions were taken from the DWAF funding.

Eight training interventions have already been conducted for DWAF employees. Some other training interventions are due to be conducted before the end of 2008. 80% of the allocated budget has already been utilized.

- **EXECUTIVE SUPPORT**

Intergovernmental Relations

The ADM IGR technical structure was established in the 2005/2006 financial year and the terms of reference were developed and adopted before the launch. The function of the structure is to align the planning cycles of the different spheres of government to ensure that IDP is a reflection of national plans at a local level. The Intergovernmental Relations Forum makes recommendations to Council, the District Mayors' Forum (DIMAFO) and TSG, this forum is chaired by ADM Municipal Manager. The Intergovernmental Relations Policy Framework is currently under review to ensure alignment to the Intergovernmental Relations Act 13 of 2005. Establishment Plan requires that meetings of the Technical Intergovernmental Relations Forum be called quarterly to feed / inform the agenda of the DIMAFO. The latter is a political structure constituted by all the Executive Mayors of the local municipalities in Amathole district. It is chaired by ADM executive Mayor.

All local municipalities in the jurisdiction of Amathole District Municipality are aware of the existence of Intergovernmental Relations Framework Act and the responsibility of ADM in co-ordinating intergovernmental relations in the district. ADM local municipalities hold meetings periodically to address IGR related issues. Through practice of intergovernmental relations in the district, ADM has signed Memoranda of Understanding with various municipalities and stakeholders to improve its capacity of service delivery eg University of Fort Hare, Sedibeng and Ukhahlamba District Municipalities . Local municipalities are encouraged to enter into inter-municipal relations eg Nxuba and Nelson Mandela Bay Metropolitan Municipality. The Technical IGR Protocol was discussed and presented in the last Municipal Support Committee meeting held on the 19th November 2007 and stakeholders have been asked to comment.

Challenges

- Failure by government structures to utilise Intergovernmental Relations to as a planning tool.
- Lack of clarity on what should be the standing items of an IGR Agenda.
- Lack of follow ups to some signed MoU.
- Local municipalities not having dedicated IGR practitioners.
- IGR meetings not sitting as scheduled.
- Policy is yet to be reviewed

International Relations

Amathole District is also engaging in International Relations as a strategic tool to improve the capacity of the institution and that of its local municipalities to maximise the delivery of services to their respective constituencies. The district municipality guided by Salga resolutions, Department of Local Government and the foreign policy of the country has entered into twinning arrangements with sister municipalities in other parts of the world. These sister municipalities ADM partnered with are Oxfordshire County Council and Glasgow City Council both from the United Kingdom and Kampala Central Division from the Republic of Uganda.

The twinning arrangements whilst engaging few partners cover a wide range of areas of co-operation with the main aim being to improve Local Economic Development. Through the partnerships ADM officials received training in such areas as Machine manufacturing, HIV and AIDS, Financial Packaging, Marketing and Communication, Heritage – Tourism etc. As a result of the skills received there has been some tremendous improvement in the afore-mentioned areas.

ADM and Oxfordshire have just finished writing a funding proposal with the assistant of a consultant for the funding of the next phase of the twinning programme with Oxfordshire County Council. This phase will focus on Micro Landing, Heritage-Tourism, Waste Management and Education. Glasgow and ADM are in the process of planning key areas of focus for the next phase of the partnership whilst both ADM and Kampala Central Division are consolidating the programme for future interactions.

Challenges

ADM is yet to develop an International Relations policy.
Co-ordination of international relations activities in the institution remains problem.
ADM does not have an International Relations Strategy.
ADM agreements have no direct linkages with Provincial and National agreements.

Communication

The ADM Communications Strategy for 2007-2012 was adopted by Council in February 2008 and was again reviewed at a stakeholder workshop on 31 July 2008. This document is reviewed annually and contains an annual communications cycle that serves as a guiding framework for communication activities and programmes in the municipality. The ADM Communications Unit has also embarked upon an exercise to assist local municipalities in the development of their communication strategies. Assistance was rendered to Nkonkobe Municipality in October 2008 and to Amahlathi in November 2008.

The ADM publishes a community newsletter twice a year, viz in December and June, as a supplement to the Daily Dispatch. These newsletters contain articles of the ADM's achievements and reflect on projects from various ADM departments. The June community newsletter contains the Executive Mayor's State of the District Address (SODA) which serves as a public record of the ADM's achievements, performance and activities over the past financial year, and also summarises IDP projects and programmes for the new financial year.

An HIV and Aids community newsletter is also printed as a supplement to the Daily dispatch. It is also distributed throughout the district and is used as a medium for discussion amongst the broader community of the district to report on new developments regarding Aids, conferences, research, and provides information about where people can obtain medical assistance etc. The feedback has been very positive and increasingly we are getting contributions from more and more community members for the newsletter.

The ADM is mindful of the main languages utilized within the district and both the community newsletter and the HIV/Aids newsletters are printed in English and isiXhosa.

Customer Care and Service Centres have been established at the ADM headquarters at 40 Cambridge Street in East London as well as all local municipalities. As the Water Services Authority for 7 local municipalities since July 2006, the ADM has centralised billing services for water and sanitation and hence it thus makes sense to combine customer care services with the billing services. Community members are able to pay for their water and sanitation accounts, query their accounts, register as indigents, lodge any query or complaint and obtain any ADM and Government information from these centres. A customer reporting software system is being customized for capturing all queries and complaints and which will inform the ADM on a monthly basis where calls originated, the nature of the calls, whether the queries were satisfactorily addressed, and will assist with research and development trends such as identifying information needs of communities etc.

Although the Customer Care Assistants have received training in frontline communications, it is intended to expand the training to include information on government services and their criteria and also on the customized customer care reporting system.

The communications unit has also fulfilled the mandate of the SALGA National Conference for Local Government Communicators in facilitating the establishment of Local Communicator Forums (LCF) at all local municipalities within the district, with the exception of Buffalo City. The LCFs serve as an interfacing platform between local government and communities (as members of ward committees, CDWs, and representatives of community structures and government departments are invited to attend) where programmes and projects are coordinated and any information or other needs of local communities are brought to the table for discussion and resolution.

The head office staff of the ADM received training in Batho Pele principles in June 2007 as part of the first phase of the roll out plan. However, as a result of electing the internal option for the provision of water services within the district, the ADM absorbed over 500 Water Services Operations and Maintenance staff

from DWAF as well as the local municipalities. These staff in general are low income earners with little staff morale and many have health and addiction problems. These staff have also little or no knowledge of the ADM's corporate identity, its vision, mission or values or its corporate culture of doing business. Thus the Communications Unit is in the process of appointing service providers to develop a water services charter and a customer care policy. As part of this exercise, the Operations and Maintenance staff will be consulted in the process and will receive training in Batho Pele principles. This project will be implemented with funding that has been made available from DWAF.

Staff members are regularly briefed via email on upcoming events and happenings within the institution; and include details on promotions, new employees, deaths, marriages, births, sporting events, lifestyle and health issues etc. An intranet service is shortly due to be implemented as well as an electronic staff newsletter. An internal editorial committee with representatives from each department has been established to assist in gathering stories and information and to update website information.

Public Place where Municipal Documents are available to the Public

In accordance with the Promotion of Access to Information Act No 2 of 2000, the ADM has published a manual in 3 official languages (isiXhosa, English and Afrikaans) details how members of the public can access records of the ADM. The ADM has embarked upon an electronic document management system and files are scanned and archived in accordance with the standards set by the National Archives. Currently, members of the public can register an application for records and submit same to the Accounting Officer, which is also the Municipal Manager. Records are kept by the Administration Department, 12th floor, Caxton House, Cnr Cambridge and Caxton Streets, East London.

Public Participation

Imbizo events are held in April and October every year. The dates for the National Imbizo Focus Weeks are set by Cabinet and provide an opportunity for all spheres of government to go out and meet the local communities and to talk about government services that are available for the public. These meetings also provide the local communities with an opportunity to meet their political leaders and to voice their comments, needs, and issues in an unmediated fashion.

The ADM collaborates with local municipalities in hosting the National Imbizo Events and the details are sent to and collated by the Office of the Premier and Government Information Management System for the deployment of Ministers and MECs. This past year, imbizos were held at Peddie in Ngqushwa Municipality on 20 October 2008, at Bedford in Nxuba Municipality on 22 October 2008 and at Kwelerha in Great Kei Municipality on 24 October 2008

In accordance with the Local Government Municipal Systems Act, the ADM holds regular Integrated Development Plan (IDP) Representative Forum meetings in drafting its IDP. At the beginning of the planning cycle, advertisements are placed in the local newspaper calling for interested parties to contact the ADM. Once the IDP and budget have been drafted, the ADM further embarks upon IDP and Budget Roadshows to the communities at all local municipalities. This is done in conjunction with the support and assistance of the local municipalities who assist the ADM's Community Liaison Officers, through their Ward Councillors, to mobilize the ward community members to attend the roadshow events. The Draft IDP is summarized and presented to communities in English and isiXhosa for comment and discussion.

Records of these meetings are kept and a Q&A document is drafted to keep track of the responses and to disseminate to other government departments for follow up and auctioning, where necessary, through intergovernmental forum meetings. Once all the comments and discussions have been taken into consideration towards an amended IDP and Budget, the above process is followed up by a Council Open Day, where ward committees and members of the community are invited to a Council meeting where the amended/Draft IDP and Budget is again presented for the last time before they are submitted to Council for adoption. Council procedures are relaxed for the Council Open Day to allow the communities to speak and voice their comments after the presentations have been made. These comments are again collated into a Q&A document.

Dates for the Draft IDP/Budget 2009-10 Roadshow

Date	Time	Municipality/ Community
6 April 2009	10h00	Great Kei
7 April 2009	10h00	Nkonkobe
8 April 2009	10h00	Mngqesha
29 April 2009	10h00	Ngqushwa
30 April 2009	10h00	Nxuba
4 May 2009	10h00	Amahlathi
5 May 2009	10h00	Nqadu Great Place & Mbashe
6 May 2009	10h00	Mnquma
7 May 2009	10h00	Business Breakfast
15 May 2009	10h00	Council Open Day

In addition to the above, a number of forum meetings are hosted where communities actively participate in the decision-making process of Council. These include Gender Forums, Youth Forums, the Disability forum, the District Aids Council, the Disaster Management Forum, the Community Safety Forum, the Heritage Reference Group, LED Forum etc.

The ADM also assists the Government Communication Information System and the Office of the Premier in the live televising of the State of the Nation Address (SONA) and the State of the Province Address (SOPA) which are usually held at different locations within the district. The purpose of these televised events is to bring government to the local communities. The speeches are usually translated where necessary and the communities are presented with an opportunity to voice their concerns, needs and issues and to ask questions relating to the speech.

The Executive Mayor also presents the State of the District Address at the final Council meeting of the financial year (usually in May annually). The speech reflects upon the achievements and performance of the ADM over the past financial year and highlights programmes and projects of the IDP in the new financial year. Numerous stakeholders, including business, Non-Governmental Organisations, Civil Based Organisations, Faith-Based Organisations, IDP Representative Forum members, Ward Committees and members of the community are invited to attend the Council meeting.

The ADM also engages volunteers within the community in a wide range of activities, including community health care, disaster management, community water forums etc. Training is provided where necessary (eg first aid, fire fighting etc). Competitions have been held at schools eg on Disaster Management and the communities are also engaged in a number of other activities such as drama, choral singing, display of crafts at exhibitions etc. A range of promotional activities are held throughout the year, as per the communications cycle, including health awareness programmes, Water Week, Sanitation Week, Heritage and Tourism Month, 16 Days of Activism of no violence against women and children, Youth Month, Women's Month, etc, which also serve to promote the interests of special groups such as the youth, gender disabled etc.

- **ADMINISTRATION**

Council Support & Auxilliary and Supply Chain Management

As part of the support functions for the success of the Amathole District Municipality in order to fulfil its statutory functions outlined in the Municipal Structures Act, 1998, it key that the support mechanisms outlined in the Municipal Systems Act, 2000 be put in place.

Part of those support mechanisms include functions related to giving support to Council as well as other ancillary functions and giving support and aid to ADM Council.

Auxilliary Services

The goal of the Auxilliary Services Section is to provide an efficient auxiliary services function to both internal and external departments by providing the following services:

Mainly the objective of the division is to give support to all functionaries of the institutions and hence the majority of services rendered are ongoing

- Asset Management and Fleet Management
- Office accommodation
- Office automation
- Security services
- Registry / Archives management
- Switchboard operations
- Tea serving and cleaning/housekeeping

Asset Management

Part of the core responsibilities of this core function is to ensure that all Assets of ADM Council both movable and immovable are adequately maintained.

In ensuring that this is achieved an Asset Management Policy which will also be inclusive of an Asset Maintenance Plan had to be developed. In this process the verification of such assets will be an exercise aimed at ensuring Council functions effectively and efficiently

Assets

The ADM has about 209 immovable properties of which a total of more than 100 are in the process of being transferred to some Local Municipalities in the ADM’s area of jurisdiction. These include Great Kei and Buffalo City Municipality.

This transfer process is influenced by the assignment of powers and functions in terms of the Section 12 Notices.

Various conveyancers are ensuring that this is realized in terms of the Deeds Registries Act, 1937.

Further, in managing such assets provisions of Section 14 of the Municipal Finance Management Act always prevail.

In the process of analysing the current status quo on assets of Council it became clear that these are not properly secured, including personnel and Councillors hence the need to develop a Security Plan is identified as a key factor.

A cost benefit analysis project of ADM properties has been completed to ascertain the implications for retaining and or transferring / disposing of the ADM’s fixed properties.

Fleet

In order for Council to function and execute its core responsibility, a requirement being a support aid in the form of fleet was identified. This is a support aid which requires be acquiring and then maintaining.

The ADM’s fleet as at November / December 2008 comprised a total of 174 vehicles which can be categorised as follows:

TYPE OF VEHICLE	TYPE OF VEHICLE
Sedans	21
Trucks	29
Microbuses	3
Fire Engines	3
Mobile Clinics	13

Bakkies	101
Mercedes Benz ML	1
Microbuses	2
Tractor	2
Trailors	2

In its process of ensuring the MFMA provisions are enhanced including property management process:

- Adequate control of allocated vehicles by some departments is always enhanced in a manner that designated officials within Departments do also prioritise the issuing of vehicle's trip authorities, return of keys to relevant Department, submission of accurate logbooks and petrol slips.

It became clear that dedicated officer to maintain the fleet is of necessity, as well as the Policy on maintenance and software to locate movement thereof. This will assist in ensuring effective service delivery.

Key Challenges existed and are clearly identified and had to be addressed

Office automation

This is also a key component of auxiliary function of ADM Council. This is ensured by reviewing, upgrading outdated, expired contracts and facilitation of new ones.

Challenges

- Inadequate control of permanently allocated vehicles by some departments.
- High maintenance and fuel costs on old fleet
- Unavailability of office accommodation that will house all the ADM departments. Some departments are housed at 40 Cambridge, Caxton House & the BOE building.

The process of reviewing the Asset Management Policy, an Asset Maintenance Plans are and will also aim at addressing such, both movable and immovable.

Document Management

The ADM compiled and adopted the Promotion of Access to Information Manual in August 2003. This was done in compliance to the Promotion of Access to Information Act, Act 20 Of 2000.

The main purpose is to give effect to the constitutional right of access to any information that is held by the state and any information that is held by another person and that is required to exercise protection of any rights.

Records Management

The File Plan of the ADM is an index of records held by the ADM. Currently the ADM is in the process of reviewing its File Plan.

An electronic document management system was installed in 2003

The purpose of installing the system was to augment the Council's paper based filing system. It is only used for electronic archiving

The Information Technology Unit is undertaking a process of reviewing the implementation of DOCUMENTUM.

Reviewed Records Management Policy and Records Procedure Manual are in place since 2007, as required by the National Archives Service Act, 43 of 1996. A process of developing a Records Control Schedule is underway

Security Services

Security services are also provided to all ADM owned and rented properties. This provision is made in the form of armed responses, security guards. Properties referred to include Caxton House, BOE Building, 40 Cambridge Street, Calgary Conference Centre and Whelan Workshop, all based in East London

During the year of review this service had been extended to waterworks and sewerage works stations.

Further, a risk and security assessment analysis report has been undertaken.

Council Support Services

The goal of Council Support Services is to provide an effective and efficient Support Service to the Councillors, Council Committees and various other committees of Council, as follows:

This form of support includes provision of Secretariat functions to both Sections 79 and 80 of the Systems Act, 2000 Municipal Committees. This function also includes other non-statutory meetings, which include IDP Clusters.

- [a] Compilation of accurate agendas and minutes
- [b] To provide Secretariat Services and Support to Councillors, Committees of Council, Committees of the Executive Mayor and Speaker.
- [c] To timeously distribute same to all Councillors and Officials before, or within the agreed timeframes.
- [d] To compile accurate minutes of all Council's meetings, meetings of its Committees and HOD/Working Group Meetings or any other meetings when required to do so.
- [e] To ensure the safekeeping of all Council's records of decision.
- [f] To provide Secretarial Support to the Speaker.
- [g] To support the Speaker with his/her statutory delegated functions.
- [h] To provide welfare support to Councillors.

A further indicative success of this programme includes the development of Council Calendar linked to the adopted Municipal IDP Process Plan and Budget.

In this approach unco-ordinated delivery of Council documents (Administrative) is enhanced. Therefore in board strategic terms Council Support Services include monitoring of legislative compliance.

Supply Chain Management

The Amathole District Municipality's [ADM] Supply Chain Management (SCM) Policy seeks to promote an innovative form of targeted procurement, which will encourage socio-economic transformation within its region.

The SCM empower the Amathole District Municipality to continue to redress the skewed distribution of wealth. It also assists in achieving the goals of poverty alleviation and job creation within its region.

LEGISLATION

In considering this support function to Council, provisions of Section 217 of the Constitution, 1996. This is read or effected in line with provisions of Section 80 (1) (b) of the Municipal Systems Act, 2000.

POLICY

The SCM achieve the above by providing employment opportunities to Historically Disadvantaged Individuals [HDI's] and disadvantaged communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices.

ADM in its approach developed a Supply Chain Management Policy which is also aimed at assisting Black Economic Empowerment by providing a helpdesk, targets for the Institution, targets for the heads of departments, advice to tenderers and conducts regular workshops.

The policy was adopted by Council in May 2007, in terms of Section 111 of the Municipal Finance Management Act, 2003. ADM in its approach outlines in the policy the guidelines to Service Providers who perform projects on behalf of the Municipality to use local labour based human resource to ensure job creation and development of HDIs in communities where projects will be undertaken.

STRATEGY

ADM SCM Strategy is always aimed at providing employment opportunities to HDIs and communities, enabling socio-economic transformation objectives linked to fair, transparent, equitable competitive and cost effective procurement practices.

Policy and legislative analysis

ADM SCM considers matters of Delegation of Supply Chain Management powers and duties; Sub-delegations, including the oversight role of Council.

The elements or framework of the SCM include the following key components:

- Demand management
- Acquisition management
- Logistics management
- Disposal management
- Risk management; and
- Performance management

This therefore means that the five pillars of procurement as detailed under are always enhanced:

- Value for money
- Open and effective competition
- Ethics and fair dealing
- Accountability and reporting
- Equity

ADM in its role of Acquisition Management had established through operational procedures, an effective system of acquisition management. This is followed through a range of procurement processes.

Further, competitive bidding is also followed.

COMMITTEES

A Committee system for competitive bidding is also made possible. These committees include

- Bid Specifications Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

The process of procurement at ADM is outlined in the SCM Policy mentioned above.

SCM Key Challenges

- [a] SCM is a new field and therefore requires capacity building for officials and external stakeholders in understanding SCM.

- [b] Ensuring 100% compliance with all applicable legislation.
- [c] Performance management system for service providers.
- [d] Fronting, fraud and corruption.
- [e] Centralisation of SCM.

ADM By-Laws

The following by-laws are in place:

Name of By-Law	Department	Status
Solid Waste Disposal	Engineering	Adopted in 2005
Fire Services	Health & Protection	Adopted in 2005
Water and Sanitation	Engineering	Adopted in 2004
Public Transport	Engineering	Adopted in 2005
Municipal Health	Health	Draft
Credit Control and Revenue Management	BTO	Advertised & Draft
Cemeteries and crematoria	Health	Adopted in 2005
Disaster Management	Protection Services	Draft
Air pollution	Health	Draft

ADJUSTMENT OF POWERS AND FUNCTIONS BETWEEN AMATHOLE DISTRICT MUNICIPALITY AND LOCAL MUNICIPALITIES

The Local Government Municipal Structures Act 117 of 11998, Section 85(a) provides that the MEC responsible for local government in the province must regularly review the capacity of municipalities and re-allocate functions or powers to municipalities when such municipalities acquire the capacity to perform functions or exercise powers.

Various MEC's adjustment Notices is in line with capacity assessment that was undertaken by the Municipal Demarcation Board (MDB) in August 2007/8 have been made.

➤ The following powers have been removed from Amathole District Municipality to Local Municipalities:

- a) Building regulations have been removed from ADM (DC 12) to Mquma Local Municipality (EC 122).
- b) Municipal public transport has been removed from ADM (DC 12) to Amahlathi Local Municipality (EC 124).
- c) Local amenities have been removed from ADM (DC 12) to Mbhashe Local Municipality (EC 121).

➤ The following responsibilities or functions have been added to Amathole District Municipality and removed from Local Municipalities:

- a) Fire fighting has been removed from Ngqushwa Local Municipality (EC 126) to Amathole District Municipality (DC 12).
- b) Licensing and control of undertakings that sell food to the public has been removed from Mquma Municipality (EC122), Great Kei Municipality (EC 123) and Nkonkobe Municipality (EC 127) to Amathole District Municipality (DC 12).
- c) Municipal Roads (EC 126) Ngqushwa Local Municipality.

- The following functions have been removed from Mbhashe (EC 121), Mnquma (EC 122), Great Kei (EC 123), Amahlathi (EC 124) and Ngqushwa (EC 126) Local Municipalities to Amathole District Municipality (DC 12):

- a) Solid Waste: Section 84(1) (e) "Solid waste disposal sites serving the area of the district municipality as a whole".
- b) Cemeteries: Section 84(1) (l) "The establishment, conduct and control of cemeteries and crematoria serving the district as a whole".

- The following functions have been removed from Nkonkobe (EC 127) and Nxuba (EC 128) Local Municipalities to Amathole District Municipality (DC 12):

- a) Solid Waste: Section 84(1) (e) "Solid waste disposal sites serving the area of the district municipality as a whole".
- b) Cemeteries: Section 84(1) (l) "The establishment, conduct and control of cemeteries and crematoria serving the district as a whole".
- c) Markets and Abattoirs: Section 84(1) (k) "The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole".

- Buffalo City (EC 125) has experienced no change and retains the following functions:

- a) Solid Waste
- b) Roads
- c) Fire fighting
- d) Markets and Abattoirs
- e) Cemeteries
- f) Local tourism

• **BUDGET & TREASURY OFFICE**

Provision of Free Basic Services

Eligibility for free basic services have been significantly enhanced through a major review of the free basic service policy framework, and this has seen a fundamental shift from income targeting to service level. The policy changes have significantly enhanced accessibility to Free Basic Services (FBS), which now guarantees all consumers on RDP level schemes access to a minimum specified level of service at no cost to themselves, limited to 6kl per month per household.

A fundamental shift has also occurred within the budget structure that now specifically defines FBS schemes, and ring-fences the equitable share requirements. This allows greater financial management, facilitates reporting and analysis of cost drivers associated with these highly grant dependent schemes, which generally are excessively expensive to maintain.

Challenges

Notwithstanding the fact that the policy and budget structures have been designed to ease administration, one fundamental policy requirement is to ensure that the quantity associated with the FBS model is in fact limited to that which has been defined within policy, and financially modeled in terms of the budget structure; technical services to date are still required to furnish a status quo report on service coverage versus metering/volume control device; sound financial planning is set to be potentially compromised should this

critical component not be quantified and controlled, given that uncontrolled water outlets significantly contribute to rising input costs, with no associated cost recovery

Investment in the District

Investment from National Government has taken the form of Equitable Share, Municipal Infrastructure Grant and Conditional Grants. This investment is as per the following table:

National Government Allocations

ALLOCATION	TYPE	2008/09	2009/10	2010/11
Equitable Share	Appendix E7 Schedule 3 Grant	176,843,000	222,466,000	277,552,000
RSC Levy Replacement	Appendix E7 Schedule 3 Grant	164,603,000	175,785,000	191,607,000
Water Services	Allocation in kind – Appendix E5	3,825,000	-	-
Schools and Clinics Water and Sanitation Backlogs	Allocation in kind – Schedule 7, Appendix W6	17,656,000	29,426,000	-
Regional Bulk Infrastructure	Allocation in kind – Schedule 7, Appendix W6	15,000,000	40,000,000	14,000,000

FMG	Specific Purpose Grant – Schedule 6	750,000	750,000	750,000
TOTAL		591,123,000	707,337,000	678,143,000

Investment from Provincial Government has taken two distinct forms, namely direct investment and allocation to municipalities. For the purpose of this analysis, only the allocation to Amathole District Municipality will be taken into account, as it is the case in Table 1 above.

Provincial Allocation to Amathole District Municipality

Water Services Subsidy	Specific Purpose Grant – Schedule 6	16,057,000	11,913,000	7,839,000
MIG	Infrastructure Grant – Schedule 4 & 6	195,654,000	226,262,000	185,410,000
MSIG	Specific Purpose Grant – Schedule 6	735,000	735,000	735,000
ALLOCATION		2008/09	2009/10	2010/11
Primary Health Care		20,228,000	21,138,000	22,090,000
Disaster Management		990,000	1,035,000	1,081,000
Local Government Fire Support Grant		1,323,334	1,382,884	1,445,117
IDP		1,197,000	1,251,000	1,307,000
PMS		700,000	731,000	765,000
ISRDP (LED)		785,000	820,000	857,000
Municipal Infrastructure Support		4,995,000	5,220,000	5,455,000

LED Support	3,350,000	3,750,000	3,975,000
TOTAL	33,568,334	35,327,884	36,975,117

There is an additional direct investment from National Treasury for Small Towns Development as follows:

National Treasury Allocation to ADM

ALLOCATION	2008/09	2009/10	2010/11
Small Towns Development (ASPIRE)	25,000,000	163,000,000	46,000,000
TOTAL	25,000,000	163,000,000	46,000,000

Own Revenue Projections are as follows:

REVENUE TYPE	2008/09	2009/10	2010/11
Service Charges	85,516,000	89,365,000	93,386,000
TOTAL	85,516,000	89,365,000	93,396,000

The total investment in the district municipality over the MTEF from 2008/09 to 2010/11 is as follows:

Total Government Direct Investment into ADM

INVESTMENT TYPE	2008/09	2009/10	2010/11
National Government	591,123,000	707,337,000	678,143,000
Provincial Government	33,568,334	35,327,884	36,975,117
National Treasury	25,000,000	163,000,000	46,000,000
Own Revenue	85,516,000	89,365,000	93,396,000
TOTAL	735,207,334	995,029,884	854,514,117

The total allocation and own revenue over the MTEF is R2,584,751,335

Own Revenue

There is a trend which indicates that the own revenue projections may not be realistic. This is because of the following amounts in the distant past as well as the current financial year:

Table 6: Own Revenue Trends

REVENUE TYPE	Actual 2007/08	First Quarter 2008/09	Linear Projections 2008/09
Service Charges	44,773,735	11,198,465	44,793,860
Amount Billed	76,641,036	18,974,631	75,898,524
Debtors	31,867,301	7,776,166	31,104,664
Provision for Bad Debts	16,870,978	4,176,882	16,707,529
REALISTIC OWN REVENUE	44,773,735	11,198,465	44,793,860

Amathole District Municipality can be classified as a sustainable institution if all expenditure for each financial year would not exceed R44,8m.

There is a need to subsidise some of the services as a result of the indigent communities. The subsidies cannot be funded from own revenue and therefore part of the equitable share has to be funded from the national fiscus to take care of the indigent households. The institution also forfeited the regional services levy sources of revenue. This was replaced by a levy replacement grant – part of the equitable share allocation. The equitable share allocation that is available to subsidise the indigent households and replace the RSC levies is

far smaller than the requirements. What compounds the problem is the non-availability of reliable data to measure the adequacy of the allocation.

