

*SUNDAYS RIVER VALLEY
MUNICIPALITY*

**INTEGRATED DEVELOPMENT
PLAN (IDP)**

2007 – 2012 (5 YEAR PLAN)



2010/2011

TABLE OF CONTENTS

Foreword	4
Vision, Mission, Core values	
SWOT Analysis	6
Chapter 1	
Executive Summary	10
1.1. Legal Framework of IDP	11
1.2. 2009/10 Review Process	
	11
1.3. Roles and Responsibility	
1.3.1. Roles and Responsibility Municipal Councils Political Oversight	12
1.3.2. Roles and Responsibility of Mayor/ Speaker	13
1.3.3. Roles and Responsibility of Municipal Manager	14
1.3.4. Roles and Responsibility of Council Committee	14
1.3.5. Roles and Responsibility of Staff	15
1.3.6. Roles and Responsibility of Internal Audit	15
1.3.7. Roles and Responsibility of Audit Committee	16
1.3.8. Roles and Responsibility of Community	
	16
1.4. Amendments and Adjustments to the 2009/10 IDP	
Chapter 2 Updated Analysis	
2.1. Sundays River Valley in Context	19
2.2. Demographic Trends	20
2.3 Infrastructure and Services – Related Information	20
2.4. Economic and Social Development	33
2.5 Institutional Context and Transformation	43
2.51 Organizational Structure	43
2.5.2 Internal Policies	43
2.5.3 Human Resource Management	43
2.5.4 Institutional Risk Assessment	44
2.5.5 Municipal Powers and functions	45
2.5.6 Performance Management Systems	46
2.5.6.1. Objective of Performance Management System	
2.5.6.2. Relationship between IDP, PMS, and Budget	
2.5.6.3. Reporting mandates and recipients are reflected below:	
2.5.7 Key Performance Indicators	50
2.6. Democratization	55
2.7. Financial Management	55
2.8 Implication for Strategies	
Chapter 3 Strategic Direction	
3.1 MTSF,	58
3.1.1. Identification of Strategic Development Priorities	
3.1.1.1. Introduction and Background	
3.2 Strategic Priorities for SRVM	60

3.3 Turnaround Strategic Plan	72
3.3.1. Priority One: Infrastructure and Service Delivery	
3.3.2. Priority Two: Social and Economic Development	
3.3.3. Priority Three: Democratization and Government	
3.3.4. Priority four: Institutional Transformation	
3.3.5. Priority Five .Financial Management	
Chapter 4	
4.1. Section Intergovernmental Relation	
4.1.1. SRVM Project 2010/11 from Sector Departments	
4.2. Implementation Framework	88
4.2.1. Provision of Infrastructure and Basic Services	
4.2.1.1. Land	
4.2.1.2. Water (Water Services development Plan)	
4.2.1.3. Sewerage (Water Services development Plan)	
4.2.1.3 Refuse Removal	
4.3. Social and Economic Development	
4.3.1. Housing	
4.3.2. Economic and Community Development	
4.3.3. Transport	
4.3.4. Social Infrastructure	
4.3.5. Health	
4.3.6. Education	
4.3.7. Environment	
Chapter 5	
Institutional Organization, Administration, Support	90
Chapter 6	
Sector Plans	
Annexure A Organogram	

FOREWORD (Note it has not been reviewed yet)

The Integrated Development Plan (IDP) of the local municipality is a strategic tool designed to bring together and to harmonize individual plans of the municipal departments. The plan guides all future development of the municipality by setting priorities, allocating resources, defining time frames and setting key performance indicators and performance targets. The IDP sets out the outcomes of the 2008/09 consultative IDP review process as amended through new information from relevant sources. Our responsibility as a municipality is to give effect to the provisions of the Constitution, which are:

- To give priority to the basic needs of the local community
- To promote the development of the local community
- To ensure that all members of the local community have access to at least a minimum level of basic municipal services (this takes precedence over others)
- To ensure sustainability of services, municipality and settlements

The above form the core of our political mandate. Likewise all cross-cutting issues which require multi-sector response will be closely monitored. My focus for 2009-2012 is to give effect to the above mandate and enhance the following five national but locally adopted priority areas:

Provision of Infrastructure and Basic Services:

We need to ensure that there is a rigorous investment in bulk water supply for the Paterson area. Some key developmental challenges emanating from service backlogs and unsustainable infrastructural development will receive attention. The Comprehensive Infrastructure Plan (CIP) enhances informed capital, operational and maintenance provisions of budget allocations. Critically important is the monitoring of water quality and the localization of the principles of NSDP.

Social and Economic Development:

With the current global economic slowdown, the municipality has reviewed its economic strategies in line with our Government response to the pending economic crunch. Local economic initiatives will ensure that the municipality facilitates the rebuilding of local industries and improvement of competitiveness and performance of key local industries. Social and employment measures or programmes will be undertaken to cushion the communities against the the negative effects the crunch. The municipality strives to promote a quantitative and qualitative standard of living which will translate to improved general welfare, improved material, cultural and spiritual welfare of the people of Sundays River Valley Municipal area. The municipality will strive at all costs to eliminate poverty and all related social problems (i.e. lack of social services, lack of housing, unemployment and high crime rate). The municipality will ensure that the municipality's social and economic infrastructure is put into effective use for investment opportunities and revenue generation strategies. A resolution has been taken by Council to identify land and call for proposals to develop such lands. To expedite the above, service providers will also be engaged to assist the municipality in unlocking the economic potential of SRVM.

Institutional Transformation:

The municipality undertakes to ensure that critical vacant posts are filled so as to meet present and future institutional obligations. Our Human Resource development strategies should go beyond municipal employees to include members of the community. Learnership and internship programmes are to be maximized. The municipality undertakes to build internal capacity through mentorship programmes.

Democratization and Governance:

The participation of the voters in the functioning of the municipality has to receive particular attention; likewise inter-governmental relations are to be enhanced. Elected political representatives will therefore ensure that they set and pursue goals that are of public interest. Audit committees, Special Programmes Unit, ward committees, and IGR structures are critical in advancing the IDP cause.

Financial Management:

Key to the success of the municipality is effective and efficient financial and accounting management systems. The Turnaround Strategy, SRVM Economic Summit Resolutions and the Recovery Plan have been integrated in the reviewed IDP.

The second term of our developmental local government, Sundays River Valley Municipality has embarked on a vigorous IDP and Budget review processes. The IDP and Budget are the legislative requirements, which requires our political commitment from the leadership of the Municipality to entrench democratic participation through public consultation and participation where communities govern, drive and own development in their respective wards. The leadership of the Municipality appreciates the contribution and commitment of our internal and external stakeholders who vigorously participated in our September and October 2008 pre IDP and Budget review processes. We are convinced that communities and stakeholders will continue to govern collectively with us in the third term of our democratic local government to eradicate poverty and better the quality of life of all our communities.

As Councillors and officials of the Municipality, we pledge to serve communities by making our experiences and skills available to their disposal. We further commit ourselves to implement this five-year IDP and budget, as articulated in the African National Congress's 2006 Local Government Election Manifesto.

Positive progress has been made in implementing the first generation of our IDP. The success of our Municipality can be attributed to a meaningful contribution made by our strategic internal and external stakeholders.

1. OVERVIEW

The following sets out the Integrated Development Planning of the Sundays River Valley Municipality which governs all planning as obligated by Section 153 of Act No. 108 of 1996 (The Constitution of the Republic of South Africa)

Vision

"Sundays River Valley Municipality is a transformed and integrated Municipality, which subscribes to the principles of Developmental Local Government which also provides a sustainable quality of life, a safe and healthy environment for all our communities, especially the poor and rural communities"

Mission

Mission as proposed:

- To provide access to basic and quality services and development in an efficient, effective, sustainable and cost effective manner.
- To provide a responsible and accountable leadership
- To promote a sustainable utilization of the SRVM's biodiversity
- To promote local economic development to enhance employment opportunities, to reduce poverty and bring better quality of life
- The implementation of effective management system and procedure
- Compliance with Batho-Pele principles

Core values

- Dignity
- Respect
- Trust
- Integrity
- Honesty
- Diligence

2. SWOT ANALYSIS

Provision of infrastructure and Basic Services

2.1. Roads & Streets

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Roads system ▪ Natural resources e.g. quarries ▪ Services providers (SANRA, Dept. of Roads and Transport) and Municipality ▪ Roads & Transport Forum functional 	<ul style="list-style-type: none"> ▪ Huge backlog in Provincial, District and Access Roads ▪ Poor planning not addressing maintenance because of limited funding/Budgets ▪ Poor road infrastructure affects the delivery process and access to other services ▪ Overloading of heavy motor vehicles not address. ▪ Poor road infrastructure to new housing development. ▪ No sidewalks for pedestrians.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Legislation allows for integrated planning 	<ul style="list-style-type: none"> ▪ Floods and natural disasters ▪ Tourist Route in very bad condition from Port Elizabeth to Addo Elephant National Park ▪ R335, R336, R72 in bad state ▪ Township roads poor ▪ Accidents due to the roads condition/maintenance ▪ No municipal road maintenance plan/programmes Kirkwood, Addo and Paterson ▪ Access roads to township in poor condition.

2.3. Water

Strengths	Weakness
<ul style="list-style-type: none"> ▪ Water rich region ▪ Dedicated official available ▪ Services providers ▪ Water services information framework ▪ Implementation of free basic water policy 	<ul style="list-style-type: none"> ▪ Paterson dependent on borehole ▪ Unemployment and low income levels-higher subsidies required
Opportunities	Threats
<ul style="list-style-type: none"> ▪ An establishment of GIS system for planning 	<ul style="list-style-type: none"> ▪ Bureaucratic systems of funders hinder rapid delivery

2.4. Sanitation

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Area Based Plan approach 	<ul style="list-style-type: none"> ▪ 3 960 households still dependent on Pit

<ul style="list-style-type: none"> ▪ Availability of services providers ▪ Housing development 	<ul style="list-style-type: none"> ▪ Latrine ▪ Lack of awareness campaigns ▪ Funding limitations hinder sustainable infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Using the existing WSP to promote health and hygiene ▪ Sanitation prioritized equal to water 	<ul style="list-style-type: none"> ▪ More than a services backlog but a health hazard

2.5. Electricity

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Electricity restructuring to establish a regional electricity distribution ▪ Proximity to the grid is advantageous 	<ul style="list-style-type: none"> ▪ 30% of households is without electricity ▪ Scattered households impede electrification ▪ Some of the areas are inaccessible ▪ Limited substations-many areas far from the grid ▪ Poor customer-services ▪ Lack of co-ordination between National Government and Local Government
Opportunities	Threats
<ul style="list-style-type: none"> ▪ DM has a Network Development Plan for SRV Municipality 	<ul style="list-style-type: none"> ▪ Lack of integrated planning ▪ REDS to affect revenue ▪ load shedding by Eskom ▪ Electricity increases will affect affordability ▪ Over-subsidizing of consumers

2.6. Land & Spatial Development

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Land availability ▪ Information is available for privately owned land ▪ Existence of small towns as services centres ▪ GIS available ▪ Area Based Plan and Land Availability Audit 	<ul style="list-style-type: none"> ▪ Lack of infrastructure development ▪ Lack of proper land use management systems and administration ▪ Lack of information on land needs/landlessness ▪ No commonages
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Existence and compliance to Legal Provisions(DFA) ▪ Availability of land reform grants ▪ Area Based Plan/Land Availability Audit 	<ul style="list-style-type: none"> ▪ No land use plan ▪ Uprising from Stock farmers as a result of unavailable commonages ▪ Lack of proper land use management systems and administration ▪ Lack of information on land needs/landlessness ▪ Willing buyer willing seller system ▪ Land invasion ▪ Unaffordable land prices

Social and Economic Development

2.8. Housing

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Procurement policies ▪ Support to emerging contractors (PDÍ's) ▪ Pool of workforce (unemployed) ▪ Pool of skilled personnel (Builders, plumbers) 	<ul style="list-style-type: none"> ▪ Backlog on land administration ▪ Land ownership and tenure issue ▪ Poor infrastructure planning ▪ No cohesion between departments and local authorities

<ul style="list-style-type: none"> ▪ etc) ▪ Integrated planning initiatives (all stakeholders planning together) ▪ Area Based Plan and Land Availability Audit 	<ul style="list-style-type: none"> ▪ Lack of relevant documentation e.g. ID's ▪ Bricks bought outside
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Legislation requirements on community participation ▪ Availability of funding ▪ Joint planning ▪ Development of functions to municipalities ▪ Housing plan 	<ul style="list-style-type: none"> ▪ Land invasions ▪ Crime ▪ Rapid need of housing delivery ▪ No bulk infrastructure (water, sewerage)

2.9. Health

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Availability of hospital SVH ▪ Availability of clinics in the SRV area ▪ PHC- Nurse driven services ▪ ARV accredited site at SVH ▪ 	<ul style="list-style-type: none"> ▪ Under resources (poor infrastructure/equipment, medication/doctors) ▪ Local doctors not entering the public services ▪ Shortage of nursing staff ▪ Shortage of ambulances
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Availability of doctors from other countries ▪ Provincial/National focus to the area (ISRDS nodal point) ▪ Paterson fixed clinics and mobile clinic ▪ Fixed clinic building for Eno/Bersheba ▪ To obtain nurses during their community services year. 	<ul style="list-style-type: none"> ▪ HIV and AIDS ▪ Migration of health professionals ▪ TB Infection ▪ Migration of patients of other areas for work. Do not comply with treatment.

2.10. Environmental issues

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Climatic conditions ▪ Water/Rainfalls ▪ Addo Elephant National park ▪ Step Map Handbook 	<ul style="list-style-type: none"> ▪ Lack of planning and land use management ▪ No veld management ▪ Lack of infrastructure development ▪ Lack of educational programmes on environmental issues
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Indigenous forests ▪ Wet lands ▪ Heritage sites ▪ Springs 	<ul style="list-style-type: none"> ▪ Open canals ▪ Uncontrolled animals ▪ Alien vegetation ▪ Soil erosion ▪ Veld and plantation fires ▪ Destruction of indigenous forests

2.11. Disaster Management issues

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Favorable climatic conditions ▪ Water/Rainfall 	<ul style="list-style-type: none"> ▪ Lack of educational programmes on disaster issues ▪ Lack of infrastructure development
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Major river (Sundays river) ▪ Springs 	<ul style="list-style-type: none"> ▪ Floods ▪ Soil erosion ▪ Veld and plantation fires

2.12. Community Halls

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Potential to attract more clients ▪ Dedicated officials ▪ Strategically location 	<ul style="list-style-type: none"> ▪ Staff shortages ▪ Staff performing dual functions ▪ No alarm system

<ul style="list-style-type: none"> ▪ Ample land for the extension ▪ Budget allocation ▪ Potential of generating more revenue for municipality ▪ Readiness of N.G.O to held ▪ User friendly ▪ Proper facilitation 	<ul style="list-style-type: none"> ▪ No strong perimeter fence
Opportunities	Threats
<ul style="list-style-type: none"> • To tap funding from Municipal Infrastructural Grant (M.I.G) • Source funding from outside • Transform some of the hall into multi purpose centres 	<ul style="list-style-type: none"> ▪ Vandalism ▪ Political interference from the Councilors ▪ Intimidation of the officials ▪ Unwillingness of the political parties to pay tariffs

2.13. Economy

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ SRCC and Addo Cold Storage ▪ Land for Agriculture ▪ conditions for climatic conditions for both sub-tropical and temperate cropping ▪ Forestry-indigenous and plantations ▪ Mining (quarries) ▪ Rivers ▪ Mountains and scenery ▪ People ▪ Culture ▪ Existing SMME's ▪ Livestock farming ▪ Biodiversity 	<ul style="list-style-type: none"> ▪ Poor infrastructure ▪ Lack of technology ▪ No clear economic policy ▪ High unemployment rate ▪ Low level of skills ▪ Low circulation of money in municipal area ▪ Institutional Capacity
Opportunities	Threats
<ul style="list-style-type: none"> ▪ climatic conditions ▪ Fishing (rivers and dams) ▪ Geographical location (along the N2, close to Port Elizabeth airport and Coega Development Zone / harbor) ▪ Availability of land for residential, commercial and farming activities ▪ Vegetables production ▪ Livestock production ▪ Tourism ▪ Improved human resources ▪ N10 cutting through Paterson ▪ BEE initiatives ▪ Agro-processing and Feedlot ▪ Retained business sites available upon submission of proposals 	<ul style="list-style-type: none"> ▪ Lack of skilled labour ▪ Poverty ▪ HIV and AIDS ▪ Crime ▪ High unemployment rate ▪ Illiteracy ▪ Natural disasters for example floods, tornadoes and droughts ▪ Land tenure system ▪ Rising food prices ▪ Xenophobic related attacks

CHAPTER 1: EXECUTIVE SUMMARY

The Sundays River Valley Municipality (SRVM) is one of the developing local municipalities within the Cacadu District Municipality (Western Region). It is located in the Eastern Cape approximately 80km north and east of the Nelson Mandela Bay Municipality.