Amathole District Municipality has taken over a water services and sanitation function from local municipalities. There are major infrastructure backlogs in terms of both the delivery of basic services and the conditions of infrastructure assets.

The following table indicates funding shortfalls in the provision of basic services:

Table 7: Additional Funding Requirements for ADM services

Programme	Requirements
District-Wide Accelerated Sanitation Programme	R755 961 800
Amahlati Water and Sanitation Projects	R108 975 362
Keiskamahoe Sewage Disposal Project (BCM)	R951 433
Great Kei Municipality Water and Sanitation Projects	R476 683 104
Mbhashe Municipality Water and Sanitation Projects	R644 291 051
Mnquma Municipality Water and Sanitation Projects	R513 996 061

Ngqushwa Municipality Water and Sanitation Projects	R6 445 974
Nkonkobe Municipality Water and Sanitation Projects	R113 256 372
Nxuba Municipality Water and Sanitation Projects	R77 016 859
TOTAL ENGINEERING	R2 697 578 016
Moble Clinics	R3 500 000
Audit and Registration of Health Care Waste Generators	R4 000 000
Establishment of Disaster Management Centre	R3 600 000
Fire Services	R8 600 000
TOTAL HEALTH AND PROTECTION	R19 700 000

There is a need to develop a comprehensive infrastructure plan that will provide projections for the MTEF period from 2009/10 to 2011/12. This infrastructure plan will determine the required amount for each of the financial years.

EXPENDITURE IN THE DISTRICT

The expenditure trends for the operational budget of the institution are as follows:

Expenditure Trends for the MTEF period 2006/07 to 2007/08

Ref	Item	Budget 2006/07	Actual 2006/07	Variance	Budget 2007/08	Actual 2007/08	Variance	Comments
1	Employee Costs	127,667,629	123,683,013	3,984,616	159,577,063	140,418,111	19,158,952	The institution requires an effective staff attraction and retention strategy
2	Councilors Remuneration	141,314	141,314	0	11,312,681	9,840,841	1,471,840	During 2006/07 this was part of Employee Costs. During 2007/08, the provident fund that was budgeted was not implemented due to non-approval.
3	Bad Debts Provision	26,670,728	61,472,868	-34,802,140	39,036,211	16,870,978	22,165,233	ADM was still adjusting to the new function of Water Services, hence information was inaccurate. There is a great need for data cleansing.
4	Collection Costs	837,659	837,658	1	830,461	3,639	826,822	Commission on Levy Collection ceased during 2007/08
5	Depreciation & Amortisation	8,066,595	32,399,264	-24,332,669	70,651,591	41,552,268	29,009,323	The asset register information on water infrastructure needs to be updated, especially valuation.
6	Repairs & Maintenance	13,245,921	11,346,847	1,899,074	17,277,835	13,519,640	3,758,195	
7	Grants & Subsidies	9,573,650	3,179,618	6,394,032	8,361,039	3,470,350	4,890,689	
8	Capital Grants & Subsidies	57,657,784	35,895,881	21,761,903	59,216,513	24,111,842	35,104,671	
9	General Expenses	250,131,543	202,187,529	47,944,014	210,907,541	267,350,385	-56,442,844	Operating Expenditure within the External Funds (Project Implementation Agency Fees)
10	Loss on disposal of properties	0	165,993	-165,993	0	26,930,614	-26,930,614	
11	Internal Charges	1,867,629	888,716	978,913	0	0	-	Administration Fees on nursing services done away with
12	TOTAL	495,860,452	472,198,701	23,661,751	577,080,935	544,068,669	33,012,266	

The expenditure trends for the capital budget of the institution (**Internal/Priority Projects**) are as follows:

Expenditure Trends for the MTEF period 2006/07 to 2007/2008

Ref	Clusters	Budget 2006/07	Actual 2006/07	Variance	Budget 2007/08	Actual 2007/08	Variance	Comments
1	INFRASTRUCTURE	65,879,194	37,680,866	28,198,327	100,931,260	33,181,977	67,749,283	Planning for the implementation of MIG and Priority Infrastructure projects should improve.
2	LED	12,537,342	7,559,453	4,977,888	10,976,858	1,796,689	9,180,169	LED Capacity should be enhanced
3	I & F	12,407,784	8,754,965	3,652,819	3,981,874	2,642,871	1,339,003	
4	SOCIAL	8,365,798.48	6,582,848.81	1,782,949.67	2,392,265.49	799,727.23	1,592,538.26	
12	TOTAL	99,190,120.00	60,578,134.42	38,611,985.58	118,282,259.55	38,421,265.06	79,860,994.49	

The expenditure trends for the capital budget of the institution (**External Projects**) are as follows:

Expenditure Trends for the MTEF period 2006/07 to 2007/2008

Ref	Clusters	Budget 2006/07	Actual 2006/07	Variance	Budget 2007/08	Actual 2007/08	Variance	Comments
1	INFRASTRUCTURE	343,971,524	207,007,581	136,963,942	407,316,190	246,080,128	161,236,062	Capacity to deliver on projects should be reviewed including project management and SCM capacity.
2	LED	12,990,874.82	2,923,391.89	10,067,482.93	12,219,179	720,691	11,498,488	
3	I & F	21,583,735.21	10,021,192.80	11,562,542.41	23,315,712	9,570,069	13,745,643	
4	SOCIAL	15,582,467.19	4,814,917.12	10,767,550.07	17,966,738	4,753,212	13,213,526	There is an element of fiscal dumping that must be done away with.
12	TOTAL	394,128,601.49	224,767,083.73	169,361,517.76	460,817,819	261,124,100	199,693,719	

Expenditure Trends during 2008/09

The expenditure performance for the first quarter of 2008/09 is as follows:

First Quarter Expenditure Trends for 2008/09

FIRST QUARTER SUMMARY

Description	Budget/OpenBal	Curr Mth Expend	YTD Movement	Available	% Exp

EXPENDITURE					
00-00-1-26 SALARIES & ALLOWANCES	193,890,654	12,827,552	37,995,293	155,895,361	19.59
00-00-1-30 PROVISION FOR BAD DEBTS	30,045,806			30,045,806	
00-00-1-35 COLLECTION COSTS	1,000,000	186,927	312,120	687,880	31.21
00-00-1-40 DEPRECIATION	47,292,617	1,759,351	1,759,351	45,533,266	3.72
00-00-1-45 REPAIRS AND MAINTENANCE	16,884,532	1,470,059	2,708,299	14,176,233	16.04
00-00-1-50 INTEREST EXPENSE	587,273			587,273	
00-00-1-55 REDEMPTION PAYMENTS	445,467			445,467	
00-00-1-70 GRANTS AND SUBSIDIES PAID	11,577,473	48,778	137,577	11,439,896	1.18
00-00-1-71 GRANTS & SUBS PAID CAPITA	35,127,585	2,678,918	3,864,854	31,262,731	11
00-00-1-75 GENERAL EXPENSES - OTHER	240,714,037	16,121,742	28,842,107	211,871,930	11.98
INCOME					
00-00-2-10 SERVICES CHARGES	-85,556,557	-6,384,433	-18,637,695	-66,918,862	21.78
00-00-2-20 RENT OF FACILITIES AND EQ	-229,711	-20,034	-54,179	-175,532	23.58
00-00-2-25 INTEREST EARNED - EXT. IN	-701,295	-4,583,157	4,952,903	-5,654,198	-706.25 *
00-00-2-55 GRANTS AND SUBSIDIES	-380,971,525	-5,515,084	-130,385,395	-250,586,130	34.22
00-00-2-60 OTHER INCOME	-184,726,382	-3,941,906	-8,470,838	-176,255,544	4.58
00-00-2-90 INTERNAL RECOVERIES			-3,235	3,235	

00-00-2-92 OPERATING SURPLUS / (DEFICIT)	-74,620,026	14,628,357	-77,095,116	2,475,090	103.31
=====					
00-00-4-03 TOTAL NEW CAPITAL	7,148,559	-456,656		7,148,559	
00-00-5-03 TOTAL CAPITAL REPLACEMENT	1,722,801	-1,800		1,722,801	

The expenditure trends for the past two financial years and the current one all indicate three main challenges faced by the institution, namely the inability of the institution to attract and retain key professional and managerial staff; the lack of capacity by the institution to plan for and manage infrastructure projects and report accordingly; the limitations of the Supply Chain Management process to support the delivery process and lack of supervision over key staff.

The institution requires strategies that will deal with the challenges identified. The following will have to be developed without delay in order to turn around the institution:

- There will be a need to develop or review the staff attraction and retention strategy for the Amathole District Municipality and Local Municipalities.
- The institution shall have to develop an Infrastructure Service Delivery Model that will include a Comprehensive plan to the minute detail including timelines for the procurement and payment of suppliers.
- Norms and Standards for Infrastructure Delivery should be documented and adhered to by all parties to the delivery of projects, especially Infrastructure Project Managers and Supply Chain Management personnel.
- A Project Management Reporting Framework should be documented, implemented and linked to the Performance Management System.

Billing System

The Budget and Treasury Office has embarked on a district wide water registration drive with the aim of re-establishing the billing database within the district. Importantly, this program, although completed from a field survey perspective is currently now in the final stages of update and implementation on the Venus financial system.

There are approximately 108243 debtors on ADM database. Of these, 21923 (20.5%) have meters linked and the rest are on basic charges.

More consumers will have meters linked to their accounts as the data cleansing project progresses. In addition, Engineering Department has called for tenders for a Service Provider to undertake meter replacement and restrictions. This will help increase the number of consumers connected to meters.

Only one report of illegal connection involving 1 meter has been brought to the attention of BTO during the current year, however there is no active inspection of this problem and its prevalence is therefore unknown. However, if this were a prevalent problem, its effects on collection would be negative to the extent that consumers connecting water illegally would not bother to pay their accounts since they would have access to the service.

Indigent Support

Amathole District Municipality started implementing and approving the Indigent Subsidies and bad debt write-off in June 2008. In June 2008 the Council has approved the following subsidies and write-off:

<u>Financial Year 2007/2008</u>	<u>No. of Indigent approved</u>	<u>Write-offs</u>
Approved	651	R753 522.50
<u>Financial Year 2008/2009</u>		
Approved	1183	R4 423 990.95
<u>Council still to approve</u>		
Oct 2008 Spreadsheet	289	R1 044 735.15
Nov 2008 Spreadsheet	228	R1 429 397.54
Dec 2008 Spreadsheet	108	R 571 172.24
Jan 2009 Spreadsheet	161	R 600 101.57

Price Waterhouse Cooper has identified 65000 consumers to be indigent. The Indigent Officers have completed the Amahlathi area by identifying those consumers who are on our date base and posting the Indigent application forms that are not, but qualify according to PWC survey. This will be done until the total number of 65000 consumers have been targeted.

We are at present facing resistance from the consumers with regards to the compliance to registration. ADM Indigent Support Officers are still campaigning in the different Local Municipalities in support of assisting the Indigent consumers to register.

Positive working capital

The Financial Report presented for the quarter ending September 2007 indicates that the current assets to current liabilities signify a ratio of R 1:32 cents. That is for every R1 of assets there are 32 cents of liabilities.

- **AUDIT COMMITTEE**

ADM has a functional Audit Committee which is an independent oversight advisory body of Council. It was established in August 2005. The audit committee members are legislatively required to meet at least four (4) times during a financial year.

- Performance Audit Committee

ADM has a functional and capacitated Performance Audit Committee, which is an independent advisory body of Council, specifically advising on matters relating to performance management. The Performance Audit Committee members are legislatively required to meet at least twice (2) times during a financial year.

- **INTERNAL AUDIT**

The internal audit unit was established in terms of Section 62(c)(ii) of the Municipal Finance Management Act, 56 of 2003 in which, it is stated that, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective efficient and transparent systems of internal audit operating in accordance with any prescribed norms and standards.

The ADM established a shared internal audit service for six (6) local municipalities in the district. The internal audit unit has not been effective to the desired level in providing assurance to management and council of the municipalities it serves on risk management, internal controls and corporate governance.

In order to have the municipalities carry out their responsibilities the internal audit unit will be embarking on the following processes:

Development and implementation of risk management
Conducting audits in the municipalities
Development of a fraud prevention plan
Conducting audits on performance information

The internal audit unit does not have adequate capacity to effectively carry out its responsibilities in terms of the MFMA and the Standards for the Professional Practice of Internal Audit. This has resulted in Audit Committees in the local municipalities not being able to execute their oversight responsibilities as these committees are dependent on internal audit reports to evaluate the internal controls and governance processes in the municipalities.

Fraud Prevention Plans

Out of the 6 municipalities that participate in the Internal Audit Shared Services none has a fraud prevention plan and strategy in place. A fraud risk assessment has to be performed and fraud prevention plan and strategy prepared, adopted and implemented. The ADM Internal Audit Unit does not have in-house capacity to perform these services.

Whistleblowing line

The service was previously centralized in ADM. It has been extended to local municipalities. Further marketing still needs to be done and there is inhouse capacity available to perform the service.

Performance Management Systems (Audits)

Local municipalities have in the past not been audited in respect of their performance. There are four municipalities with Performance Audit Committees (Great Kei, Nxuba, Amahlathi and Ngqushwa). The audit of performance management for Nxuba has been performed for the year ended June 2006. Due to a lack of human resources, the Internal Audit Unit does not have inhouse capacity to perform this service.

Quality Assurance Reviews

It is a requirement of Standard 1312 of the Standards for Professional Practice of Internal Auditing that all internal audit services should have external quality assessments conducted. No such assessment has been conducted in respect of the ADM Internal Audit Shared Service. These have to be conducted by a qualified, independent reviewer from outside of the organization.

IT Audits

It is one of the highest risks that have been identified with almost every municipality, including the ADM. Audits of this component are of such a specialized nature that the current internal audit staff component cannot perform them.

Risk assessment processes

Although the necessary skills, competence and experience exists internally to perform this function, there is not enough staff since the process is time consuming and can therefore necessitate a co-sourced arrangement for it to be performed effectively.

It is a legal requirement and a requirement of the Standards for Professional Practice of Internal Auditing to have risk assessments performed at least once every year. As has already alluded to there is not enough capacity internally to perform this function effectively in all the seven municipalities.

- **INFORMATION TECHNOLOGY**

ICT Systems

The network infrastructure internally is of sound quality and standard, implemented with VLAN's and manageable switches. There is stability in the network and but monitoring is not done and management is limited to a minimal standard. There are secured VPN connections to the LM's main offices or headquarters and the 7 satellite offices.

The LM's do not have a sound network infrastructure and have network problems as the infrastructure is becoming obsolete in meeting the ICT requirements, systems and applications.

Internet

ADM has internet access to respond to the electronic communications aspect, and of sound sufficient bandwidth. Access though is limited to the current number of employees if growth in terms of human capital and network services occurs, then an upgrade will be required.

LM's do have internet access but not adequate to respond to the requirements. This is due to the unaffordability of bandwidth and funding is key challenge. Other LM's are using the government's subsidised scheme which will expire in no time through DBSA's LG Net . There is uncertainty with regard to this agreement. Other challenges faced are the email system resides with DBSA not with the LM and other LM's have this outsourced and hosted by service provider. The main issue here is intellectual property and data ownership.

Website & Intranet

ADM has developed a website for external usage for the public to access information and reports. Also developed an intranet for use internally within ADM to promote access to information and sharing.

Few LM's have developed websites and those that exist do not comply with the legislation in terms of what information to be placed. The MFMA stipulates clearly what information needs to be placed.

Systems

ADM has implemented systems internally and shared others with the LM's. There are requirements for reporting to National and Provincial government and hence implementation of systems is key to meet these requirements. These are the systems implemented at ADM:

- Financial Management System (Venus)
- District Information Management System (DIMS) {Project Management & Reporting, Performance Management, Mapping of Projects, Supply Chain Management, HR}
- Water Information Management System (EDAMS) {centralised and shared with LM's}
- Electronic Document Management System (Documentum)
- Disaster Management Information Management System {centralised and shared}
- Geographic Information System (GIS – Arc Solution)
- Land Use Management Information System (MapObject) {decentralised and implemented at all LM's}
- Payroll {Human Resource} System (Payday) all LM's

ADM is currently rolling out a Uniform Financial Management System to 4 LM's (Nkonkobe, Ngqushwa, Nxuba, Mbashe) the other LM's have not yet signed the acceptance and acknowledgement forms for ADM to install Venus on their sites. Nkonkobe & Ngqushwa are complete.

7 LM's do have LUMS installed for land use management and this project has a major challenge of zoning, by nature of being a rural district and the disparities of the previous homeland system. There is a lack of

information with regards to surveying and ownership, it gets complex when it comes to communal lands as to how we store this into the system.

There are core services that form the foundations of building information systems that are in place in ADM and are listed as follows :

- Directory Service (Microsoft Active Directory)
- Electronic Mail (Microsoft Exchange)
- File Storage (Storage Area Network – EMC SAN)
- Print Servers

LM's do not have most of these services and requirements are growing for such a need. There are systems as listed above that are implemented at LM's but are not fully functional as the network infrastructure does not meet the requirement of the system in order to run.

Support Services

ADM has implemented a call logging system to track and log calls with ICT helpdesk. The system monitors and is ITIL compliant, which makes it of international standard and is process driven fully. The work flows are defined and reporting is the major tool in this solution. It has desktop management tool for remote support to desktops and servers. The system has the capability to set thresholds for event triggering and automation of event logging to call logging. It is accessible via a web interface to all internal users and via the intranet.

LM's do not have this system as they have outsourced fully the ICT services function. The biggest challenge is the ICT Specialists employed, only 2 have got IT Specialists employed and it's only one incumbent in each municipality, Mbashe & Mnquma). The other 2 that had advertised and still in the process of appointments are Nkonkobe and Great Kei. The others have ICT fully outsourced. This is exclusive of Buffalo City Municipality

Security

ADM has a firewall back to back solution implemented to secure access from unauthorised access to the services and the network. There are rules applied for filtering traffic coming in and out the ADM network and monitored closely. There are services implemented such as :

- Mail spam filtering, scanning and routing
- Web content filtering
- Antivirus solution for desktops, laptops and servers

LM's do not have this type of security and in some instances minimal and sharing of servers for these services pose a threat to network services and applications and vulnerability. Hence the VPN connections are limited to computers used for water services.

Governance

ADM has IT Policies approved and adopted by council governing the usage of these computing facilities. All user must apply for services by filling in a form with the authorisation by relevant HOD. The policies are listed as follows:

- Acceptable Usage Policy
- ICT Policy Charter
- Email Usage Policy
- Internet & Intranet Policy
- Backup Policy

- Information Storage Policy
- Network Access Policy

7 LM's do not have IT policies developed and implemented. ADM has a draft ICT Master Strategic Plan (normally referred to as IT Strategy or systems plan). None of the LM's have the IT Strategy or Systems Plan.

The other challenges that are of synergy type are around the document management system, which in sense should be an Electronic Resource Management System, which stores and indexes the official documents of council. There is a great need for this to be implemented and 2 LM's (Nkonkobe & Ngqushwa) currently have an electronic resource management system.

There is a convergence in terms of technology that is growing fast of voice and data, where the Telephone Management System has become an IT System due to it's functionality and developments. The biggest challenge here is that telephones have been a responsibility of auxiliary services and traditionally not linked to IT, but now ICT includes communication as a major component and hence this is posing itself as challenge. ADM has implemented an IP Telephony system, and the requirement is growing and subsequently becoming an IT function.

- **MUNICIPAL SUPPORT**

Amathole District Municipality (ADM), like all District Municipalities, is legislatively required to assist and build the capacity of local municipalities within their demarcated area, in order for them to perform their functions and exercise their powers [Section 83(3)©, and Section 88(2)(a) of the Local Government: Municipal Structures Act, 117 of 1998].

ADM established a Municipal Support Unit (MSU) that provides dedicated support to local municipalities in the areas of finance, human resources, administration, technical services, land and housing, development planning and performance management matters. The goal of the MSU is to transform local municipalities within the district to such an extent that they will in future be self-sufficient, responsive, developmental in nature and, above all, financially sustainable.

The following provides an overview of the support provided to local municipalities, as well as performance highlights of the MSU:

ACTIVITY	PURPOSE	AFFECTED LOCAL MUNICIPALITIES (LMs)
Coordinate District Corporate Services Forum meetings	To encourage learning and sharing within District	All Local Municipalities
Develop SCM Procedure Manuals	To facilitate easy implementation of SCM Policy	Ngqushwa and Nxuba
Develop Delegation Framework (for Staff)	Legislative compliance	Nxuba
Trained and capacitated Ward Committees	To strengthen public participation	Nxuba and Great Kei
Facilitated training in Archives and Records Management	Improve Records Management	Buffalo City, Ngqushwa and Great Kei
Customize Fleet Management Policy	Improve fleet management	Nxuba and Ngqushwa
Trained SCM Officers	Improve the SCM function	Mbhashe and Ngqushwa
Supplied and explained copies of ADM Supply Chain Management Reports	Improve quality of SCM Reports; To enhance the oversight role of Council	Mbhashe, Ngqushwa and Nxuba
Develop and/or review LM IDP's	Legislative compliance. Strategic	All Local Municipalities

and performance management system	planning. Monitoring and evaluate IDP implementation	
Coordinate the development of Spatial Development Frameworks	Promote spatial planning / Manage spatial & and land use systems	All Local Municipalities
Coordinate Alignment of NSDP, PGDP & IDP at a district level	Align national, provincial & district municipality planning activities	Amathole District Municipality
Facilitate the development of sector plans	Integrate sector dimensions and cross cutting issues	All Local Municipalities
Undertake Environmental Scan to assess support requirements of LMs	Municipal Support Unit to strategically assess and optimise the support requirements of Local Municipality functionaries	All Local Municipalities
Facilitation and coordination of District Corporate Services Forum meetings in regard to Human Resources matters	Creating a platform of Learning & sharing / coordination of activities within Corporate Services Functionary	All Local Municipalities
Customization and roll out of draft Employment Equity Plans for LMs for 2007-09 reporting year	To ensure compliance in setting of Employment Equity targets as per Employment Equity Act, Act 58 of 1998 as amended and for reporting period 2007-09	Nxuba and Mbashe
Undertake a desktop study to assess LM organograms in accordance to Municipal Powers and Functions	Organisational structures and establishment plans of LMs are in line with Municipal powers and functions, to ensure compliance with Section 66(1) of Municipal Systems Act, Act 32 of 2000 as amended	Amahlathi, Mbashe, Mquma, Nkonkobe and Nxuba LMs
Undertake Labour Relations Management training for LMs	Imparting of Labour Relations Management skill to Heads of Departments, Line Managers and Junior Managers of Local Municipalities	All Local Municipalities, except Buffalo City
Completion of Legislative Compliance Checklist by all LMs	Legislative compliance / Compliance with the Office of the Auditor General requirements	All Local Municipalities
Completion of Satisfaction level questionnaire	To assess the impact of support provided to LMs by ADM / establish areas of improvement for the effective support to transform LMs to be self sustainable	All Local Municipalities

Coordination and facilitation of Local Labour Forum Terms of Reference for Councillors / Managers / senior officials / employee representatives of LMs	Impart learning on legislation that supports or recognises establishment of Employer Formations & Employee Trade Unions / governance issues within the workplace / Rational upon the establishment	Mbhashe & Mnquma LMs
Facilitate Performance Management working sessions for Local Municipalities	Operationalisation of Performance Management System / Conclusion Performance Agreements in Line with New PMS Regulations / Assist in the development of SDBIP for LMs	All Local Municipalities
Coordinate District Corporate Services Forum meetings	To encourage learning and sharing within District	All Local Municipalities
Vukuzakhe Labour Based Road Maintenance	To alleviate poverty and to maintain roads of Hogsback	Nkonkobe
Development of operating systems and manuals	To provide a guiding document for LMs to operate and maintain their infrastructure	All Local Municipalities
EPWP LIC NQF 5 & 7 training	To provide LM officials with qualification to implement EPWP projects	All Local Municipalities
Zibhityolo Labour Based Road Maintenance	To alleviate poverty and to provide access to Zibhotyolo Village	Mnquma

2.1.4.4 Social Needs Cluster Overview

- **MUNICIPAL HEALTH SERVICES**

The Municipal Health Services Unit is entrusted in terms of the National Health Act, 2003 (Act No. 61 of 2003), with the following functions:

- Water quality monitoring
- Food control
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable diseases, excluding immunization
- Vector Control
- Environmental Pollution control
- Disposal of the dead

This is one of the core functions of the Amathole District Municipality (ADM) in terms of Section 32 of the Act.

At present the function is undergoing a devolution process.

Water Quality Monitoring

A drinking water quality monitoring programme is in place to ensure compliance with the South African National Standards (SANS241:2006) and ensure that water is safe for human consumption. To achieve this, the Unit takes samples for analysis from 72 sampling sites, covering the whole ADM area.

A waste water sampling programme is also in place to ensure that waste water discharge complies with legislation and set standards.

A ground water monitoring programme is ongoing. One hundred and one boreholes are being audited, assessed and sampled to establish their condition and drinking water status.

The results of the analyses from both programmes are captured on a national internet based system and can be accessed from e-wqms. The level of compliance has improved since the programme started.

A Water Safety Committee comprising of all water stakeholders holds its meetings bi-monthly to deal with water related issues.

Amathole District Municipality is an affiliate of the Department of Water Affairs and Forestry Drinking Water Quality Management and Regulation Programme. The programme seeks to restore trust in South African drinking and waste water quality. Water Services Authorities are awarded with Blue Drop Status (Drinking Water) or Green Drop Status (Waste Water) if they comply with set legislative and best practice requirements.

The MHS Water Quality Monitoring Programmes contribute towards the attainment of the status.

Food Control

A database of food handing premises is in place and is updated periodically. This database includes big businesses which are Supermarkets, the General Dealers and Butcheries. It also includes food caterers and some informal food-handlers. Monitoring of Informal street trading still poses a challenge.

A food inspection, sampling and analysis programme is on-going to ensure that food sold to the public is fit for human consumption and complies with relevant legislation.

Dairy farms and milking parlours are inspected and milk samples taken. Results of milk samples show a gradual improvement in compliance with legislation.

A Food Safety Committee is in place to deal with all food related issues.

Waste Management

Management of waste is monitored, although collection and disposal of thereof is still a challenge in some areas. Waste generators have been slow in familiarising themselves with the sorting and recycling of waste. Health and Hygiene awareness campaigns are conducted, including possible waste recycling projects.

A Health Care Waste generators database has been compiled to ensure that these premises are assessed and monitored. The premises include the following:

Hospitals	Animal Research	Blood Bank
Physicians office	Veterinary	Funeral Parlours
Clinics	Old Age Homes	Mortuaries
Dental Clinics	Research Centres	Tattoo Parlours
Laboratories	Pharmacies	Home Health Care
Acupuncturists	S.P.C.A	Institutions for Disabled Persons
Nursing Homes	Psychiatric Clinics	
	Autopsy Centres	

Health Surveillance of Premises

Regular inspections of premises are carried out to prevent and abate conditions which are likely to constitute a danger to health.

Surveillance and Prevention of Communicable Diseases

During 2008/09 the Unit embarked on health and hygiene promotion campaigns aimed at prevention of environmentally induced diseases and related communicable diseases.

The Participatory Hygiene and Sanitation Training (PHAST) approach is used for effective control of communicable diseases at community level.

The existing Communicable Diseases Prevention and Control Strategy is being reviewed to ensure that it addresses all the aspects of communicable diseases.

Training is underway to capacitate staff in Communicable Diseases Surveillance and Information System management.

Communicable Diseases Outbreak Response Protocols are in place to deal with emergencies in the ADM area.

Vector Control

A fully fledged vector control section is yet to be established. It will deal with vector control of public health interest including the control of arthropods, molluscs, rodents and other alternative hosts of diseases.

At present, the Unit only deals with removal or remedying of conditions resulting or favouring the prevalence or increase of rodents, insects and disease carriers or pests.

Environmental Pollution Control

This deals with the identification of polluting agents and their sources i.e. air, land and water.

Preventive measures are taken to ensure that the general environment is free from health risks. Most of the activities overlap with the Water Quality Monitoring and Waste Management activities.

In October 2009 ADM will be an Atmospheric Emission Licensing Authority in terms of the Air Quality Act, 2004 (Act No. 36 of 2004). Staff will be trained in Atmospheric Emission Licensing processes.

Disposal of the Dead

A total of 84 funeral parlours are on the database and inspections are carried out periodically to ensure that premises comply with the requirements regarding handling of corpses.

Other Programs

A Municipal Health Services action plan for 2010 FIFA World Cup has been developed based on the aforementioned functions. The plan is in line with the Provincial and National plans and feeds into the provincial master plan. It will assist in uplifting and sustaining the standard of Municipal Health Services in the area.

- **Primary Health Care**

The National Health Act 61 of 2003 defines the control and monitoring of communicable diseases and environmental related health problems as Municipal Health Services function, thus, being the responsibility of District Municipalities and the Metropolitan Municipalities, while the Primary Health Care function is clearly stipulated as the competence of the Provincial Department of Health. Although HIV and AIDS is a national priority, its management and control, together with other communicable diseases such as HIV and AIDS, Sexually Transmitted Infections and Tuberculosis (HAST) remains attached to. However, that HIV and AIDS is a developmental issue makes it the role of the district to have processes to address the scourge in place. Amathole District Municipality currently renders Primary Health Care services on an agency basis on behalf of the Provincial Department of Health through a Service Level Agreement.

Coordination of health services is being undertaken at district level where different health rendering authorities jointly formulate the District Health Plan which should be linked to both the District and Local Municipalities' Integrated Development Plans. The plan sets out the goals and strategies and details of the funding allocated for its implementation, in order to enable the health district to best meet the health needs of its population.

The Amathole Health District priorities are aligned to the provincial priorities and prescripts of the Provincial Growth and Development Plan and these include improving access to health services, improving service delivery systems in hospital, improving the quality of care in all institutions and facilities, strengthening of Primary Health Care (PHC), improving governance structures and management (health committees), promoting healthy lifestyles, strengthening down referral on Anti Retroviral Treatment and strengthening financial management in all cost centres.

Amathole District was declared as one of TB crisis districts in 2005 with a cure rate of 33.3%, which has improved to 55.2% in 2008.

HIV and AIDS management is improving as all district hospitals and Community Health Centres are accredited as Anti Retroviral (ARV) sites.

ADM HEALTH STATUS

Infant Mortality Rate	269/1000
Maternal Mortality Rate	35/100000
TB Cure Rate	55.2%
EPI Coverage	64.3%
STI Coverage	3.6%
HIV +ve Rate	28,3%

**Information source: District Health Information System: Amathole Health District
Community Access to Health Services**

Type detail	Total by type detail	Sub Health District	Local Municipality
District Hospital	10	Amahlathi, Buffalo City, Mquma, Nkonkobe	Amahlathi, Buffalo City, Great Kei, Ngqushwa, Mquma, Nkonkobe and Nxuba
District Surgeon	1		
Emergency Medical Service	5	Amahlathi, Buffalo City, Mquma, Nkonkobe	Amahlathi, Buffalo City, Great Kei, Ngqushwa, Mquma, Mbashe, Nkonkobe and Nxuba
Fixed Clinic	220	Amahlathi	
HIV and AIDS Programme	5	Amahlathi, Buffalo City, Mbashe, Mquma, Nkonkobe	Amahlathi, Buffalo City, Great Kei, Ngqushwa, Mbashe, Mquma, Nkonkobe and Nxuba
Mobile Clinic	40	Amahlathi, Buffalo City, Mbashe, Mquma, Nkonkobe	Amahlathi, Buffalo City, Great Kei, Ngqushwa, Mbashe, Mquma, Nkonkobe and Nxuba
Nursing School	3	-	
Nutrition Programme	228	Amahlathi, Buffalo City, Mbashe, Mquma, Nkonkobe	Amahlathi, Buffalo City, Great Kei, Ngqushwa, Mbashe, Mquma, Nkonkobe and Nxuba
Psychiatric Hospital	1	Nkonkobe	Nkonkobe and Nxuba
TB Hospital	2	Buffalo City and Nkonkobe	Buffalo City, Great Kei, Ngqushwa, Nkonkobe and Nxuba

Information source: District Health Information System: Amathole Health District

Amathole District Municipality's access to health services meet the minimum norms set by the World Health Organization (WHO) of 1 clinic per 10,000 populations. This has been realized through outreach services as indicated by the number of non fixed clinics, which are a support to fixed clinics and the hospitals.

District Health Priorities and Primary Health Care Priority Conditions

The common diseases and health problems in the district are related to socio-economic factors such as overcrowding and poor resistance due to poverty and illiteracy. Chronic illnesses affecting middle class and affluent society are often related to poor lifestyles.

Key Priority Programs

Tuberculosis

Tuberculosis (TB) is a major health problem of poor socio economic origin which is also influenced by spatial and infrastructural development. TB control has become priority number one in the district due; to high incidence of the Extreme Drug Resistant TB (XDR), Multi Drug Resistant TB (MDR) cases and low TB "cure rates." There were ninety-four cases of XDR and MDR diagnosed in ADM area in 2007/2008, being distributed as follows per Sub-Health district:

Amahlathi	x 15
Buffalo City	x 41
Mbhashe	x 08
Mnquma	x 10
Nkonkobe	x 20

The Amathole Health District has improved the TB cure rate to 55% in 2008. The Buffalo City and the Great Kei Municipalities have the highest incidence of case finding. Komga clinic in Qumra, Great Kei Municipality has a high incidence of case finding with a problem of case holding due to its rural nature.

ADM generally is one of the Health Districts with high unemployment, illiteracy and poverty rates with communities living under poor socio-economic and unhygienic conditions, which render them more susceptible to illnesses such as TB and Malnutrition.

TB prevalence has been adversely affected by the HIV and AIDS pandemic, with $\pm 70\%$ of TB clients being infected by the HIV virus due to low resistance. The biggest challenge is the need to effectively integrate the TB program with the AIDS and infrastructure programs, (such as housing, waste management, water and sanitation sectors plans) as reduction of TB is dependent on proper management of these programs.

In July 2007 and 2008 the National Department of Health appointed "TB Free" and Health Systems Trust, respectively to assist the TB burdened districts. Health promotion awareness activities are being conducted both at health facility and community level in line with the National Health Calendar.

In July 2008 and ADM formed a partnership with Humana People to People conducting door to door visits and doing Total Control of the Epidemic [TCE] education on HIV and TB. Humana People to People also trains Directly Observed Treatment and Support [DOTS] volunteers.

New TB Smear Positive Cure Rate per Local Service Area

Sub-district	2007/2008	2008/2009 target	2008/2009 1 st quarter	2009/2010 target
Amahlathi	46.8%	55%	52.2%	65%
Buffalo City	36.4%	55%	47.4%	60%
Mbhashe	72.6%	85%	85.7%	85%
Mnquma	47.5%	60%	54.0%	60%
Nkonkobe	55%	60%	60.7%	65%
District Average	45.1%	63%	55.2%	67%

Information source: District Health Information System: Amathole Health District

Child Health Programs

Child survival is an important indicator of the socio economic status of any society hence the ASGISA program mandates the DPLG to consider the early childhood development as a component of the Expanded Public Works Program. Initiatives towards reducing infant mortality rates are emphasized and 59% of health facilities within ADM are certified baby friendly. There are twenty Community Growth Monitoring sites in the district run by specially trained personnel

Other programs related to child health are:

- Expanded Program on Immunization and mop up campaigns
- Integrated management of Childhood Illnesses
- The nutrition programme targeting children under 5 years.

Immunization programme is a preventive measure for childhood illnesses. Immunization coverage for the Amathole Health District is presently 60% as measured against the Provincial target of 85%.

The child health coverage per Sub-Health District

Immunisation Coverage under 1 year old

Sub-district	2007/2008	2008/2009 target	2008/2009 1 st quarter	2009/2010 target
Amahlathi	62.3	90%	6.5	90%
Buffalo City	75.3	95%	6.4%	90%
Mbhashe	61.6	90%	6.2%	80%
Mnquma	45.8%	85%	4.5%	85%
Nkonkobe	76.7%	90%	7.2%	90%
District Average	64.3	90%	6.2%	90%

Information source: District Health Information System: Amathole Health District

This measures the proportion of children under one year of age who have completed their routine immunisations up to date and is a key measure of the preventive services for children. Preventing childhood diseases through vaccines has been one of the public health success stories.

The target for fully immunised children is 90%. Any district (or sub-district) that is below 80% should have thorough review of why this is the case. Some reasons include:

- mothers are taking their children to other districts;
- an over-estimate of the numbers of children in the general population
- erratic vaccine supplies

Annually PHC facilities throughout the province embark on Expanded Program Of Immunization (EPI) campaign as advised by the National Department of Health in an attempt to improve the immunization coverage to meet the Provincial target of 85%.

Integrated Nutrition Program

Malnutrition is a health problem due to the rural nature of the district coupled with poverty and unemployment. Reducing severe malnutrition prevalence of stunting growth and Vitamin A deficiency in children under the age of 5 years is a health district priority.

The following programs are implemented in relation to the INP program:

- Establishment of twenty Community Growth Monitoring sites
- Establishment of Clinic and Community gardens
- Accreditation of Baby Friendly Initiatives at some health facilities in the district (6 District hospitals and 1 Community Health Centre)
- Implementing Health Promoting Schools program at 122 schools

The Integrated Nutrition program needs to be integrated into Local Economic Development and Agriculture in the district so as to initiate self help programs that will enhance poverty relief.

Vitamin A coverage under 1 year

Sub-district	2007/2008	2008/2009 target	2008/2009 1st quarter	2009/2010 target
Amahlathi	65.3%	80%	71.8%	90%
Buffalo City	83,8%	90%	91,1%	90%
Mbhashe	63%	95%	76%	95%
Mnquma	43,7%	90%	44,6%	90%
Nkonkobe	80.8%	100%	88.3%	100%
District Average	67.3%	91%	74.3%	95%

HIV and AIDS

HIV and AIDS related statistical information in the Amathole Health District is as follows:

- HIV prevalence rate as per annual Ante Natal Care surveillance = 28,1%
- Nevirapine uptake mothers= 46% and Nevirapine uptake babies=38%
- Condom distribution rate =16 %
- HIV Testing Rate (excluding ANC Testing)= 77%

Comprehensive HIV and AIDS Care, Management and Treatment

HIV Testing Rate

Sub-district & District	HIV Testing Rate (excluding ANC Testing)			
	2007/08	2008/09 Target	2008/09 1 st Quarter	2009/10 Target
Amahlathi	70%	80%	60.1%	90%
Buffalo City:	84.8%	80%	81.5%	80%
Mbashe	67,78%	90%	29,96%	90%
Mnquma	85%	90%	74%	95%
Nkonkobe	78%	79%	82%	85%
District Average	77%	84%	66%	88%

Information source: District Health Information System: Amathole Health District

As an intervention method to reduce the impact of HIV and AIDS, HIV and Awareness programs are being undertaken on an ongoing basis. The impact of these health awareness programs is seen in the resultant increase in disclosure rates, HIV testing rates and formation of HIV support groups.

ADM's partnership with Uganda Kampala Central Division has led to the establishment of Post Test Clubs at Amahlathi, Buffalo City and Great Kei Municipalities, which will be rolled out to other municipalities. There are currently ten Post Test Clubs established in the district. Five members of the Post Test Clubs underwent a capacity program in Uganda in July 2008.

Efforts have been initiated by health service providers to create awareness on Voluntary Testing and Counselling. Mbashe Local Service Area launched a Community Based Voluntary Counselling and Testing programme. Generally the HIV test rate has improved to 86% in the first quarter of 2008 and this indicates that communities have adopted more of a health-seeking behaviour. There are currently nineteen accredited ARV sites and 14,563 clients on treatment.

Accredited Sites for the Comprehensive Plan for HIV and AIDS Care, Management and Treatment:

LOCAL SERVICE AREA (LSA)	SITES
Buffalo City LSA	<ul style="list-style-type: none"> • East London Hospital Complex [Cecilia Makiwane and Frere hospitals] • Bisho Hospital • Grey Hospital • Nompumelelo Hospital
Amahlathi LSA	<ul style="list-style-type: none"> • Stutterheim State Aided Hospital • S S Gida Hospital
Mnquma LSA	<ul style="list-style-type: none"> • Butterworth Hospital • Ngqamakhwe Community Health Centre • Tafalofefe Hospital

Nkonkobe LSA	<ul style="list-style-type: none"> • Victoria Hospital • Middledrift Community Health centre • Fort Beaufort Hospital
Mbhashe LSA	<ul style="list-style-type: none"> • Elliotdale Health Centre • Dutywa Health Centre • Willowvale Health Centre
NGO (PEPFAR)	<ul style="list-style-type: none"> • Qumra Hospital in Great Kei • Hamburg (Ngqushwa) • Masibambane (Amahlathi) • Sophumelela and Ikhwezi Lokusa in Buffalo City
FEEDER CLINICS SERVING THE ABOVE HOSPITALS	Duncan Village Day, Empilweni / Gompo Health Centre, N U 13 Clinic, N U 8 Clinic, N U 2 Clinic, Dimbaza Clinic, Zwelitsha Clinic, Ndevana Clinic, Bhisho Clinic, Daliwe Clinic, Kati Kati Clinic, St Mathews Clinic, St Mathews Gateway, Ntabakandoda Clinic, Kubusie Clinic, Gateway Clinic, Macibe Clinic, Thuthura Clinic, Gateway Clinic, Gcaleka Clinic and Gungqe Clinic

Cathcart Hospital, Bedford Hospital, Fort Grey Hospital and Qumra Clinic are being prepared for accreditation.

The above sites are well capacitated in terms of human resources and operate 5 days a week.

ADM has taken strides to support all efforts related to combating the spread of HIV and AIDS as indicated in the Provincial Growth and Development plan through the following projects:

- Development and Distribution of HIV & AIDS Magazine which is an information sharing tool on all matters around HIV and AIDS
- Coordination of HIV and AIDS Activities through the District AIDS Council
- Strengthening HIV and AIDS Community Initiatives, aimed at strengthening HIV and AIDS Support Groups, Establishment of Post Test Clubs and integration of HIV and AIDS and Mental Health.

The ADM has coordinated multi stakeholder representation from Traditional Health Practitioners, Traditional Leaders, NGO's and CBO's in its HIV and AIDS Program with integrated efforts to fight the HIV scourge. These stakeholders are attached to Local AIDS Councils that were established in 2002/2003 which will be replicated at Ward community level.

Sexually Transmitted Infections (STIs)

Sexually Transmitted Infection is one of the important factors that lead to HIV infection and, therefore, strategies should be put in place to promote a declining trend. The target should be less than 1%. Actions include vigorous community education on behavioural change; more counselling at Ante Natal Care and other health facilities where sexually active people are present.

The partner treatment rate remains a challenge as reflected in the Eastern Cape Department of Health strategic document 2005/2006 due to the nomadic nature of clients who do not prefer to be treated at local health facilities.

The major cause of the spread of STI's is unprotected sex. The promotion of abstinence and the use of condoms are emphasized during all health programs targeting youth in and out of school. Although the Department of Health has made female condom available which was launched at Graaf Reinet in February 2007 sometimes outages are, however, experienced.

STI Treated New Episodes Incidence

Sub-district	2007/2008	2008/2009 Target	2008/2009 1 st quarter	2009/2010 target
Amahlathi	7%	2%	8%	3%
Buffalo City	2.4	2%	4.2	2
Mbhashe	0.2	5%	0.2	0.9%
Mnquma	3,6%	2%	3,1%	2%
Nkonkobe	5%	2%	1%	2%
District Average	3.6%	1.6%	3.3%	1.98%

Information source: District Health Information System: Amathole Health District

Service Delivery Challenges

General challenges in the provision of effective and equitable PHC services include:

- Transport issues; such as shortage of mobile clinic vehicles and vehicles for supervision and support.
- Medication shortages
- Inadequate securities at all clinics
- Cervical cancer screening
- Involvement of "men as partners "in health care

- **Community Safety Services**

The Amathole District Municipality's approach to the safety and health of its communities is an integrated one with the Community Safety Services unit playing a leading role. In its efforts to play a meaningful role in the reduction of social crime, the ADM supports a District and Local Community Safety Fora and initiatives and supports crime prevention initiatives in conjunction with other stakeholders. The provision of diversionary activities for the youth in the form of the Mayor's Cup sporting event is also a highlight in the annual Community Safety calendar.

Integration of community safety through planning and design is also practiced by the various departments in the ADM and the special programs support the reduction of crime through some of their programs.

Risks

At the beginning of 2003 ADM facilitated the development of a Safe and Healthy Environment Strategy and this lead to the development of the Safe and Healthy Environment through Planning and Design Strategy and a Community Safety Plan in 2004.

During the review of the Community Safety Plan, research into the crime statistics for the last 5 years reveals that contact crimes [contact crimes include: murder, attempted murder, rape, common assault,

assault with grievous bodily harm [GBH], common robbery, robbery with aggravating circumstances and are summarized as follows :

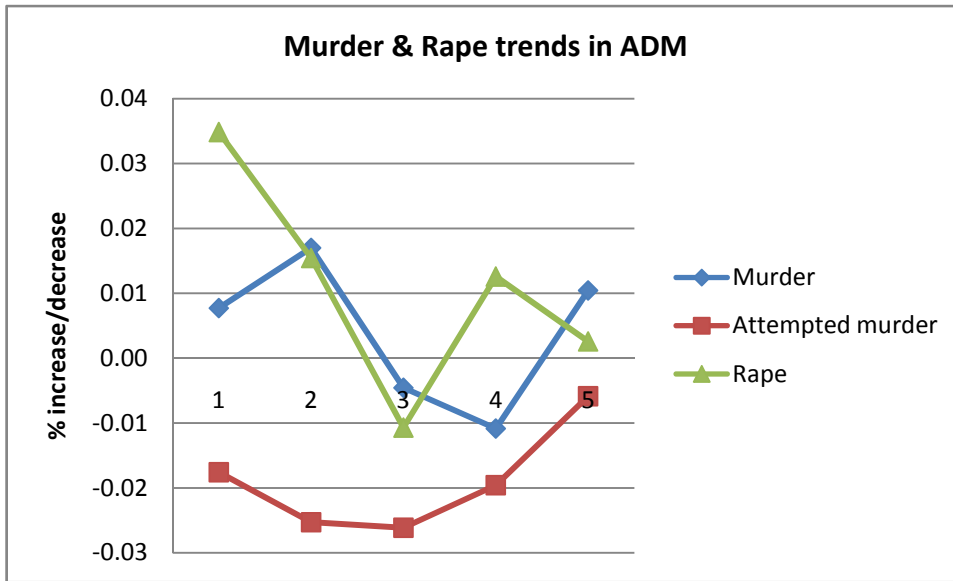
Percentage difference in incidences of contact crimes at local municipality level : [- indicates a decrease]

Crime Category	003/004	004/005	005/006	006/007	007/008
Murder					
Amahlathi	-0.007	0.01	-0.007	0.01	-0.01
BCM	-0.003	-0.01	-0.005	0.02	0.01
Nkonkobe	0.007	0.08	-0.05	-0.006	-0.01
Ngqushwa	0.02	0.02	-0.02	0.01	-0.002
BCM & Great Kei	-0.003	-0.001	0.02	-0.02	0.06
Nxuba	0.03	0.01	0.02	-0.02	-0.005
Mnquma & Mbashe	0.01	0.01	0.01	-0.07	0.03
Attempted Murder					
Amahlathi	0.02	-0.01	-0.01	0.007	-0.007
BCM	-0.01	-0.02	-0.01	-0.01	-0.002
Nkonkobe	-0.003	-0.002	-0.005	-0.001	-0.007
Ngqushwa	0.02	-0.02	-0.008	0.007	-0.02
BCM & Great Kei	-0.1	-0.08	-0.06	-0.05	-0.01
Nxuba	-0.03	0.005	0.01	-0.01	0.015
Mnquma & Mbashe	-0.02	-0.05	-0.1	-0.08	-0.01
Rape					
Amahlathi	-0.01	0.02	0.005	-0.002	-0.007
BCM	0.1	0.01	0.01	-0.01	0.01
Nkonkobe	0.04	0.008	0.02	-0.005	-0.025
Ngqushwa	0.04	-0.02	0.03	-0.03	0.02
BCM & Great Kei	-0.001	-0.01	-0.05	0.05	-0.01
Nxuba	-0.005	0.01	-0.05	0.025	0.02
Mnquma & Mbashe	0.08	0.09	-0.04	0.06	0.01
Assault GBH					
Amahlathi	0.09	-0.05	-0.02	-0.002	-0.07
BCM	0.05	-0.7	0.6	-0.1	0.3
Nkonkobe	-0.01	-0.05	-0.1	-0.1	0.1
Ngqushwa	0.04	-0.04	-0.03	-0.1	-2.2
BCM & Great Kei	0.5	-0.3	-0.4	0.1	0.04

Nxuba	-0.07	0.07	0.08	-0.04	-0.005
Mnquma & Mbashe	0.1	-1.3	1	-0.1	-0.1
Common Assault					
Amahlathi	0.04	-0.07	0	-0.02	-0.02
BCM	0.8	0.03	-0.04	-0.2	-0.003
Nkonkobe	-0.05	-0.06	0.09	-0.1	-0.07
Ngqushwa	-0.06	-0.07	-0.03	-0.1	-0.02
BCM & Great Kei	0.2	-0.09	-0.1	0.02	0.03
Nxuba	-0.4	-0.04	0.06	-0.1	-0.2
Mnquma & Mbashe	-0.4	0.01	-0.4	-0.1	-0.3
Common Robbery					
Amahlathi	-0.002	-0.01	0	0.007	-0.005
BCM	-0.09	-0.2	0.04	-0.009	0.05
Nkonkobe	-0.01	0.01	0.006	0.01	-0.01
Ngqushwa	0.01	0.002	-0.002	-0.02	-0.005
BCM & Great Kei	-0.09	-0.002	-0.1	-0.05	0.08
Nxuba	-0.02	0.04	-0.02	-0.03	0.03
Mnquma & Mbashe	-0.1	-0.3	-0.1	-0.09	-0.01
Robbery with Aggravating Circumstances					
Amahlathi	0	0.002	-0.002	0.005	-0.005
BCM	0.1	0.07	-0.07	-0.08	0.04
Nkonkobe	0.09	0.01	0.06	-0.01	-0.01
Ngqushwa	0.02	-0.02	0.04	-0.03	0.008
BCM & Great Kei	0.3	-0.2	-0.1	-0.02	0.1
Nxuba	0.005	0.005	0.04	0	0.01
Mnquma & Mbashe	0.2	0.3	-0.3	-0.1	0.02

Nkonkobe experienced a significant increase in murder incidences in the period 2004/2005; Buffalo City/ Great Kei, Mnquma and Mbashe all experienced a similar trend in 2007/2008. This is similar to the Amathole District trend for the same periods (refer to figure below).

Trends in murder and rape trends in the ADM over a period of 5 years



Community Safety Sector Plan Review

Due to the release of crime statistics annually since the original sector plan was done, it has been revisited regularly. When crime statistics were not available, a survey was done to determine community needs. As a pattern of crime statistics is now emerging and the Provincial Crime Prevention Strategy [PCPS] was launched a need arose to align the plan with the PCPS. The Plan has been reviewed and consultation with all stakeholders was done so as to inform planning for the period 2009 to 2010.

Challenges

- Difficulties in stakeholder mobilization.
- The sustainability of Community Safety Forums at Local Municipalities due to a lack of resources and institutional capacity to coordinate community safety programmes.
- Lack of defined legislation on the role of Local Government in Crime Prevention and thus core functions are given precedence for funding.

• **FIRE SERVICES**

The ADM provides the Fire Services function at Great Kei, Mnquma, Mbhashe and Ngqushwa municipalities. Since improvement of fire service delivery to vulnerable communities is an ongoing objective for the district, the IDP process ensures that through the provision of effective fire services, fire risks and losses are being reduced.

Community Awareness

Community awareness programs are held in conjunction with Disaster Management and the Department of Water Affairs and Forestry. Businesses are also visited to sensitize them of their role in fire prevention. Schools have been visited with the fire safety message in the four Local Municipalities

Community Vulnerabilities

Urban: communities are faced with fire risks, which include formal and informal structures as well as hazardous material fires. Poor building materials and poverty exposes the informal structure dwellers to high fire risk.

Rural: The nature of housing and heat sources to sustain livelihood by rural communities places people at risks. The examples of these risks are veld fires, thatched roofs, cooking fires and lightning.

Both urban and rural communities are subject to motor vehicle accidents.

Improvement of fire services coverage.

During the 2008 / 2009 period the staff compliment of the four local municipalities that ADM is responsible for has increased from 30 to 47 permanent staff making it possible for ADM to have 24 hour at each fire station. An additional 3 skid unit [grass fire fighting vehicles] were acquired enabling the services in Mbashe to be decentralised to the Elliotdale satellite fire station.

Renovations to the Great Kei Fire and Disaster Management Centre are complete and it is now the flagship station for the ADM.

CURRENT RESOURCES FOR FIRE SERVICES PROVISION

	Fire Engine	4 x4 Skid unit	Fire fighting staff
<u>Municipality</u>			
Mbhashe	1 x Medium	1	12 x permanent
Mnquma	2 x Major	1	13 x permanent
Great Kei	2 x Medium	0	13 x permanent
Ngqushwa	1 x Medium	1	9 x permanent
Amahlathi	1 x Major	1	0 x permanent, 5 x standby staff
Nkonkobe	1 x Major, 1 x Medium	1	0 x permanent, 5 x standby staff
Nxuba	1 x skid Unit	1	0 x permanent, 4 x standby staff

Buffalo City Local Municipality is excluded from the list as it is well resourced for the provision of fire services. Discussions are in place with Buffalo City for cross border assistance for nearby Local Municipalit

**AMATHOLE DISTRICT MUNICIPALITY
FIRE STATISTICS 2005 onwards....**

	Mbhashe			Mnquma			Great Kei			Ngqushwa			TOTAL
	Fires	MVA	SS	Fires	MVA	SS	Fires	MVA	SS	Fires	MVA	SS	
March 05	5	8	1	10	6	0	1	1	0	0	0	0	32
April 05	3	5	0	2	2	0	3	0	0	2	2	0	19
May 05	9	6	2	16	3	0	3	1	0	0	0	0	40
June 05	19	6	2	34	1	0	6	1	0	6	0	0	75
July 05	26	7	2	18	2	0	16	3	0	19	1	0	94
August 05	21	10	5	18	7	1	19	3	1	16	1	0	102
Sept 05	3	4	15	7	2	0	3	0	0	2	0	0	36
October 05	7	6	12	7	4	0	8	0	10	7	0	0	61
November 05	5	2	9	8	5	0	1	2	6	3	4	0	45
December 05	1	3	5	3	7	0	6	2	0	0	2	0	29
TOTAL 2005	99	57	53	123	39	1	66	13	17	55	10	0	533
January 06	0	7	8	8	3	0	0	0	3	4	0	0	33
February 06	1	6	2	6	7	0	2	0	1	4	1	0	30
March 06	3	4	2	4	3	2	0	0	0	15	1	0	34
April 06	5	4	2	6	8	0	3	1	0	6	2	0	37
May 06	4	5	5	4	2	1	1	2	5	4	1	0	34
June 06	3	2	4	4	2	4	9	1	1	8	2	0	40
July 06	5	4	5	8	5	5	11	0	1	4	2	0	50
August 06	3	2	0	8	3	3	8	2	1	3	1	0	34
Sept 06	6	3	2	7	6	9	3	3	1	6	2	0	48
October 06	4	1	1	8	3	7	5	2	2	7	2	0	42
November 06	9	3	0	12	5	1	6	3	0	8	3	0	50
December 06	6	4	0	9	6	0	7	4	0	9	2	0	47
TOTAL 2006	49	45	31	84	53	32	55	18	15	78	19	0	480
January 07	12	6	0	14	4	0	8	2	0	7	3	0	56
February 07	7	2	0	11	5	0	6	1	0	5	2	2	41
March 07	12	4	1	17	3	0	11	2	0	8	3	0	61
April 07	10	2	0	14	4	0	10	2	1	9	2	0	54

May 07	10	5	1	21	7	0	9	4	0	11	1	0	69
June 07	12	4	1	20	4	0	11	5	0	10	2	0	69
July 07	27	5	2	50	5	2	46	5	2	17	4	2	167
August 07	22	8	3	18	3	0	34	5	0	30	4	0	127
Sept 07	16	4	1	26	11	1	8	4	0	26	3	2	102
October 07	5	16	3	6	2	1	4	5	0	8	0	1	51
November 07	1	18	7	4	11	2	7	7	0	30	1	0	88
December 07	3	19	12	5	5	0	3	5	2	2	3	3	62
TOTAL 2007	137	93	31	206	64	6	157	47	5	163	28	10	947
January 08	5	10	2	4	5	2	6	6	4	3	0	2	49
February 08	2	8	2	4	4	0	1	5	2	3	1	0	32
March 08	3	7	4	6	22	2	1	6	2	4	2	0	59
April 08	2	3	0	9	5	0	1	5	1	8	0	2	36
May 08	10	5	1	21	7	0	9	4	0	11	1	0	68
June 08	15	9	0	7	6	2	4	3	0	11	5	0	62
July 08	22	4	3	21	2	2	11	3	0	15	5	0	88
August 08	10	4	4	4	0	0	20	0	1	21	2	0	66
Sept 08	8	4	1	19	3	0	23	2	1	15	1	1	78
Oct 08	2	3	0	9	3	0	5	7	1	3	0	0	33
Nov 08													
Dec 08													
TOTAL 2008	61	49	12	81	54	8	38	39	10	58	14	4	572
TOTAL INCIDENTS ATTENDED TO DATE	364	251	132	517	213	49	359	119	49	390	74	16	2499

TOTAL CALLS - March 2005 – December 2005	533
TOTAL CALLS - January 2006 – December 2006	480
TOTAL CALLS - January 2007 – December 2007	947
TOTAL CALSS – January 2008 – October 2008	572

Fires – all fire incidents attended

MVA – Motor Vehicle Accidents attended

SS – Special Services (Water Deliveries, etc)

Priority Issues

Implementation of By-Laws and safety standards: Building plans at Local Municipalities must comply with the SABS Building Regulations, code 0400, in regard to fire safety. The continuous policing and carrying out of inspections to ensure compliance to required standards will strengthen this.