The municipality boasts with its eco-tourism and agricultural potential. The Addo Elephant National Park (AENP) and citrus production are two important economic drivers in the SRVM. The AENP has given rise to a number of booming B & Bs and private lodges. Our close proximity to the Coega Industrial Development Zone has led to our Addo Tourism Development corridor and the Enon-Bersheba's 10 000 ha pristine communal land being increasingly sought after for tourism enterprise development and conservation opportunities. The municipality recognises and supports the creation of wealth in local communities through private enterprises and productive Public-Private Partnerships.

The SRVM's IDP vision is under review and proposals have been made to the public to adopt the current IDP as a mission statement. The municipality is developing and amending its IDP monitoring tools (institutional, departmental and individual score cards) to ensure proper linkages between SDBIP and IDP annual targets. As a developmental local government, the SRVM is committed to working with local communities to find sustainable ways to meet their social, economic and material needs as well as to improve their quality of life. The White Paper on Local Government of 1998 alludes to the latter statement and further provides that, as a developmental local government, the SRVM must play a central role in representing communities, protecting their human rights and meeting their basic services. These are issues and challenges we face, and the IDP then provides a strategic tool through which the municipality's development agenda is addressed.

As a legislative requirement the municipality must draft an IDP over a five-year lifespan and assess and review it annually. The IDP then becomes a tool designed to bring together and to harmonize individual plans of the municipal departments. It draws together all the development objectives of a municipal council including Local Economic Development (LED), and enables the formulation of strategies to realise the objectives set in an integrated way. This means everyone is working towards the same goal. The foreword by the Mayor best summarises what strategic objectives the municipality will pursue.

Programmes and projects contained in the IDP must reflect clear timeframes and indicators. However, some capital programmes and projects will take 3-5 years to complete. A long term strategic plan beyond a five-year term is necessary to ensure sustainability of current and future implementation of programmes and projects (Growth and Development Strategy).

The annual assessment and review of the IDP responds to the changing needs of the community and stakeholders. In the assessment and review sessions, politicians and officials had an opportunity to listen to the challenges and priority issues of their constituencies. One mechanism used was the CBP workshops and the Mayor's Indaba to name but a few.

The municipality's development mandate as enshrined in the constitution cannot be achieved without the help from other sectors, for example sector departments and businesses, which can be achieved through partnerships and intergovernmental relations.

The following preliminary steps were followed in the formulation of IDP Review Processes of the SRVM:

- The adoption of District framework plan which then informed our process plan;
- The assessment of the current situation in the municipal area to understand our priority issues;
- The assessment of the needs of the community;
- The determination of where the municipality is heading through vision, mission, objectives, and strategies;
- The prioritization of needs through project plans and the setting of goals to meet those needs.
- The inclusion of integrated management plans and programmes;
- Monitoring and evaluation of IDP implementation

It is important to note that the IDP process is the single, inclusive planning process within which other processes must be located.

Advantages and Importance of IDP

- Through the IDP, the municipality is informed about the **problems** affecting its municipal area and, being guided by information on available resources, is able to develop and implement appropriate strategies and projects to address the problems.
- It helps the municipality to make more effective use of scarce resources. The municipality can focus on identified and **prioritised local needs** taking into consideration local resources.
- This enables the municipality to search for more effective solutions by **addressing causes**, rather than just allocating capital expenditure for dealing with symptoms.
- The IDP helps to speed up delivery by providing a tool which guides **where investment** should occur.
- It attracts all relevant **role-players** and offers decision-making mechanisms that will drive at realistic project proposals taking into consideration the limited resources.

- Where there is a clear municipal **development plan**, private investors and sector departments are more willing to invest their money.
- The IDP will strengthen democracy and institutional transformation through transparency and **inclusiveness**. It engages different soc-economic groups where people live and work.
- It facilitates the redistribution of resources in a **consultative process**.

The MSA, 2000 states that the authority responsible for the management of the IDP process is to be either the executive committee or the executive mayor of the municipality. In cases where the municipality has neither, a committee of councillors is appointed by the municipal council for the task. Whoever is given this task must

- Manage the drafting of municipal IDP
- Assign the responsibilities for the drafting of the IDP to the municipal manager; and
- Submit the draft IDP to the municipal council for adoption by the Council

1.1. LEGAL FRAMEWORK OF THE IDP

Since 1998, local authorities have embarked on a comprehensive planning exercise to prepare Integrated Development Plans (IDPs) for the areas of jurisdiction, these being the former Transitional Local Councils and District Councils. These IDPs (including Land Development Objectives as required in terms of the Development Facilitation Act) are seen as “*First Round IDPs*” prepared in terms of the Local Government Transition (Second Amendment Act). The process preceded the 5 December 2000 Local Government elections.

Forming part of the new Local Government Legislation, the Municipal Systems Act (MSA), Chapter 5, as amended required all new demarcated wall-to-wall municipalities to prepare “*Second Generation IDPs*”. This process commenced in June 2001 and the Council approved the First IDP in May 2002.

In addition to the requirement for every Municipality to compile an IDP, the Municipal Systems Act, 32 of 2000, also requires that the IDP is implemented, and that the Municipality monitors and evaluates its performance.

Section 34 of the Municipal Systems Act deals with a review and amendment of the IDP and states the following:

“Annual review and amendment of Integrated Development Plan.

The Municipal Council:

- a) *Must review its Integrated Development Plan*
 - (i) *Annually in accordance with an assessment of its performance measures in terms of Section 41 and*
 - (ii) *To the extent that changing circumstances so demand and*
- b) *May amend its Integrated Development Plan in accordance with the prescribed process.”*

The review and amendment process must also adhere to the requirements for public participation set out in the MSA.

This document represents an outcome of the initial process which started in August 2009. The Process Plan could not be followed to the latter and we had to review it as appearing underneath. The final review will be submitted on 31st May 2010 to the Council for Approval.

1.2. THE 2009/10 REVIEW PROCESS

The IDP Process Plan 2009/10 was adopted in August 2009. By February 2010 there were activity schedules that were still outstanding and that necessitated a review of the plan as contained below.

Table 1a: REVIEWED KEY ACTIVITIES

Action	Activities	Responsibility	Time frame
Appoint Service Provider	Send request to administrator to appoint service provider	IDP Manager/ Administrator	01/03/2010
Review Process Plan	Review original process plan	IDP Manager/DLGTA	11/03/2010
Analyze and	Submit process plan to	SRVM Management	15/03/2010

approve Draft Process Plan	management for approval. Align Draft Process Plan with Draft Budget Process Plan. Analyze gaps within process plan and prepare for council submission	Team/Service Provider	
Approve Draft Process Plan	Obtain Council approval on process plan	Council	25/03/2010
Review Situational analysis information	Engage management and resource/technical and update situation analysis	IDP Manager/ IDP Steering Com/ DLGTA	04/03/2010
Confirm Vision , Missions and Values	Presentation to SRVM Strategic Session/IDP Steering Committee	IDP Manager	05/03/2010
	Presentation to Management Team and DLGTA	IDP Manager	09/03/2010
	Presentation to IDP Representatives, Ward committees	IDP Manager/ Mayor	19/03/2010
Confirm the needs of communities	Analyze ward committee reports and status of community based plans	IDP Manager/ Ward Councillors/ Service Provider	19/03/2010
Update Stakeholders on SRVM strategic priorities	Present to IDP Representative Forum High level strategic issues	Acting Municipal Manager/Administrator Mayor	19/03/2010
Integration of information from Sector Plans	Projects integrated into Organisational KPI's	IDP Manager	19/03/2010
Update spatial plan	Desktop Analyses of current SDF with DLGTA and present to IDP Representative Forum	IDP Manger/ Director Technical/ DLGTA	19/03/2010
Review of Municipal Strategies, KPA's, KPI's and Targets	Review of Municipal Strategies Alignment of projects with strategies	MM(administrator)/ Section 57 Managers/ IDP Manager	23/03/2010
Develop Project template	Obtain project template from HODs and align these to CDM projects, SRVM Institutional and Performance plans	IDP Manager/ Service Provider	27/03/2010
Prepare Draft IDP	Consolidation of Sector Plans and editing of Draft IDP. Align Draft with budget.	IDP Manager/ Service Provider	28/03/2010
Approve Draft IDP	Submit Draft IDP to Council for approval	Council	31/03/2010
Send Draft IDP to constituencies	Advertise Draft IDP for 21 days to obtain public comments	IDP Manager	05/03/2010
IDP/Budget Consultations	Last round of consultation on IDP comments and Budget. HODs and Councillors to be divided into four groups for consultation purposes	Management Team/ Councillors	April/May
Approve final IDP	Submit final IDP to Council for	Council	31/05/2010

	approval		
--	----------	--	--

1.3 ROLES AND RESPONSIBILITIES

1.3.1. MUNICIPAL COUNCIL'S POLITICAL OVERSIGHT ROLES AND RESPONSIBILITIES

Planning	Monitoring Review	Reporting	Performance Audit
1. Adopts priorities and objectives of the Integrated Development Plan. 2. Adopts the PMS framework. 3. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 4. Assigns the responsibility for the management of the PMS to the Mayor/Speaker 5. Establish an oversight committee for the purpose of the annual report.	1. Approves the annual review programme of the IDP. 2. Approves the Top level SDBIP. 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance targets of the municipality. 5. Consider the oversight report from the oversight committee	1. Receives externally audited performance reports from the Mayor/Speaker twice a year. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvements of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 6. Council adopts the oversight report.	1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and approves implementation of its recommendations.

1.3.2. ROLES AND RESPONSIBILITIES OF THE MAYOR/SPEAKER

Planning	Monitoring Review	Reporting	Performance Audit
1. Submits priorities and objectives of the IDP to Council for approval 2. Submits the PMS framework for approval. 3. Submits the municipal strategic scorecard to Council for approval. 4. Approves the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with the Municipal Manager on behalf of the Council 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the budget and Top-Level SDBIP to Council for approval.	1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Proposes changes to the priorities, objectives, key performance indicators and performance target of the municipality. 4. Quarterly evaluates the performance of the municipality against KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 6. Quarterly and annually evaluates the performance	1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit Committee. 4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Directors and the rest of the staff. 5. Report to council on the mid-term review and the annual report on the performance of the municipality. 6. Reports to Council on the recommendations for the improvement of the performance management system.	1. Submits the municipal annual audit plan and any substantial changes to it to Council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself, 3. Receives performance audit report from the Auditor General and makes recommendations to Council.

	of the Municipal Manager.		
--	---------------------------	--	--

1.3.3. ROLES AND RESPONSIBILITIES OF THE MUNICIPAL MANAGER

Planning	Implementation	Monitoring Review	Reporting	Performance Audit
<p>1.Coordinates the processes of needs identification and prioritization among all stakeholders, including community structures.</p> <p>2.Coordinates the formulation and revision of the PMS framework.</p> <p>3.Coordinates the formulation and revision of the municipal strategic scorecard.</p> <p>4.Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans.</p> <p>5.Enters into a performance agreement with Directors on behalf of Council.</p>	<p>1.Manages the overall implementation of the IDP.</p> <p>2.Ensures that all roles players implement the provision of the PMS framework.</p> <p>3.Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality.</p> <p>4.Ensures that annual programmes are implemented according to the targets and timeframes agreed to.</p> <p>5.Implements performance improvement measures approved by the Mayor/Speaker.</p> <p>6.Ensures that performance objectives in the Directors' performance agreement are achieved.</p>	<p>1.Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and Mayor/Speaker.</p> <p>2.Formulation of the annual performance improvements measures of the municipality as part of the new municipal strategic scorecard.</p> <p>3.Quartely reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.</p> <p>4.Quartely and annually evaluates the performance of Directors.</p>	<p>1.Receives performance reports quarterly from the internal auditor.</p> <p>2.Receives performance reports twice a year from the Performance Audit Committee.</p> <p>3.Receives monthly departmental performance reports.</p> <p>4.Reports once in two months to council committees and the Mayor/Speaker on the performance of Departments</p> <p>5.Reportson the implementation of improvement measures adopted by Mayor and Council.</p> <p>6.Annually reports on the performance of Directors.</p> <p>7.Submit the municipal annual report to the Mayor/Speaker.</p>	<p>1.Formulates the municipal annual audit plan.</p> <p>2.Formulates a response to the recommendations of the internal auditor and the Audit Committee.</p> <p>3.Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor/Speakers</p>

1.3.4. ROLES AND RESPONSIBILITIES OF COUNCIL COMMITTEES

Planning	Monitoring Review	Reporting	Performance Audit
<p>1.Advice the Mayor/Speaker on priorities and objectives of the IDP.</p> <p>2.Deliberates and advice on the municipal strategic scorecard.</p> <p>3.Participates in the formulation of the Top-Level Service Delivery and Budget Implementation Plan.</p> <p>4.Ensures that concerns of community structures are taken into account in discharging their responsibilities.</p>	<p>1.Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets.</p> <p>2.Participates in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard.</p> <p>3.Quartely evaluates the performance of their portfolios against adopted KPIs and targets.</p> <p>4.Quartely review s the</p>	<p>1.Receves Audit Committee performance reports from the municipal manager and make recommendations to the Mayor/Speaker.</p> <p>2.Receives quarterly reports from the Directors responsible for their portfolios before they are tabled at Council.</p> <p>3.Reports to the Mayor/Speaker on the recommendations for the improvement of the performance management systems.</p>	<p>1.Participate in the formulation of the annual audit plan.</p> <p>2.Advices the Mayor/Speaker on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance management system itself.</p>

	performance of their portfolios to improve the economy, efficiency and effectiveness of the municipality		
--	--	--	--

1.3.5. ROLES AND RESPONSIBILITIES OF HEADS OF DEPARTMENTS

Planning	Implementation	Monitoring Review	Reporting	Performance Audit
1.Participates in the identification of IDP priorities and the whole IDP process. 2.Participates in the formulation and revision of the municipal strategic scorecard. 3.Participates in the formulation of the Top-Level SDBIP. 4.Develop Technical SDBIP. 5.Manages subordinates' performance measurement system. 6.Regularly reports to the Municipal Manager. 7.Enters into a performance agreement with the Municipal Manager.	1.Manages the implementation of the Departmental SDBIP. 2.Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 3.Implements performance improvement measures approved by the Mayor/Speaker and the Council. 4.Manages the implementation of subordinates' performance measurement system. 5.Ensures that performance objectives in the performance agreements are achieved.	1.Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor/Speaker. 2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 3.Quartely and annually evaluates the performance of the departments. 4.Participates in Mid-Term Review.	1.Submit monthly and quarterly departmental performance reports. 2.Comments on the monthly reports in terms of any material variance. 3.Reports on the implementation of improvement measures adopted by the Mayor/Speaker and Council . 4. Annual reports on the performance of the department.	1.Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2.Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendation to the municipal manager.

1.3.6. ROLES AND RESPONSIBILITIES OF THE STAFF

Planning	Implementation	Review	Reporting
1.Participates in the development of the Technical SDBIP. 2.Participates in the development of their own performance measurements.	1.Executes individual work plans.	1.Participates in the review of departmental plans. 2.Participates in the review of own performance.	1.Reports to line manager.

1.3.7. ROLES AND RESPONSIBILITIES OF THE INTERNAL AUDIT UNIT

Planning	Monitoring Review	Reporting
1.Develop a risk and compliance based audit plan.	1.Measures the performance of departments according to KPIs and performance targets set in the municipal scorecards. 2.Assess the functionality of the PMS. 3.Ensures that the system complies with the Act. 4.Audit the performance measures in the municipal scorecard and departmental scorecards. 5.Conduct compliance based audit.	1.Submits quarterly reports to the Municipal Manager. 2.Submits quarterly reports to the Performance Audit Committee.

1.3.8. ROLES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

Planning	Monitoring Review	Reporting
1.Participates in the formulation of the annual audit plan.	1.Review quarterly reports from the internal audit committee.	1.Reports quarterly to the municipal council.

1.3.9. ROLES AND RESPONSIBILITIES OF THE COMMUNITY

Planning	Monitoring Review	Reporting
1.Participate in the drafting and implementation of the municipality's IDP through established forums. 2.Participates in the setting of KPIs and targets for the municipality every year. 3.Make representations on the draft annual budget.	1.Participates in the annual review of performance through their involvement in the development of the Oversight Report	1.Receive annual performance and budget reports from council. 2.Participate in the development of the Oversight Report.