Priority Programmes

- Strengthen the volunteer system;
- Build capacity through training;
- Cross Border Assistance Agreements between Local Municipalities;
- Service Level Agreements between Local Municipalities and Amathole District Municipality;
- The implementation of fire levies for fire services will start in 2009/2010.

DISTRICT FIRE PROTECTION PLAN

Purpose and Scope of the Fire Protection Plan

In the district forestry and timber industry, fire poses a serious threat to life and property while, paradoxically, playing an integral part in the maintenance of many native ecosystems. Addressing fire issues therefore forms a key part of land management. Within this scope the ADM Fire Services aims to protect public/private land assets and values from the adverse effects of fire, as well as providing for a diversity of goods and services within sustainable levels.

The plan defines fire protection objectives and the strategies that are to be adopted in order to achieve those objectives. It has four main strategies: **wildfire prevention**, **wildfire preparedness**, **wildfire suppression** and **wildfire recovery**. The fire protection strategies and practices to be adopted are those that best meet both the fire protection objectives and the principles of environmental care for public land within the Amathole District Municipality.

The purpose of this plan is to ensure that proper and sufficient works for the prevention and suppression of wildfire on public/private land are undertaken within the District. The plan is strategic in its approach, addressing fire protection at a district level.

The Fire Operations Plan shows a three-year forward planning program comprising:

- a schedule and maps showing proposed fuel management/ecological burning proposals;
- any new prevention and preparedness programs planned for the immediate three-year budget period;
- details of planned fire prevention related education and enforcement programs; and
- a detailed schedule of prevention and preparedness programs planned for the immediate twelve-month budget period.

This Fire Protection Plan was developed in consultation with specialists involved in flora, fauna, parks, forestry, land and water protection. This plan aim to complement the detailed land management strategies set out in park and forest land management plans and will be available for public/private inspection prior to spring each year.

Future operational planning

- To avail Fire Services to all communities served by the Amathole District Municipality fire services by 2010.
- To respond to all types of incidents within twenty (20) minutes or less—this will be achieved with satellite fire stations envisaged for Chintsa, Kei Mouth, Willowvale, Ndabakazi, Wesley and Hamburg.
- To provide accredited training to all fire services staff and volunteer

Challenges

Effective communication between the communities, essential services and emergency services remains a challenge because of the lack of telephonic infrastructure and the condition of rural road networks to access areas where fires are experienced.

• DISASTER MANAGEMENT

The Disaster Management Act, Act No. 57 of 2002 provides for an integrated approach on preventing, mitigating and responding to disasters in South Africa. The National Disaster Risk Management Framework details the way in which the Disaster Management Act should be implemented. The framework further prescribes the compilation of Disaster Management Frameworks by District and Metropolitan Municipalities.

Status of Disaster Management Centres in the District

The Municipal Disaster Management Centre as per section 43 of the Disaster Management Act must be established as a centre of coordination of Disaster Risk Management in the district. The centre established in 2002 at the Emergency Medical and Rescue Service premises no longer meets the needs of the District, thus the planning phase for the building of a new centre has started.

Disaster Management Satellite Centres have been established to enhance response to disaster risks as local level and also to bring services closer to communities. Staff have been appointed to man the satellite centres. Volunteers have also been recruited per local municipal area to respond to disasters where a disaster exceeds the capacity of human resources in a certain area.

RESOURCES AT SATELLITE CENTRES

Mnquma	Mbhashe	Great Kei	Amahlathi	Ngqushwa	Nkonkobe	Nxuba
Satellite Centre established	Satellite centre unusable	Satellite centre established	Satellite centre established	Satellite centre established	Satellite centre established	Satellite centre established
No dedicated Disaster Management officer. [covered by Mbhashe and Great Kei in the interim]	1 Disaster Management Officer	1 Disaster Management Officer	1 Disaster Management Officer	1 Disaster Management Officer	1 Disaster Management Officer	1 Disaster Management Officer appointed by Nxuba LM
No vehicle for disaster management	1 vehicle	1 vehicle	1 vehicle	1 vehicle	No vehicle	1 vehicle

The Disaster Management Satellite Centres are being incrementally resourced in terms of equipment and staff.

Challenges

Funding for Disaster Management by the organs of state seems to be a major challenge as this has not been done since the promulgation of the Disaster Management Act. This results in backlogs of addressing damages caused by disasters.

The Disaster Management Act 57 of 2002 (Section 56) provides for the organs of state to budget for activities of disaster management relevant to such organs of state.

The Amathole District Disaster Management Centre currently coordinates humanitarian relief and provides for emergency relief building material to provide shelter for the homeless people as a result of disaster.

Disaster Risks and Disaster Damages

Disasters are experienced frequently in the district during the months of November through to April each year and are mainly weather-related. Despite the events being severe, they are seldom declared a disaster as the Amathole District Municipality, in conjunction with the affected local municipalities and other stakeholders have thus far been able to assist the affected communities. 2008 has brought flood and storm damages throughout the year. The seasonal high risk season are no longer the only times that these severe storms occur and this is an indication of the climate changes being experienced globally. The effects of global warming on our climate must be constantly kept in mind and all efforts to understand the changes must be seized so that adjustments to risk management can be effected. The number of fires in the district have reduced steadily in the last three years and until early December 2008, no devastating fires had occurred.

Risks include:

- Poorly constructed dwelling houses
- The HIV & AIDS pandemic
- Weather related disasters
- Maritime/Coastal disasters – Shipwrecks and Pollution
- Runaway Veld and Forest Fires
- Transport Accidents
- Drought
- Agricultural epidemics both animal and crops e.g. bird flu, swine fever, locust infestation.

The damages that have occurred due to severe weather related events have been mainly damages to houses in the rural areas that are not built to withstand the severity of the wind, rain and hail that these events bring. Flood damage to road infrastructure has also occurred. The slow implementation of provision of formal housing and past challenges with low standards of RDP homes impacts on the continued poor housing standards of rural communities and squatter type settlements. Fire risks are increased by the rural surroundings of many homes and the lack of infrastructure to provide water to fight fires. Fire prevention and awareness campaigns address these shortcomings and alternative fire fighting methods are demonstrated to the communities.

Interventions to reduce Disaster Risks in the District

The Disaster Management Act provides for the establishment of Disaster Management Advisory Fora. This is a forum which plans to prevent, mitigate and respond to disaster that can be as a result of a hazards prevailing in a certain area.

A District Disaster Management Forum meets four times annually to enable the information flow to the Local and Provincial level. Local Disaster Management Advisory Fora have been established per local municipality to ensure information flow to communities. Though this structure is not strong at local level it does make positive impact to those areas where regular meetings are held. To strengthen its performance stakeholder workshops are being held where roles and responsibilities are clearly defined.

Awareness campaigns at schools are conducted to increase awareness and understanding of hazards and Disaster Risk Management. This proved to be effective in 2008 as less numbers of fires were reported during the fire season.

Technical tasks teams to work out solutions regarding disaster risk management are being established. These teams are prescripts of the draft disaster management framework for the district. The Department of Agriculture has already established a technical task team

Capacity Building and Community Awareness

- Disaster awareness programs are continuously conducted at schools and community gatherings. and the distribution of pamphlets depicting various risks and how to deal with them is done seasonally.
- Disaster Management workshops for ward committees, government department representatives and other stakeholders were conducted to clarify and capacitate them on their roles and responsibilities.
- Schools in the Great Kei, Amahlathi and Nkonkobe Municipal areas took part in the annual International Day for Disaster Reduction.

SECTION C: CLUSTER OBJECTIVES, STRATEGIES AND PROJECTS

Section C outlines the detailed Objectives, Strategies and Project Programmes for each of the 4 Clusters, i.e. Institution and Finance Cluster, Infrastructure Cluster, Social Needs Cluster, LED and Environmental Cluster. Objectives, Strategies and Project Programmes are provided for each of the Priority Areas within the relevant Clusters.

This chapter also constitutes the following:

- The Municipal Vision
- Analysis Overview
- Strategic Cluster Approach

3.0 The Municipal Vision; Mission and Values

Vision

A leading, dynamic, innovative, pioneering and focused district municipality dedicated to servicing the needs of our communities and their social and economic development in a sustainable manner.

Mission

The Amathole District Municipality is dedicated in contributing to the betterment of our communities' lives through a participatory development process to ensure they have access to socio-economic opportunities. We are dedicated in enhancing our communities' lives through partnership-building and cooperation with relevant stakeholders, and in building the capacity of our local municipalities.

Values

In implementing the above, the Amathole District Municipality subscribes to the following values:

- The Amathole District Municipality is a loyal servant of the citizens of our district and the people of South Africa, and is biased towards the poorest of the poor;
- We are committed to clean, responsible and cooperative governance;
- Our responsibility is to provide high quality transformational leadership and a disciplined work ethic and to promote a working culture for motivated, accountable and committed teamwork;
- Our skills will, at all times, be used for the benefit of the people and for the reconstruction and development of our country in the spirit of Batho Pele (People First);
- Our working environment is governed by the principles of representivity, equality, mutual respect and human development;
- We recognize that people contribute to the success of ADM. We strive to seek an environment in which to nurture and encourage individual growth;
- We have the courage to change and are willing to learn and share with other municipalities;
- As part of the African continent, we are dedicated to long-term integrated regional security and cooperation, and to the spirit of the African Renaissance.

3.1 Institution and Finance Cluster

3.1.1 Institution and Finance Cluster: Good Governance and Public Participation

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
Good Governance and Public Participation	To ensure that designated groups are adequately integrated into ADM's plans and activities	Mainstreaming of Special Programmes in all ADM's programmes and projects	No of projects/ programmes implemented focussed towards designated groups	Annual Reports	1161	1180	2000	2020	Strategic Manager
	To create a sound policy environment and full functioning of Intergovernmental Relations in the district	Review of Intergovernmental Relations policy	Final Policy document adopted by council	Quarterly Reports	1	Review	-	-	Strategic Manager
		Review Municipal International Relations Policy	Final Policy Document adopted by council	Quarterly Reports	1	Review	-	-	Strategic Manager
		Strengthen Intergovernmental Relations in all Local Municipalities	No of IGR Forum meetings held per Local Municipality	Annual Reports	8	8	-	-	Strategic Manager
		Coordinate interactions between ADM and other stakeholders	Number of MOU / MOA signed	Annual Reports	-	-	-	-	Strategic Manager

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
		Strengthen District IGR structure	Number of IGR Forum meetings held	Quarterly Reports	4	4	4	4	Strategic Manager
		Strengthen District Mayor's Forum (DIMAFO)	Number of DIMAFO meetings held	Quarterly Reports	4	4	4	4	Strategic Manager

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
Good Governance and Public Participation	To enhance communication in all ADM programmes	Establish Video Conference Centre's at Satellite Offices	Number of Satellite offices with Video Conferencing Capabilities	Quarterly Reports	0	3	4	0	Strategic Manager
		Commemorate Institutional days	No of commemoration events held	Quarterly reports	12	16	20	24	Strategic Manager
		Facilitate and conduct community information sessions	No of community information sessions conducted	Quarterly reports	30	30	30	30	Strategic Manager

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL	
Good Governance and Public Participation		Strengthening communications at local municipalities	No of LMs with Local Communicator Forums	Quarterly Reports	7	8	-	-	Strategic Manager	
			No of Communicators training sessions held	Quarterly Reports	0	2	2	2	Strategic Manager	
			Provide facilitation and assistance with LM communication strategy workshops	Quarterly Reports	2	5			Strategic Manager	
		Strengthening customer care operations	No of customer care training sessions held	Quarterly Reports	0	2			Strategic Manager	
		Brand municipal health services	Health Service charter	Quarterly Reports	0	Health service charter	-	-	Strategic Manager	
	To enhance public participation in ADM Programmes	Establish a forum for participation of Organs of Civil Society	Established Civil Society Forum formed	Quarterly reports	0	Civil Society Forum formed	-	-	Director: Office of the Speaker	
			Review of Public Participation Policy	Adopted reviewed Public Participation Policy	Quarterly Reports	1	1	-	-	Strategic Manager
			Strengthen the partnership with the CDWs in the district	No of CDW programmes	Quarterly reports	-	2	2	2	Strategic Manager
	To ensure learning and sharing in the District	Co-ordinate quarterly functional forum meetings	No. of functional forum sessions held	Quarterly Reports	16	12	12	12	Strategic Manager	

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
		Facilitate establishment of section 79 committees	No of Section 79 Committees formed	Quarterly Reports	0	8	-	-	Director: Office of the Speaker
		Facilitate establishment of Moral Regeneration structures	No of Moral Regeneration structures formed	Quarterly Reports	0	8	-	-	Director: Office of the Speaker

3.1.3 Institution and Finance Cluster: Municipal transformation and organisational development

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
Municipal Transformation and organisational development	To ensure all LM's falling within Amathole District fulfil their legislative mandate and are self-sufficient	Co-ordinate improvement of financial management systems and reporting	No of LM financial statements submitted to AG's office	Bi-Annually	0				Strategic Manager
		Co-ordinate the development and reviewal of IDP in LM's	No of L's that have adopted their IDP's in line with the IDP framework plan	Annually	0	4	5	6	Strategic Manager
		Co-ordinate the development and operationalisation of PMS in LM's	No of LMs with operational PMS	Bi-annually	0	2	3	4	Strategic Manager
	To ensure LM's are fully capacitated to effectively render services that are within their powers and functions.	Facilitate financial management support at LM's	No of signed SLA's with LM's	Quarterly	0	5	6	7	Strategic Manager
		Facilitate engineering support services at LM's	No of signed SLA's with LM's	Quarterly	0	5	6	7	Strategic Manager

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
		Facilitate land management support services at LM's	No of signed SLA's with LM's	Quarterly	0	5	6	7	Strategic Manager
		Facilitate IDP/PMS support services to at LM's	No of signed SLA's with LM's	Quarterly	0	5	6	7	Strategic Manager
		Facilitate Human Resources development and management support at LM's	No of signed SLA's with LM's	Quarterly	0	5	6	7	Strategic Manager
		Facilitate administration support services at LM's	No of signed SLA's with LM's	Quarterly	0	5	6	7	Strategic Manager

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET 09/10	TARGET 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
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	To create a healthy working environment within ADM	To ensure 100% implementation of HR policies approved by Council.	Percentage person-days lost to absenteeism as a result of authorised annual leave	Staff Records Quarterly	0%	3%	3%	3%	Director: Corporate Services
			Percentage person-days lost to absenteeism as a result of sick leave	Staff Records Quarterly	0.9%	2%	2%	2%	Director: Corporate Services
			Percentage person days lost to absenteeism as a result of unauthorised leave	Quarterly	1.07%	1%	1%	1%	Director: Corporate Services
			% Staff Turnover	Staff Records Quarterly	0.6%	3%	3%	3%	Director: Corporate Services
			Number of labour disputes	Quarterly Reports	0	2	2	2	Director: Corporate Services
			Number of disputes referred to CCMA and Bargaining Council	Quarterly Reports	5	4	3	2	Director: Corporate Services
			Reduction in number of Occupational injuries	Quarterly reports	23	20	17	15	Director: Corporate Services
		Implement reviewed Employment equity plan	% Annual targets met	Annual Report	80%	85%	90%	95%	Director: Corporate Services
		Develop HR retention strategy	An approved HR strategy	Half Yearly	0	Strategy in place	-	-	Director: Corporate Services

	To respond to the skills requirements of the district economy	Develop a District Human Resources Development Strategy	An approved District HRD Strategy	Quarterly Report	0	HRD strategy in place	-	-	Director: Corporate Services
	To ensure compliance with applicable accounting standards	Implement the AFS preparation framework	No of material exceptions raised	Annual Audit report	8	3	1	0	Chief Financial Officer
	To ensure that all ADM assets are adequately maintained	Develop an asset maintenance policy	Adopted Asset maintenance policy	Quarterly reports	Asset maintenance framework	Asset maintenance policy	-	-	Director: Administration
	To ensure ADM undertakes a developmentally oriented planning that complies with legislative requirements	Facilitate & coordinate development and review of the IDP	Adopted integrated Development Plan	Council resolution / Annually	Full IDP	Reviewed IDP	Reviewed IDP	Reviewed IDP	Strategic Manager

3.1.4 Institution and Finance Cluster: Municipal Transformation and Organizational Development: Projects/Programmes

NO.	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					2010/2011					2011/2012						
			MIG	Bulk Infra Grant	MSIG & FMG	Other funding (confirmed)	Operating Budget	MIG	Bulk Infra Grant	MSIG & FMG	Other funding (confirmed)	Operating Budget	MIG	Bulk Infra Grant	MSIG & FMG	Other funding (confirmed)	Operating Budget		
1	Impairment of all movable assets						100,000												
2	Actuarial valuation of employee related benefits-Medical and pension						500,000												
3	Assessment of Venus compatibility with future reporting requirements						100,000												
4	Bursary for rare skills	Providing bursaries to students					200,000						200,000						120 000
5	Employee Equity Annual Report						50,000						51,200						52,424
6	Job Evaluation						244,779						244,779						239,236
7	Human Resources Development Strategy						500 000						500 000						
8	Capacity Building Programme	Assist LMs in building in-house capacity to perform functions and stabilise institutional and governance systems			735 000	1,197,000 DLG&TA						735 000	1,307,000 DLG&TA				735,000		
9	Sports and Culture						200,000												
10	Buildings						31,000,000												
11	Services: LMs						5,848,273												
12.	Amathole Development Agency Contribution						5,000,000												
	TOTALS				735 000	1,197,000						735 000	1,307,000				735,000		421,660

3.1.5 Institution and Finance Cluster: Municipal Financial Viability and Management

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 08/09	TARGET: 09/10	TARGET: 10/11	ACCOUNTABLE OFFICIAL
FINANCIAL VIABILITY AND MANAGEMENT	To ensure that ADM remains financially viable	Develop and review all policies, related by-laws and procedure manual	Approved Policies and Procedures	Quarterly reports	6	1: SCM	5	Nil	Chief Financial Officer
	To ensure that the ADM remains financially viable	Billing of all registered	Average Days Debt Outstanding		60 days	100 days	60 days	45 days	Chief Financial Officer
		Increasing the collection rate to 80% by June 2012	Collection Rate to Billing		50%	30%	50%	60%	Chief Financial Officer
		Register and write-off of 30 000 indigents by June 2012	Amount of bad debts written		R5m	R3m	R2m	Nil	Chief Financial Officer
		Completion of data cleansing	No. Of signed data capture forms		46 000	20 000	20 000	6 000	Chief Financial Officer
		Valuation of infrastructure assets physically verified by O&M	% Certified Valuation Certificates		50%	30%	40%	30%	Chief Financial Officer
	To ensure that all assets owned by ADM are captured on the asset register	Revaluation of ALL non-infra assets	% Certified Valuation Certificates		100%	100%	-		Chief Financial Officer
		Physical verification and condition assessment of all assets annually	Annual Verification Certificate	Verified assets Approval(Council resolution)	1	1	1	1	Chief Financial Officer
		Annually assess useful life	Annual Verification Certificate	Council resolution	1	1	1	1	Chief Financial Officer
		Stock count quarterly (stores, housing and water)	Quarterly Certification	Council resolution	4	4	4	4	Chief Financial Officer

3.1.6 Institution and Finance Cluster: Financial Viability Projects/ Programmes: 2009/2010

NO	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					2010/2011					2011/2012						
			Indirect Grant Allocations	Bulk Infrastructure Grant	MIG	Other funding (confirmed)	Operating Budget	Indirect Grant Allocation	Bulk Infrastructure Grant	MIG	Other funding (confirmed)	New Priority Projects	Operating Budget	Indirect Grant Allocations	Bulk Infrastructure Grant	MIG	Other funding (confirmed)	New Priority Projects	Operating Budget
1	Reduction of internal control weaknesses to acceptable levels	Review and develop Expenditure and Asset Management Policies and Procedures					R800 000												
	Maintenance of an updated and accurate asset register	Verification of all low and medium confidence water infrastructure assets and perform condition assessment to assign value to the assets					R1 000 000												
3	Maintenance of an updated and accurate inventory records	Performing water and housing inventory counts					R4 500 000												
4	Contracts management	Maintain register of all contracts with expenditure in the 08/09 financial year					R500 000												
5	Acquire new financial system	Integrated financial system that will replace Venus that will produce all budget and reform reports required					R5 000 000												
6	Local Municipal Support	Assist local municipalities in implementing SCM regulations and resolve matters raised by AG in reports and management letters					R3 000 000												
7	Review all Revenue Policies and By laws	Review all revenue policies and by laws to comply with legislative requirements					R300 000												
8	Indigent Database cleansing	Write off 100% indigent customers																	
9	Meter replacement project	Replace meters with leaks and irregularities					R1 400 000												
10	Information Management and Systems Intergration and Information Security	Centralised acquisition and intergration of IT systems					R7 300 000												
11	ADM Branding	Branding of Municipal Health Services					R350 000												
12	Review of ADM Branding	Review of ADM Branding					R250 000												
13	Capacity Building- Customer Care	Build customer care capacity to communicate our core services					R200 000												
14	IT system development	Develop IT system for customer care					R30 000												
15	Community Training	Community Awareness Training on ADM Services					R600 000												
16	Internal Audit Rescue Plan	Development of an Internal Audit Rescue Plan					R400 000												

3.2 Infrastructure Cluster:

3.2.1 Infrastructure Cluster: Water and Sanitation: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
WATER SERVICES	To provide adequate, potable water to all by 2014 ³	Develop Water Supply Infrastructure	No. of people with access to water	Quarterly scorecard report	813 980	867 682	921 384	975 086	Director: Engineering
		Develop Interim Safe Water Supply Infrastructure	No. of people with access to safe water < RDP	Quarterly scorecard report	120 829	161 106	54 583	0	Director: Engineering
		Develop WSP Business Plan in accordance with outcomes of Section 78 investigation	Approved Business Plan	Annual Business Plan Review	1	1	1	1	Director: Engineering
		Conclude Transfer Process of all DWAF assets	Assets capitalised on ADM Register	Annual Financial Statements	1	1	1	1	Director: Engineering
		Review WSDP annually	Annual Review	Quarterly scorecard report June ADM Council Resolution	1	1	1	1	Director: Engineering
		Develop Water Services Provision Plan jointly with Dept. of Health & Dept. of Education	Provision Plan	Quarterly Scorecard Report	1	1	1	1	Director: Engineering
		Identify target areas for Water Services Demand Management initiatives Plan	Accumulative Target Villages identified	Quarterly Scorecard Report	5	8	11	14	Director: Engineering
		Improved Metering efficiency of treated water	% of treated water bought and supplied metered	Quarterly Scorecard Report	75%	100%	100%	100%	Director: Engineering
		Implement source based sampling and testing programme	% of treated water bought and supplied tested	Quarterly Scorecard Report	96%	98%	99%	99.5%	Director: Engineering
		Refurbish water treatment works	No. of water treatment works refurbished	Quarterly Scorecard Report	6	8	10	12	Director: Engineering
		Provide suitable operators at water and waste water treatment works	No. of water and waste water treatment works with appropriate qualified staff	Quarterly Scorecard Report	20	25	30	35	Director: Engineering
Develop and annual review of asset refurbishment plan	Plan developed	Quarterly Scorecard Report	1	1	1	1	Director: Engineering		

	To provide adequate sanitation to all by 2014	Develop Sanitation Infrastructure	No. of people with access to RDP toilets	Quarterly Scorecard Report	454 000	558 000	662 000	766 000	Director: Engineering
		Develop User Education Plan	User Education Plan	Quarterly Scorecard Report	1	1	1	1	Director: Engineering
		Implement User Education Plan	No. of people taught	Quarterly Scorecard Report	454 000	558 000	662 000	766 000	Director: Engineering

3.2.2 MIG PROJECTS PER LM FOR 2009/10

ADM	
PMU Operating Budget	3,500,000
TOTAL:	3,500,000
AMAHLATHI	
Upgrade Stutterheim Outfall Sewer	600,000
Dontsa Water Supply	2,000,000
Hokwana & Frankfort Final Phase (including Motel Park)	5,100,000
Kubusie Weir Upgrade Phase 2	500,000
Kei Road WTW	4,000,000
Area wide Sanitation Projects	5,000,000
Masinedane Housing Project	1,000,000
Upgrading of Keiskammahoek Waste Water Treatment Works	500,000
Tsomo Water Supply : Feasibility	500,000
Stutterheim Sewerage Treatment Work	1,000,000
Gubevu Sanitation	500,000
TOTAL:	20,700,000
GREAT KEI	
New Waste Water Treatment Works Morgans Bay	500,000
Komga Commonage Settlement Services	7,000,000
Great Kei River Basin Regional Water Supply Scheme	400,000
Area Wide Sanitation Projects	5,209,000

TOTAL:	13,109,000
MBHASHE	
Willowvale Sewage Disposal Site	1,000,000
Mbhashe North Regional Water Scheme	12,000,000
Nqadu Water Supply	1,500,000
Qwaninga EC1158 Water Supply (Phases 2&3,4&5)	12,500,000
Kumbanga & Cwebe Sanitation	3,000,000
Cafutweni Water Supply Scheme	2,000,000
Bende Water Supply Scheme	2,000,000
Shixini Water Supply Scheme	1,000,000
Sundwane Water Supply Scheme	2,000,000
Mangeyela Water Supply Scheme	1,000,000
Xora Water Supply Project	10,000,000
Mncwansa Water Supply Scheme	10,000,000
Mgwali North Water Supply Project	1,000,000
Mgwali South Water Supply Project	1,000,000
Idutywa East Water Supply Project	5,000,000
Dwesa Water Supply Scheme Extension	1,000,000
Cwebe Water Supply Scheme Phase 2	1,000,000
Zimpuku / Lusizini Sanitation Extension	-
Area wide Sanitation Projects	5,000,000
Elliotdale Solid Waste	500,000
	72,500,000
MNQUMA	
Ehlobo, Mgcwe & Zingqayi Water Supply (final phase)	11,000,000
Bawa Falls Water Supply Project	500,000
Crouch's Bush Water Supply Project	8,000,000
Ibeka Water Supply Project	1,000,000
Myoyo Water Supply Project	10,000,000
Demand Management System	500,000
Ngcizele Water Supply Project	4,500,000
Ngqusi Water Supply Project	11,000,000
Teko Housing Engineering Services	5,000,000
Area Wide Sanitation Projects	5,000,000