According to the Municipal Structures Act and the Municipal Systems Act, both levels of the local sphere have to elaborate IDPs as a crucial part and tool of their management and delivery system. In order to avoid duplication of work, the two planning processes should be closely interrelated. The design of this interrelation and distribution of responsibilities takes four imperatives into consideration:

1. The analysis and reprioritization of needs and problems requires a participatory process, involving local communities and stakeholders. The information on service gaps and on potentials has to be location-specific. Therefore the entire Municipal senior staff, Ward Councilors, chairpersons of Portfolio Committees, IDP Representative Forum has to be actively committed in the processes, identified in the preceding process plan.
2. If IDP is meant to contribute towards institutional transformation, as well as informing budgets and business plans, then it is imperative that we have a planning process and review planning documents.
3. Smooth co-ordination needs to be promoted between Departments, Community, Sector Departments, District, Provincial and National level
4. Translating these three imperatives into the phasing of the IDP processes may result in the following procedure:
 - The **continuous consideration of comments** received from various role-players in the IDP Process, including the ones received from the MEC, will be considered.
 - **Identification of assessment and participatory issues** and the focus of the planning and extensive participation process.
 - **Facilitation of Sector Alignment of provincial budgets** will, as a rule, be at district level, while there may still be some locally specific issues, which need locally specific strategies. Local Municipalities are to be invited to Sector Alignment strategy workshops so as to jointly discuss the most appropriate problem-solving strategies. This needs to be closely monitored at local and district level.
 - **Provincial and National specialists**, as well as competent resource persons from civil society could be invited to join this process which will be facilitated by the District municipal officials with the assistance of PIMSS centre staff. This is the arena where “people and places meet with sectors and subjects”.
 - The District will have to play an important role in **vertical co-ordination** of reviewed programmes and projects.
 - **Consolidation of documentation** into a draft and the adoption and approval of amendments feeding into the final IDP.
 - 50% + 1 will constitute the quorum in all meetings.

1.4 AMENDMENT AND ADJUSTMENT TO THE 2009/2010 IDP

The review process focussed on:

- ❖ Improving the **strategic nature** of the document, thereby ensuring effective use of available data, careful consideration of available resources, as well as exploring locally appropriate solutions to complex development issues.
- ❖ Increasing the usefulness of the document during **implementation** and monitoring.

The process was influenced by:

- ❖ Project progress information as provided by Heads of Departments

- ❖ An extensive data search to update the analysis chapter.
- ❖ Inputs from community based planning initiatives

The Reviewed IDP document 2009/2010 reflects the following adjustments:

- 1) Information and analysis were updated to include the following data sources:

Table 1b: Data sources

NAME OF DOCUMENT ¹	SOURCE	DATE
Service backlog study	Cacadu District Municipality	September 2005
Spatial Development Framework	Sundays River Valley Municipality	November 2007
Integrating the natural environment into land use decisions of municipal level	The Step handbook	
Draft Tourism Sector Plan		October 2009
Finance Policies	Sundays River Valley Municipality	25 March 2010
Comprehensive Infrastructure Plan	DPLG	2008

- 2) Data is represented by a ward, wherever possible, to assist with decision making such as prioritization, and to ensure an improved target group orientation.
- 3) Community Based Plans
- 4) Reformulation of Foreword by the Mayor
- 5) Updating of priorities, programmes, projects and strategic objectives emanating from CBP and public participation processes
- 6) The list of policies is replaced with an explanatory note that says “all Council adopted policies can be accessible from our website”
- 7) Reference to implementation plan for institutional risk assessment
- 8) Performance management system has been updated and new information inserted.
- 9) The entire budget section is updated and a revised budget summary for the next three years is inserted.
- 10) The five year financial plan is reviewed.
- 11) Reference to National Medium Term Strategic Framework (MTSF)
- 12) Reflections and Contextualization of the State of the Province Address – February 2010
- 13) Development of Mission and Values
- 14) Inclusion of SDBIP, Turnaround Strategy for SRVM.
- 15) Comprehensive analysis of Roles and Responsibilities in the IDP Process.
- 16) Cooperative Governance Turnaround Strategies (COGTAS)
- 17) Provincial Municipality Capacity Assessment Tool (MUCAT)
- 18) District Turnaround Strategies

The following section provides the reader with a brief overview of the key achievements of projects listed in the 2007/08 and 2008/09 IDP. The template considers completed projects, roll-overs, new projects and projects that are either amended or deleted. Future data collection regarding IDP achievements will record the exact nature of the beneficiaries in order to provide a clearer description of progress and achievement of objectives. A detailed list of completed projects from 2006-2008 is included under project templates section.

CHAPTER 2: UPDATED ANALYSIS

The analysis section is the cornerstone of the IDP. It provides an assessment of the existing level of development in the municipality. This session analyses the internal and external environmental trends and provides reliable information that may have a potential impact on the attainment of municipality's mission and objectives.

The updated analysis includes extensive data tables illustrating the status quo of living conditions in each ward. The intention of these data tables is to inform the Municipality of the most pressing development issues as well as the location of the most affected households. The information is used on a continuous basis to stimulate ward level participation and dialogue and to influence processes of prioritization.

2.1. SUNDAYS RIVER VALLEY IN CONTEXT

The Sundays River Municipality is located in the Eastern Cape approximately 80 km north and east of the Nelson Mandela Bay Municipality. The study area includes the coastal zone between Alexandria and the Sundays River Mouth, and in-land stretches towards the Klein Winterhoek and Zuurberg Mountains. The area is characterised by the Addo Elephant National Park, the Woody Cape Nature area along the coast, and the Sundays River Valley irrigation and citrus farming region.

The Sundays River Valley plays an important role in the local economy of the Eastern Cape. The area is characterised by high intensity irrigation farming which is largely based on the export market. Conservation, eco-tourism and game farming are on the increase with specific reference to the Greater Addo Project and other conservation initiatives. The coastal region between the Sundays River Mouth and Alexandria in the east is largely undeveloped and comprises the Woody Cape Nature Reserve, the Alexandria Coastal Reserve and the Alexandria State Forest. The area is unique with respect to its mobile dune fields and unspoiled wilderness character.

Major urban centres include the towns of Kirkwood, Addo and Paterson, with smaller nodes being Enon, Bersheba and Sunlands.

Three distinctive homogenous areas are identified, i.e. the coastal zone south of the railway line, the Sundays River Valley and the mountainous areas north of the valley and east towards Alexandria.

a. Coastal Zone

The coastal zone stretches from the Sundays River Mouth or Colchester in the west, towards the boundary of the study area in the east, bordering the villages of Boknes and Cannon Rocks. The northern boundary of this area is generally the railway line between Alexandria and Kinkelbos. The area is predominantly characterised by reserves and conservation areas, which form part of the Greater Addo Park. Land uses are characterised by coastal mobile dunes, limited cultivated land and limited accessibility. No settlement occurs in the coastal zone.

The coastal zone is undeveloped with excellent opportunity for eco-tourism and related activities. For the purposes of the Spatial Development Framework, it is noted that the coastal zone is mostly under ownership and management of the Addo Park. This includes the proposed marine reserve area. Private development is therefore restricted within the parameters of the Addo development model.

b. Sundays River Valley

The Sundays River Valley is a low-lying area along the Sundays River stretching from the Kirkwood prison grounds in the west to Colchester and Kinkelbos in the south-east. The main characteristics of the Sundays River Valley are the high intensity agricultural activities together with a well-developed irrigation system. Main urban settlements are Kirkwood, Enon, Bersheba and Addo, with Sunlands and Kinkelbos being smaller settlements.

Secondary to the agricultural use, a number of tourist attractions, agricultural related industries and infrastructure are common throughout the Valley. Specific reference is made to bed and breakfast facilities, packing sheds and game related tourism facilities.

c. High Lying Hinterland

This region north and east of the Sundays River Valley is characterised by higher lying mountainous areas with steep valleys and drainage features. The Zuurberg Mountains in the north includes the Addo Elephant National Park and Zuurberg Conservation areas. The high-lying area extends towards Alexandria in the east, which includes the urban area of Paterson with the Shamwari Game Reserve and other conservation areas as main features and characteristics. The Alexandria chicory and diary farming area is prominent towards the east.

Overview of Wards

Table 2: Overview of wards

WARD	SETTLEMENTS	TOTAL KM ²	TOTAL POPULATION	HOUSEHOLDS
1	Moses Mabida Msengeni area Bongweni area Nosini area Steve Biko area	2.68	6100	1404
2	Kirkwood town JC Steyn Bersig Jagvlakte Malmasion Aqua Park	117.32	6476	1380
3	Addo Valencia Zuney	1585.73	6990	1869
4	Paterson Moreson-Kwazenzele Farms	702.66	4867	1197
5	Nomathansanqa	0.798	6482	1617
6	Nomathamsanqa Selborne Langbos Sunland	99.68	5157	1356
7	Bersheba area Summerville-Mistkraal Wesbank Enon Dumbrody	998.72	5508	1209
		3507.59	41580	10024

Regional access to the study area is obtained via the N2 National road from Port Elizabeth to East London, the N10 National road from Port Elizabeth to Middelburg and Graaf-Reinett road from Uitenhage to Graaf-Reinett.

The study area is characterised by two main topographical regions:

i. Sundays River Valley

The Valley is characterised by wide, fertile flood plains and is associated with low-lying land, with steep less-fertile slopes flanking the Valley. The town of Kirkwood is the main focal point of the Valley, with Addo and Sunland being secondary nodes. The Valley is characterised by harsh climatic conditions with summer temperatures rising in excess of 40°C. Rainfall is 250 – 500 mm per annum and is spread over the year. The largest portion of the study area is extensively farmed with mainly citrus varieties. Natural vegetation occurs on the higher lying areas and is commonly referred to as valley Bushveld.

ii. Paterson and surrounding area

The area outside the Sundays River Valley includes the Coastal Belt, east of the Sundays River Mouth and west of Alexandria, including the town of Paterson. Climatic conditions vary considerably, given the distances from the coast. This portion of the study area is characterised by a diverse, natural and physical environment. Land uses include the Woody Cape Nature Reserve, Addo Elephant Park and extensive dairy, cattle and game farming areas. Valley Bushveld as well as Eastern Cape Thornveld largely cover the area.

2.2. DEMOGRAPHICAL TRENDS

Table 3: Demographic trends

The CDM'S ABP/LAA situation analysis 2007 provides the following comparisons with respect to demographic indicators:

Major towns & Settlements	CDM Settlement Level	Census 1996	Census 2001			CDM Survey 2005		Rural population (2001)	Employed in Agricultural sector	Annual Population Growth (%)		Distri (%)	
		Population	Population	Households	Households size	Population	households			1996-2001 (census)	1996-2005 Census & CDM		Urban
		Addo	1		11005	2729	4.0			23263	4151		
Enon – Bersheba	1		1291	293	4.4	3165	791						
Kirkwood	2		9548	2187	4.4	26265	5508						
Paterson	1		4402	1075	4.1	8310	1620						
Rural			15218	4245	3.6	No data	No data						
Total		43663	43663	10529	3.9	61003	12070	15218	4922	-1.0	4.4	63.3	

This table provides critical information that determines current socio-economic profile that may influence future development needs. The CDM Survey 2005 reflects population as 61003 and households 12070 which is way above the Census 2001 figures. However, the Census 2001 figures are official statistics used but this difference should be considered for realistic planning purposes.

Table 4: Population growth

WARD	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
1	6045	29.19	54	237.50	0	0	0	0	6100	29.16
2	2513	-26.35	2941	-2.06	4	-50	1018	-28.36	6476	-17.90
3	4971	-2.16	1556	-3.89	0	0	463	-27.66	6990	-5.73
4	3827	4.19	896	-13.60	3	-40	141	-54.22	4867	-3.24
5	6442	24.17	40	185.71	0	-100	0	0	6482	24.39
6	4610	-3.15	336	-47.74	0	0	210	-62.23	5157	-14.16
7	3427	-16.72	2604	-35.22	0	-100	628	-37.26	5508	-25.45
TOTAL	31 835		7 511		8²		2 226		41 580	

² It is not clear why Census statistics indicate 8 persons while ward profiles only indicate 7 persons.

A comparison between 1996 and 2001 census data suggests interesting shifts in the demographical data of the area with specific reference to population growth. The table below offers an illustration the total number of persons per ward and the % of growth / decline as compared to Census 1996. The Census 1996 data indicated a total population of 43 663, as compared to 41 580. This suggests a decline in population, contradicting the expected population growth (1996 – 2010) of 2.3% per annum as indicated in the Spatial Development Framework (September 2005). The SDF (2005) suggests a population of 63 220 by 2010, implying that an additional 12 501 (2 512 households) will reside in the area. This has a significant influence on service delivery, provision of affordable housing, education and health facilities and infrastructure. Future planning efforts in the Municipality need to clarify this contradiction in order to respond meaningfully to future needs.

In turn, the table suggests growth in two particular wards with specific reference to African and coloured population groups, namely:

- ❖ Ward one: Moses Mabida
- ❖ Ward five: Nomathansanqa

As the Census 2001 indicates an overall reduction in the number of children aged 0 – 4 years, new births are not contributing significantly to the indicated growth. The age groups that are increasing in numbers are illustrated in the table below.

Table 5: Increase in population by age and gender

GENDER	AGE	1996	2001
Male	35 to 64 years	5238	5300
Female	15 to 34 years	8059	8211
Female	35 to 64 years	5515	6271

To ensure that development interventions consider the particular nature of their target group, the following table indicates the number of persons in each ward per age group:

Table 6: Age composition per ward

AGE GROUPS WARD	0 TO 4	5 – 14	15 – 34	35 – 64	OVER 65	TOTAL POPULATION
1	447	1188	2316	1755	396	6100
2	561	1215	2424	1860	417	6476
3	633	1479	2559	1983	333	6990
4	441	978	1908	1284	252	4867
5	501	1071	2130	1554	252	6482
6	405	1050	1941	1452	309	5157
7	579	1317	2520	1677	387	5508
TOTAL	3567	7298³	15798	11565	2346	41 580

The table indicate that 38% of the population is between the ages of 15 – 34 years. This strengthens the need to develop a youth-related development indicator in all development interventions.

³ The Census 2001 indicates a total of 8299.

2.3. INFRASTRUCTURE AND SERVICE-RELATED INFORMATION

The provision of basic services, with specific reference to the eradication of backlogs and creating access to vulnerable groups, represents a major focus of the SRV Municipality. Ultimately the provision of basic services will contribute to the restructuring of human settlements to represent viable areas in which to live and work.

The following items were reconfirmed as priority issues constituting the provision of infrastructure and basic services development priority during the 2007/8 review process:

- ❖ Water
- ❖ Sewerage
- ❖ Housing
- ❖ Electricity
- ❖ Refuse removal
- ❖ Roads and storm water
- ❖ Improvement of public transport

Table 7: Infrastructure Status Quo

Addo	Raw water is supplied from the LSRWUA canal (Orange River water) to the Caesar's Dam. Raw water is pumped from the dam to the water treatment works (WTW) from where it is pumped to a storage reservoir in town. Addo has sufficient capacity to meet its current water demand.	The internal sewerage reticulation consist of fibre cement and PVC pipelines and drains to the wastewater treatment works. The WTW is an oxidation pond system and it is not know if the works have sufficient capacity to meet Addo's future wastewater demand.
Enon	Raw water is supplied from the LSRWUA canal (Orange River water) and pumped to a balancing dam next to the water treatment works (WTW). Raw water gravitates from the dam to the WTW from where it is pumped to two storage reservoirs. Enon has sufficient capacity to meet its current water demand.	The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the wastewater treatment works (WWTW). The WTW is an oxidation pond system and it is not know if the works have sufficient capacity to meet Enon's future wastewater demand.
Kirkwood	Raw water is supplied from the LSRWUA canal (Orange River water) into three concrete balancing dams. Raw water is pumped from the dams to the water treatment works from where it is pumped to the storage reservoirs. Kirkwood has sufficient capacity to meet its current water demand.	The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the wastewater treatment works (WWTW). Kirkwood is currently serviced by two separate WWTW, namely the Kirkwood and Moses Mabida WWTW. The Kirkwood WWTW is being phased out and in future all sewerage will be treated at the Moses Mabida WWTW. The Moses Mabida WWTW is a conventional activated sludge treatment works and the capacity of the works will be increased in phases to meet the current wastewater demand of the town and to ensure that the quality of the final effluent meet the required discharge standards.
Paterson	Raw water is abstracted from boreholes on the outskirts of town. Raw water is pumped from the boreholes to two storage reservoirs. The water is chlorinated before being distributed to consumers.	Most of the consumers in Paterson are serviced by septic tanks and pit latrines.

Table 8: Service levels (Households)

Major Towns & Settlements	CDM Settlement Level	Census 2001			CDM 2005		Water			Sanitation				
		Population	Households	Population	Households	None or inadequate	Communal supply (reticulation)	Yard tap or house connection	Total	Non or inadequate		Wet installation	Full water borne	Total
Addo	1	11005	2729	23263	4151	0	1750	2401	4151	0	1750	25	2376	4151
Enon/Bersheba	1	1291	293	3165	791	0	0	791	791	0	200	0	591	791
Kirkwood	2	9548	2187	26265	5508	0	410	5098	5508	0	2654	0	2854	5508
Paterson	1	4402	1075	8310	1620	0	0	1620	1620	1100	400	120	0	1620
Rural		15218	4245	n/a	n/a	0	0	0	0	0	0	0	0	0
Total		41464	10529	61003	12070	0	2160	9910	12070	1100	5004	145	5821	12070

The Municipality has achieved tremendous success in responding to the eradication of water services backlogs. Although the tables below indicate that a big challenge exists in the upgrading of sanitation in the Municipality, water remains the first focus as the preferred level of service is dependent upon a sufficient supply of water.

The Kirkwood and Addo area sources water from Sundays River Water User Association.

The Paterson area requires a special mention as it has extensive problems with bulk water supply. Currently, water needs are obtained from boreholes and this remains largely inadequate. Currently all projects reliant on water e.g. housing, gardens etc. have been delayed due to water constraints. The Municipality has taken a number of steps to ensure that influential leaders such as Ministers are aware of the situation in order to unlock the required funding. The Spatial Development Framework of the Cacadu District Municipality makes specific reference to this crisis. The community has welcomed recent funding and progress to Paterson bulk water supply.

The assessment of our IDP by the Province has identified that we are silent about internal budget for infrastructure, capacity building and filling of critical vacant posts. The municipality is currently implementing a recovery plan and is not in the position to fund all its priorities. The provision of infrastructure should also be seen in relation to approved housing developments, as it becomes the vehicle for the provision of basic services. All applications have been submitted to Province.

COMPREHENSIVE INFRASTRUCTURE PLANS

Comprehensive Infrastructure Plans (CIPs), as initiated by DPLG, are in the process of being developed through assistance from Cacadu District Municipality. The purpose of the CIP is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision / service delivery. The first phase one of the CIP development has been completed. The tables that are reflected below reflect the draft monetary requirements to address infrastructural backlogs.

The following section starts by providing

- A comparison of backlog from available document vs. Actual
- Capital Budget Summary of monetary requirements to address the backlog
- A ward profile summary of access to basic services

The ward profile summary of access to basic services is reflected as is represented in the 2001 Census data. Interpretations of this data should take into account the significant amount of service provision that has occurred in the time period 2002 – 2008. Following the summary profile, backlog studies conducted during 2005 by the Cacadu District Municipality and CIP as captured herein under, provide a more recent opinion regarding the spending required dealing with the backlogs.

Comparison of Backlog from available documents vs. actual

Backlog
Extracted from HSP, IDP, etc.
Actual (Sundays River Valley Municipality)
Adjusted to ensure there is not shortfall

Ward	Housing			Water			Sanitation		
		From document	Actual		From document	Actual		From document	Actual
1	947	800		123	800	1000	837	1950	3450
2	384	258		201		958	424	276	276
3	878	1500		376	200	750	639	1000	1685
4	613	1950		104	600	1000	641	146	0
5	465	510		7	800		366		0
6	395			211	160	651	338	850	164
7	447	525		190	164		293	200	851
		5543			2724	4359		4422	6426
	4129			1212			3538		

Capital Budget Summary for Projects

Intervention	Total Amount	1-Mar-09	1-Mar-10	1-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	R 286,136,200	R 12,980,000	R 58,040,000	R 65,710,000	R 58,550,000	R 26,470,000	R 13,450,000	R 16,930,000	R -
Water Backlogs	R 19,180,000	R 1,010,000	R 14,680,000	R 3,490,000	R -	R -	R -	R -	R -
Water Refurbishment	R 8,540,000	R 3,130,000	R 5,410,000	R -	R -	R -	R -	R -	R -
Water Bulk	R 23,500,000	R 650,000	R 17,840,000	R 5,010,000	R -	R -	R -	R -	R -
Water Treatment Works	R 24,500,000	R 2,790,000	R 17,450,000	R 4,260,000	R -	R -	R -	R -	R -
	R 75,720,000	R 7,580,000	R 55,380,000	R 12,760,000	R -	R -	R -	R -	R -
Sanitation Backlogs	R 52,290,000	R 19,630,000	R 24,030,000	R 8,630,000	R -	R -	R -	R -	R -
Sanitation Refurbishment	R 6,500,000	R -	R 6,500,000	R -	R -	R -	R -	R -	R -
Sanitation Bulk	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 17,000,000	R 3,000,000	R 14,000,000	R -	R -	R -	R -	R -	R -
	R 75,790,000	R 22,630,000	R 44,530,000	R 8,630,000	R -	R -	R -	R -	R -
Roads: new	R 388,000,000	R 4,490,000	R 23,510,000	R -	R 12,930,000	R 160,270,000	R 140,000,000	R 46,800,000	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 388,000,000	R 4,490,000	R 23,510,000	R -	R 12,930,000	R 160,270,000	R 140,000,000	R 46,800,000	R -
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 825,646,200	R 47,680,000	R 181,460,000	R 87,100,000	R 71,480,000	R 186,740,000	R 153,450,000	R 63,730,000	R -

Table 9: Ward profile summary of access to basic services

DESCRIPTION OF BASIC SERVICE	WARD							TOTAL	
	1	2	3	4	5	6	7	No. of h/holds	% of total h/holds

TOTAL NO. OF H/HOLDS	1343	1439	1553	1081	1440	1146	1224	9226	
Refuse Removal									
Weekly by municipality	1188	624	408	846	9	144	366	3585	38.86
Municipality other	21	12	24	18	0	6	45	126	1.37
Communal dumping	3	36	129	6	42	126	126	468	5.07
Own dump	84	567	1185	147	1008	795	450	4236	45.91
No disposal	108	144	123	180	561	282	216	1614	17.49
Access to electricity	1155	981	990	816	921	867	816	6546	70.95
Sanitation									
Flush toilets	39	573	411	72	390	657	276	2418	26.21
Flush septic tank	87	51	156	54	6	42	72	468	5.07
Chemical	9	3	6	12	3	3	120	156	1.69
VIP	30	90	183	48	96	93	366	906	9.82
Pitlatrines	1119	531	525	84	1086	342	297	3984	43.18
Bucket latrine	9	6	30	639	6	6	6	702	7.61
None	108	132	555	291	27	210	63	1386	15.02
Water									
Dwelling	60	357	264	90	3	114	249	1137	12.32
In yard	1029	522	504	765	1083	729	423	5055	54.79
Community stand <200 m	63	33	198	108	195	9	138	744	8.06
Community Stand >200m	69	12	303	162	321	69	113	1049	11.37
Borehole	0	12	87	21	0	15	18	153	1.66
Spring	0	0	12	0	0	3	3	18	0.20
Rain tank	66	141	285	3	0	120	147	762	8.26
Dam/stagnant water	3	126	186	24	0	231	78	648	7.02
River/stream	0	39	21	3	0	24	3	90	0.98
Water vendor	0	24	3	3	0	0	3	33	0.36

Other	108	114	18	15	15	42	30	342	3.71
-------	-----	-----	----	----	----	----	----	-----	------

2.3.1. Water and Reticulation Level

The data is provided by the Cacadu District Municipality and has been gleaned from the latest backlog study, which was conducted in September 2005. The data indicates the existing water reticulation levels and current deficiencies in the level of service, as well as the cost implications to rectify the current backlogs.

Table 10: Nature of water services at household level

TYPE OF SERVICE	NOTHING	STANDPIPE >200M	STANDPIPE < 200M	INDIVIDUAL CONNECTION UNMETERED	INDIVIDUAL CONNECTION METERED	YARD TANK	OTHERS
Consumer units	0	410	1750	1600	8310	0	0
% Of consumer units	0	3.3%	14.4%	13.25	68.8%	0	0
District average	0.17%	2.6%	4.9%	9.56%	74.96%	7.66%	0.02%

Source: *Cacadu District Municipality Backlog Study 2005*

The table offers a mirror (namely the District average rates) against which performance can be checked.

In a different configuration the following table indicates those geographical areas with "below standard" access to water.

According to the backlog study, the following areas have been identified as having insufficient services according to the national standards:

Table 11: Geographical areas facing below standard water supply

AREA	SUBURB	ERVEN	STANDARD: 5
ADDO	Informal settlement	200	3
	Langbos	350	3
	Molly Blackburn	400	3
	Noluthando	800	3
KIRKWOOD	Moses Mabida	1200	4
	Shacks	410	2
PATERSON	Kwazenzele B	400	4

Source: *Cacadu District Municipality Backlog Study 2005*

Behind the scenes a number of mechanisms enable delivery of water.

The following table looks into the limitations and requirements of these mechanisms:

Table 12: Bulk water supply requirements

SETTLEMENTS	UPGRADING BULK STORAGE			UPGRADING WASTE WATER TREATMENT			UPGRADING BULK PIPELINE INFRASTRUCTURE		
	Current	Required	Cost ⁴ 'Mil	Current (MI)	Required	Cost	Current (L / S)	Required	Cost
ADDO	4.0ML	6.9ML	R5.2	2.4	3.3	R1.5	37.0	52.5	R1.2
ENON/BERSHEBA	1.1ML	1.0ML	R0	0.5	0.5	R0	9.4	7.1	0
KIRKWOOD	5.1ML	7.8ML	R4.8	1.5	3.8	R3.0	59.7	59.3	0
PATERSON	1.3ML	2.5ML	R2.2	0.5	1.2	R1.2	21.2	18.8	0

Source: *Cacadu District Municipality Backlog Study 2005*

Table 13: Upgrading of raw water supply

SETTLEMENTS	UPGRADING RAW WATER SUPPLY				
	CURRENT	REQUIRED	MAX	SHORTFALL	COST
ADDO	14.8	52.5	37.0	15.5	R1 800 000
ENON/BERSHEBA	8.1	7.1	8.1	0	R0
KIRKWOOD	20.9	59.3	59.3	0	R3 100 000
PATERSON ^o	4.5	18.8	17.3	1.5	R1 000 000

⁴ Rounded to nearest 0000.

Source: *Cacadu District Municipality Backlog Study 2005*

Table 14: Summary of the investment cost for the required upgrade

NATURE OF SERVICE AREA	RETICULATION	RESERVOIR (STORAGE)	SOURCE (RAW WATER SUPPLY)	WATER TREATMENT WORKS	BULK PIPELINE INFRASTRUCTURE
KIRKWOOD	825 600	4 842 923	3 070 551	0	0
ADDO	1 260 000	5 181 170	1 775 322	2 636 280	1 240 000
PATERSON	144 000	2 236 815	1 021 407	4 592 440	0

Source: *Cacadu District Municipality Backlog Study 2005*

2.3.2. Sanitation & Reticulation Level

Table 15: Nature of current sanitation services at household level

NATURE OF SERVICE	NOTHING	PIT	VIP	BUCKET	CONSERVATION TANK	SEPTIC TANK	SBS SYSTEM	FWS SYSTEM
Consumer units	0	3960	1043	1100	0	145	0	5822
% Of consumer units	0	32.8%	8.6%	9.1 %	0	0.12%	0	48.23%
District average	0.81%	5.36%	6.89%	10.83%	13.21%	7.38%	6.245	49.28%

Source: *Cacadu District Municipality Backlog Study 2005*

Table 16: Geographical areas facing below standard services

AREA	SUBURB	ERVEN	RATE STANDARD: 8
ADDO	Town	25	6
	Informal settlement	200	2
	Langbos	350	2
	Molly Blackburn	400	2
	Noluthando	800	2
ENON/BERSHEBA	Bersheba A	200	2
KIRKWOOD	Aqua Park	277	3
	Emsengeni	766	3
	Moses Mabida	1200	2
	Shacks	410	2
PATERSON	Kwazenzele B	800	4
	Kwazenzele B	400	2
	Moreson	300	4
	Old Town	120	6

Source: *Cacadu District Municipality Backlog Study 2005*

Table 17: Investment required for upgrading

AREAS	RANDS
BULK STORAGE RESERVOIR	R12, 260,907
WASTE WATER TREATMENT WORKS	R4, 245,683
WATER AT RETICULATION LEVEL	R2, 229,600
SANITATION AT RETICULATION LEVEL	R48, 183,400

Source: *CDM Spatial Development Framework – Draft 2006*

The *Cacadu Spatial Development Framework* indicates two possible projects relating to bulk infrastructure upgrading, namely:

- ❖ Kirkwood raw water supply upgrade – R3, 070,551 (completed)
- ❖ Kirkwood bulk storage upgrade – R4, 842,923

2.3.3. Electricity

Table 18: Electricity backlogs

RESPONSIBLE AGENT	AREA	BACKLOG	COMPLETED (2002 – 2008)	OUTSTANDING
SRV MUNICIPALITY	Kirkwood (Centre)	0	0	0
	Aqua Park	0	0	0
	Bergsig	0	0	0
ESKOM	Paterson (town)	0	0	0
	Moreson	120	0	120
	Kwazenzele	1020	0	1020
	Addo	2	0	2
	Valencia	911	245	666
	Nomathansanqa	350	0	350
	Noluthando	801	0	801
	Langbos	120	0	120
	Enon	257	146	111
	Bersheba	593	443	150
	Moses Mabida	270	90	180
	Emsengeni	766	766	0
	TOTAL H/HOLDS			

The supply of electricity by ESKOM is linked to approved housing developments and the submission of settlement design plans.

2.3.4. Roads and Storm Water

The study area is served by an extensive road network that comprises the main access road through the Valley, the N2 national road and various secondary roads that serve the agricultural industry. The N2 national road is in a fairly good state of repair. However, the main access road through the Valley has been identified by the farming community as a major priority for upgrading. Most of the produce from the Valley is transported on this route and the road quality affects the export quality of fruit.

Internal roads in urban areas and settlements generally need upgrading and ongoing maintenance. Roads in low-income, high-density residential areas are mostly gravel with limited storm water management. The Municipality has implemented an ongoing process for road maintenance.

The Cacadu Spatial Development Framework (2005) indicates that there is 536.9km of gravel roads in the Municipality with a surface length of 204.9km. The document concurs that most of these roads are in desperate need of upgrading and maintenance. Considering the economic drivers of the area, namely agriculture and tourism, the Municipality needs to ensure that these conditions do not place additional pressure on the existing economic activities.

The state of roads is a hazard to road safety in general. Poor road conditions impact on a household level – communities are affected in their mobility in terms of public transport. Poor road conditions also influence access to social services and economic opportunities. The functioning of emergency services is also influenced by road conditions, which causes accidents and damage to property/vehicles. Within this context, communities have prioritized the tarring of roads in most wards.

Although a number of projects are listed in this regard, the delivery of these projects is influenced by various factors:

- ❖ The key source of funding for infrastructure, namely the Municipal Infrastructure Grant (MIG), first and foremost needs to serve the eradication of backlogs in basic services.
- ❖ The expected standard of communities (namely tarred surfaces) reduces the possibility of generating sufficient funding for such projects.
- ❖ Although standards in low income and informal settlements are of a far lower standard and in desperate need of upgrading, the maintenance of existing networks in formally established, middle and higher income groups requires financial allocations, particularly in areas where tourism plays a prominent role.

The Municipality is participating in a District Transport Forum and, as captured in the Cacadu Spatial Development Framework, verifiable backlog information regarding transportation requirements is not available. As is the case in most municipalities, taxis play a central role in the mobility of communities. The District Framework estimates a cost of R4, 532,000 for the upgrade of infrastructure in support of public transportation. Prioritised projects are listed under Integrated Transport Plan section.

⁶ The backlog represented in the ward profiles referred to a total of 30% h/holds without electricity.

2.3.5. Land

The issue of land cannot be separated from a range of other development challenges, for example housing developments and agricultural initiatives. With the completion of the land audit, the Municipality will be in a much better position to use and manage land in line with its strategic direction. To this affect CDM and Port Elizabeth Land Reform office of the Department of Land Affairs are conducting a Land Availability Audit and are proposing an Area Based Plan to identify appropriate land to implement:

- o Decisions on the optimal placement of settlements in space based on concepts of sustainable development, i.e how to determine where certain developments (e.g. housing) and support services should be placed regardless of the status of land ownership.
- o The expansion of agricultural development within the District in conjunction with the Redistribution Programs as managed by the Department of Land Affairs (DLA), where portions of land with current or future potential are targeted as possible acquisitions in terms of land reform policy.

Unfortunately, key challenges still need to be addressed:

- a. The Spatial Development Framework (SRV) indicates that a total of 82 ha⁷ is required for housing developments. The Cacadu SDF echoes concerns regarding the availability of suitable land.
- b. The LED situation analysis highlights the challenge of the availability of affordable land. The cost of serviced land is estimated at R60 000 – R90 000 per ha. Access to agricultural land includes:
 - ❖ Commonage for livestock
 - ❖ Food security
 - ❖ Unlocking irrigation potential

Spilling from the IDP 2000 are issues of land ownership with specific reference to hindrances in the development of Enon/Bersheba due to land ownership and general plan registration problems. Furthermore, difficulties in the identification and release of suitable land hold many threats to lucrative economic prospects such as the public-private partnerships in the establishment of a tomato paste plant in the Eastern Cape. Communities are also requesting the upgrading or development of new cemeteries and the Municipality is finding it increasingly difficult to respond to requests due to limited availability of suitable land.

Of SRV's 39 unsettled land claims, only four are for financial compensation and the remaining 35 seek land for livestock (34) and conservation/game (District and Metro profile). These figures need to be compared with the ABP/LAA situational analysis report on restitution status which counts 53 claims. Out of 53, 34 are said to be gazetted, 11 non-compliant, 1 settled and 4 are validated. The slow pace of land reform has resulted in some frustration and impatience in certain wards. This is supported by the African Peer Review panel which suggested that South Africa has to be encouraged to relax market-based approach to land reform and look for more imaginative ways to speed up the land transfer to blacks.