Sanitation Feasibility Study	-
Nqamakwe North Water Supply	600,000
Eastern Regional Solid Waste	500,000
TOTAL:	57,600,000
NGQUSHWA	
Tyefu, Hlosini, Bhongweni & Maqhosha Water Supply Phase 2	7,000,000
Runlettes Water Supply : Phase 2	1,000,000
Water Service Reticulation Refurbishment	500,000
Ngqushwa Ward 3 Sanitation Project	1,800,000
Ngqushwa Ward 10 Sanitation Project	1,000,000
Ngqushwa Ward 12 Sanitation Project	800,000
Ngqushwa Ward 5 Sanitation Project	1,600,000
Mxumbu Sanitation	2,000,000
Peddie Mathambeka BEP	700,000
Ngqushwa: Area Wide Sanitation Programme	5,000,000
Peddie South Villages Sanitation Wards 6,7,13	1,000,000
Peddie Waste Water Treatment Works Upgrade	1,000,000
Prudhoe Bulk Infrastructure	250,000
TOTAL:	23,650,000
NKONKOB	
Gaga -Tyume Valley Region Water Supply(Phase 6)	1,791,000
West Victoria East (Roxeni) Water Supply(Phase 3)	1,000,000
Middeldrift Bulk Water Supply Ward 12 : Phase 2	100,000
Kolomane Bulk Water Supply : Phase 2	1,225,000
Ekuphumleni & 9 Villages Water Supply(Phase 3)	1,000,000
Demand Management System	500,000
Water Service Reticulation Refurbishment	1,500,000
Seymor Water Treatment works	-
Lushington Sanitation Extension	1,000,000
Upgrade Alice Waste Water Treatment Works	200,000
Upgrade Bulkwater Supply Newtown	200,000
Hogsback Water Treatment Works and New Reservoir	200,000
Fort Beaufort Bulk Water Services Upgrading	1,100,000
Nkonkobe: Area Wide Sanitation Programme	5,000,000

Mt. Pleasant Housing Infrastructure	1,000,000
TOTAL:	15,816,000
NXUBA	
Fish River Pumping Scheme	2,000,000
Water Service Works Refurbishment	4,000,000
Demand Management System	200,000
Wortel Drift Farm Settlement	600,000
Bedford & Adelaide BEP- Phase 3(Adelaide WWTW)	5,000,000
Bedford & Adelaide BEP - Phase 4(Bedford WWTW)	5,000,000
New Waste Water Treatment Works for Lingelethu	1,000,000
Adelaide 1.2 MI Reservoir & Water Tower	600,000
Foxwood Dam	-
Nxuba Municipal Offices	3,000,000
TOTAL:	21,400,000

228,275,000

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3.2.3 Solid Waste: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
SOLID WASTE	Ensure that all eligible residents have access to safe and legal waste services in the District by 2014	Annually review the Integrated Waste Management Plan	Adopted reviewed IWMP	Quarterly scorecard report	Reviewed IWMP	Minor Review	Minor Review	Minor Review	Director: Engineering
		Ensure provision of adequate infrastructure and services to eligible residents by authority	% of total sites complying with DWAF/DEAT permit conditions	Quarterly scorecard report	[17] 68%	[19]76 %	[21]84%	23 [92]80%	Director: Engineering
	To ensure reduction in waste disposal by 50% in 2012.	Promote and Facilitate recycling and composting	% waste recycled and composted in the District	Quarterly scorecard report	[23 307 338] 5%	[24 938 851] 7%	[27 432 736] 10%	[32919 283] 20%	Director: Engineering
		Implement outcomes of the investigation of appropriate treatment technology for municipal waste	Key milestones in the Implementation of outcomes/recommendations	Quarterly reports	Complete investigation	Implement recommendations	Implement recommendations	Implement recommendations	Director: Engineering

3.2.4 Infrastructure Cluster: Roads & Transport: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET : 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
TRANSPORT	To integrate public transport services by 2014	Provide multi-modal public transport facilities by 2014	No of studies completed against the total number of main towns identified	Quarterly scorecard report	9	10	11	12	Director: Engineering
		Ensure development of Local Public Transport Services Plans	No of Municipalities with complete PTSP	Quarterly scorecard report	3	4	5	6	Director: Engineering
	To ensure adequate transport systems for the efficient movement of people & goods through proper planning and consistent implementation.	Ensure adequate provision of transport facilities and services in rural and urban areas prioritizing low and middle income settlements	% of settlements within 2 km of a public transport service/facility	Quarterly scorecard report	78.3%	80%	85%	90%	Director: Engineering
		Ensure that public transport planning and implementation is catered for when new low and middle income housing development.	% of new housing projects/Land Reform approved with public transport facilities planned	Quarterly Report scorecard	100%	100%	100%	100%	Director: Engineering
		Annually review the District Integrated Transport Plan	Adopted ITP	Quarterly scorecard report	Adopted ITP	Minor review	Minor review	Major review	Director: Engineering
		Develop Transport Infrastructure	% Progress in implementation of funded projects	Quarterly scorecard report	85%	90%	95%	100%	Director: Engineering
		Provide infrastructure for bicycles and pedestrians within settlements and CBDs	Length of bicycle and pedestrian pathways constructed	Quarterly Reports	NMT infrastructure/framework plan	10km	15km	20km	Director: Engineering

3.2.5 Infrastructure Cluster: Roads and Transport: Project Programmes

NO.	PROJECT TITLE	PROJECT DESCRIPTION	PROJECT ESTIMATES	2009/2010					2010/2011					MIG	PTIS	
				MIG	PTIS	MSIG	FMG	Other	Operating Budget	MIG	PTIS	MSIG	FMG			Other
1	<i>Dutywa Public Transport Facility</i>	Provision of a Multi-Modal Public Transport Facility in Dutywa, phase 3	3,000,000													
2	<i>Keiskammahoek Public Transport Facility</i>	Upgrading of Keiskammahoek Public Transport facility.	2,000,000													
3	<i>Stutterheim Public Transport Facility</i>	Provision of a Multi-modal Public Transport Facility in Stutterheim, design and construct	8,000,000													
4	<i>Komga Public Transport Facility</i>	Provision of a Public Transport Facility in Komga	5,000,000													
5	<i>Mooiplaas Public Transport Interchange</i>	Provision of a multi-modal Public Transport Facility in Mooiplaas	5,000,000													
6	<i>Centane Public Transport Facility</i>	Provision of shelters and facility improvements	3,000,000													
7	<i>Preparation of Public Transport Services Plans (PTSP for 6LMs)</i>	Preparation of PTSP for all municipalities except Mquma, Nkonkobe, Mbashe and BCM	2,000,000													
8	<i>Peddie Public Transport Rank</i>	Peddie multi-modal public transport facility, provision of shelters and facility improvements	3,000,000													
9	<i>Non-motorised Transport Facilities</i>	Provision of non-motorised transport facilities in the district	14,000,000		6,000,000											
10	<i>Public Transport Embayments in rural areas</i>	Provision of Public Transport embayments in rural areas	3,000,000													
11	<i>Butterworth Multi-modal Public Transport Facility</i>	Provision of a multi-modal Public Transport Facility in Butterworth, design and construct			15,000,000											
12	<i>BNG - Elliotdale Rural Pilot Project</i>	Internal Roads	3,000,000													
13	<i>Alice Public Transport Interchange</i>	Provision of a multi-modal Public Transport Interchange in Alice, design and construct	6,000,000													
14	<i>Seymour Public Transport Interchange</i>	Provision of a multi-modal Public Transport Facility in Seymour,	5,000,000													
15	<i>Elliotdale Public Transport Facility</i>	Elliotdale Public Transport Facility, shelters and facility improvements	3,000,000													
	TOTAL		58,100,000		21,000,000											

3.2.6 Infrastructure Cluster: Human Settlements

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET 09/10	TARGET 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
HUMAN SETTLEMENTS	To facilitate the development of sustainable and viable settlements within the district by 2014	Review and update the Land Reform and Settlement Plan in partnership with local municipalities and stakeholders	Reviewed and updated LRSP	Monthly Reports	1	1	1	1	Director: Engineering
		Review and update the Housing Development Strategy in partnership with local municipalities and stakeholders	Reviewed and updated Housing Strategy	Monthly Reports	1	1	1	1	Director: Engineering
		Implement LR&SP according to the agreed programme	No. of projects accumulatively implemented	Monthly reports	4				Director: Engineering
		Implementation of housing projects according to the agreed programme:	No. of projects accumulatively	Monthly reports	13	17			Director: Engineering
		Implementation of housing strategy projects	No. of projects implemented	Quarterly reports	4				Director: Engineering
		Address land administration matters in communal land within the district, in partnership with relevant government departments and relevant stakeholders	No. of village communal land being properly administered	Quarterly reports	10	10	10	12	Director: Engineering
	Ensure a coherent strategic spatial development framework for the district	Review and update the District Spatial Development Framework	Reviewed and updated SDF	Monthly reports	1	1	1	1	Director: Engineering
	To ensure that category B municipalities are fully capacitated to fulfill their role and function with regard to land and housing by 2010	Development of the capacitation programmes for land and housing	Number of LM's adequately undertaking this function	Quarterly report	4	4	5	7	Director: Engineering

3.2.7 CLUSTER: INFRASTRUCTURE: LIST OF UNFUNDED PROJECTS

Priority Area	IDP Objective	Strategy	Project	Project Description	Funding Required
HUMAN SETTLEMENTS	To facilitate the development of sustainable and viable settlements within the district by 2014	Implementation of housing projects (depending on the availability of funds)	Teko Springs Bulk Infrastructure	Provision of Engineering Services	
			Dongwe Bulk Infrastructure	Provision of Engineering Services	
			Prudhoe Bulk Infrastructure	Provision of Engineering Services	
		Address land administration matters in communal land within the district, in partnership with relevant government departments and relevant stakeholders	Komga Bulk Infrastructure	Provision of Engineering Services	
			Wortels Drift Farm Settlement	Provision of Engineering Services	
			Kei Road Settlement Project	Provision of Engineering Services	
			Willowvale Villages Infrastructure Services	Provision of Engineering Services	
			Dwesa Villages Infrastructure Services	Provision of Engineering Services	
			Lewis Settlement	Provision of Engineering Services	
			Cenyu Settlement	Provision of Engineering Services	
			Msobomvu Settlement	Provision of Engineering Services	
			Hertzog Settlement	Provision of Engineering Services	
			Hala Settlement	Provision of Engineering Services	
			Mavathulana Settlement	Provision of Engineering Services	
			Elliotdale (Cuntsula & Gwentshe) Settlement	Provision of Engineering Services	
Komanishini Settlement	Provision of				

				Engineering Services	
			Wartburg Settlement	Provision of Engineering Services	
			Mooiplaas Villages	Provision of Engineering Services	
		Implementation of housing strategy projects (depending on the availability of funds)	Housing Strategy Implementation	Implementation of Housing Strategy according to agreed programmes	
		Implement LR&SP according to the agreed programme (depending on availability of funds)	LRSP Implementation	Implementation of LRSP according to agreed programmes	
		Review and update the Land Reform and Settlement Plan in partnership with local municipalities and stakeholders	LRSP Review	To review and update the plan	R400 000.00
		Review and update the Housing Development Strategy in partnership with local municipalities and stakeholders	Housing Strategy Review	To review and update the plan	R400 000.00
District Spatial Development Framework	Ensure a coherent strategic spatial development framework for the district	Review and update the District Spatial Development Framework	SDF Review	To review and update the plan	R250 000.00
Institutional Land & Housing	To ensure that category B municipalities are fully capacitated to fulfill their role and function with regard to land and housing function by 2010	Development of the capacitation programmes for land and housing	Capacitation plans	Support to LM's on implementation of projects	R 70 000.00

3.3 LOCAL ECONOMIC DEVELOPMENT AND ENVIRONMENT CLUSTER

3.3.1 LED and Environment Cluster: Economic Growth, Poverty Alleviation and Job Creation Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGIES	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET 09/10	TARGET 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
Economic Growth, Poverty Alleviation and Job Creation	To increase the number of people visiting Amathole District	Support tourism events and festivals within the district	Number of events supported and hosted	Annual Report	7	8	9	9	Strategic Manager
			Number of businesses benefited during the events	Annual report	5	7	9	11	Strategic Manager
			Number of exhibitions attended by ADM	Quarterly Report	4	4	4	4	Strategic Manager
			Number of product owners assisted	Quarterly reports					Strategic Manager
			No of information centres assisted	Quarterly reports	4	4	4	4	Strategic Manager
		Develop a vibrant craft industry within the district	Completed craft market centre	Annual Report	0	1			Strategic Manager
	To promote the development of film industry within the district	Provide film infrastructure for emerging Film makers	Number of emerging film makers supported	Annual Report	1	1			Strategic Manager
		Market ADM as a film destination	Number of exhibition and marketing initiatives undertaken	Annual Report	1	1	3	3	Strategic Manager
	To create an enabling environment for businesses to thrive within the District	Facilitate training provision to enterprises within the District	Number of training sessions provided to enterprises	Quarterly Report	3	5	-	-	Strategic Manager
		Facilitate provision of business development services to emerging entrepreneurs	Assisted businesses with marketing opportunities and procurement	Annual Report	5	10	-	20	Strategic Manager
			No. of information days held with funding agencies including banks	Annual Report	2	4	-	8	Strategic Manager
			Number of enterprises assisted with registration	Annual Report	5	5	-		Strategic Manager
		Establish SMME incubation hubs in	Number of SMME incubation hubs	Annual Report	1	2	-		

		order to promote a culture of entrepreneurship	established						
Economic Growth, Poverty Alleviation and Job Creation	Improve capacity of Local Municipalities on local economic development initiatives	Facilitate Capacity Building initiatives	No. of capacity building sessions undertaken	Annual Report	1	5	5	5	Strategic Manager
	To improve coordination between ADM and other stakeholders for effective service delivery	Facilitate and encourage the establishment of Mayoral Business Advisory forum on LED within the District	No. of established Mayoral business advisory forums	Annual Report	0	1	-	-	Strategic Manager
	To increase agricultural output	Develop a multi-stakeholder agricultural sector plan	Adopted sector plan	Annual report	0	1	1	1	Strategic Manager
		Provision of appropriate cropping machinery and production inputs	No. of communities assisted with production inputs	Quarterly reports	12	18	23	30	Strategic Manager
			No. of communities that received cropping machinery	Quarterly reports	89	95	103	117	Strategic Manager
		Facilitate access to Micro credit facility	No. of government guarantees provided through Kula	Quarterly reports	0	3	8	15	Strategic Manager
		Promote youth owned agricultural enterprises	No. of enterprises funded	Quarterly reports	0	3	5	7	Strategic Manager
		Provision of market information and technical skills	No. of training sessions organised	Quarterly reports	3	8	12	15	Strategic Manager
			No. of mentoring \ partnerships agreements with commercial farmers	Quarterly reports	1	3	6	8	Strategic Manager
			No. of information days held	Quarterly reports	5	13	19	24	Strategic Manager
Provision of	No. of irrigation	Quarterly reports	6	7	8	10	Strategic Manager		

		infrastructure across sectors	schemes provided with infrastructure						
			No. of livestock handling facilities provided	Quarterly reports	5	9	13	16	Strategic Manager
		Provision of information on value addition opportunities	No. of information days held	Quarterly reports	0	4	8	10	Strategic Manager
		Funding of value addition enterprises	No. of initiatives funded	Quarterly reports	0	2	4	5	Strategic Manager

3.3.2 LED and Environment: Tourism Development: Projects/Programmes

No.	Project Title	Project Description	2009/2010					2010/2011					2011/2012							
			MIG	Bulk Grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk Grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk Grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget
1	Amathole Craft Market	Construction of a Craft Market					DEDEA 3 million													
2	Bawa Falls	Construction of additional rooms and the development of a trail					DEDEA 1 million													
3	Tourism Marketing	Marketing of ADM as a tourist destination											318,900							339,620
4	District Tourism organization	Provide support to local tourism organization											250 000							260,100
5	Amathole Tourism events	Facilitate and support hosting of the following events; Xmas in July – July 08 Mayors Challenge- September 08 Tourism Imbizo- September 08 Craft Mania- September 08 Bedford Garden Festival – October 08 Mnquma Jazz and Arts Festival- December 08 Port Festival-March 08 Hamburg Festival –March 09 Wild Coast Jikeleza Wet Festival- June 09											700 000							728,280
6	Tourism Information Centres	Operationalisation of the information centres											100 000							113,210
7	Tourism Survey	Profiling the visitors trends that are visiting the District and the economic impact of the Tourism industry within the District					DLG&TA 728 000													
8	Highlands Resort	Development of the business plan for the accommodation establishment					DEDEA 200 000													
9	Ikhamanga Community Tourism Project	Resuscitation and support for a tourism product in Centane											500 000							
10	Sport Tourism Events	To support national and international sporting events and other events hosted within the District which have positive economic spin-offs for the District such attracting more tourist, profiling and marketing the area. These events include Africa golf challenge, National Tennis Competition and Bull of Africa											2 million							
11	Mthontsi Game Lodge	Development of the accommodation and conference facility											250 000							
12	Chatha Chalets	Establishment and operationalisation of chalets of Chatha village.											200 000							
	TOTAL						4,928,000	4,300,000					1,394,200							1,441,219

3.3.3 LED and Environment: SMMEs & Co-operatives Development: Projects/Programmes

N O.	PROJECT TITLE	PROJECT DESCRIPTION	2008/2009					2009/2010					2010/2011							
			MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget
1	Skills Development Centre	Development of a skills development centre at Mquma local Municipality					Youth Commission 2,925,568						500,000							600,000
2	Mpofu Charcoal Production	Establishment of a charcoal manufacturing					DEDEA 300 000													
3	Peddie Brick Making	Establishment of blockyard					DEDEA 200 000													
4	Mooiplaas Brickyard	Establishment of a blockyard					DEDEA 200 000													
5	Elliotdale Brickmaking	Establishment of a blockyard					DEDEA 200 000													
6	Inxuba Blockyard	Establishment of a blockyard					DEDEA 100 000													
7	Business Expo	Support hosting of the business expo						200,000					255,000							260,100
9	Business Advisory Forum	Establishment of a business advisory forum representative of all sections of the business community					EU- Thina Sinako 175, 000	75,000					20,000							20,000
10	Co-operatives Forum	Establishment of a co-operatives forum and organization of information days in support of co-operatives within the District						10,000					10,000							10,000
11	Co-operative Support	Strengthen the existing co-operatives within the district						2,800 000					3 000 000							4 000 000
12	SMME Programme	SMME Roadshows within the District						100 000												
13	SMME Incubation Programme	Support Information Technology and Film Makers emerging entrepreneurs through Eastern Cape Information Technology initiative.						50 000												
14	Co-operative Strategy	Formulation of a Co-operative Development Strategy					DLG&TA 422,088	345,540												
15	Co-operative Specialist	Appointment of a specialist that will focus on facilitating access to markets for co-operatives.					DLG&TA 335 000													
	TOTAL						4,857,656	3,580,540					4,085,000							4,330,000

3.3.4 LED and Environment: Film Development: Projects/Programmes

NO.	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					2010/2011					2011/2012							
			MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget
1	Support to Emerging Film Makers	Exposure visits to well established film destinations and exhibition Centres																		100 000
2	Capacity Building Programme for Film makers	Support program for film development within the District Municipality																		200 000
	TOTAL																			300 000
																				400 000
																				600 000

3.3.5 LED and Environment: Agricultural Development: Projects/Programmes

NO.	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					2010/2011					2010/2012							
			MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget	MIG	Bulk grant	Infra	MSIG FMG	*Other funding (confirmed)	Operating Budget
1	Resuscitation of irrigation schemes (Ludiza & Zibhityolo)	install irrigation infrastructure and setting up institutional arrangements																		5 000 000
2																				
3	Livestock improvement programme	involve purchasing diary cows and donate them to the Diary scheme																		1 000 000
4	Operationalization of the Alice Fresh Produce Market	Run and Manage the Alice Market																		714 000
5	Food Security Programs	Provision of inputs and machinery that promote production of food for both markets and consumption.																		1 000 000
	TOTAL																			7 714 000
																				7 714 000
																				7 728 280

3.3.6 LED and Environment: Heritage Management and Resource Use: Objectives and Strategies

PRIORITY	OBJECTIVE	STRATEGIES	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET 09/10	TARGET 10/11	TARGET 11/12	ACCOUNTABLE OFFICIAL
HERITAGE	To ensure comprehensive management of heritage resources in the District	Unearth, develop, conserve and promote heritage resources	Number of programmes and/or projects implemented as per heritage resources management strategy	Quarterly Reports	14	6	9	11	Strategic Manager
		Rehabilitate the identified heritage sites	Number of sites rehabilitated	Quarterly Reports	4	2	6	10	Strategic Manager
		To inculcate and promote sense of identity, pride and belonging	% of awareness heritage initiatives and public engagement held	Annual report	5%	10%	20%	30%	Strategic Manager

3.3.7 LED and Environment: Heritage Resources Management and Development: Projects/Programmes

NO	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					2010/2011					2011/2012						
			MIG	Bulk Infra Grant	MSIG FMG	Other funding (confirmed)	Operating Budget	MIG	Bulk Grant	Infra	MSIG FMG	Other funding (confirmed)	Operating Budget	MIG	Bulk Grant	Infra	MSIG FMG	Other funding (confirmed)	Operating Budget
1	Heritage Site Rehabilitation	Rehabilitate the identified heritage sites					500 000					500 000							600 000
2	Heritage awareness programme	Raise awareness about heritage resources management					150 000					200 000							200 000
3	Heritage month celebration	Celebrate and commemorate the available heritage resources					250 000					250 000							300 000
4	Heritage reference group	Advisory committee for enhancement of heritage initiatives undertaken by the district municipality					30 000					30 000							30 000
5	Early African Intellectual Heritage Trail Project	Unearth other layers of district's rich history and heritage that relates to African intellectual heritage and to celebrate their life histories and communal achievements					600 000					650 000							700 000
6	S.E.K. Mqhayi Legacy Project	Identify, conserve and package his legacy					800 000					700 000							600 000
7	Wars of Dispossession Memorial Park	Create a central space that symbolise (conserve and present) the wars of land dispossession that took place in the district					500 000					550 000							600 000

8	Armed Struggle History Museum (MKMVA Project)	To construct an open-air museum that replicate APLA, MKMVA and AZANLA camps that existed in the Front Line States within the South African armed struggle historiography				301 000												
9	Oral history collection	Record, document and collect personal testimonies				250 000					280 000							300 000
10	Heritage Route Development	To enhance heritage initiative				400 000					450 000							500 000
	TOTAL					301 000	3 480 000				3 610 000							3 830 000

3.3.8 LED and Environment: Environmental Management: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGIES	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET 08/09	TARGET 09/10	TARGET 10/11	ACCOUNTABLE OFFICIAL
ENVIRONMENT	Mainstream environmental management into all Council Operations	Coordinate environmental management events within district	No of events held	Quarterly reports	7	4	4	4	Strategic Manager
		Review Environmental Management Strategy	Adopted EMS	Annual Report	1	1	1	1	Strategic Manager
		Promote sustainable utilisation of renewable and non-renewable resources	Number of projects implemented	Quarterly reports	4	4	2	2	Strategic Manager

3.3.9 LED and Environment: Environment: Projects/Programmes

NO	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					2010/2011					2011/2012						
			MIG	Bulk Infra Grant	MSIG FMG	Other funding (confirmed)	Operating Budget	MIG	Bulk Grant	Infra FMG	Other funding (confirmed)	Operating Budget	MIG	Bulk Grant	Infra FMG	Other funding (confirmed)	Operating Budget		
1	Renewable resource	Rehabilitation of degraded areas and encouragement of behavioural changes in terms of renewable resource use within communities in the district.								462 000					0				0
2	Capacity building and awareness on environmental issues	To increase environmental awareness within the communities of ADM.								200 000					200 000				200 000
3	Implementation of the Environmental Management Strategy	Implement projects within the Environmental Management Strategy								100 000					100 000				100 000
	TOTAL									762 000					300 000				300 000

3.4 Social Needs Cluster

3.4.1 Social Needs Cluster: Municipal Health Services: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
MUNICIPAL HEALTH SERVICES	To enhance the integration of Municipal Health Services in the District	Implement the MHS integration plan	Integrated MHS	Quarterly Reports	50%	75%	100%	-	Director : Health and Protection Services
		Implement training programs for the monitoring of water sources	No. of water quality training programs conducted	Quarterly Report	0	2	1	1	Director : Health and Protection Services
		Effective coordination of the Water Safety and Quality Monitoring Committee	Number of ADM Water Safety and Quality Monitoring Committee Sessions conducted.	Quarterly Report	4 sessions	4 sessions	4 sessions	4 sessions	Director : Health and Protection Services
		Capacitate and enhance skills of staff in Air Quality Management [AQM] in collaboration with DEAT	No. of Air Quality Management training programs conducted	Annual Report	1	1	1	1	Director : Health and Protection Services
		Implement Air Quality Management and Pollution prevention programs as per GN 01138 of 2007 [National Framework]	No. of programs implemented.	Annual Report	0	1	1	1	Director : Health and Protection Services
		Training of relevant official as Air Emissions and Licensing Officers	% of Officials qualified in Air Emissions and Licensing.	Bi-Annual report	0	50% of staff trained	100% of relevant staff trained		Director : Health and Protection Services
		Coordinate Epidemic Preparedness and communicable disease surveillance, response & Management in the ADM area.	% of officials trained in communicable disease surveillance	Bi-Annual Report	50% of staff to be trained	100% of staff to be trained	Train new staff	Train new staff	Director : Health and Protection Services
			No. of epidemic Preparedness, response & Management teams established at Local Municipalities	Quarterly progress reports	0	3	3	1	Director : Health and Protection Services
			Capacitate food handlers to ensure compliance with legislation [R918]	% of capacitated food handlers complying with legislation	Quarterly reports	?	100%	100%	100%

To enhance the integration of Municipal Health Services in the District	Assess and monitor existing regional waste disposal sites for compliance.	No. of waste disposal sites assessed and monitored for compliance	Quarterly Report	2	4	4	5	Director : Health and Protection Services
	Develop a Health Care Waste Management Plan	Health Care Waste Management Plan in place	Quarterly progress Report	0	1 Plan completed	Maintain	Maintain	Director : Health and Protection Services

3.4.2 Social Needs Cluster: Disaster Management: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
DISASTER RISK MANAGEMENT	Contribute to Disaster Risk Reduction	Coordinate the development of integrated disaster risk management plans for local Municipalities	No. of Disaster Risk Management Plans developed for LM's for identified risks	Quarterly report	4	3	Review and update	Review and update	Director: Health & Protection
		Co-ordinate and facilitate response, relief and rehabilitation efforts	% of incidents reported and responded to.	Quarterly reports	50%	70%	80%	90%	Director Health & Protection
	To provide institutional capacity to perform the Disaster Risk function	Establish and construct a district disaster management centre to meet the requirements of Section 43 of the Disaster Management Act, 57 of 2002	% Progress on the construction of the district disaster management centre	Quarterly report	0	40% towards completion	100% complete.	N/A	Director Health & Protection
		Build Capacity and create awareness in Disaster Management	No. of awareness campaigns and capacity building programs conducted	Quarterly report	10	12	14	16	Director Health & Protection

3.4.3 Social Needs Cluster: Primary Health Care: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 19/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
PRIMARY HEALTH CARE	To strengthen good governance and accountability in Primary Health Care	To improve the involvement of communities in health service delivery	No. of health committee sessions held	Quarterly reports	3	12	15	6	Director Health & Protection
		Coordinate health care activities in the district	No. of district health consultative sessions held.	Quarterly reports	4	4	4	4	Director Health & Protection

3.4.4 Social Needs Cluster: HIV and AIDS: Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 09/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
HIV AND AIDS	Contribute towards improvement of outcomes of HIV and AIDS interventions	Contribute to multi-stakeholder HIV and AIDS interventions	No. of HIV & AIDS publications per year	Bi-annual reports	2	2	2	2	Director Health & Protection
			No. of HIV & AIDS district awareness events held	Quarterly reports	4	6	9	12	Director Health & Protection
			No. of HIV and AIDS stakeholder programs implemented	Quarterly reports	1	2	2	2	Director Health & Protection
			No. of post test clubs established and supported	Quarterly reports	4	6	8	10	Director Health & Protection

3.4.5 Social Needs Cluster: Fire Services : Objectives and Strategies

PRIORITY AREA	OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	TARGET: 10/11	TARGET: 11/12	ACCOUNTABLE OFFICIAL
FIRE SERVICES	Enhance provision and standardization of fire services within the district	Conduct fire awareness campaigns and inspections	No. of awareness campaigns and inspections conducted	Quarterly reports	60	80	100	120	Director Health & Protection
		Build capacity of staff and volunteers through training programmes	No. of training programmes conducted	Quarterly reports	32	40	60	40	Director Health & Protection
		Sustain and update data base of Fire statistics	Fire statistics collected and analyzed	Quarterly reports	Data base in placed	4 reports	4 reports	4 reports	Director Health & Protection

3.4.6 Social Needs Cluster: Projects/ Programmes: 2009/2010

	PROJECT TITLE	PROJECT DESCRIPTION	2009/2010					To be considered for funding - Not funded	2010/2011					2011/2012					
			Indirect Grant Allocations	Bulk Infrastructure Grant	MIG	Other funding (confirmed)	Operating Budget		Indirect Grant Allocation	Bulk Infrastructure Grant	MIG	Other funding (confirmed)	New Priority Projects	Operating Budget	Indirect Grant Allocations	Bulk Infrastructure Grant	MIG	Other funding (confirmed)	New Priority Projects
1	Establish a District Disaster Management Centre PROJECT	Build a District Disaster Management Centre to meet the requirement of the Act and the National Standards for a District Centre at Whelan Workshop premises					R2mil												
2	Emergency Provisions for Disaster Management PROGRAM	Co-ordinate and facilitate response, relief and rehabilitation efforts	DPLG R440,000.00				R1,2mil.												
3	Build capacity and create awareness in Disaster Risk Management PROGRAM	Facilitate ISDR school awareness program, awareness campaigns and capacity building of communities and stakeholders in disaster risk management.	DPLG R520,000.00																
4	Provide Infrastructure for Fire Services PROJECT	Identify and revamp premises in Idutywa to accommodate fire and emergency services	DPLG R800,000.00																
5	Establish satellite Fire Stations at Chinsla, Kei Mouth.[R1,2m each] PROJECT	Build Satellite fire stations at locations that will enable response to the 4 areas for which ADM is responsible within the minimum required time of 30 minutes.																	
6	Fire Fighting Training and capacity building of volunteers, communities and staff PROGRAM	Training and capacity building of volunteers, communities and staff to ensure better coverage of the area with fire fighting skills and awareness.	DPLG R400,000.00																
	Post Test Clubs [HIV and AIDS PROGRAM	Establish and maintain Post Test Clubs for infected and affected by HIV and AIDS					R50,000.00												
	HIV and AIDS PROGRAM	Publish a bi-annual HIV and Aids Newsletter					R140,000.00												
	District AIDS Council	Coordination of HIV and AIDS initiatives in the district					R80,000.00												
	Support Community Safety Initiatives PROGRAM	Support Community Safety initiatives and capacity building identified by communities and stakeholders					R140,000.00												

3.4.7 List of Unfunded Projects for Health and Protection Services

UNFUNDED PROJECTS FOR HEALTH AND PROTECTION SERVICES	
Project Description	Funding Required
Provided families affected by events of a disastrous nature with relief materials.	R 1 million
International Strategy for Disaster Risk Reduction {ISDR} to take disaster risk management to schools who then compete against each other to assess the educators and learners understanding of disaster management	R400 000
Disaster risk management workshops and community awareness campaigns	R70 000
Build a fire station at Butterworth	R3.5 million
Provide a multi- purpose fire services vehicle for incidents along the N2 corridor from Great Kei to Mbashe	R3.5 million
Build Satellite fire stations at locations that will enable response to the 4 areas for which ADM is responsible within the minimum required time of 30 minutes.	R3.2 million
Build and equip an accredited Fire Services Training Centre to generate revenue and meet identified training needs of the fire services discipline in South Africa.	R4.5 million
Offer training and basic equipment to community volunteers so as to increase the area of coverage for fires in the district. Train staff in fire fighting to build capacity in the ADM fire services.	R400 000
To roll out the Total Control of the Epidemic [TCE] program in the district, which includes home visits, training and utilization of volunteers and nutrition.	R3 million
Facilitate HIV and AIDS and Health awareness events in the district.	R300 000
Air Emissions and Licensing Capacity Training	R300 000
Procure a Multi – Purpose fire and rescue vehicle	R3.2million
Establish and maintain Post test Clubs	R100 000
Procure Mobile Clinic vehicles and supervisory vehicles to enable the PHC services to reach communities	R3.7 million
Publish HIV and AIDS magazine bi-annually	R140 000

SECTION D: SECTOR PLANS

4.0 Introduction

An analysis was conducted in respect of various sector plans developed for the district. Some of these sector plans were found to be still relevant. Others required a review whilst new ones were developed.

4.1 List of Adopted Sector Plans

- Land Reform and Settlement Plan
- Housing Strategy
- Integrated Transport Plan
- Integrated Waste Management Plan
- Integrated Environment Plan
- Amathole Regional Economic Development Strategy
- Integrated Agricultural Plan
- Disaster Management Plan
- Water Services Development Plan
- Community Safety Plan
- Communicable Diseases Programme
- District Spatial Development Framework
- Tourism Master Plan
- Heritage Resources Management Strategy
- Film Development Strategy

4.2 List of New and Reviewed Sector Plans

- District Fire Prevention Strategy
- Water Services Development Plan
- Integrated Solid Waste Management Plan
- Integrated Transport Plan
- SMME Strategy
- Housing Strategy
- Disaster Management Plan
- Community Safety Plan
- Communicable diseases strategy
- Donor Management Strategy
- Employment Equity Plan

NB: All these sector plans are accessible at ADM and can be made available on request

4.3 STATUS OF SECTOR PLANS

DEPARTMENT	FOCUS	STATUS		KEY ISSUES
		Adoption YEAR	Review YEAR	
ENGINEERING SERVICES	WATER SERVICES DEVELOPMENT PLAN	2006/07	2007/08	<ul style="list-style-type: none"> • An estimated 31% of the population still need access to basic water supply service; • Estimated 90% of the population need access to a basic sanitation service; • An estimated 10 000 sanitation buckets still need to be eradicated; • A growing demand for housing and higher levels of services in specifically, urban areas; • Urgent need for upgrading of existing infrastructure in urban areas to meet increased development pressures; • Real threat of pollution of “receiving” rivers due to capacity of existing infrastructure in urban areas; • Limited access to raw water supply limiting development; • Inadequate/inappropriate operation and maintenance of existing infrastructure; • Housing demands exceed the rate of bulk infrastructure provision/upgrading; • Assessment, verification and transfer of DWAF owned water infrastructure to ADM to be finalized.
„	INTEGRATED WASTE MANAGEMENT PLAN	2003/04	2006/07 2008/09	<ul style="list-style-type: none"> • Public and Environmental Health • Waste Minimisation and Education • Integrated Waste Management Planning • Capacity issues

				<ul style="list-style-type: none"> • Institutional and Organisational Issues
„	INTEGRATED TRANSPORT PLAN	2003/04	2006/07 2008/09	<ul style="list-style-type: none"> • Poor Roads Conditions • Hitch-hiking • Law enforcement • Public Transport Facilities upgrade • Non- motorized transport facilities • Rail transport resuscitation
„	LAND REFORM & SETTLEMENT PLAN	2003/04	2006/07 2008/09	<ul style="list-style-type: none"> • General acceptance of the spatial planning framework; • Pace of land reform within the municipal area still lags behind; • Land reform initiatives largely remain geographically focused; • Land Redistribution Planning Needs; • Implementation capacity is viewed as a serious challenge in land reform; • Breakdown of Land Administration Systems; • Tenure insecurity remains prevalent; • Weak integration of existing land reform initiatives into the process of developing livelihoods; • Clear and workable institutional framework for the delivery of land reform
„	SPATIAL DEVELOPMENT FRAMEWORK	2003/04	2006/07 2008/09	<ul style="list-style-type: none"> • Hierarchy of Settlements classification of the hierarchy of settlements, providing guidelines being: <ul style="list-style-type: none"> ➤ Primary Urban Node: where most urban-economic opportunities are situated. It represents the greatest formal economic opportunity within the District and as such, investment should be prioritized accordingly. ➤ Administrative Node: they serve as the seat of the Provincial Government. ➤ Secondary Urban Node: have been identified as nodes with growth potential the District.

				<ul style="list-style-type: none"> ➤ Urban Service Centres: have been identified as providing a higher order level of service to their surrounding hinterland areas. It has been recognized that these exhibit trends of population influx and as a result, require investment to accommodate these pressures. ➤ Special Development Areas: These have been identified through various sectoral inputs and are areas where ADM and/or local municipalities would prioritise funding for spatial and development planning and; <p>Associated implementation activities being :</p> <ul style="list-style-type: none"> • Land Reform and Settlement Zones <p>These were identified in the LR&SP and are proposed areas of priority for land reform, spatial planning and livelihoods planning initiatives:</p> <p>Linkages to LED- and Environmental Management Strategy; Preliminary proposals regarding Mthatha – East London Rail Link Upgrade have been included.</p> <ul style="list-style-type: none"> • Tourism Development Zones <p>These were identified based on proposals included in the LED Strategy.</p> <p>Mpofu-Katberg Area; Doubledrift Game Reserve; Wild Coast Meander Trail;</p> <ul style="list-style-type: none"> • Transport Routes <ul style="list-style-type: none"> ✓ These are rail and road routes identified in terms of the Transport Strategy. ✓ Roads requiring upgrading have been identified; Proposed new roads
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				<p>have been identified</p> <ul style="list-style-type: none"> • Cross-Boundary Infrastructure/Facilities <ul style="list-style-type: none"> ✓ These were identified in terms of the Integrated Waste Management Plan ✓ Communal Existing waste disposal sites; Small, medium and large existing waste disposal sites; <p>Existing/proposed regional waste disposal sites</p> <ul style="list-style-type: none"> • General Areas of Need <ul style="list-style-type: none"> ✓ These have been identified as broad areas where special circumstances of need prevail ✓ Former Transkei and Ciskei where issues related to land administration, land use management, tenure reform and livelihoods support and development need to be prioritized <ul style="list-style-type: none"> • Environmental Informants/Conservation <ul style="list-style-type: none"> ✓ These were spatially defined in terms of the Amathole District State of the Environment Report and/or the Sub-Tropical Thicket Ecosystem Planning (STEP) Programme ✓ Categories identified are: <p>Vulnerable, Critically endangered, conservancy network, ecological process areas and protected areas</p>
„	HOUSING STRATEGY	2006/07	2008/9	<ul style="list-style-type: none"> • Household sizes are decreasing by approximately 27% and this should be brought into consideration in all forward planning exercises;

				<ul style="list-style-type: none"> • No quantitative data on the impact of HIV/Aids & therefore Housing Needs should be scientifically determined by means of a comprehensive needs analysis, being inter alia: <ul style="list-style-type: none"> ○ Changes in households size; ○ Age and gender distribution; ○ Impact of HIV and Aids; ○ Economic mainstreaming of potential beneficiaries; ○ Completed and/or approved housing projects; and ○ Migration patterns, etc. • The infrastructure related needs, in relation to an integrated, sustainable human settlement; • Existing water and sanitation needs as per the WSDP be evaluated against the existing housing needs; • Alignment of new housing related bulk and connector infrastructure be ensured with existing and proposed bulk and connector infrastructure provisioning; • Several new policy directives have emerged since the last ADM Housing Strategy Review of which Breaking New Ground and more particularly Community Driven Housing Initiatives; • Certain National Policy imperatives in terms of the National Strategic Thrusts and Strategic Objectives need to be incorporated in the ADM
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				<p>Strategy Review currently undertaken.</p> <ul style="list-style-type: none"> • No new housing projects were approved within the ADM area • Houses completed and under construction, indicates a relatively slow rate of delivery • The extent of houses to be included as part of the Rectification Programme should be quantified as soon as possible,
HEALTH & PROTECTION SERVICES	COMMUNICABLE DISEASE STRATEGY	2003/04	2008/09	<ul style="list-style-type: none"> ♦ The development of an integrated response that will reduce impact of communicable diseases <p>Re-viewal of the Communicable Diseases Strategy is to focus on the following priority areas:</p> <ul style="list-style-type: none"> ✓ Drinking Water Quality and Proper Sanitation ✓ Waste Management ✓ Environmental Pollution ✓ Surveillance of premises ✓ Food Safety/Control ✓ Proper disposal of the Dead <p>The Situational Analysis revealed the following:</p> <p><u>1) Water Quality Monitoring</u></p> <ul style="list-style-type: none"> - Drinking water testing not adequately implemented, due to the slow Devolution Process, Fragmentation of Services and lack of coordination among the different implementing authorities. <p><u>2) Waste Management.</u></p> <ul style="list-style-type: none"> ♦ Unlicensed disposal sites, ♦ Inadequate Management of waste disposal sites-

				<ul style="list-style-type: none"> - <i>waste segregation not done</i> - <i>No reclaiming and recycling procedure in place</i> ◆ No controlled access at sites. <p><u>3) Sanitation</u></p> <ul style="list-style-type: none"> - Sewerage Treatment Plants not managed adequately. - Ageing infrastructure and occasional power outages, therefore require more regular testing of the final effluent. <p><u>4) Food</u></p> <ul style="list-style-type: none"> - Food Safety Programme not adequately implemented due to the slow Devolution Process, Fragmentation of Services and lack of coordination among the different implementing authorities. - Erratic sampling done due to a number administrative challenges: <ol style="list-style-type: none"> 1. Staff shortages <p><u>TB</u></p> <ul style="list-style-type: none"> - TB is still the major health Challenge in the District with 100 000 people on treatment.(JAN-DEC 2008) ◆ 5000 Started treatment in December 2008 ◆ 8000 HIV positive people tested for TB <p><u>HIV SNAP SHOT</u></p> <ul style="list-style-type: none"> ◆ 81 000 tested at clinics in ADM including BCM ◆ A total of 17 000 people tested positive in 2008. <p><u>Swine Fever</u></p> <p>No longer considered a threat no cases reported within last year(Reporting Period)- Dept Agriculture</p> <p><u>Rabies</u></p> <p>About 2 isolated incidences that were managed by Dept Agriculture-</p>
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				<p>(Vaccination programmed in place)</p> <p><u>Bird Flu</u></p> <p>Control Guidelines- to be included in report(2010 readiness)</p> <p><u>Diarrhea</u></p> <p>Stats- 08</p> <ul style="list-style-type: none"> ◆ Total of 16153 admitted for Treatment. <p>The following interventions need to be put in place:</p> <ul style="list-style-type: none"> ➤ Develop a School Health Promotion Programme ➤ Conduct serological survey to determine level of HIV infection in TB clients. ➤ Conduct training of Community Health Workers and Traditional Healers on DOTS strategy. ➤ Develop a downward referral programme for MDR treatment ➤ Conduct awareness campaigns and health education to communities on communicable diseases including ARVs. ➤ Training of staff on management of patients on ARV. ➤ Develop a plan for the District Aids Council ➤ Develop and implement an effective food handler’s education programme. ➤ Conduct communication strategy on water services provision ➤ Workshop EHP’s on Solar Water Disinfections. ➤ Develop and implement a Disease Surveillance plan.
„	COMMUNITY SAFETY PLAN	2003/04	2008/09	<p>To review the Community Safety Plan in order to be aligned with new legislation and other supporting Council strategies. Analyze the crime statistics with a view to develop programs that address social crime in the ADM.</p> <p>The reviewed Community Safety Plan includes:</p>

				<ul style="list-style-type: none"> • Demographic and socio economic overview • Legislative and Policy Framework • Crime and Safety Legislation <ol style="list-style-type: none"> 1. South African Police Services Act , Act 68 of 1995 as amended 2. National Prosecuting Authority Act, Act 32 of 1998 3. National Crime Prevention Strategy 1996 4. White Paper on Local Government 5. The White Paper on Safety and Security 6. Provincial Growth and Development Strategy, 2004-2015 7. The Provincial Crime Prevention Strategy 2005 • Statistical Crime Profile of the Amathole District • Comparative analysis of the various crime categories per municipality • Situational analysis : <ol style="list-style-type: none"> 1. Research Methodology 2. Findings and comparative analysis 3. Crime and Causal Factors 4. Environmental profile 5. Victim and offender profiles 6. Intervention programs and initiatives 7. Partnerships and collaboration • Strategic Development and planning <ol style="list-style-type: none"> 1. Strategic overview 2. Goals, objectives, strategies and projects 3. Project overview 4. Implementation plan • The implementation plan for programs focuses on the following 5 key priority areas. <ol style="list-style-type: none"> 1 Control and prevent crime through proactive planning and effective regulation of activities 2 Facilitation and coordination of a multi-sectoral , collaborative approach to crime prevention 3 Empowerment of r communities to take responsibility for
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				<p>communal and personal safety and enforce their rights</p> <p>4 Creation of a physical environment that deters criminality and facilitate effective crime control</p> <p>5 Creation of a socio economic environment that deters criminality through social crime prevention.</p>
STRATEGIC PLANNING	AMATHOLE REGIONAL ECONOMIC DEVELOPMENT STRATEGY	2007/08		<ul style="list-style-type: none"> • To re-align the efforts of the non-government entities active in LED into a shared direction of the LED drive; • To facilitate an improvement of the range of employment as well as labour-force and income growth; • To strengthen local government in order to mobilize and unlock the latent, but important, leadership component in the LED process; • Provide adequate and appropriate development support in order to address, not only economic concerns, but also the allied social considerations such as: reducing poverty and unemployment, generate income equity, environmental enhancement and improve overall “quality of life”; • Promotion of sustainable economic development in parallel with the maximization of the comparative advantages of the local area. <p>The following “building blocks” or “strategic thrusts” have been identified, on which the “new economy” of the Amathole District will be based:</p> <ul style="list-style-type: none"> • SMME development and support; • Institutional demarcation, re-alignment and capacity building; • Emerging agricultural development; • Tourism development; • Human resource development; and • Business development.
STRATEGIC MANAGEMENT	INTEGRATED ENVIRONMENTAL PLAN	2004/2005	2008/09	<p>Biodiversity</p> <ul style="list-style-type: none"> • 15.9% of ADM comprises of conserved areas • Up to 57% of ADM’s vegetation types have been transformed

				<ul style="list-style-type: none"> • 51 000 hectares of indigenous forest in ADM – representing 2% of the total area of ADM • Approximately 71% of ADM is under herbland, grassland, shrubland/fynbos and thicket and bushland • Sand mining along the coast is a concern • Key threats or pressures are overgrazing or agriculture, forestry, bush clearing and invasive alien species <p>Freshwater system</p> <ul style="list-style-type: none"> • Four drainage areas in ADM(Great Fish, Keiskamma, Great Kei and Mbashe catchments) • About 17 alien fish species • Endangered fish species are present • Water supply schemes are fairly well developed in the central and western parts of ADM, with inadequate water service provision for the Eastern parts of ADM • Main threats or pressures on ADM freshwater system include sediment loading from irrigation systems and various pollution sources linked to urbanization, industrialization, poor sanitation and poor management practices (e.g. waste sites) <p>Air quality</p> <ul style="list-style-type: none"> • Atmosphere and climate issues in the district are not a major concern • Average Max temperatures range from 21 to 29 degrees Celsius • Average Min temperatures range from 6 to 13 degrees Celsius • Pressures being road traffic pollution, industrial and urban air pollution
STRATEGIC MANAGEMENT	AGRICULTURAL DEVELOPMENT PLAN	2005\06		<ul style="list-style-type: none"> • Revitalization and establishment of irrigation schemes • Creation of employment opportunities and poverty alleviation; • Livestock development • Provision of agricultural machinery for crop production to meet food security needs of the poor communities; • Citrus development in terms of farm infrastructure

STRATEGIC MANAGEMENT	TOURISM MASTER PLAN	2007/08		<ul style="list-style-type: none"> • Development of aggressive marketing programmes to market the district. • Strengthening of the existing information distribution points. • Tourism product development and packaging. • Development of infrastructure for crafting businesses. • Tourism capacity, awareness and tourism planning principles in local municipalities. • Co-ordination between ADM tourism stakeholders through District Tourism Organization. • Increase visitors, their spend and the length of their stay within our district. • Provision of support to tourism and sport events that are taking place within the district.
STRATEGIC MANAGEMENT	FILM STRATEGY	2007/2008		<ul style="list-style-type: none"> • Branding and marketing the Amathole film sector and promote the ADM film and video industry, locally, nationally and internationally. • Capacity building programmes for film makers within the district. • Limited funding to support the operations of the film resource centre. • Access to finance • Educational tours to national and international established film offices. • Creation of partnership programme with the City of Glasgow to include film development • Promotion of the work that is done by the film makers within the district.

STRATEGIC MANAGEMENT	CO-OPERATIVE STRATEGY	Currently being developed		
STRATEGIC MANAGEMENT	HERITAGE RESOURCE MANAGEMENT STRATEGY	2007	Currently being reviewed	<ul style="list-style-type: none"> • Comprehensive heritage conservation; • Promotion and protection of different heritage resources; and • Regularization of heritage resources management through development of legal instruments to safeguard heritage resources in the district.
BUDGET TREASURY OFFICE	Donor Management Strategy	Currently being developed		
CORPORATE SERVICES	Employment Equity Plan	Currently being developed		

SECTION E: FINANCIAL PLAN

5.0 Financial Strategies

Council's overall Financial Strategy is broken into the following segments to allow for a clearer understanding of the overall task.

- 1) Revenue enhancement and maximisation Strategies
- 2) Asset Management strategies
- 3) Financial Management Strategies
- 4) Capital Financing Strategies
- 5) Operational Financing Strategies
- 6) Strategies to Enhance Cost-effectiveness
- 7) Free Basic Services and indigent Support

These segments are intended to provide operational guidance to staff to assist them in achieving identified objectives and goals. The strategy conforms to Councils financial policies in place and recognises the requirements of current and future legislation.

The multiyear budget process being implemented currently has changed Councils financial focus. Instead of only reflecting on what Council is to receive in revenue in a year and how much Council intends procuring in a year, the focus has changed in that Council requires a total financial plan over a 3yr period. In order for Council to achieve this Council must align all its financial policies and plans into a single document.

Council also has further challenges during the course of this year, which includes the registration of the indigent and the application of the free basic services policies.

The Financial Strategy has been formulated to ensure that the Amathole District Municipality maximises on opportunities that would enhance Councils financial strength especially considering the cost-shift environment that has been created with the implementation of assigned powers and functions.

5.1 REVENUE ENHANCEMENT AND MAXIMISING STRATEGIES

The purpose of this strategy is to ensure that all possible avenues are explored to maximise the receipt of any monies available to Council by way of intergovernmental transfers and Grants or Donations, including expanding the billing database and controlling completeness thereof to ensure that monies owed to the municipality are duly collected.

This strategy has been instrumental in the development of the campaign "Water is Life", which is aimed at verifying the accuracy of the commercial data base used as a base to resource the district in the provision of water and sanitation services, which will culminate in the verification of ownership, occupancy, level of service and indebtedness of some 46 000 registered stands, with a combined debt book value of R 223 million; concurrently providing significant impetus in various concomitant policy frameworks

5.1.1 ALTERNATE FUNDING

Amathole District Municipality [ADM] has been assigned authority status for water and health services. Various functions are also being assigned to the Municipality by the MEC for Local Government, Housing and Traditional Affairs. This poses some acute institutional challenges for ADM.

An institutional study was commissioned during the financial year ended 30 June 2007, aimed at assessing the financial backlog associated with the new powers and functions, encompassing the core mandate of the District, being water and sanitation, for purposes of quantifying the direct investment

needed to fund national targets, and the associated impact on operating activities, signifying the importance of alternate funding as part of the core service delivery challenges.

5.1.2 SUBSIDIES AND GRANTS

In order for ADM to obtain maximum benefit from external monies available, a policy laying out the relevant procedures has been put in place with the Strategic Manager's Office to ensure that all grants, donations and subsidies are investigated, applied for and received at the appropriate times. The policy will ensure that Council receives maximum benefit from external funding available.

5.1.3 ADMINISTRATION FEE POLICY

The Administration Fee Policy has been updated to address the needs of Council with regards to administration of contracts on behalf of third parties.

5.1.4 LEVIES POLICY

Effective 1 July 2006 the ADM has been actively pursuing a close-out strategy, aimed at decommissioning the entire administrative processes associated with levies, effective 1 July 2007 all remaining functionally associated with declared debtors, will be pursued and managed in accordance with the debt collection and credit control policy framework.

This is pursuant of the ministerial authorisation, and subsequent regulation, regulating and basis under which levies may be recovered, with significant limitations imposed.

5.1.5 CREDIT CONTROL AND DEBT COLLECTION POLICY

The Policy sets out to control and manage the recovery of outstanding debt due to Council. This policy is in place and is subject to regular updates.

The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management.

5.1.6 TARIFF POLICY

Council includes as part of its package, "Consolidated Financial Policy", guidelines on what should be considered when pricing services and guiding principles for the compilation of water and sanitation tariffs.

5.2 ASSET MANAGEMENT STRATEGIES

The purpose of the strategy is to optimise the use of all assets under the control of Amathole District Municipality.

5.2.1 ASSET MANAGEMENT POLICY

This policy was deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The policy is in place and is subject to regular review.

The prime objectives of the policy are to ensure that the assets of ADM are properly managed and accounted for by:

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict control over all assets
- Providing correct and meaningful management information
- Compliance with Council's Insurance Policy and Payment Procedure

- Effecting adequate insurance of all assets
- Maintenance of Council's Assets
-

5.2.2 ASSET MOVEMENT SYSTEM

At the same time as commissioning a new Asset Register, an asset tracking system using bar-coded discs and scanners was put in place. With the completion of the Asset Register, the asset tracking system is fully operational.

The system will allow for regular audits of all assets to be completed in a shorter time frame and therefore allowing for more regular updates of the register.

5.3 FINANCIAL MANAGEMENT STRATEGIES

The purpose of this strategy is to ensure that the Financial Systems in place at Amathole District Municipality are of such quality to allow for the generation of accurate and timely reporting at all times.

5.3.1 BUDGET AND FINANCE REFORM

A considerable amount of time and effort has been expended on ensuring that Amathole District Municipality has the capacity to deliver the finance and budget reporting requirements as prescribed by National Treasury.

Amathole District Municipality is one of the pilot sites for the Budget and Finance Reform process sponsored by National Treasury. Due to this status, money has been channelled from National Treasury to Council.

The process is being overseen by a Budget and Finance Reform steering committee and significant progress has been made in some areas. Specific tasks being performed are:

- Employment of interns and short term contract workers
- Reconciliation of assets
- Training
- Centralisation of water service financial administration

5.3.2 LOCAL MUNICIPALITY SUPPORT

It is a requirement of the Local Government Municipal Structures Act 1998 that the District Municipality should build the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.

In order to ensure that Council meets its obligations, Council embarks on a two-tiered support program:

- Sharing of information and experiences.
A District Finance Forum meets once a quarter to discuss common areas of concern and to make available an information-sharing platform for all to gain insight into the requirements of the finance directorates within Councils district. The forum consists of both the politicians responsible for finance and Chief Financial Officers.
- Direct support.
A municipal support unit has been established in the Strategic Manager's Office to provide proficiency in the areas of HR, Finance, Administration, Engineering and IDP/PMS.

5.3.3 **POLICY FOR ACCESSING DONOR FUNDS**

Due to the large number of projects that are being requested from the community, a policy has been developed and implemented which creates a framework for accessing funds both locally and internationally.

The policy outlines the type of donors available and the conditions related to the donations. All procedures and special conditions attributable the different donors will be catalogued in the policy to ensure the smoothest approach to these donors when the occasion arises.

This policy implementation lies with the Strategic Manager's Office as an extension of the Subsidies and Grants Policy.

5.4 **OPERATIONAL FINANCING STRATEGIES**

The purpose of this strategy is to assess the viability of any association or alliance or partnership that may arise from time to time.