Table 19: Land acquired

Program	Ha Distributed	% Distributed	Beneficiaries	Rand Value
PLAS	1,278	12	50	27,765,000
SLAG	1,410	25	162	2,016,000
Commonage	0	0	0	0
LRAD	1 719	5	384	32,205,850

Communities have requested the following:

- ❖ The upgrading of cemeteries in Enon, Bersheba, Moses Mabida, Paterson, Langbos, West Bank and Valencia
- ❖ The provision of new cemeteries in Midtskraal, Dambrody and Bergsig

A priority indicated by the SDF (September 2005) refers to policy development that ensures speedy planning and development processing.

⁷ Land needs are based on a population growth of 3% per annum and a residential density of app. 30 units per ha.

Linked to this issue is the involvement of the Municipality in projects related to the Department of Land Affairs. Of the 49%Ha LRAD distribution throughout the district, SRVM accounts for 5%Ha which translates to 1 719Ha, 384 beneficiaries and the land price value is R32,205,850 (DLA CAPEX 2007)

Table 20: Land Demand For Housing

Major Town & Settlements	Approved Projects				Housing demand (short/medium term) (SDF/IDP)	Additional land requirement (ha) (SDF/IDP)
	No. of Projects	Houses Completed	Houses under Construction	Total		
Kirkwood	3	1543	0	1543	1480	33
Paterson	2	0	1050	1050	900	9
Total	11	3075	1852	4927	4090	72

Source: DHLG &TA & LM SDF

2.4. ECONOMIC AND SOCIAL DEVELOPMENT

The following priority issues were reconfirmed during IDP 2007/8 review process as constituting the above development priority area:

- Housing
- Economic Development
- Social Infrastructure
- Health / HIV/Aids
- Education / Skills
- Protection Services
- Sustainable Environment

2.4.1. Housing

Table 21: Housing backlogs

Town	Population	Formal Houses	Informal Houses	Proposed Housing Projects	Approved Project Completed	Approved Projects in Progress	Land Required	Date Submitted
Kirkwood	10797		1400	1400				1400 by April 2006
Aqua Park		277	277	277	276			
Moses Mabida		250	1300	1300	250	-	33 ha	1050 by Feb 2003
Emsengeni		766	766	766	766			
Valencia		666	1575	1575	666	150	12 ha 18 ha	909 by Feb 2003
Nomathamsanqa	10287	770	1226	1226	861		-	365 by Feb 2003
Noluthando		0	801	801		801	-	801 by Feb 2003
Langbos			150	150		150		150 by Feb 2003
Molly		500						
Paterson		4468		269	269		269	-
Kwazenzele / Moreson	2400	200	800	800	200	400	9 ha	200 by Feb 2003
Emanqindini			450	450		450	-	
Enon/Bersheba	2400	250	850	850	250	450	10 ha	600 by Feb 2003
TOTAL	27952	3179	9595	9595	3269	2670		5475

Application in respect of 5475 houses has been submitted to DHLG and approved and budgeted projects are reflected under Sector Departments budgets for 2010/11.

2.4.2. Economic Development Data

The following section illustrates some key economic data regarding the area.

This includes:

- ❖ Levels of education as an indicator of human capital
- ❖ Employment-related data
- ❖ Income – individual and households

The development issue always raises a sense of urgency although it is not a traditional area of service delivery for municipalities.

The urgency is fuelled by:

- ❖ High levels of unemployment (suggested figures range from 44.1% to 20%)
- ❖ Low income per household

This development issue is directly related to the financial viability of the Municipality, including its ability to recover cost on infrastructure investments and on-going service delivery.

Considering the intention of the Municipality to deal with service backlogs as a priority, the improvement of household income and the increased payment for services represents a major Municipal challenge.

2.4.3. LED GROWTH AND DEVELOPMENT PLAN

To achieve the quality of life as embraced in the IDP vision, the SRVM and its partners have adopted the following **Economic Vision:**

“A growing economy that provides a sustainable quality of life for its people to eradicate unemployment and poverty in the Sundays River Valley Municipality”

To achieve the above stated economic vision, the SRVM and its partners commit themselves to the following strategic objectives:

Quantified Objectives (need review to consider global economic downturn)

- To grow the local economy and achieve an annual growth rate of between 5% and 8% by 2009
- To create sustainable jobs thereby reducing existing unemployment from 44% to 34% by 2009
- To reduce number of households living in poverty from 54.6% to 44.6% by 2009
- To reduce the rate of illiteracy by 5% every year.

Non-Quantitative Objectives

- To promote and develops small, medium and micro enterprises and PDI business
- To increase the level of business and infrastructure investment into the area
- To retain and expand the existing base of established business
- To improve access by local communities to economic resources and funding
- To promote community participation in tourism thereby growing the tourism base
- To accelerate youth, women and disabled participation in economic development

The LED Plan has been prioritised as needing urgent review. The SRVM has realised that to realise any meaningful economic growth, an integrated approach through the District EGDS has to be honoured. To this effect the municipality projects that have a district-wide economic impact are reflected along the District Strategic Pillars in the CDM EGDS.

The above strategy objectives set out a performance measure for LED strategy and are congruent with those that are set out in the Cacadu Economic Growth Development Strategy (EGS) and the Provincial Growth and Development Plan (PGDP) of the Eastern Cape (as reflected below).

2.4.4. Alignment of the IDP and PGDP 2014 targets

Provincial Growth and Development Strategy	Sundays River Valley Municipality
- To maintain an economic growth rate between 5% and 8% per annum	- To grow the local economy and achieve an annual growth rate of between 5% and 8% annually
- To reduce the current plus 56% unemployment rate to half by 2014	- To create sustainable jobs thereby reducing existing unemployment from 44% to 24% by 2014
- To reduce the number of households living below the poverty line and people suffering from poverty by between 60% and 80%	- To reduce number of households living in poverty from 54.6% to 34,6% by 2014
- To establish food self-sufficiency in the Province by 2014	- To develop and maintain monthly access to social development services and household food security among the previously disadvantaged communities through sustainable urban agricultural projects by 2009
- To ensure universal primary education (UPE) by 2014 with all children proceeding to the first exit point in a secondary education	- To provide support in order to meet this target
- To improve the literacy in the Province by 50% by 2014	- To reduce the rate of illiteracy by 5% every year.
- To eliminate gender disparity in education and employment by 2014	- To reduce inequalities in education and employment by 2014
- To reduce by two-thirds the under five mortality rate by 2014	- To reduce by two-thirds the under five mortality rate by 2014
- To halt and reserve the spread of HIV and AIDS by 2014	- To develop practise of excellence in the delivery of primary care including dealing with the HIV/AIDS pandemic 2014
- To provide clean water to all in the Province by 2014; and	- To provide and maintain appropriate, affordable and sustainable clean water to all SRVM residential dwellings by 2014
- To eliminate sanitation problems by 2014	- To provide and maintain appropriate, affordable and sustainable waterborne sewerage to all SRVM residents by 2014

The strategy framework for PGDP is divided into six objectives as illustrated below

Key Objectives

- Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to probe poor planning.
- Transformation of agrarian economy and strengthening of household food security.
- Consolidation, development and diversification of manufacturing and tourism sectors

Foundation Objectives

- Infrastructure development and eradication of service backlogs
- Human resources development and promoting of skills level
- Public sector and institutional transformation through capacity improvement

2.4.5 DEVELOPMENTAL PRIORITIES ALIGNMENT

The table below provides an alignment of development priorities with National high-level priorities, provincial and district level.

PRIORITIES

National Spatial Development Perspective	Provincial Growth and Development Plan	Cacadu District Municipality	Sundays River Valley Municipality
Economic growth	Poverty Eradication	Infrastructure Investment	Provision of infrastructure and basic services
Employment creation	Agrarian Transformation and food security	Capacity building and support to local municipalities	Social and economic development
Sustainable service delivery	Manufacturing diversification and tourism	Economic development	Democratisation and governance
Poverty alleviation	Human Resource Development	Community services	Institutional transformation

Eradication of inequalities	Infrastructure development	Development facilitation	Financial management
	Public sector transformation		

During community IDP consultation meetings the development priorities were tabled and Ward Committees were tasked to deliberate on them and either agree or change them.

A more detailed account of potential and economic realities of SRVM is available in the "Situation Analysis for LED" document. The ward profile also covers a detailed account of the increase or decline of employment in key industries.

Table 22: Highest Level of education achieved by persons older than 20 years

AGE GROUPS WARD	TOTAL POPULATION	NO SCHOOLING	SOME PRIMARY	COMPLETE PRIMARY	SECONDARY	GRADE 12	HIGHER
1	6100	606	1197	375	1170	390	66
2	6476	693	1128	432	1038	456	216
3	6990	966	1344	372	972	321	246
4	4867	840	732	228	708	258	96
5	6482	930	1236	399	1056	267	24
6	5157	867	927	288	783	255	72
7	5508	564	1080	396	864	414	105
TOTAL	41 580	5461	7642	2487	6594	2363	827

Considering the even distribution of the population per ward, the figures give a fair indication of wards with the most limitations in terms of education.

For example:

- ❖ Ward 5 shows the least number of persons qualified at matric or higher level (4.5%);
- ❖ Ward 3 indicates the highest number of persons with matric or higher level (10.38%);
- ❖ Ward 4 indicates the highest levels of non-schooling (17.25%) followed by ward 6 (16.81%), ward 5 (14.37%) and ward 3 (13.8%).
- ❖ SRVM has the lower % of non-school (13,1%) compared to CDM (15%) and Eastern Cape (22,8%)

Table 23: Employment-related data

Readers should familiarize themselves with the definitions of the following concepts prior to interpreting the information. Footnotes are provided to ensure a common understanding.

WARD	EMPLOYED ⁸	UNEMPLOYED ⁹		NOT ECONOMICALLY ACTIVE ¹⁰	LABOUR FORCE/ECONOMICALLY ACTIVE ¹¹
		No.	% of total labour force		
1	777	1470	65.42	1863	2247
2	1668	378	18.47	2268	2046
3	2244	915	28.96	1395	3159
4	804	1116	58.12	1293	1920
5	1113	945	45.91	2166	2058
6	1551	609	28.19	1260	2160
7	2013	156	0.07	1536	2169
TOTAL	10170	5589	35.46	11781	15759

⁸ A person who works for pay, profit or family gain. Such a person can be an employer, an employee, self-employed or a working family member.

⁹ Statistics South Africa uses two definitions of unemployment. According to the (international) official or strict definition, the unemployed are those people within the economically active population who (a) did not work in the seven days prior to Census night, (b) wanted to work and were available to start work within a week of Census night, or (c) had taken active steps to look for work or start some form of self-employment in the four weeks prior to Census night.

Active steps to seek work can be registration at an employment exchange, applications to employers, checking at work sites or farms, placing or answering newspaper advertisements, seeking assistance of friends, etc.

A person who fulfils the first two criteria above but did not take active steps to seek work is considered unemployed according to the expanded definition. This definition captures discouraged work seekers, and those without the resources to take active steps to seek work.

¹⁰ Persons not in the labour force, such as housewives/homemakers, students and scholars, pensioners and retired people, and any others not seeking work during the reference period.

¹¹ All persons of working age (15-65 years) who are *employed* or *unemployed*.

A direct comparison with Census 1996 is difficult as data regarding not economically active persons and the total labour force is not available in this set of data.

The final baseline paper, "Situational Analysis for LED in the SRV Municipality", suggests an unemployment rate of 44.1% that reflects an increase when compared to the Census 1996. The District average is 36% and the Provincial average 56%. The Spatial Development Framework (2005) of the Cacadu District Municipality reports an unemployment rate of 20%.

Regardless of the exact rate of unemployment, the income-related data supports the premise that a large number of households are struggling to survive within the current economic conditions, even though the LED Situation Analysis indicates an economic growth of 4.8%. It is important to understand how the Municipality could harness the growth for the betterment of poor communities. The dependency of the unemployed, the old and young and not economically active on the employed is 3.1% (Census 1996 and EGDS). It is worth noting that the employment status of SRVM changes completely during citrus season as more employees are being recruited from outside the SRVM area. Reasons given during community consultations is that more local people prefer not to work than working in farms and pack-houses under unbearable working conditions and very low salaries. The table below shows employment statistics per sector.

The following tables reflect income-related data, first as individuals and then at household levels.

Table 24: Individual monthly income¹²

WARD	TOTAL NUMBER OF PERSONS ¹³	R 0		R1 – R 800		R801 –R1 600		R1 601 +	
		NR	%	NR	%	Nr	%	Nr	%
1	4465	2232	49.98	1821	40.78	243	5.44	171	3.83
2	4700	2019	42.95	1911	40.65	297	6.32	474	10.09
3	4878	1980	40.59	2184	44.77	408	8.36	309	6.33
4	3448	2079	60.29	957	27.75	252	7.31	162	4.70
5	4910	2937	59.81	1467	29.87	396	8.07	114	2.32
6	3702	1443	38.97	1875	50.64	240	6.48	147	3.97
7	3612	903	25	2157	59.71	231	6.40	321	8.89
	29715	12372	41.63	13593	45.74	2067	6.96	1698	5.71

Changing trends cannot be detected by comparison with the 1996 Census as different earning categories are represented in the old data. The data does indicate a significant number of individuals not earning any income in wards 4 and 5. The following table continues to highlight

the plight of households in wards 4 and 5. This should be considered during the prioritization of economic-related projects.

Table 25: Household income is reflected by annual income

WARDS	TOTAL H/HOLDS	NONE		R1 – R4800		R4801 – R9600		TOTAL NO. OF HOUSEHOLDS LIVING BELOW R800 PM	
1	1404	228	16.24	75	5.34	402	28.63	705	50.21
2	1380	96	6.96	102	7.39	339	24.57	537	38.91
3	1869	171	9.15	186	9.95	465	24.88	822	43.98
4	1197	345	28.82	81	6.77	291	24.31	717	59.90
5	1617	462	28.57	111	6.86	429	26.53	1002	61.97
6	1356	150	11.06	165	12.17	333	24.56	648	47.79
7	1209	39	3.23	60	4.96	309	25.56	408	33.75
Total	10 033	1491	14.86	780	7.78	2568	25.60	4839	48.27

The Situation Analysis for the LED Framework (August 2004) provides additional focus to the LED approach by highlighting the following support areas:

- ❖ Creating an appropriate institutional infrastructure to exploit economic opportunities and stimulate access.

¹² All money received from salary, wages or own businesses, plus money benefits from employers, such as contributions to medical aid and pension funds, plus all money from other sources, such as additional work activities, remittances from family members living elsewhere, state pension or grant, other pensions or grants, income from investments, etc. The Census question asks for the total before tax.

¹³ The total number of persons referred to in **Table 11** only includes those older than 14 years and this is indicated as the economically active age group.

- ❖ Job opportunities through infrastructure delivery.
- ❖ Agriculture as a primary focus for employment opportunities. Agriculture represents 31.2% of the GGP and 47.7% of employment in the area.
- ❖ Expanding the involvement and benefit of communities in the existing tourism sector. It is viewed as the second largest industry, next to citrus production.

Considering the limited amount of resources available to fuel LED interventions and the vast arena of possibilities, an additional layer of prioritization is required to avoid an unsustainable sprinkling effect. Furthermore, all funded projects (regardless of sectors) should be explored for the possibility to include economic development elements.

Of particular importance to the Municipality is the partnership with the Department of Agriculture regarding the poverty alleviation projects of agriculture coupled with the high agricultural potential in the area. The municipality is mobilising communities around food gardens as one of the strategy for implementing Community Based Planning projects. It is noted that the agricultural industry counts for 31.2% of the GGP and 47.7% of employment.

#	Sector	Employment
1	Agriculture, Forestry & fishing	48,6%
2	Community/Social Services	10.2%
3	Construction	2.1%
4	Electricity, gas, water	0.6%
5	Financial, insurance, real estate	2.3%
6	Manufacturing	4.8%
7	Mining / quarrying	0.1%
8	Other	0.0%
9	Private households	9.2%
10	Transport, storage, communication	1.5%
11	Undetermined	13.2%
12	Wholesale Retail	7.5%

The agricultural industry centres mainly on citrus fruit farming in the Sunday's River Valley and dairy and chicory farming towards the Alexandria area in the east. Again, eco-tourism and reserves further place an important role in the mountainous and areas surrounding the Sundays River Valley and Alexandria farming region.

Approximately 25% of South Africa's navel oranges and 50% of the country's lemons are produced in the Sunday's River Valley with the Sunday's River exporting more than 13 million cartons of navels per year, earning more than R1 billion in foreign exchange for the country. Other agricultural products include vegetables, potatoes, maize, wheat, chicory, flowers and kukuyi-rye grass.

2.4.6. Social Infrastructure

2.4.6.1. Community Facilities

The following section relies on information captured in the Spatial Development Framework and includes reference to the available community facilities including education in three areas, namely Kirkwood, Addo and Paterson. Smaller settlements such as Enon/Bersheba, Hermitage, Sunlands and Kinkelbos have no reported facilities.

❖ Greater Kirkwood

The Greater Kirkwood area has seven schools of which three primary schools and one secondary school is situated in Moses Mabida. The Emsengeni residential extension made provision for the construction of additional schools.

Community facilities are mostly concentrated in Kirkwood, such as community halls, the hospital, main police station and sports fields. Facilities in Moses Mabida and Bergsig need to be upgraded – particularly, the cemetery site needs to be expanded. At Enon-Bersheba there are 2 primary schools and two community halls.

❖ Addo

Community facilities are limited to three primary schools and one secondary school (situated in Nomathamsanqa). Two clinics are in operation with a police station, library, sports field and community halls. The provision of these facilities

seems to be adequate - however, upgrading is needed. Sports facilities are limited to two sports fields in Nomathamsanqa and one sports field in Valencia. These facilities need upgrading and maintenance on an ongoing basis.

❖ **Paterson**

Education and community facilities are limited to two primary schools, a secondary school, clinic, police station, two community halls, a library and two sports fields. The Sundays River Valley IDP process identified a number of these facilities for upgrading and expansion. The expansion of the existing cemetery site in Paterson has been prioritised.

Considering the limited availability of social infrastructure as listed above, it comes as no surprise that a vast number of communities have prioritized sports fields as an expected deliverable.

These include:

- ❖ Sports facilities for soccer, rugby and cricket in Nomathamsanqa, Valencia, Enon, Bergsig, Kwazenzele, Môreson and Langbos;
- ❖ The upgrading of sports fields in Bersheba, Paterson and Moses Mabida;
- ❖ New sports fields for Mistkraal and Duubrody; and
- ❖ Community Halls in Duubrody, Mistkraal and Paterson

2.4.6.2. Health Services Related Issues

The Sunday's River Valley is demarcated under Kouga Health Sub-district Authority together with Kouga Local Municipality and Kou-kamma Local Municipality.

CHALLENGES

- The clinics do not have enough staff to cope with the workload.
- Only one 11-seater patient transport is available to HIV clients. A patient load of about 40 clients have to be transported every day.
- An outpatient ambulance is available only every second week to transport non emergency cases to the specialists hospitals. Appointments have to coordinate with these weeks otherwise the patients cannot be transported.
- Influx from Addo, Paterson and farm areas deplete the medicine stock in Kirkwood Town clinic and the Town clinic does not have the staff to cope with the load.
- The mobile services run by Cacadu District Municipality only visit their area once or twice a month and the remainder of the month people flock to the Town clinic.

Table 26: Healthcare infrastructure

HEALTH CARE INFRASTRUCTURE										
TYPE OF SERVICE	SET CLINICS			SATELLITES			MOBILES			SUB-TOTAL
	CDM	LM	Province	CDM	LM	Province	CDM	LM	Province	
Sunday's River Valley	2	3	0	0	1	0	3	0	0	9

Source: CDM Spatial Development Framework (2005)

2.4.6.3. Education

The functional area is not the competency of the Sundays River Valley Municipality; however we play a role of lobbying for the required services by the community. Development issues for 2010/11 IDP are reflected below:

- ❖ Skills training centres are needed in the municipal area
- ❖ Back to school campaign has to be revived and support for needy children prioritised
- ❖ Renovation of all schools is required in the Sunday's River Valley, including provision of retention and retraining of teachers;
- ❖ Education support services are needed for children with learning disabilities;
- ❖ It is required to introduce skills development for Municipal staff, the community, and especially emerging farmers;
- ❖ The improvement of ABET learning centres is required;
- ❖ General access to farm schools is problematic and restricts learners from attending school on a regular basis; and
- ❖ Crèches are needed in Aqua Park, Dunbrody, Midtskraal, West Bank and Langbos.

The schools within the SRVM fall within one or many of the following categories of infrastructural improvements

- Priority schools for 10year infrastructural development (e.g. Addo Primary school has prefabs and is department's model school that is to be relocated and built in Valencia).
- Eradication of inadequate infrastructure (e.g. Moreson to be rebuilt)
- Schools for water, sanitation, electricity and palisade fencing (e.g. Miskraal, Glentana)
- Major repairs and renovation (e.g. Mhlophekazi, Khayakhulu)
- Dinaledi schools for renovation of technology centre and library (e.g. Samkelo)
- Day to day maintenance

The department's policy for building additional schools is that for every 500 houses there needs to be one primary and for every 3 primary schools three needs to be a secondary school

Table 27: School enrolment 2008

School type	Total Number	Enrolment	Principal Deputy	HOD	PL1
Primary Schools	15	4198	18	11	93
Secondary	5	2133	7	8	53

Populate and complete the template

The LED Situation Analysis (August 2004) does make reference to the unlimited access to closely-located facilities in the Nelson Mandela Bay Municipal area including:

- ❖ Nelson Mandela Metropolitan University
- ❖ Colleges of education, for example PE College, Academy of Learning, Damelin etc.
- ❖ East Cape Training Center
- ❖ SRVM institutions including the Addo Research Station and the Kirkwood Training Center

The redefining of this priority should focus on delineating a meaningful role for the Municipality on the issue of education.

2.4.6.4. Protection Services

The following priorities were identified during 2009/10 reviews process:

- ❖ Safety and Security:
 - High accident rates;
 - Participation in the Rolling Enforcement Plan of Roads and Transport
- ❖ Disaster Management Plan: The Disaster Management Plan is in place. The following are priorities with respect to the plan:
 - Disaster prevention/risk reduction Disaster mitigation priorities and the promotion of sustainable livelihoods
 - Disaster preparedness
 - Disaster response and relief
 - Post disaster recovery, rehabilitation and reconstruction
 - Establishment of effective management of the function
 - Strategies to ensure the involvement of the community and volunteers
 - The Emergency Centre in Paterson is required

This section has been elaborated under Integrated programmes/Plans section

- ❖ High crime rate:

- ❖ Municipal by-law (stray animals, hawkers, trading areas): Promulgated / Pound needed

2.4.7. Environmental Analysis

The Spatial Development Framework provides a detailed analysis of the topography, vegetation and geology of the area. Of particular interest to the IDP we include the sections relating to recreation, tourism and conservation, considering their high relevance to the local economic development framework.

The Municipality has engaged with these sectors via participation in partnerships such as the Mayibuye Ndlovu Development Program and the Addo Elephant National Park. Learners visit the park for environmental education programmes, and also involved in Water Week Celebrations, Arbour Day, Marine Week, National Science Week, Women' Day, Youth Day and South African National Parks Week.

The Environmental Management Plan (as required by the IDP) is limited to the involvement of the Municipality with the Cacadu District Municipality process. Waste management at the municipality's waste sites does not comply. EIA needs to be conducted by external auditors from DEAT in order to manage waste site effectively. Currently all three waste sites are not registered. Poor management of waste site has a detrimental effect on the environment. The necessary step need to be followed include among other: Proper management tools i.e. IWMP; fencing of sites; monitoring gates; waste recording; recycling; waste minimising; waste management awareness.

The recreation and tourism potential of the SRV area is fairly well developed with tremendous potential for further expansion and improvement. Recently, the area has gained a strong reputation as a tourism destination due to the development of conservation and eco-tourism in the area, with specific reference to the Greater Addo Park initiatives. A number of tourism and conservation initiatives are currently underway with a large increase in eco-tourism and game farm orientated activities.

The expansion of the Addo Elephant National Park or the Greater Addo Initiatives are playing a major role in tourism and development in the area. This strength will continue and expand in the future with an emphasis on the eco-tourism and gaming industries. The Sunday's River Municipality is currently playing an important role with respect to these initiatives.

Accommodation in the form of bed and breakfast establishments and guesthouses outside game farms on the Addo Park boundary are secondary uses which show an increase in popularity and growth. A number of guidelines in support of the growing tourism industry with respect to Land Use Management are included in this Spatial Development Framework. Existing initiatives by the Municipality in preparing a Tourism Plan and Local Economic Development Plan should further enhance the tourism potential of the area.



A number of provincial, local and private reserves and nature areas exist within the study area. The STEP and Greater Addo Park project are further contributing to the conservation potential of the area.

The following nature and conservation areas are dominant in the study area:

- ❖ Addo Elephant National Park including Kuzuko Game Reserve, Woody Cape Nature Reserve, Alexandria Coast Reserve, Alexandria State Forest, San Soucie, Boschhoek, Boxwood and Congos Kraal
- ❖ Inthaba Lodge
- ❖ Goodhope Reserve
- ❖ Voetpadskloof Citruslandgoed
- ❖ Scotia Safaris
- ❖ Shamwari Game Reserve
- ❖ Amakhala Game Reserve

It is of significance to note the planning domain of the Greater Addo Park initiative, which includes the towns of Paterson, Addo and Kirkwood.

- ❖ **Greater Addo Elephant Park Project**

The spatial and economic impact of the Greater Addo Park within the study area is of critical importance, specifically regarding future planning and development and the integration of park activities and settlement patterns within the Sunday's River Valley Municipal area.

Expansion plans for the Park are focused around the establishment of a 372 000 ha terrestrial zone in addition to a 120 000 ha marine reserve which would include the Bird and St Croix Islands group in Algoa Bay. These plans would see Addo becoming the third largest conservation area in South Africa after the Kgalagadi Transfrontier Park and Kruger National Park. The expansion includes opportunities not only for a core conservation area managed by the SANParks, but also makes provision for a private contractual area within the planning boundary. Driving the expansion are efforts to conserve representative examples of the varied landscapes and their associated biodiversity patterns and processes, while simultaneously promoting sustainable development and eco-tourism in the region.

Critical to the expansion of Addo is the identification of a key area within a greater planning domain, loosely related to the proposed 'Greater Addo' boundary, which would conserve the unique features of the area. The dynamic conservation plan developed by the consultants for the region will allow SANParks to make informed decisions around which area should be prioritised for such conservation efforts.

It is the vision of SANParks that a critical core conservation area will be established that would be in excess of 250 000 ha and would be able to support viable free ranging populations of the 'Big 5' tourist draw cards. However, the Park will offer much more than just the lure of the 'Big 5' in a malaria free environment. With the proposed inclusion of a marine protected area, species such as the southern right whale and great white shark are guaranteed to ultimately make the park a 'Big 7' destination. Furthermore, with the emphasis on the conservation of biodiversity, a complete wildlife experience is possible across a series of landscapes unrivalled in beauty, all within a single conservation area. At the moment the bulk tourism activities are restricted to the main elephant camp, which is only some 13 500 ha.

At the moment Addo receives about 115 000 visitors each year, of which 50% are foreign, and this figure is on the increase. A number of new developments are on the horizon to cater for a range of visitor aspirations from the first-time visitor or wildlife generalist, to the specialist, with the prime objective being to accommodate tourists for a longer period in the Park.

Not the least of these includes a new entrance gate and camp being planned near the Sunday's River and the N2 national road. Accommodation will range from the standard SANParks camps/camping sites and bush camps accessible to non 4x4 traffic, to sophisticated, "up-market" camps operated by concessionaires. Any developments will take place in designated zones to minimize the impact on sensitive environments.

The Park expansion also has opportunities for local communities to derive benefits from the Park. Developments and a number entered into sector are being run by a private tour operator, Bukani Tours.

The plans for expansion have also seen the creation of a suite of broader based forums and focus groups that include representation from local communities, business, tourism and industry.

❖ **The Step Project**

The STEP (Sub-Tropical Thicket Eco-System Planning) Project includes the south Eastern Cape region, which extends from the Kei River to Riverdale, called the STEP domain. The Project's aim is to address the region's biodiversity, the diversity of indigenous plants and animals and the processes that sustain them, with special emphasis on the unique, indigenous vegetation type known as thicket. The assessment measured how much of this vegetation type has been destroyed or damaged by human activities and determines the degree to which biodiversity is endangered in different areas.

The STEP Project determines what will be lost if we continue the misuse of land and, through extensive consultation with the stakeholders, how we will all benefit from the region's biodiversity if we plan sustainably. The Project involves consulting stakeholders, assessing biodiversity and its conservation, and developing a strategy to implement the long term safe-guarding of thicket and other types of biodiversity i.e. by guiding necessary but destructive development away from areas of endangered biodiversity, encouraging the wise use of natural resources and promoting sustainable land use.

One of the final products of the STEP Project has been the production and release of a number of land use management and guide maps, including "the STEP handbook". The STEP land use planning and management guidelines provide a clear indication of the processes that the Municipality should follow during the assessment of land development applications.

The recommendations of STEP are included in the environmental management policy and guidelines, which forms part of the Spatial Development Framework.

2.5. INSTITUTIONAL CONTEXT AND TRANSFORMATION

2.5.1. Organisational structure

The approved staff complement for the Municipality is 214. Due to financial constraints there are currently 170 funded posts. The Municipality has an approved organogram which is reviewed by departments as and when necessary. Four departmental heads have been appointed and the vacancy of the Municipal Manager needs urgent attention. At present the Municipality is under the leadership of an administrator who also serves as an Acting Municipal Manager. Each identified project in the IDP has been assigned to a specific department of the Municipality. The head of that specific department takes primary responsibility for the implementation of the projects assigned to his department. In many instances the project requires input from various departments, but it still remains the responsibility of the department that has been assigned with the primary responsibility to ensure that the project is implemented. The organogram is under review and will, if necessary, be amended to respond to the changing needs of the community and the mandate imposed on the Municipality by the Constitution. The vacancies of the municipality will be filled as and when a need arises. The Provincial Treasury has assisted the municipality with the review of the organogram and that will be incorporated when it has been approved by Council.

2.5.2. Internal Policies

An essential requirement for rendering services requires that political office bearers and public managers work jointly in formulating policies of an institution. Public managers are tasked with the responsibility of making policies, implementing policies and analysis and evaluating the impact these policies have on general welfare of the people.

The Municipality has over the past years adopted a plethora of policies with the primary objective of running a clean administration on the principles of good cooperative government. In addition, the policies are intended to be reviewed on annual basis to test their relevance and compliance with the strategic objectives of Council. The review of these policies and the development of others is now receiving major priority. The Turnaround Plan attests to this issue. The adopted policies and frameworks are available on our website (has problems though) and upon request by members of the public or communities.

2.5.3. Human Resource Management

❖ Employment Equity Plan

The Employment Equity Act (55 of 1998) addresses the legacy of our country regarding race, gender and disability. The Act is intended to ensure that the workplace is free of discrimination and that employers take active steps to promote employment equity. Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve Employment Equity. Furthermore, the Municipality is committed to ensure that the administration of the Sunday's River Valley is more broadly representative of the communities it serves and to create an organizational culture that is non-discriminatory. The municipality's five-year Employment Equity Plan has expired in 2007 and we are now in the process of developing one for submission before 30 October 2009. Substantial progress has been made with respect to placement of designated group into to and senior management position.

❖ Skills Development Plan

The Skills Development Act of 1998 requires employers to plan and implement learning that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimizing the organization's functioning. The Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programs and skills development are informed by the Plan, which is regularly updated in compliance with the Act. The updated Workplace Skills Plan will be submitted to Council on or before the 30 June 2009. Our skills development focus is informed by the underlying government programme and the critical skills shortages identified through the District EGDS.

Accelerated Shared Growth Initiative in South Africa (ASGISA)

- ❖ Education and skills development
- ❖ Eliminating the second economy
- ❖ Human resource training
- ❖ Expanded Public Works Programme
- ❖ Youth skills training
- ❖ Governance and institutional interventions
- ❖ Skills problems identified in Project Consolidate
- ❖ Deployment of graduates
- ❖ Expenditure management

ASGISA mandated DPLG to consider the following in respect of municipalities:

- ❖ To improve the capacity of local government to support local economic development
- ❖ Intervention in the EPWP

Joint Initiative on Priority Skills Acquisition JIPSA

- ❖ Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme.
- ❖ Development of ICT (information and communication technology) skills, which is a priority area for ASGISA.
- ❖ The recruitment, retraining and employment of unemployed graduates.
- ❖ Engineering and planning skills
- ❖ Artisan and technical skills, especially in infrastructure development, housing and energy.
- ❖ Management capacity in education and health
- ❖ Mathematics, science, ICT and

⊕ New elements of EPWP: Early Childhood Development component, home-based care

language competence in public schooling.

2.5.4. Institutional Risk Assessment

Risk management is a continuous, proactive and systematic process, effected by the municipality's executive authority, accounting officer, management and other personnel, applied in strategic planning and across the municipality, designed to identify potential events that may affect the municipality, and manage risks to be in its risk tolerance, to provide reasonable assurance regarding the achievement of municipal objectives. Sundays River Valley Municipality needs to take risk management seriously, given the fact that it is under administration. It is critical that we have an internal risk management official and not rely on external service providers who would do an assessment once a year with no internal and regular monitoring and evaluation process.

The following table presents a common integrated approach which may be used across departments.