Amathole District Municipality has been assigned various functions and authorities by the MEC for Local Government, Housing and Traditional Affairs or Structures Act of which the Water Service and Municipal Health have already been awarded. Council are at present looking for support from service providers, in the related areas of staffing, resource allocation, finance and assets and liabilities, to assess all the implications of the other opportunities available to ADM.

5.4.1 **WATER SERVICE AUTHORITY**

The ADM assessed the water service provision element using the Systems Act, section 78. Based on recommendations made, Council agreed to provide water using the internal mechanisms. The financial services were ring-fenced and centralised together with the billing systems to support the function.

This forms part of Council's strategy to sustain the water service. Council will explore other options of service provision once it is confident with the level of service it is providing.

By centralising the service and under the umbrella of sustainability, Council has become responsible for the implementation of the various policies attached to the service [tariff policy, credit control policy, free basic services, etc] and for the direct sustainability for the infrastructure. To support the last point Council during the budget process as set aside a 38% growth in maintenance for the networks and has further provided for asset refurbishment which is viewed as being prudent.

The water service consists of in excess of R3 billion worth of assets transferred from Local Municipalities and from the Department of water affairs. The assets were not maintained and the majority of the schemes are not able to generate sufficient resources to ensure self generated maintenance.

This places significant pressure on grant funding, for example equitable share.

The centralisation of the water service financial and billing systems have allowed Council to provide for scheme based costing and contribute to uniformity of tariffs. Tariffs are currently uniform per Local Municipality. Council will further evaluate uniformity of tariffs across the district during the facilitation and compilation of the 08/09 financial year operating budget.

5.5 **STRATEGIES TO ENHANCE COST-EFFECTIVENESS**

The purpose of this strategy is to ensure that Amathole District Municipality employs the most cost effective operating practices.

Importantly, this strategy is driven on the principles enshrined within the Costing policy as contained within the "Consolidated Financial Policy framework".

The ADM has in accordance with the 2007/2008 financial year placed heavy reliance on the strategy to introduce scheme based costing, clearly isolating cost drivers and identifying risk areas informing strategic objectives of ADM.

5.5.1 BENCHMARKING AND PERFORMANCE INDICATORS

A set of performance indicators will be developed and implemented to test the effectiveness and efficiency of the Municipality. Benchmarking these against similar organisations will allow for regular internal assessment and upgrading.

5.5.2 TRAINING AND DEVELOPMENT OF STAFF

Training sessions and courses are continually being planned to ensure that all, financial as well as non-financial, senior staff and councillors will be in a better position to evaluate the financial position of the Municipality. The Council also has an approved skills development plan, which is being implemented and is used to guide training of both Councillors and Officials.

5.5.3 COST-EFFECTIVENESS

All departments of the Amathole District Municipality are challenged continually with identifying the most cost effective means of operating by employing the methods commonly associated with BOP (Best Operating Practices).

5.5.4 POST RETIREMENT BENEFITS

There is reason to be concerned about the possibility of an undisclosed liability that Council may be facing with regard to post retirement benefits due to staff.

An actuary will be appointed, to evaluate the full extent of Councils liability in this regard. Funding for such an exercise would be made available from the Finance and Budget Reform Grant.

Importantly, staff transferred from erstwhile Water Service Authorities and employees to be transferred from the Department of Water Affairs and Forestry are to be included in this analysis to be undertaken.

5.6 FREE BASIC SERVICES

5.6.1 The indigence support policy:

The basic principles of this policy are captured by indicating that the policy is to ensure that poor households are not denied their constitutional right of access to services, the Water Services Authority is required to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction.

The indigent support policy should complement and be an integral part of the WSA's tariff policy that is developed and implemented in a transparent manner to ensure the sustainability of local public services to all of its citizens at an affordable cost.

The indigent policy is intended to provide poor households ongoing access to a specified level of service. The subsidies contained in the policy should not compromise the quality or efficiency of service delivery.

5.6.2 Free Basic Water and Sanitation Services

- i) While national government has strongly promoted a "free basic services" initiative, with a view to alleviating poverty, it is local government that is constitutionally mandated to deliver water services. A free basic services policy must therefore be implemented at the level of local government where decision making in this regard rests. In terms of the Constitution of the Republic of South Africa, Act 108 of 1996, national and provincial government, by legislative and other

measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and manage their functions (Section 154(1)).

- ii) The Free Basic Services policy is not a new concept to the water sector in South Africa. In terms of the Water Services Act, Act 108 of 1997, provision was made for those people who cannot afford to pay for a basic water supply. This policy, which clearly targets the poor, is built on that legal provision. Nevertheless, it was evident that, though the provision in the Water Services Act existed, many poor people still did not have access to a basic supply of clean water because they could not afford to pay. The announcement of the implementation of free basic water as a policy prescription was made by President Mbeki during the 2000 calendar year for implementation with effect from 1 July 2001.

5.7 DETAILED INCOME

BUDGET FOR 2009/10

ANNEXURE A

COST CENTRE	DEPARTMENT	SUBTOTAL : SERVICES CHARGES	SUBTOTAL : RENT OF FACILITIES AND EQ	SUBTOTAL : INTEREST EARNED - EXT. IN	SUBTOTAL : GRANTS AND SUBSIDIES	SUBTOTAL : OTHER INCOME	TOTAL INCOME	(SURPLUS)/DEFICIT
*05 00	Council General	-	-	-	-3,699,462	-	-3,699,462	7,141,882
*05 05	Mayoral Committee	-	-	-	-2,585,665	-	-2,585,665	4,991,675
*05 10	Executive Support Services	-	-	-	-3,232,687	-	-3,232,687	6,240,763
*05 15	Speaker Support Services	-	-	-	-1,035,789	-	-1,035,789	1,999,610
*15 05	Municipal Manager	-	-	-13,000,000	-	-102,152,319	-115,152,319	-111,147,308
*15 20	Internal Audit	-	-	-	-1,639,095	-	-1,639,095	3,164,303
*15 25	Local Economic Development	-	-	-	-15,680,599	-	-15,680,599	-5,249,990
*15 30	Municipal Support Unit	-	-	-	-2,279,901	-	-2,279,901	4,401,392
*15 35	Strategic Management	-	-	-	-642,215	-	-642,215	1,239,808

*15 40	Project Allocation				-43,934,250		-43,934,250	-2,437,867
*15 45	Information Management Unit	-	-	-	-3,911,447	-	-3,911,447	7,551,123
*20 05	Administration	-	-	-	-5,507,389	-	-5,507,389	10,632,120
*20 15	Buildings	-	-96,049	-	-2,100,891	-	-2,196,939	4,055,809
*20 20	Calgary Museum & Conference Centre	-	-124,142	-	-210,305	-	-334,446	405,997
*20 35	Human Resources	-	-	-	-4,778,384	-	-4,778,384	9,224,762
*25 05	Budget & Treasury Office	-	-	-	-10,995,006	-	-10,995,006	21,226,067
*25 10	Budget Reform	-	-	-	-750,000	-	-750,000	0
*25 25	Supply Chain Management	-	-	-	-1,316,015	-	-1,316,015	2,540,593
*35 05	Engineering Services	-	-	-	-3,297,529	-	-3,297,529	-1,104,039
*35 09	Land & Housing	-	-	-	-	-6,072,875	-6,072,875	477,644
*35 10	Building & Services Planning	-	-	-	-	-	-	6,801,824
*35 11	Solid Waste Site	-	-	-	-2,510,559	-2,499,996	-5,010,555	-840,555
*35 55	Water Services Authority	-	-	-	-6,255,208	-	-6,255,208	-2,094,294
*35 65	Project Management Unit	-	-	-	-8,548,479	-	-8,548,479	-1,690,271
*40 05	Health & Protection Services	-	-	-	-5,839,446	-	-5,839,446	-1,955,093
*40 10	Disaster Management	-	-	-	-5,302,430	-	-5,302,430	-1,775,296
*40 30	Municipal Health Services	-	-	-	-20,015,953	-	-20,015,953	-8,949,511
*40 35	Fire Services	-926,800	-	-	-8,760,751	-	-9,687,551	2,361,380
*40 55	Municipal Health Services Amahlathi	-	-	-	-151,816	-	-151,816	927,945
*40 60	Municipal Health Services Buffalo City	-	-	-	-1,866,810	-	-1,866,810	11,410,496
*40 70	Municipal Health Services Nkonkobe	-	-	-	-174,621	-	-174,621	1,067,339
*40 75	Municipal Health Services Nxuba	-	-	-	-187,283	-	-187,283	1,144,727
*45 01	Shared Resources Water & Sanitation	-	-	-	-205,995,771	-	-205,995,771	-163,956,923
*45 05	Water Schemes	-49,415,376	-	-	-23,714,173	-7,119,066	-80,248,615	144,948,073

*45 55	DWAF Schemes	-	-	-	-12,402,000	-1,194	-12,403,194	-6,597,859
*45 51	Borehole Schemes	-	-	-	-4,615,543	-	-4,615,543	28,211,569
*45 60	Sanitation Schemes	-31,690,577	-	-	-3,925,307	-	-35,615,884	23,992,644
*45 77	Tanker Services	-	-	-	-234,029	-558,573	-792,602	1,430,455
*45 81	VIP Sanitation Schemes	-	-	-	-34,194	-	-34,194	209,006
*60 05	Primary Health Care	-	-	-	-15,696,204	-	-15,696,204	-
*NDPG	Neighbourhood Dev Partnership Grant				-4,000,000		-4,000,000	-
*MSIG	Municipal Systems Improvement Grant	-			-735,000	-	-735,000	-
*MIG	Municipal Infrastructure Grant	-			-237,998,000	-	-237,998,000	-
	TOTAL	-82,032,754	-220,190	-13,000,000	-676,560,205	-118,404,023	-890,217,171	-0

5.8 ADM'S THREE (3) YEAR
CAPITAL PLAN

Proj. Code	Project Name	2009/10 MIG	2009/10 DWAF	2010/11 MIG	2010/11 DWAF	2011/12 MIG
NEW	PMU Operating Budget	3,500,000	-	3,500,000	-	3,500,000
Sub Total for All		3,500,000	-	3,500,000	-	3,500,000
EC0268	Fish River Pumping Scheme	2,000,000	-	1,000,000	-	-
EC1069	Water Service Works Refurbishment	4,000,000	-	3,000,000	-	-
EC0477	Demand Management System	200,000	-	-	-	-
NEW	Wortel Drift Farm Settlement	600,000	-	800,000	-	1,200,000
EC1139	Bedford & Adelaide BEP- Phase 3 (Adelaide WWTW)	5,000,000	-	10,000,000	-	-
EC1329	Bedford & Adelaide BEP - Phase 4 (Bedford WWTW)	5,000,000	-	10,000,000	-	-
NEW	New Waste Water Treatment Works for Lingelethu	1,000,000	-	1,600,000	-	500,000
NEW	Adelaide 1.2 MI Reservoir & Water Tower	600,000	-	1,000,000	-	1,000,000
NEW	Foxwood Dam	-	-	-	-	3,000,000
Sub Total for Nxuba		18,400,000	-	27,400,000	-	5,700,000
New	Gaga -Tyume Valley Region Water Supply (Phase 6)	1,791,000	-	7,000,000	-	10,000,000
NEW	West Victoria East (Roxeni) Water Supply (Phase 3)	1,000,000	-	7,000,000	-	10,000,000

EC1395	Middel drift Bulk Water Supply Ward 12 : Phase 2	100,000	-	-	-	-
EC1435	Kolomane Bulk Water Supply Phase 2	1,225,000	-	65,000	-	-
New	Ekuphumleni & 9 Villages Water Supply (Phase 3)	1,000,000	-	4,000,000	-	2,000,000
NEW	Demand Management System	500,000	-	3,000,000	-	-
EC0332	Water Service Reticulation Refurbishment	1,500,000	-	1,000,000	-	-
NEW	Seymor Water Treatment works	-	-	3,000,000	-	1,000,000
EC0694	Lushington Sanitation Extension	1,000,000	-	-	-	-
NEW	Upgrade Alice Waste Water Treatment Works	200,000	-	1,000,000	-	10,000,000
NEW	Upgrade Bulkwater Supply Newtown	200,000	-	2,000,000	-	10,000,000
NEW	Hogsback Water Treatment Works and New Reservoir	200,000	-	2,000,000	-	10,000,000
NEW	Fort Beaufort Bulk Water Services Upgrading	1,100,000	-	3,700,000	-	5,000,000
NEW	Nkonkobe: Area Wide Sanitation Programme	5,000,000	-	6,500,000	-	12,000,000
NEW	Mt. Pleasant Housing Infrastructure	1,000,000	-	2,000,000	-	3,000,000
Sub Total for Nkonkobe		15,816,000	-	42,265,000	-	73,000,000
New	Tyefu, Hlosini, Bhongweni & Maqhosha Water Supply Phase 2	7,000,000	-	-	-	-
NEW	Runlettes Water Supply Phase 2	1,000,000	-	1,500,000	-	-
EC1015	Water Service Reticulation Refurbishment	500,000	-	600,000	-	-
EC327	Ngqushwa Ward 3 Sanitation Project	1,800,000	-	1,800,000	-	-

EC328	Ngqushwa Ward 10 Sanitation Project	1,000,000	-	-	-	-
EC329	Ngqushwa Ward 12 Sanitation Project	800,000	-	-	-	-
EC330	Ngqushwa Ward 5 Sanitation Project	1,600,000	-	300,000	-	-
EC5349	Mxumbu Sanitation	2,000,000	-	2,000,000	-	-
EC0312	Peddie Mathambeka BEP	700,000	-	-	-	-
NEW	Ngqushwa: Area Wide Sanitation Programme	5,000,000	-	5,000,000	-	-
EC336	Peddie South Villages Sanitation Wards 6,7,13	1,000,000	-	2,000,000	-	-
NEW	Peddie Waste Water Treatment Works Upgrade	1,000,000	-	2,000,000	-	5,000,000
NEW	Prudhoe Bulk Infrastructure	250,000	-	-	-	-
Sub Total for Ngqushwa		23,650,000	-	15,200,000	-	5,000,000
NEW	Upgrade Stutterheim Outfall Sewer	600,000	-	1,000,000	-	
EC0522	Dontsa Water Supply	2,000,000	-	-	-	
EC1225	Hokwana & Frankfort Final Phase (including Motel Park)	5,100,000	-	1,000,000	-	
NEW	Kubusie Weir Upgrade Phase 2	500,000	-	2,000,000	-	1,500,000
EC1436	Kei Road WTW Phase 2	4,000,000	-	2,000,000	-	800,000
NEW	Area wide Sanitation Projects	5,000,000	-	5,000,000	-	10,110,000
NEW	Masinedane Housing Project	1,000,000	-	1,000,000	-	1,000,000
NEW	Upgrading of Keiskammahoek Waste Water Treatment Works	500,000	-	1,000,000	-	1,000,000
NEW	Tsomo Water Supply : Feasibility	500,000	-	1,000,000	-	5,000,000
EC1410	Stutterheim Sewerage Treatment	1,000,000	-	-	-	-

	Work					
EC016	Gubevu Sanitation	500,000	-	-	-	-
Sub Total for Amahlathi		20,700,000	-	14,000,000	-	19,410,000
NEW	New Waste Water Treatment Works Morgans Bay	500,000	-	1,000,000	-	-
EC0474/S/05/08	Komga Commonage Settlement Services	7,000,000	-	5,000,000	-	5,000,000
NEW	Great Kei River Basin Regional Water Supply Scheme	400,000	-	1,000,000	-	-
NEW	Area Wide Sanitation Projects	5,209,000	-	6,954,000	-	15,000,000
Sub Total for Great Kei		13,109,000	-	13,954,000	-	20,000,000
EC1313 /1433	Ehlobo, Mgcwe & Zingqayi Water Supply (final phase)	11,000,000	-	12,000,000	-	10,000,000
NEW	Bawa Falls Water Supply Project	500,000	-	1,000,000	-	1,000,000
EC1426	Crouch's Bush Water Supply Project	8,000,000	-	9,500,000	-	10,000,000
EC1392	Ibeka Water Supply Project	1,000,000	5,000,000	3,000,000	17,000,000	10,000,000
EC1421	Myoyo Water Supply Project	10,000,000	-	8,000,000	-	10,000,000
MIG/EC0405	Demand Management System	500,000	-	-	-	-
EC1141	Ngcizele Water Supply Project	4,500,000	-	400,000	-	-
EC1279	Ngqusi Water Supply Project	11,000,000	-	12,000,000	-	15,000,000
EC0329	Teko Housing Engineering Services	5,000,000	-	5,000,000	-	-
NEW	Area Wide Sanitation Projects	5,000,000	-	10,000,000	-	14,000,000
NEW	Nqamakwe North Water Supply	600,000	-	1,000,000	-	10,000,000
Sub Total for Mnquma		57,100,000	5,000,000	61,900,000	17,000,000	80,000,000

EC0357	Willowvale Sewage Disposal Site	1,000,000	-	-	-	-
EC1390	Mbhashe North Regional Water Scheme	12,000,000	-	11,948,000	-	-
EC1254	Nqadu Water Supply	1,500,000	-	-	-	-
EC1158	Qwaninga EC1158 Water Supply (Phases 2&3,4&5)	12,500,000	-	1,000,000	-	-
EC1397	Kumbanga & Cwebe Sanitation	3,000,000	-	-	-	-
NEW	Cafutweni Water Supply Scheme	2,000,000	-	2,000,000	-	5,000,000
NEW	Bende Water Supply Scheme	2,000,000	-	2,000,000	-	5,000,000
NEW	Shixini Water Supply Scheme	1,000,000	-	2,000,000	-	5,000,000
NEW	Sundwane Water Supply Scheme	2,000,000	-	2,000,000	-	4,000,000
NEW	Mangeyela Water Supply Scheme	1,000,000	-	2,000,000	-	5,000,000
EC1428	Xora Water Supply Project	10,000,000	25,000,000	10,000,000	11,000,000	20,000,000
EC1468	Mncwansa Water Supply Scheme	10,000,000	10,000,000	6,000,000	-	-
(CMIP)	Mgwali North Water Supply Project	1,000,000	-	10,000,000	-	20,000,000
NEW	Mgwali South Water Supply Project	1,000,000	-	7,000,000	-	713,000
EC1215	Idutywa East Water Supply Project	5,000,000	-	10,000,000	-	10,000,000
NEW	Dwesa Water Supply Scheme Extension	1,000,000	-	5,000,000	-	10,000,000
NEW	Cwebe Water Supply Scheme Phase 2	1,000,000	-	5,000,000	-	10,000,000
MIG	Area Wide Sanitation Projects	5,000,000	-	10,000,000	-	15,000,000
Sub Total for Mbhashe		72,000,000	35,000,000	85,948,000	11,000,000	109,713,000

		224,275,000	40,000,000	264,167,000	28,000,000	316,323,000
NEW	Eastern Region Solid Waste	500,000	-	2,000,000	-	5,000,000
Sub Total for Mnquma		500,000	-	2,000,000	-	5,000,000
ECO668	Elliotdale Solid Waste Disposal	500,000	-	1,000,000	-	-
Sub Total for Mbhashe		500,000	-	1,000,000	-	-
		1,000,000	-	3,000,000	-	5,000,000
NEW	Nxuba Municipal Offices	3,000,000	-	-	-	-
Sub Total for Nxuba		3,000,000	-	-	-	-
		3,000,000	-	-	-	-
TOTAL ALLOCATIONS		228,275,000	40,000,000	267,167,000	28,000,000	321,323,000
DETAILED ALLOCATIONS:		228,275,000	40,000,000	267,167,000	28,000,000	321,323,000
DIFFERENCE:		-	-	-	-	0

SECTION F: MONITORING & EVALUATION

6.0 Introduction

For purposes of monitoring and evaluation, Amathole District Municipality adopted a Performance Management Framework in 2002. This has since been reviewed in 2008 to be in line with the 2006 Regulations. This document will form part of the IDP submission inclusive of all ADM sector plans.

The PMS framework is a municipal policy document that defines and describes the municipal performance management system, including how it operates. The framework constitutes council policy with regards to:

- The requirements that a PMS for Amathole will need to fulfil,
- The principles that will inform its development and application,
- A model that describes what areas of performance will be managed, in Amathole District Municipality
- What processes will be followed in managing performance
- What institutional arrangements are necessary for this
- Who will take responsibility for parts of the system
- How this links to personnel performance management, especially S57 managers

In other words the ADM framework is a documented record of the municipality's performance management system as it will be implemented. The PMS is in compliance with relevant policy and legislation.

6.1 The Performance Management Framework

The Municipal Systems Act (2000) enforces the idea of a local government PMS and requires all municipalities to:

- Develop a performance management system
- Set *targets*, monitor and *review performance* based on indicators linked to their IDP
- Publish an *annual report* on performance for the councilors, staff, the public and other spheres of government
- Incorporate and report on a set of *general indicators* prescribed nationally by the minister responsible for local government
- Conduct an *internal audit* on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- *Involve the community* in setting indicators and targets and reviewing municipal performance

A good performance management model for a municipality in South Africa will align the processes of performance management to the IDP processes of the municipality. It will ensure that the IDP is translated into performance plans that will be monitored and reviewed. The categories of key performance areas provided by a model should relate directly to the identified priority areas of the IDP.

6.2 The Municipal Scorecard Model

Amathole DM will make use of the Municipal Scorecard Model (as revised in 2006) as its model for performance management. The Municipal scorecard model is based on three levels of scorecards in the context of a DM and embodies five Key Performance Areas. The three scorecard levels are: the District Scorecard, the Strategic Scorecard and the SDBIP Scorecard; these levels as well as the five Key Performance Areas are described in sections 5.3.3 and 5.3.4 respectively. Performance is measured at each level and according to the five KPAs.

The basis of the municipal scorecard model

The municipal scorecard model is:

- tightly aligned to the strategic planning and IDP processes of the municipality
- directly relevant to the notion of developmental local government
- a balanced view of performance based on municipal inputs, outputs, outcomes and process
- a simple portrayal of municipal performance, where inter-relationships can be mapped (municipal-wide, sectoral/departamental and unit/programme levels)
- compliant with the requirements of the Municipal Systems act (2002) and its subsequent Regulations (2001 and 2006)
- based on the 5 Key Performance Areas for Local Government as determined in the Five Year Local Government Strategic Agenda and used in the Regulations and Vuna Awards for Performance Excellence.

The 5 Key Performance Areas for Local Government are:

1. Municipal Transformation & Organisational Development
2. Infrastructure Development and Service Delivery
3. Local Economic Development
4. Municipal Financial Viability & Management
5. Good Governance & Public Participation

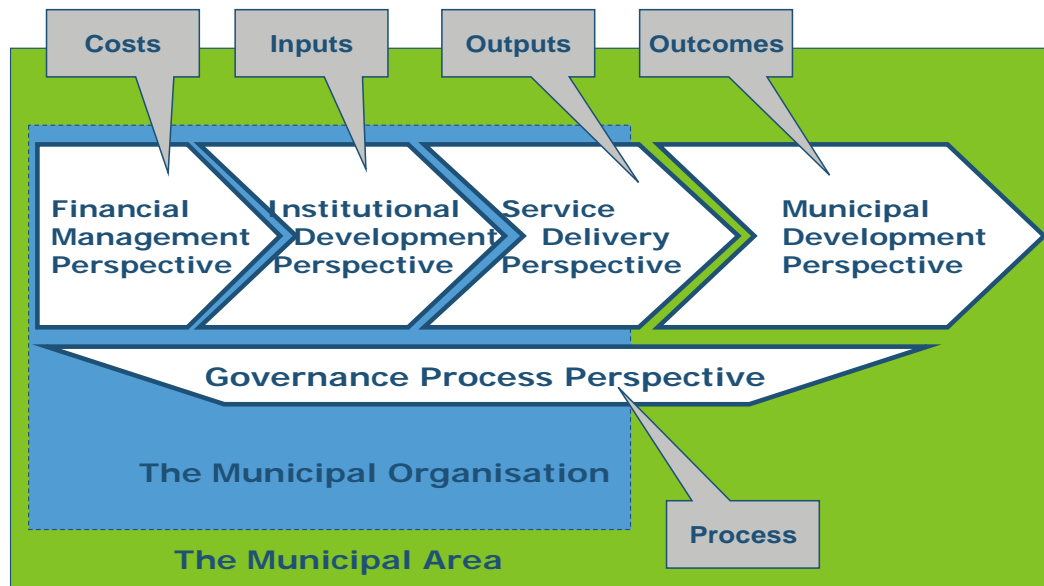
The key characteristics of the municipal scorecard model

The model has two main features. The first feature is that the model uses the 5 Key Performance Areas for Local Government as areas against which municipal performance must be measured and managed. The second one is that in a context of a district municipality, it considers performance at three levels whereas in the context of a local municipality it considers performance at two levels. These main features of the model are discussed in detail below.

The 5 Key Performance Areas (KPAs) of the model

The framework for a Municipal Scorecard Model is shown in figure 1 below.

Figure 1: Structure of the Municipal Scorecard



Source : Palmer Development Group (2006)



The Municipal Development Perspective

In this perspective, the municipality will assess whether the desired development impact in the municipal area is being achieved. It incorporates social, environmental and economic development aspects. This perspective will constitute the development of priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in informing whether policies and strategies are attaining the desired development impact.

The Service Delivery Perspective

This perspective will assess performance with respect to the delivery of services and products. This relates to the output of the municipality or municipalities.

The Institutional Development Perspective

This perspective will assess performance with respect to the management of municipal resources:

- Human Resources
- Information
- Organizational Infrastructure
- Asset management

This relates to the inputs of the municipality or municipalities.

The Financial Management Perspective

This perspective will assess performance with respect to financial management and viability, including:

- Financial viability indicators
- Operating income vs. Operating expenditure performance

- Financing infrastructure investment vs. capital expenditure performance
- Financial management performance

Governance Process Perspective

This perspective will assess performance with respect to engagements and relationships with its stakeholders in the process of governance. This perspective will include, amongst others:

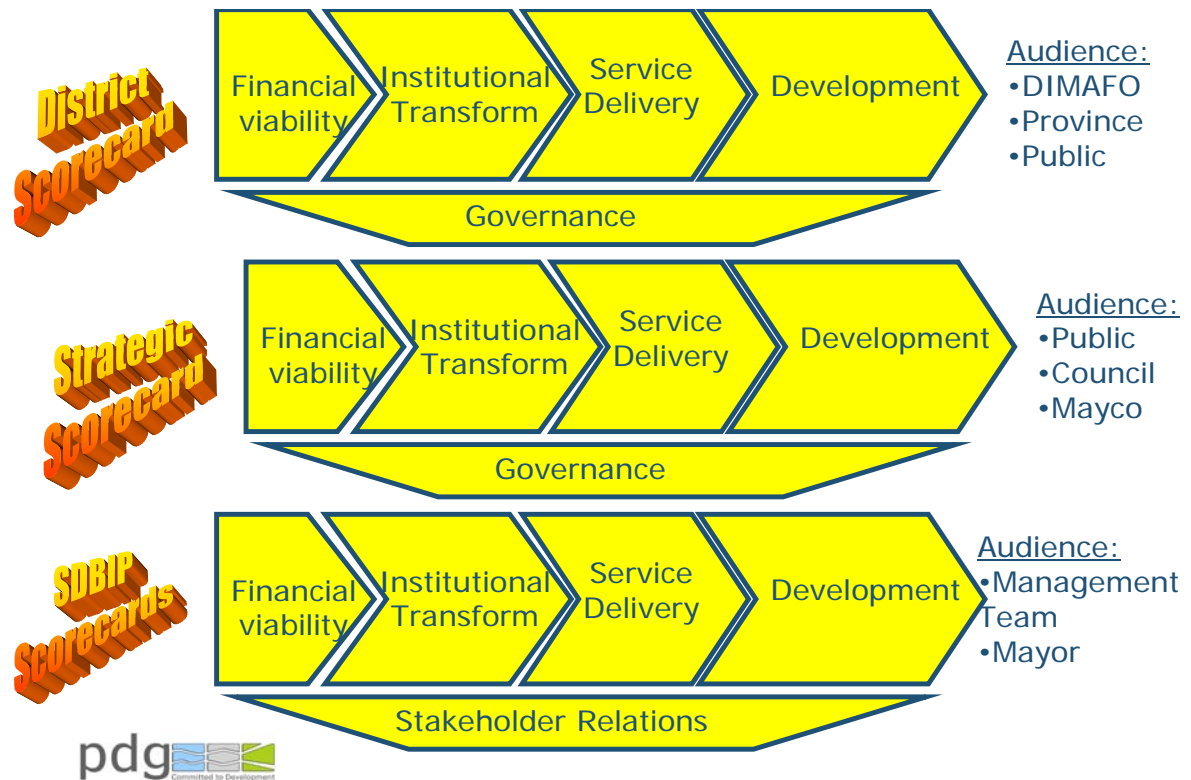
- Public participation, including the functionality and impact of ward committees
- Functionality and impact of municipal governance structures (council structures including the offices of the speaker, and portfolio committees/clusters and executive)
- Access to information
- Intergovernmental relations

This relates to the governance processes of the municipality or municipalities.