Common risk management process and related activities

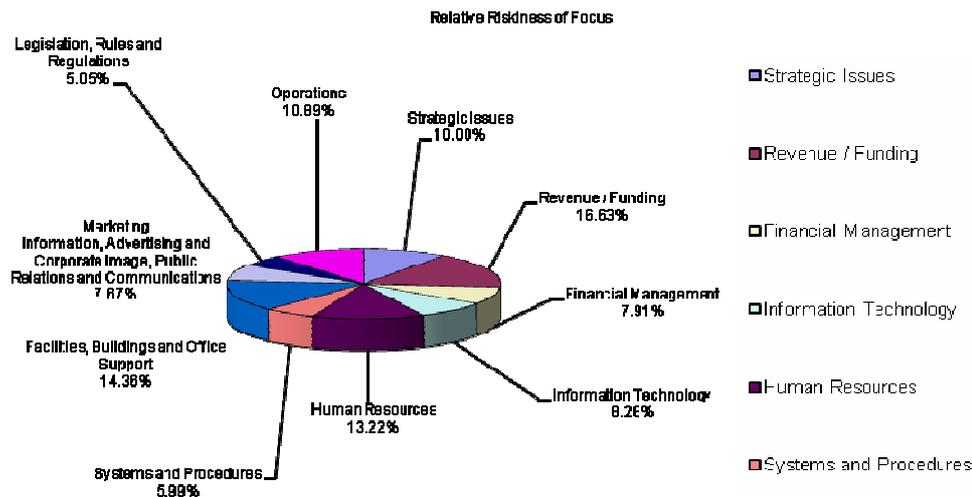
Risk identification	
Identifying issues, municipal operating context	<ul style="list-style-type: none"> ▪ Defining the problems or opportunities, scope, context (social, culture, scientific evidence, etc.) and associated risk issues. ▪ Deciding on necessary people, expertise, tools and techniques (for example, scenarios, brainstorming, and checklist). ▪ Performing a stakeholder analysis (deterging risk tolerances, stakeholder position, and attitudes).
Risk assessment	
Assessing key risk service delivery areas	<ul style="list-style-type: none"> ▪ Analyzing context/ result of environment scan and determining types / categories of risk to be addressed, significant municipal- wide issues, and vital local issues.
Measuring likelihood and effect	<ul style="list-style-type: none"> ▪ Determining degree of exposure, expressed as likelihood and impact, of assessed risk, choosing tools. ▪ Considering both the empirical / scientific evidence and municipal service delivery context.
Raking context	<ul style="list-style-type: none"> ▪ Ranking risk, considering risk tolerance, using existing or developing new criteria and tools.
Responding to risk	
Setting desired result	<ul style="list-style-type: none"> ▪ Defining objectives and expected outcomes for ranked risks, short / long term.
Developing options	<ul style="list-style-type: none"> ▪ Identifying and analysing options—ways to minimize threats and maximize opportunity—approaches, tools.
Selecting strategy	<ul style="list-style-type: none"> ▪ Choosing a strategy, applying decision criteria – result –oriented , problem /opportunity driven ▪ Applying, where appropriate, the precautionary approach/principle as a means of managing risks of serious irreversible harm in situations of scientific uncertainty.
Implementing strategy	<ul style="list-style-type: none"> ▪ Development and implementing a plan through commitment of resources
Monitoring and evaluation	
Monitoring , evaluating and adjusting	<ul style="list-style-type: none"> ▪ Learning, improving the decision-making /risk management process locally and organizing –wide , using effectiveness criteria , reporting on performance and results.

The ultimate outputs of the business risk identification exercise are as follows:

- ❖ The identification and rating of business risks that have the highest potential to impact (positively or negatively) on the achievement of the Sunday's River Valley Municipality's business objectives.
- ❖ It is a valuable tool and reference source for management, assisting management in identifying and/or managing business risks including financial, operational, compliance, reputational and strategic risks.
- ❖ The initial business risk profile will form the basis of an ongoing review and re-rating process of business risks of the Sunday's River Valley Municipality, and will also assist with the determination of the proposed focus of the detailed internal audit approach (i.e. detailed audit plan) for the Sunday's River Valley Municipality. The extracts from the report that follows indicate the value of this tool in setting the direction for institutional transformation.

The pie chart below indicates the relative “riskiness” of focus areas/risk categories in comparison to each other. “Riskiness” has been calculated with reference to the aggregate value assigned to the identified risks within each business category/risk category. It is important to note and caution readers that this is only an indication of the “riskiness”, as for example a number of risks belong to more than one focus area and for purposes of this exercise were only allocated to the most relevant focus areas. In addition, where similar risks have not been merged the aggregate risk score may be distorted. The assessment is informed by an assessment that was done in 2005 by Price Water Coopers. Recent assessment has not been done.

TABLE 1: OVERVIEW OF RELATIVE RISK PER FOCUS AREA (The pie graph will be updated)



2.5.5 MUNICIPAL POWERS AND FUNCTIONS

The Constitution (Chapter 7, section 152(1) and (2) as well as Section 153 (a) and (b) obliges and outlines the functions and services that are to be performed by local government. The Sundays River Valley Municipality (SRVM) obtains these functions through either allocation by legislative framework, Authorization by Minister of Provincial and Local Government or adjustment by the Provincial MEC for local government. The underlying table specifies some out of a number of functions that SRVM performs.

Function	Service Authority	Service Level Agreement (SLA)	Capacity
Air Pollution; Noise Pollution	District & SRVM	YES	SRVM has adequate staff and equipment to provide the service in the entire area and there are no backlogs; by-laws in place
Building Regulation	SRVM	N/A	4 Staff members perform the function and there are no backlogs; by-laws in place
Child Care Facilities	SRVM	NO	3 Staff members; External Service providers (Slnethemba) also utilised
Electricity Reticulation	SRVM	YES	One staff member is able to monitor external service provider (Eskom) and service backlogs are estimated to be addressed within 2-years time; by-law in place
Fire Fighting	SRVM	YES	9 Staff members allocated; by-laws in place

			financial challenge
Local Tourism	District & SRVM	NO	Inadequate staff within the municipality but that is complemented by very efficient local tourism forum. District in process of establishing a company and this function will be shared
Municipal Planning	SRVM	NO	4 Staff members perform the task; Rezoning applications are timorously attended to and land use development applications are properly administered
Municipal Health	District & SRVM	YES	14 Staff members and a 1 vacancy; there are no backlogs in health services
Storm Water Management	SRM	N/A	20 Staff members perform the functions in urban are only. Backlogs will be addressed within 2 years
Trading Regulation; Street trading	SRVM	N/A	By-law in place
Potable Water	SRVM	N/A	5 Staff members perform the function adequately despite the fact that there are 5 vacancies. There are no backlogs
Sanitation	SRVM	N/A	Function performed by SRVM as per section 84(3) of Municipal Structure Act. Backlogs estimated to be addressed within 4 years. 17 staff members can adequately perform the functions. 6 vacancies will be filled as and when required.
Beaches & Amusement Facilities	SRVM	N/A	3 Staff members perform the functions and by-laws are in place
Bill Boards & Display of Advertisements in Public Places	SRVM	N/A	By-laws & staff capability exist
Cemeteries, Funeral Parlours & Crematoria	District & SRVM	YES	14 Staff members adequately perform the function. External service providers (consultants) were recently only tasked to investigate where cemetery sites could be in Moses Mabida area.
Cleaning; Control of Public Nuances	SRVM	N/A	Adequate human capacity (20) to clean and regulate annoyances the entire area
Sale of Liquor	SRVM	N/A	Adequate human capacity (5); by-law in place. Proper coordination between the grantors of licences and municipality necessary
Care for Animals	SRVM	N/A	Local SPCA is the external service provider that provides the service. The municipality
Fencing & Fencing	SRVM	N/A	6 Staff members perform the task and there are no backlogs
Sport Facilities; Parks and Recreation	SRVM	N/A	15 Full time staff members perform the task
Municipal Roads	SRVM	N/A	20 Staff members responsible for the service and there are no backlogs
Pounds	SRVM	N/A	7 Staff members and SPCA perform the function. The municipality needs to establish at 1 pound. The estimated timeframe to address such backlog is 2 years
Public Places	SRVM	N/A	14 Staff members are managing and maintaining facilities owned by the municipality
Refuse Removal; Refuse dumps and Solid Waste	SRVM	N/A	The municipality and local community is responsible for the function
Street Lighting	SRVM	N/A	Human Capacity exists. Backlogs are estimated to be addressed within 2 years
Traffic and Parking	SRVM	N/A	Capacity exists; by-law in place

2.5.6. Performance Management System (PMS)

The Performance Management System of all Local Authorities is guided by the Government: Municipal Systems Act, and the Local Government: Municipal Planning and Performance Management Regulations, Structures Act and Municipal Finance Management Act. Chapter 3 of the Regulations outlines the nature of a Performance Management System, the adoption of a Performance Management System, the setting up of key performance indicators and general key performance indicators, the review of key performance indicators, the setting up of a performance target and monitoring measurement and reviewing performance. The following template is the IDP Monitoring tool which compliments an SDBIP.

2.5.6.1. Objectives of Performance Management System

The objectives of a Performance Management System are listed below:

- (a) To clarify goals and priorities of the Municipality
- (b) To monitor, support and improve processes
- (c) To improve service delivery
- (d) To provide early warning signals
- (e) To enable learning and improvement
- (f) To ensure accountability and transparency
- (g) To ensure legislative compliance
- (h) To promote community participation in local governance
- (i) To instill a culture of performance amongst employees

Our IDP enables the Municipality to achieve its planning process and also ensures performance management in terms of the implementation, monitoring and evaluation. The performance of the Municipality is a linkage between the Council and its employees. It is of paramount importance that the Municipality to periodically review its organisational and employee' performance through submission of quarterly, mid-term and annual reports to Council for consideration. .

The table below defines key performance management concepts used in assessing organisational and employee performance.

TERMINOLOGY	EXPLANATION
Performance Management System (PMS)	A strategic approach that provides a set of tools and techniques to regularly plan, monitor, measure, and review performance at both organisational and employee levels. Performance management is a system that is used to make sure that all parts of the organisation work together to achieve set goals and targets. The approach is based on integrated balanced scorecard method that takes into account financial, internal business, customer and learning and growth perspectives.
Key Performance Areas (KPAs)	Key areas of responsibility of individual employees
Objective	Statement about what outcomes the Municipality wishes to achieve
Key Performance Indicators (KPIs)	Measures (qualitative and quantitative) that tell a person whether he/she is making progress towards achieving the Municipality's objectives.
Input indicators	An indicator that measures equipment, resources, economy, effectiveness, efficiency and equity
Output indicators	An indicator that measures results
Outcome indicators	An indicator that measures the impact of reaching the target
Key Performance Elements (KPEs)	Components of a Key Performance Area.
Baseline indicators	Baseline indicators inform employees what the <i>status quo</i> is at the beginning of the year
Performance targets	Planned level of performance or milestones an employee or Municipality sets for itself in respect of each indicator identified
Target dates	The deadline applied to the performance target
Performance plan	Plan of agreed Key Performance Areas, Objectives, Key Performance Indicators and Targets covering a period of twelve months and assessed quarterly.
Annual performance review cycle	Continuous period of 12 months: 1 July to 30 June
Review	Within an evaluation cycle, four (4) performance reviews/assessments will take place, which means an assessment of employees, directorates and the Municipality to monitor progress, resolve problems and adjust performance outputs, as part of the performance cycle.
Section 57	Person appointed in terms of Section 57 of the Municipal Systems Act (Act 32 of 2000) (This includes the Municipal Manager and all Directors reporting directly to the MM and

TERMINOLOGY	EXPLANATION
Non-Section 57	who operate in terms of a performance agreement. All employees not directly reporting to the Municipal Manager and who operate in terms of a performance plan.

2.5.6.2 Relationship between IDP, PMS and Budget

The relationship is measured in terms of the key performance areas, which means programme for example, provision of electricity, water and road infrastructure. Indicators, that is number of households connected, which leads to targets for example 15 000 household connected in a given particular year. The overall realisation of the IDP is the Budget as a tool to implement the plan. The step below are undertaken to implement Performance Management System.

Step 1: Planning for performance

Performance management involves the setting of key performance areas, indicators, targets and objectives for the Municipality. There is a particular sequence on how to approach the process for example setting benchmarks for performance management.

Key Performance Areas

It must be noted that, Key Performance Areas are derived and transferred directly from the IDP to the SDBIP, which form the basis for a Performance Management System for example provision of water, electricity, refuse collection etc.

Objectives

The objectives should be specific, outcome, impact-orientated and should not be general statements, for example to ensure that all households in municipal demarcated areas have access to portable water.

Key Performance Indicators

The SMART principle should apply with regards to Key Performance Indicators, which states that each indicator must be:

Specific: Each KPI must be clear and concise.

Measurable: A KPI should not be vague and general, but measurable, e.g. 'number', '%' or targets.

Achievable/Attainable: A KPI should be within reach.

Realistic: Can it be done taking into account constraints?

Timebound: Can it be achieved within a certain timeframe?

Performance Targets

Performance targets should be realistic and measurable and should correspond to available resources and organisational capacity.

Integration between 'organisational' and 'employee' performance management

The organisational integrated scorecard emanates from the upper layer of the municipality's institutional SDBIP. The targets are filtered through to the various departments, which forms the basis for Section 57 performance contracts. In terms of the high level SDBIP, the KPIs are further filtered down to divisions and or units. The process is then cascaded down in the same manner to all levels.

Step 2: Monitoring Performance

Monitoring as a management tool is the observation or verification of project activities to check if they are happening according to planning and whether resources are being used efficiently and effectively. A continuous flow of information it is therefore a key to enhance decision making, which among other things requires data collection and comparisons to be made. Monitoring produces results to be used for evaluation.

Step 3: Measuring Performance

To measure performance over the year, quarterly targets are added to the performance scorecard template.

Step 4: Performance Evaluation

Evaluation is a careful and systematic retrospective assessment of the design, implementation and results of activities. The aim of evaluation is to determine the value of the fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

Step 5: Performance Reporting

At a managerial/subordinate level, performance should be monitored daily. Organisational performance is reported quarterly, bi-annually and annually. In addition to formal reporting, the political leadership also reports to communities regularly through outreach programmes.

2.5.6.3 Reporting mandates and recipients are reflected below:

Frequency and nature of report	Mandate	Recipients
Quarterly progress report	Section 41 (1) (e) of the Systems Act, Section 166 (2) (a) (v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of the Municipal Planning and Performance Management Regulations.	<ol style="list-style-type: none"> 1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Audit Committee
Mid-year performance assessment (assessment and report due by 25 January each year)	Section 72 of the MFMA. Section 13 (2) (a) of the Municipal Planning and Performance Management Regulations 2001.	<ol style="list-style-type: none"> 1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Council 5. Audit Committee 6. National Treasury 7. Provincial Government
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act.	<ol style="list-style-type: none"> 1. Executive Mayor 2. Mayoral Committee 3. Council 4. Audit Committee 5. Auditor-General 6. National Treasury 7. Provincial Government 8. Local Community

2.5.7 KEY PERFORMANCE INDICATORS

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Percentage of households earning less than R1100 per month with access to all Council's Free Basic Services (NKPI)	Application forms on free basic services made freely available at all municipal offices, paypoints and with Ward Councillors	80% of all households earning less than R1100 per month are participating in Council's Free Basic Services Programme	Relief to poverty stricken households as a result of access to free basic services	80% of the ????? households have access and are participating in Council's Free Basic Services Program	Ensuring that 10 000 households earning less than R 1100 per month continue to have access and are participating in Council's Free Basic Services Program by December 2010	Electricity Solid Waste Sanitation Water
Percentage of households having access to a basic level of water (NKPI)	Investigate alternative ways of providing water in the rural areas	92% Households have access to basic level of drinking water	Every citizen has access to a supply of sufficient water	All households in the urban areas receive piped drinking water	Ensuring access to a basic level of drinking water to 1500 additional households in the municipality by December 2010	Water
	Drill boreholes on farms where the need exists					
	Provide piped water in new developments					
Percentage of households having access to a basic level of electricity (NKPI)	Allocate adequate funds to ensure improvement of the electricity supply throughout the Municipality	40% of the budget is spent on the improvement of electricity supply	20% of the budget was spent on improvement of Electricity Supply	Adequate and uninterrupted flow of electricity throughout the Municipality	Spending 40% of the budget to ensure an improved and uninterrupted supply of electricity in the Municipality by June2010	Electricity
Percentage of households having access to a basic level of solid waste removal (NKPI)	Adequate refuse collection vehicles and personnel	Refuse collection per week per household in the urban areas	Citizens enjoy an environment that is not harmful to their health or well being	Refuse removal done at least once or twice on the business per household per week	Ensuring that refuse removal is done at least once per household per week on an ongoing basis	Solid Waste
Percentage reduction in the number of spots identified as filled with garden refuse/garbage at illegal places	Adequate supply of containers/collection points for garden refuse/garbage placed at strategic points throughout all the townships	10 % decrease in the number of spots where garden refuse/garbage is dumped illegally	Citizens enjoy an environment that is not harmful to their health or well being	60 % Spots identified as being in need of garbage containers to address the cleanliness and health environment of residents	10%Decrease in the number of spots where garden refuse/garbage is dumped illegally by June 2010	Solid Waste
	Appointment of temporary employees for cleaning purposes					