The different levels of the scorecard

There will be three levels of scorecards for Amathole DM as depicted in figure 2 below.

Figure 2: Three levels of scorecards



6.2.1 The District Scorecard

The District Scorecard will report on local government and development performance in the district area as a whole. It will be about reflecting performance on the strategic priorities set in the IDP.

It will be informed by performance data and reports sourced from all municipalities in the district as well other spheres of government and civil society. ADM will be the custodian of the District Scorecard.

The Development Perspective of the scorecards will consider and assess whether the desired development impact in the district municipal area as a whole is being achieved. It will incorporate social, environmental and economic development aspects.

The Service delivery perspective will provide an assessment of the extent to which various public service delivery role-players (municipalities and other spheres of government and the parastatals accountable to them) are performing with regard to service delivery.

The Institutional Transformation perspective will focus on the overall performance of municipalities in the district area with regard to transformation and organisational development.

The Financial Viability perspective at this scorecard level will focus on the overall performance of municipalities in the district area with regard to key financial viability performance indicators.

The Governance perspective will focus of the effectiveness of Intergovernmental Relations (IGR) in the District area as well as the overall performance of municipalities in the district area with regard to key governance performance indicators such as:

- Public participation, including the functionality and impact of ward committees
- Functionality and impact of municipal governance structures (council structures including the office of the speaker, and portfolio committees/clusters and executive)
- Access to information

The primary users of this scorecard will be the DIMAFO. It will use it as basis for providing strategic direction to development role-players in the district area, especially the municipalities and other spheres of government. It will also be used as a basis for accountability to the public and other spheres of government.

This scorecard will be reported on annually and its targets will be set based on a five year time frame. DIMAFO will endeavour to ensure that the district scorecard is short and focused at high level objectives of local government and development performance in the district area. It will not be about services provided by the various role-players; it will be about the impact contributions of the various role-players, for example, on the Governance Perspective it will be about whether municipalities in the district area achieved unqualified audit reports regardless of the contribution of the municipalities themselves, the District and the Provincial government towards such an outcome. In general, the orientation of the District Scorecard indicators will, whenever possible, be focused on outcomes.

6.2.3 The Strategic Scorecard

The Strategic Scorecard will provide an account of performance for the district municipality towards development in the district. The primary question it will be responding to will be, *when assessed on the basis of the five perspectives measured in the District Scorecard, to what extent is the district municipality making the contribution it is expected to make?* It will be a scorecard that will reflect corporate level performance of the district municipality as an organisation.

The development perspective of this scorecard will therefore be about providing a basis for the municipality to assess the extent of the impact of its strategies as an organisation.

In general, the orientation of the Strategic Scorecard indicators will, whenever possible, be corporate output focused for each of the role-players, for example, in the case of ADM as the WSA in the district area an indicator may be about the percentage of poor households receiving free basic water in a financial year.

The Municipal Manager and HODs will use it, after reviewing it, as a basis for reporting to the Mayor, Council and the Public. It is proposed that it be reported to the Mayoral Committee and to Council bi-annually and the Public annually.

The targets will be set based on a five year time frame.

The Municipal Manager is primarily responsible for performance on the Strategic Scorecard. As such, the Strategic Scorecard is closely linked and forms the largest component of how the municipal manager's performance will be appraised.

Following is the ADM Strategic Scorecard for 09/10 financial year.

STRATEGIC SCORECARD

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	INDICATOR CUSTODIAN
Good Governance and Public Participation	To ensure that designated groups are adequately integrated into ADM's plans and activities	Mainstreaming of Special Programmes in all ADM's programmes and projects	No of projects/ programmes implemented focussed towards designated groups	Annual Reports	1161	1180	Strategic Manager
	To create a sound policy environment and full functioning of Intergovernmental Relations in the district	Review of Intergovernmental Relations policy	Final Policy document adopted by council	Quarterly Reports	1	Review	Strategic Manager
		Review Municipal International Relations Policy	Final Policy Document adopted by council	Quarterly Reports	1	Review	Strategic Manager
		Strengthen Intergovernmental Relations in all Local Municipalities	No of IGR Forum meetings held per Local Municipality	Annual Reports	8	8	Strategic Manager
		Coordinate interactions between ADM and other stakeholders	Number of MOU / MOA signed	Annual Reports	-	-	Strategic Manager
		Strengthen District IGR structure	Number of IGR Forum meetings held	Quarterly Reports	4	4	Strategic Manger
		Strengthen District Mayor's Forum (DIMAFO)	Number of DIMAFO meetings held	Quarterly Reports	4	4	Strategic Manager

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	INDICATOR CUSTODIAN
Good Governance and Public Participation	To enhance communication in all ADM programmes	Establish Video Conference Centre's at Satellite Offices	Number of Satellite offices with Video Conferencing Capabilities	Quarterly Reports	0	3	Strategic Manager
		Commemorate Institutional days	No of commemoration events held	Quarterly reports	12	16	Strategic Manager
		Facilitate and conduct community information sessions	No of community information sessions conducted	Quarterly reports	30	30	Strategic Manager
		Strengthening communications at local municipalities	No. of LMs with Local Communicator Forums	Quarterly reports	7	8	Strategic Manager
			No of Communicators training sessions held	Quarterly reports	0	2	Strategic Manager
			No of customer care training sessions held	Quarterly reports	0	2	Strategic Manager
	Brand municipal health services	Approved Health Service charter	Quarterly Reports	0	Health service charter	Strategic Manager	
	To enhance public participation in ADM Programmes	Establish a forum for participation of Organs of Civil Society	Established Civil Society Forum	Quarterly reports	0	Forum formed	Director: Office of the Speaker
		Review of Public Participation Policy	Adopted Public Participation Policy	Quarterly Reports	1	1	Strategic Manager
		Strengthen the partnership with the CDWs in the district	No of CDW programmes	Quarterly reports	-	2	Strategic Manager
	To ensure learning and sharing in the District	Co-ordinate quarterly functional forum meetings	No. of functional forum sessions held	Quarterly Reports	16	16	Strategic Manager
		Facilitate establishment of section 79 committees	No of Section 79 committees established	Quarterly Reports	0	8	Director: Office of the Speaker

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	INDICATOR CUSTODIAN
		Facilitate establishment of Moral Regeneration structures	No. of Moral Regeneration structures formed	Quarterly Reports	0	8	Director: Office of the Speaker
Municipal Transformation and organisational development	To ensure all LM's falling within Amathole District fulfil their legislative mandate and are self-sufficient	Co-ordinate improvement of financial management systems and reporting	No of LM financial statements submitted to AG's office	Bi-Annually	0		Strategic Manager
		Co-ordinate the development and reviewal of IDP in LM's	No of LMs that have adopted their IDP's in line with the IDP framework plan	Annually	0	4	Strategic Manager
		Co-ordinate the development and operationalisation of PMS in LM's	No of LMs with operational PMS	Bi-annually	0	2	Strategic Manager
	To ensure LM's are fully capacitated to effectively render services that are within their powers and functions.	Facilitate financial management support at LM's	No of signed SLA's with LM's	Quarterly	0	5	Strategic Manager
		Facilitate engineering support services at LM's	No of signed SLA's with LM's	Quarterly	0	5	Strategic Manager
		Facilitate land management support services at LM's	No of signed SLA's with LM's	Quarterly	0	5	Strategic Manager
		Facilitate IDP/PMS support services to at LM's	No of signed SLA's with LM's	Quarterly	0	5	Strategic Manager
		Facilitate Human Resources development and management support at LM's	No of signed SLA's with LM's	Quarterly	0	5	Strategic Manager
		Facilitate administration support services at LM's	No of signed SLA's with LM's	Quarterly	0	5	Strategic Manager

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET 09/10	ACCOUNTABLE OFFICIAL
Municipal Transformation and organisational development	To create a healthy working environment within ADM	Ensure 100% implementation of HR policies approved by Council.	Percentage person-days lost to absenteeism as a result of authorised annual leave	Staff Records Quarterly	0%	3%	Director: Corporate Services
			Percentage person-days lost to absenteeism as a result of sick leave	Staff Records Quarterly	0.9%	2%	Director: Corporate Services
			Percentage person days lost to absenteeism as a result of unauthorised leave	Quarterly	1.07%	1%	Director: Corporate Services
			% Staff Turnover	Staff Records Quarterly	0.6%	3%	Director: Corporate Services
			Number of labour disputes	Quarterly Reports	0	2	Director: Corporate Services
			Number of disputes referred to CCMA and Bargaining Council	Quarterly Reports	5	4	Director: Corporate Services
			Reduction in number of Occupational injuries	Quarterly reports	23	20	Director: Corporate Services
	Implement reviewed Employment equity plan	% Annual targets met	Annual Report	80%	85%	Director: Corporate Services	
	Develop HR retention strategy	An approved HR strategy	Half Yearly	0	strategy in place	Director: Corporate Services	
	To respond to the skills requirements of the district economy	Develop a District Human Resources Development Strategy	An approved District HRD Strategy	Quarterly Report	0	HRD strategy in place	Director: Corporate Services
To ensure compliance with applicable accounting standards	Implement the AFS preparation framework	No of material exceptions raised	Annual report Audit	8	3	Chief Financial Officer	

	To ensure that all ADM assets are adequately maintained	Develop an asset maintenance policy	Adopted Asset maintenance policy	Quarterly reports	Framework in place	Policy in place	Director: Administration
	To ensure ADM undertakes a developmentally-oriented planning that complies with legislative requirements	Facilitate & coordinate development and review of the IDP	Adopted Integrated Development Plan	Council resolution / Annually	Full IDP	Reviewed IDP	Strategic Manager
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	To enhance the integration of Municipal Health Services in the District	Implement the MHS integration plan	% implementation of projects	Quarterly Reports	50%	75%	Director : Health and Protection Services
		Implement training programs for the monitoring of water sources	No. of water quality training programs conducted	Quarterly Report	0	2	Director : Health and Protection Services
		Effective coordination of the Water Safety and Quality Monitoring Committee	Number of ADM Water Safety and Quality Monitoring Committee Sessions conducted.	Quarterly Report	4 sessions	4 sessions	Director : Health and Protection Services
		Capacitate and enhance skills of staff in Air Quality Management [AQM] in collaboration with DEAT	No. of Air Quality Management training programs conducted	Annual Report	1	1	Director : Health and Protection Services
		Implement Air Quality Management and Pollution prevention programs	No. of programs implemented.	Annual Report	0	1	Director : Health and Protection Services
		Training of relevant official as Air Emissions and Licensing Officers	% of Officials qualified in Air Emissions and Licensing.	Bi-Annual report	0	50%	Director : Health and Protection Services
		Coordinate Epidemic Preparedness and communicable disease surveillance, response & Management in the ADM area.	% of officials trained in communicable disease surveillance	Bi-Annual Report	50%	100%	Director : Health and Protection Services
			No. of epidemic Preparedness, response & Management teams established at Local Municipalities	Quarterly progress reports	0	3	Director : Health and Protection Services
		Capacitate food handlers to ensure compliance with legislation [R918]	% of capacitated food handlers complying with legislation	Quarterly reports		100%	Director : Health and Protection Services
		Assess and monitor existing regional waste disposal sites for compliance.	No. of waste disposal sites assessed and monitored for compliance	Quarterly Report	2	4	Director : Health and Protection Services

		Develop a Health Care Waste Management Plan	Health Care Waste Management Plan in place	Quarterly progress Report	0	1 Plan completed	Director : Health and Protection Services
		Implement the MHS integration plan	Integrated MHS	Quarterly Reports	50%	75%	Director : Health and Protection Services
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	To strengthen good governance and accountability in Primary Health Care	To improve the involvement of communities in health service delivery	No. of health committee sessions held	Quarterly reports	3	12	Director Health & Protection
		Coordinate health care activities in the district	No. of district health consultative sessions held.	Quarterly reports	4	4	Director Health & Protection
	Contribute towards improvement of outcomes of HIV and AIDS interventions	Contribute to multi-stakeholder HIV and AIDS interventions	No. of HIV & AIDS publications per year	Bi-annual reports	2	2	Director Health & Protection
			No. of HIV & AIDS district awareness events held	Quarterly reports	4	6	Director Health & Protection
			No. of HIV and AIDS stakeholder programs implemented	Quarterly reports	1	2	Director Health & Protection
			No. of post test clubs established and supported	Quarterly reports	4	6	Director Health & Protection

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	ACCOUNTABLE OFFICIAL
FINANCIAL VIABILITY AND MANAGEMENT	To ensure that the ADM remains financially viable	Develop and review all polices, related by-laws and procedure manual	Approved Policies and Procedures	Quarterly reports	6	1: SCM	Chief Officer Financial
		Billing of all registered consumers	Average Days Debt Outstanding	Quarterly reports	60 days	100 days	Chief Officer Financial
		Increasing the collection rate to 80% by June 2012	Collection Rate to Billing	Quarterly reports	50%	30%	Chief Officer Financial
		Register and write-off of 30 000 indigents by June 2012	Amount of Bad Debts Written Off	Quarterly reports	R5m R25m	R3m Nil	Chief Officer Financial
		Completion of data cleansing	Signed Data Capture Forms	Quarterly reports	46 000 Customers	20 000	Chief Officer Financial
	To ensure that all assets owned by ADM are captured on the asset register	Valuation of infrastructure assets physically verified by O&M	Certified Valuation Certificates	Quarterly reports	50%	30%	Chief Officer Financial
		Revaluation of ALL non-infra assets	Certified Valuation Certificates	Quarterly reports	100%	100%	Chief Officer Financial
		Physical verification and condition assessment of all assets annually	Annual Verification Certificate	Quarterly reports	1	1	Chief Officer Financial
		Annually assess useful life	Annual Verification Certificate	Quarterly reports	1	1	Chief Officer Financial
		Stock count quarterly (stores, housing and water)	Quarterly Certification	Quarterly reports	4	4	Chief Officer Financial

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	ACCOUNTABLE OFFICIAL
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	To provide adequate, potable water to all by 2014 ⁴	Develop Water Supply Infrastructure	No. of people with access to water	Quarterly scorecard report	813 980	867 682	Director: Engineering
		Develop Interim Safe Water Supply Infrastructure	No. of people with access to safe water < RDP	Quarterly scorecard report	120 829	161 106	Director: Engineering
		Develop WSP Business Plan in accordance with outcomes of Section 78 investigation	Approved Business Plan	Annual Business Plan Review	1	1	Director: Engineering
		Conclude Transfer Process of all DWAF assets	Assets capitalised on ADM Register	Annual Financial Statements	1	1	Director: Engineering
		Review WSDP annually	Annual Review	Quarterly scorecard report June ADM Council Resolution	1	1	Director: Engineering
		Develop Water Services Provision Plan jointly with Dept. of Health & Dept. of Education	Provision Plan	Quarterly Scorecard Report	1	1	Director: Engineering
		Identify target areas for Water Services Demand Management initiatives Plan	Accumulative Target Villages identified	Quarterly Report Scorecard	5	8	Director: Engineering
		Improved Metering efficiency of treated water	% of treated water bought and supplied metered	Quarterly Scorecard Report	75%	100%	Director: Engineering
		Implement source based sampling and testing programme	% of treated water bought and supplied tested	Quarterly Scorecard Report	96%	98%	Director: Engineering
		Refurbish water treatment works	No. of water treatment works refurbished	Quarterly Scorecard Report	6	8	Director: Engineering
		Provide suitable operators at water and waste water treatment works	No. of water and waste water treatment works with appropriate qualified staff	Quarterly Scorecard Report	20	25	Director: Engineering
		Develop and annual review of asset refurbishment plan	Plan developed	Quarterly Scorecard Report	1	1	Director: Engineering

		Develop User Education Plan	User Education Plan	Quarterly Report	Scorecard	1	1	Director: Engineering
		Implement User Education Plan	No. of people taught	Quarterly Report	Scorecard	454 000	558 000	Director: Engineering
	To provide adequate sanitation to all by 2014	Develop Sanitation Infrastructure	No. of people with access to RDP toilets	Quarterly Report	Scorecard	454 000	558 000	Director: Engineering

BASIC SERVICE DELIVERY AND INFRASTRUCTURE	Ensure that all eligible residents have access to safe and legal waste services in the District by 2014	Annually review the Integrated Waste Management Plan	Adoption of the reviewed IWMP as part of IDP by ADM by June each year	Quarterly scorecard report June ADM Council Resolution	Reviewed IWMP	Minor Review	Director: Engineering
		Ensure provision of adequate infrastructure and services to eligible residents by authority	% of total sites complying with DWAF/DEAT permit conditions in Waste Sites	Quarterly scorecard report	[17] 68%	[19]76 %	Director: Engineering
	To ensure reduction in waste disposal by 50% in 2012.	Promote and Facilitate recycling and composting	% waste recycled and composted in the District	Quarterly scorecard report	[23 307 338] 5%	[24 938 851]]7%	Director: Engineering
		Implement outcomes of the investigation of appropriate treatment technology for municipal waste	Key milestones in the Implementation of outcomes/recommendations	Quarterly reports	Complete	Implement	Director: Engineering
	Contribute to Disaster Risk Reduction	Coordinate the development of integrated disaster risk management plans for local Municipalities	No. of Disaster Risk Management Plans developed for LM's for identified risks	Quarterly report	4	3	Director: Health & Protection
		Co-ordinate and facilitate response, relief and rehabilitation efforts	% of incidents reported and responded to.	Quarterly report	50%	70%	Director Health & Protection
		Establish and construct a district disaster management centre to meet the requirements of Section 43 of the Disaster Management Act, 57 of 2002	% Progress on the construction of the district disaster management centre	Quarterly report	0	40% towards completion	Director Health & Protection

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	ACCOUNTABLE OFFICIAL
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	To integrate public transport services by 2014	Provide multi-modal public transport facilities by 2014	No of studies completed against the total number of main towns identified	Quarterly scorecard report	9	10	Director: Engineering
		Ensure development of Local Public Transport Services Plans	No of Municipalities with complete PTSP	Quarterly scorecard report	3	4	Director: Engineering
	To ensure adequate transport systems for the efficient movement of people & goods.	Ensure adequate provision of transport facilities and services in rural and urban areas prioritizing low and middle income settlements	% of settlements within 2 km of a public transport service/facility	Quarterly scorecard report	78.3%	80%	Director: Engineering
		Ensure that public transport planning and implementation is catered for when new low and middle income housing development.	% of new housing projects/Land Reform approved with public transport facilities planned	Quarterly scorecard Report	100%	100%	Director: Engineering
		Annually review the District Integrated Transport Plan	Annual Review	Quarterly scorecard report June ADM Council Resolution	Adoption of Reviewed ITP	Minor	Director: Engineering
		Develop Transport Infrastructure	Progress in implementation of funded projects	Quarterly scorecard report	85%	90%	Director: Engineering
		Provide infrastructure for bicycles and pedestrians within settlements and CBDs	Length of bicycle and pedestrian pathways constructed	Quarterly Reports	Develop NMT infrastructure/framework plan	10km	Director: Engineering
		Enhance provision and standardization of fire services within the district	Conduct fire awareness campaigns and inspections	No. of awareness campaigns and inspections conducted	Quarterly reports	60	80
	Build capacity of staff and volunteers through training programmes		No. of training programmes conducted	Quarterly reports	32	40	Director Health & Protection
	Sustain and update data base of Fire statistics		Fire statistics collected and analyzed	Quarterly reports	Data base in placed	4 reports	Director Health & Protection

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	ACCOUNTABLE OFFICIAL
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	To facilitate the development of sustainable and viable settlements within the district by 2014	Review and update the Land Reform and Settlement Plan in partnership with local municipalities and stakeholders	Reviewed and updated LRSP	Monthly Reports	1	1	Director: Engineering
		Review and update the Housing Development Strategy in partnership with local municipalities and stakeholders	Reviewed and updated Housing Strategy	Monthly Reports	1	1	Director: Engineering
		Implement LR&SP according to the agreed programme	No. of projects accumulatively implemented	Monthly reports	4		Director: Engineering
		Implementation of housing projects according to the agreed programme;	No. of projects accumulatively	Monthly reports	13	17	Director: Engineering
		Implementation of housing strategy projects	No. of projects implemented	Quarterly reports	4		Director: Engineering
		Address land administration matters in communal land within the district, in partnership with relevant government departments and relevant stakeholders	No. of village communal land being properly administered	Quarterly reports	10	10	Director: Engineering
	Ensure a coherent strategic spatial development framework for the district	Review and update the District Spatial Development Framework	Reviewed and updated SDF	Monthly reports	1	1	Director: Engineering
	To ensure that category B municipalities are fully capacitated to fulfill their role and function with regard to land and housing by 2010	Development of the capacitation programmes for land and housing	Number of LM's adequately undertaking this function	Quarterly report	4	4	Director: Engineering

KEY PRIORITY AREA	IDP OBJECTIVE	IDP STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 09/10	ACCOUNTABLE OFFICIAL	
LOCAL ECONOMIC DEVELOPMENT	To increase the number of people visiting Amathole District	Support tourism events and festivals within the district	Number of events supported and hosted	Annual Report	7		Strategic Manager	
			Number of businesses benefited during the events	Annual report	10			
		Market and brand ADM as a tourist destination	Number of exhibitions attended by ADM	Quarterly Report	4			Strategic Manager
			No of product owners assisted					
			No of information centres assisted	Quarterly reports	0	0		Strategic Manager
	Develop a vibrant craft industry within the district	Completed craft market centre	Annual Report	0	1		Strategic Manager	
	To promote the development of film industry within the district	Provide film infrastructure for emerging Film makers	Number of emerging film makers supported	Annual Report	0	1		Strategic Manager
		Market ADM as a film destination	Number of exhibition and marketing initiatives undertaken	Annual Report	1	1		Strategic Manager
	To create an enabling environment for businesses to thrive within the District	Facilitate training provision to enterprises within the District	Number of training sessions provided to enterprises	Quarterly Report	3	5		Strategic Manager
		Facilitate provision of business development services to emerging entrepreneurs	No of businesses assisted with marketing opportunities and procurement	Annual Report	5	10		Strategic Manager
			No. of information days held with funding agencies including banks	Annual Report	2	4		Strategic Manager
			Number of enterprises assisted with registration	Annual Report	5	5		Strategic Manager
		Establish SMME incubation hubs in order to promote a culture of entrepreneurship	Number of SMME incubation hubs established	Annual Report	1	2		
	Improve capacity of Local Municipalities on local economic development initiatives	Facilitate Capacity Building initiatives	No. of capacity building sessions undertaken	Annual Report	1	5		Strategic Manager

LOCAL ECONOMIC DEVELOPMENT	To improve coordination between ADM and other stakeholders for effective service delivery	Facilitate and encourage the establishment of Mayoral Business Advisory forum on LED within the District	No. of established Mayoral business advisory forum	Annual Report	0	1	Strategic Manager
	To increase agricultural input in the district	Develop a multi-stakeholder agricultural sector plan	Adopted sector plan	Annual report	0	1	Strategic Manager
		Provision of appropriate cropping machinery and production inputs	No. of communities assisted with production inputs	Quarterly reports	12	18	Strategic Manager
			No. of communities that received cropping machinery	Quarterly reports	89	95	Strategic Manager
		Facilitate access to Micro credit facility	No. of government guarantees provided through Kula	Quarterly reports	0	3	Strategic Manager
		Promote youth owned agricultural enterprises	No. of enterprises funded	Quarterly reports	0	3	Strategic Manager
		Provision of market information and technical skills	No. of training sessions organised	Quarterly reports	3	8	Strategic Manager
			No. of mentoring \ partnerships agreements with commercial farmers	Quarterly reports	1	3	Strategic Manager
			No. of information days held	Quarterly reports	5	13	Strategic Manager
		Provision of infrastructure across sectors	No. of irrigation schemes provided with infrastructure	Quarterly reports	6	7	Strategic Manager
			No. of livestock handling facilities provided	Quarterly reports	5	9	Strategic Manager
	Provision of information on value addition opportunities	No. of information days held	Quarterly reports	0	4	Strategic Manager	
	Funding of value addition enterprises	No. of initiatives funded	Quarterly reports	0	2	Strategic Manager	
	To ensure comprehensive management of heritage resources in the District	Unearth, develop, conserve and promote heritage resources	Number of programmes and/or projects implemented as per heritage resources management strategy	Quarterly Reports	14	6	Strategic Manager
		Rehabilitate the identified heritage sites	Number of sites rehabilitated	Quarterly Reports	4	2	Strategic Manager
To inculcate and promote sense of identity, pride and belonging		Number of awareness heritage initiatives and public engagement	Annual report	5%	10%	Strategic Manager	

	To ensure mainstreaming of environmental management into all Council Operations	Coordinate environmental management events within district	Four events per year	Quarterly reports	7	4	4
		Review Environmental Management Strategy	Adopt EMS	Annual Report	1	1	1
		Promote sustainable utilisation of renewable and non-renewable resources	Number of projects implemented	Quarterly reports	4	4	2

6.3 SDBIP Scorecards

The SDBIP Scorecards will capture the performance of each municipal department. Unlike the Strategic Scorecard, which reflects on the strategic priorities of the municipality, a service scorecard will provide a comprehensive picture of the performance of that department. It will consist of objectives, indicators and targets derived from the service plan and service strategies.

It is crucial to ensure that the SDBIP Scorecards do not duplicate current reporting, but rather be integrated as a core component of the municipality's vertical reporting system. It should simplify all regular reporting from departments to the municipal manager and portfolio committees/clusters.

SDBIP Scorecards will be comprised of the following components:

- A Development Perspective for departmental outcomes, which set out the developmental outcomes that the service is to impact on - the development perspective of this scorecard, will seek to assess the extent to which the strategies that are driven by the departments are contributing towards ensuring that the District Municipality makes its expected contribution.
- Service Deliverables, which set out the products and services that the department will deliver. This perspective will include service delivery targets and performance indicators for each quarter.
- Institutional Transformation Perspective, which sets out how the department will manage and develop its human resources, information and organisational infrastructure
- Financial Management Perspective will include
 - projections of revenue to be collected by source
 - projections of operational and capital expenditure by vote

Performance reporting on this section of the scorecard will be in terms of the actual against projections

- Stakeholder Relations, which sets out how the department will improve its relationship with its key stakeholders

Therefore, in addition to the requirements of the MFMA and the National Treasury Guidelines for SDBIPs, the SDBIP Scorecard approach thus provides an additional opportunity to set objectives, indicators, and targets for, as well as report against:

- Service Outcomes
- Institutional Transformation Issues
- Stakeholder Relations

Performance in the form of a SDBIP Scorecard will be reported to the Management Team and relevant portfolio committee/cluster on a quarterly and monthly basis respectively.

The HoDs will be primarily responsible for performance on the SDBIP Scorecard. As such, the SDBIP Scorecard is closely linked and forms the largest component of how an HoD's performance will be appraised.

Furthermore, the SDBIP Scorecard will be cascaded down into the departments where it will be monitored.

Departments in the municipality are constituted by sections and the head of each section is responsible for reporting to the HOD. SDBIP Scorecards and performance reports must be formulated at departmental meetings constituted at least by the HoD and Section Heads. Sectional planning must be informed by the SDBIP Scorecard and performance reporting of must feed into the SDBIP Scorecard report. Therefore each section must have its own implementation plan that contributes to the overall implementation of the SDBIP Scorecard.

The implications of the adoption of the model

The adoption of the model suggests the need for the municipality to reorganize its systems and internal structures in order to make optimal use of the scorecards and the KPAs in all aspects of the PMS cycle, which includes performance planning, implementation, performance measurement and analysis, performance reviews and reporting.

6.3 Performance Reporting & Reviews

The diagram below provides a picture of the annual process of reporting and reviews.