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Percentage of households having access to a basic level of sanitation (NKPI)	Adequate funds allocated for the provision of toilet facilities in rural areas	958 Households in the rural areas provided with toilet facilities	Households enjoy an environment that is not harmful to their well being and a respected and protected dignity	1810 households in the rural areas do not have proper sanitation	Provision of toilet facilities to 100 households in the rural areas by December 2010	Sanitation
Percentage of residents who rate our service delivery manner and speed above 80% satisfaction level	Prompt and efficient provision of all municipal services	60 % of the residents whose satisfaction level is above % regarding the delivery of municipal services	High level of satisfaction by residents on the manner in which the municipality delivers services to them	No baseline indicator is available	Increasing the rating of service delivery by the municipality to 60% and above and keeping to this rating level on an ongoing basis	Institutional Transformation and Organizational Development
Number of kilometers with which gravel roads are reduced through training 2,5km , Addo, Valencia	Adequate funds for road works and storm water drainage system	Tarring of 6.5km gravel streets in urban areas	Short traveling distances and safe streets between areas in the urban area	Several km of untarred streets in urban areas	6.5km gravel streets by December 2010	Roads & Storm Water
Number of metres or km of storm water drainage pipes laid in the urban areas Peterson	Adequate funds for the laying of a storm water drainage system	1000 +2500= 3.5km stormwater drainage pipes; 750m channels; 3km subsurface drainage along streets in the urban areas	No threat from uncontrolled storm water during heavy rains	Lack of several km of storm water drainage pipes along streets in the urban areas	Laying of 3.5km storm water drainage pipes; 750mchannels;3km subsurface drainage along streets in the urban areas by December 2010	Roads & Storm Water
Number of sports fields developed or maintained and upgraded	Funds made available for the provision and maintenance of sport and recreational facilities	At least 1 sports fields developed	Adequately supplied, satisfied and sport participating community	Inadequate sports facilities throughout the municipality	Providing at least 1 graded soccer field in the rural areas by June2010	Sports & Recreation

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of new parks, open spaces and recreational facilities developed, repaired or maintained	Funds made available for parks and playing equipment	3 New parks and open spaces developed	Highly satisfied community which utilizes the facilities	Inadequate number of parks and open spaces for the community in the urban areas	Opening up of 3 new parks and open spaces in the urban areas by June 2009	Parks & Playing Equipment
		Budgeted amount spent fully on recreational facilities		Inadequate recreational facilities in the urban areas	Providing adequate recreational facilities in the urban areas by June 2009	
Number of areas where land for the development of new cemeteries has been acquired	Adequate funds made available for the acquiring of land for the development of new cemeteries	1 Area where land has been acquired for the development of a new cemetery	Satisfied and relieved community	No land is available for the development of new cemeteries	Acquiring land for the development of 1 new cemetery by June 2009	Cemeteries

Development Impact Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of new business ventures attributable to the municipality's LED initiatives	IDP posted on municipal website	5 new businesses or industries established	Availability of work opportunities and reduction of poverty levels for local residents	A limited number of investors are establishing businesses/industries	Attracting 5 new investors to establish businesses and industries by June 2011	Local Economic Development & Job Creation
	Special incentives on purchase price of business/industrial sites by investors					
Number of new jobs created through the municipality's LED initiatives including capital projects(NKPI	Provide for adequate funds in the budget	At least 500 man days employment opportunities to be created through capital projects	Reduced unemployment and poverty levels	Inadequate job opportunities available	Creation of ± 500 man days employment opportunities(temporary) by June 2011	Local Economic Development & Job Creation
Number of learners provided with learning experiences in the work place by means of learnerships	Employee contracts	14Potential employees with basic work experience	Employable individuals	Potential employees are not employable due to lack of minimum level of work experience	Provide learnership contracts to 14 learners by June 2011	Local Economic Development & Job Creation
	Coaching in the work place		Self-employable individuals			
Number of job opportunities created as a result of the Extended Public Works Programme(EPWP)	Providing funds for labour intensive projects	500 Citizens who are employed in labour intensive projects	Reduced unemployment and poverty levels	Limited number of work opportunities within the municipality	Creation of 500 jobs opportunities through the EPWP projects funded by SRVM by June 2011	Local Economic Development & Job Creation
	Identification of labour intensive project					
Number of Created Hawkers stalls	Allocation of adequate funds for the creation of industrial stands	16 Industrial stands created	Economic development with resultant reduction in unemployment and poverty levels	Inadequate number of industrial stands available for purchase by investors	16 Hawkers stalls created by June 2009	Local Economic Development & Job Creation

Governance Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of functional and effective ward committees	Drafting and distribution of meeting agendas	24Ward Committees holding meetings	Community participation	Insufficient and irregular consultation between politicians and the community	Ensuring that 24Ward Committees are functional and effective by June 2009	Public Participation
	Distribution of invitations for Ward and for Ward Committee meetings					
	Typing of ward committee or ward minutes					
Number of inputs from previously disadvantaged individuals coming through suggestion boxes or call-ins or written letters	Communication strategy developed and implemented	300 inputs received through suggestion boxes or call -ins from previously disadvantaged individuals	Participation by previously disadvantaged individuals from the community on community matters	375 inputs received from previously disadvantaged individuals through suggestion boxes or call-ins	300 inputs made by previously disadvantaged individuals by June 2009	Good governance and public participation
	Suggestion boxes posted at Strategic places.					
	Community awareness at ward meetings					
Percentage of employees who are satisfied with overall working conditions;	Collective agreement in place	No of complaints /cases received	Informed and motivated staff	Inefficient communication channels	Communication strategy in place	Human resource Development
Percentage of the municipal budget actually spent on implementing the skills development plan (NKPI);and	Employees given time off training budget allocated	No. of employee sent an training	Improved performance	30% of budget spent on training	60% of budget spent on training of staff & Councilors	Skills Development
Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan.	Approved employment equity plan	% of target group employed in 3highest	Employment equity committee in place	Targets set on EEP	Employment of people with disabilities	Skills Development

FINANCIAL VIABILITY PERSPECTIVE
Credit Control Scorecard

KPA	OBJECTIVES	KPIs	TARGETS
Municipal debt collection	<ul style="list-style-type: none"> collection of all outstanding debts encourage & enforce timely payment of outstanding debts 	<ul style="list-style-type: none"> existence of Credit control & indigent policies issuing of refunds % increase in revenue collection 	<ul style="list-style-type: none"> on-going policy enforcement all new accounts are expected to be
	<ul style="list-style-type: none"> foster a culture of payment through creative interventions at household level 	<ul style="list-style-type: none"> % increase in number of people paying their accounts before 15 	<ul style="list-style-type: none"> % increase in number of people paying their accounts before 15
	<ul style="list-style-type: none"> develop effective customer satisfaction monitoring methods 	<ul style="list-style-type: none"> % decrease on disputed accounts/queries 	<ul style="list-style-type: none"> on going inquiries are recorded daily

Cash & Investment Management Scorecard

KPA	OBJECTIVES	KPIs	TARGETS
Cash and Investment Management	<ul style="list-style-type: none"> Proper allocation of deposits & payments 	<ul style="list-style-type: none"> Proper allocation of deposits & payments 	Within 5 working days after the end of each month
	<ul style="list-style-type: none"> investment of all funds received in terms of grants, but not immediately required for use 	<ul style="list-style-type: none"> Investment Reconciliation Schedule 	Within 5 working days after the end of each month

Implementation of MFMA Scorecard

KPA	OBJECTIVES	KPIs	TARGETS
Financial Reporting	preparation and timely submission of reports	<ul style="list-style-type: none"> • reports in terms of section 71 & 72 • Annual Financial Statements • Annual Reports 	<ul style="list-style-type: none"> • Monthly • Mid yearly • Quarterly • Annually
Budgeting & Control	implementation of new budget & financial regulations	<ul style="list-style-type: none"> • Annual Budget • Budget process plans • Annual budget returns • Budget policy • 	<ul style="list-style-type: none"> • Annually •
SCM	Proper procurement by the municipality of goods & services in terms of chapter 11 of MFMA	<ul style="list-style-type: none"> • SCM Policy & procedures • Reports to F & A • Reports to National & Provincial treasuries • 	<ul style="list-style-type: none"> • Monthly • as required •

Municipal Debtors Administration Scorecard

KPA	OBJECTIVES	KPIs	TARGETS
Debtors Administration	Proper administration of municipal debtors with emphasis to the accurate billing of customers for the services rendered	<ul style="list-style-type: none"> • Accurate debtors age analysis/recon • Distribution of municipal accounts to all customers • % decrease on disputed accounts • % increase in customer satisfaction 	<ul style="list-style-type: none"> • Monthly

2.6. DEMOCRATIZATION AND GOVERNANCE

The Municipality is in the process of improving its communication and access to information by all sectors of the community.

2.6.1 Ward Committees

The Municipality has seven (7) -Ward Committees that were established as per the number of demarcated Municipal wards. The 2011 ward delimitation makes provision for eight (8) wards and sixteen councilors. An additional two councilors are anticipated. The Municipality has adopted a Constitution for the ward committee that complies with the terms of reference for the establishment of the ward. To capacitate members, training was conducted, which included communication, report writing, minute taking and prioritization of community needs to all wards that are not functional. The Municipality is committed to ensure that it has a fully functional ward committee system.

2.7. FINANCIAL MANAGEMENT

2.7.1. FINANCE CLUSTER

The topics included within the Finance Cluster are:

- ❖ Introduction-change in accounting policy
- ❖ Summarized Financial Statements;
- ❖ Financial Analysis-Selected Financial Indicators;
- ❖ Capital Expenditure;

This section will be presented as part of the budget and later incorporated to IDP document.

2.8. IMPLICATIONS FOR STRATEGIES

This section briefly recaps key themes emerging from the statistical information:

1) INFRASTRUCTURE AND SERVICES

- a) Data to date indicates progress in terms of housing delivery and, by implication, improved standards of basic services in terms of water, electricity and sanitation. However, there are still problems around housing construction and the Department is assisting SRVM to resolve these problems.
- b) Current limitations in bulk services should be considered in setting targets and timeframes for reticulation services especially for Paterson area and Enon-Bersheba Greenfields.
- c) Backlogs in the approval of housing projects influence access to upgrading of basic services.
- d) Sanitation in ward 3 requires review as a large number of households are indicated as not having any form of sanitation.
- e) Special attention should be given to wards 1 and 5 for the eradication of pit latrines.
- f) The issue of refuse removal has a direct bearing on the health and safety of communities. Wards 3, 5 and 7 indicate a large number of households that are affected by poor refuse management.
- g) The issue of cemeteries is listed as a priority in most settlements. The capacity of the Municipality to deliver is linked to the limited availability of suitable land.
- h) The staffing levels of personnel involved in water services is 14% therefore it is lower than the DWAF norm which is between 20%-30%.

2) SOCIAL AND ECONOMIC DEVELOPMENT

- a) Population Growth:
 - ❖ The population growth patterns indicate a higher than expected growth rate as suggested by 2001 census and this influences future infrastructure planning.
 - ❖ Population growth is indicated for wards 1 and 5 with particular reference to women aged 35 – 64 years.

- ❖ Considering the high vulnerability of women in these age groups, special consideration should be given to the Integrated HIV/AIDS plan in the wards indicated as growth areas.
 - ❖ Although insufficient information is available to explain the growth, factors such as housing projects, possibilities of seasonal work on commercial farms and continued unemployment in urban centres are contributing to the influx of people. This hypothesis is supported by an increase in number of persons employed in the agricultural sector.
 - ❖ The population growth could be seasonal and this will require adjustments in the provision of infrastructure and services during specific periods of the year.
- b) Considering that 38% of the population is within the age group 15-34 years, where relevant, project indicators should make specific reference to the focussed involvement of youth.
 - c) The 1491 households indicated R0 annual household income, these households representing the poorest of the poor. Future planning requires the Municipality to isolate the most affected households in each ward and develop specially targeted poverty relief efforts as one assumes related health/nutritional issues with particular reference to vulnerable groups (children/the aged/disabled) in these households.
 - d) Wards 4 (Paterson area) and 5 (Nomathamsanqa), followed by ward 1, are the most affected by households with no income. Poverty alleviation initiatives should target these communities. It would also be interesting to know what the current survival strategies of these households are, and thereby develop support mechanisms to strengthen these existing strategies.
 - e) Social services should be channelled to these areas to ensure vulnerable groups such as children and aged persons are protected within the security network. The Municipality should consider initiatives that would enhance access to social grants. These communities should also be prioritized in the creation of job opportunities.
 - f) These levels of poverty would also require a clear distinction during the intervention design between relief efforts and business development efforts.
 - g) Schools in the most affected areas should also be targeted for support such as the establishment of food gardens.
 - h) The findings support the need to craft a careful LED approach that will be a:
 - ❖ Serious effort at creating sustainable economic opportunities in these areas;
 - ❖ Careful targeting to ensure that interventions reach the most vulnerable.
 - i) In terms of facilitating access to ABET, wards 4 and 6 should be considered areas of priority. Establishing business skills in these areas will be hampered by low literacy levels.
 - j) Ward 3 should be considered as a possible resource in skills development initiatives as the highest number of persons with matric reside in this ward. This might hold possibilities for the selection of tutors in ABET programs or mentorship initiatives.
 - k) Considering that 32% of the population has at most some primary education, packaging of skills development initiatives should focus on ABET, and fundamentals such as the incorrect packaging of skills development could result in the exclusion of the most vulnerable groups.
 - l) Varying reports of the degree of unemployment (ranging from 44.1% to 20%) requires attention, considering the importance of this baseline for future economic growth indicators. The Provincial and District economic growth strategies will create targets in the reduction of unemployment.
 - m) The current analysis holds insufficient detail regarding the social development context of the Municipality.
- Critical issues need to be addressed:**
- ❖ HIV/AIDS needs to be elaborated;
 - ❖ There needs to be more careful scrutiny of health related issues; and
 - ❖ There need to be clearer indications of social issues and problems (target group specific)
- 3) INSTITUTIONAL TRANSFORMATION
 - a) The risk assessment process offers an excellent basis for the formulation of an institutional plan.
 - 4) DEMOCRACY AND GOVERNANCE
 - a) Elements from the risk assessment that relate to this key performance area must be extracted and used as a basis for the inclusion of improvement project. This includes issues such as the development of councillors, public relations, ward committee training and Performance Management Systems.
 - 5) FINANCIAL MANAGEMENT
 - a) Turnaround Strategies and LED Summit resolutions have to be implemented

b) Use of MFMA circular 13 to increase linkages with SD-BIP system.

MTSF, ANALYSIS, PRIORITY ISSUES & DEVELOPMENT PRIORITIES

3.1 PART 1: MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

3.1.1 IDENTIFICATION OF STRATEGIC DEVELOPMENT PRIORITIES

3.1.1.1 INTRODUCTION AND BACKGROUND

In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014.

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities.

The ten Strategic Priorities are conceptualised and summarized as follows:

1. *Speeding up growth and transforming the economy to create decent work and sustainable livelihoods:*

The primary objective of this priority is to respond appropriately, promptly and effectively to economic opportunities to ensure that growth in decent employment and income security are reinforced and investment sustained to expand economic capacity and improve competitiveness.

2. *Massive program to build economic and social infrastructure:*

Continued infrastructure investment program aimed at expanding and improving social and economic infrastructure, transportation, energy, water, sanitation and information and communication infrastructure to increase access to quality and reliable public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact.

Within 12 months of the distribution of the MTSF, government will finalise an integrated infrastructure development strategy. This strategy identifies thirteen (13) key areas, of which the following hold relevance to the CDM and its nine local municipalities:

2.1 *Creatively accessing resources* from various sources to continue with the economic and social infrastructure program in a manner that supports growth and employment creation; and the involvement of the private sector in financing projects;

2.2 Continue with the program to build, revamp and maintain electricity infrastructure, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and *development of alternative energy sources*;

2.3 Continuing the program to build and maintain *water infrastructure* to improve reticulation, prevent wastage and *ensure reliable and safe supply for human consumption*, industrial activity and agriculture;

2.4 Implementing formal programs for the development and provision of *suitably located low-cost and affordable housing*;

2.5 In line with the concept of human settlements, and proceeding from the premise that housing provision should promote the building of integrated and sustainable communities, taking active steps to ensure that *human settlement formation does not perpetuate apartheid spatial planning and the marginalisation of the poor from economic opportunities and social and cultural amenities* – critical in this regard will be the finalisation of the Land Use management Bill for immediate implementation;

2.6 Finalising and implementing the program to *ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing ageing or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service disruptions*;

2.7 Developing physical infrastructure in *rural* areas: To address the specific development needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sports and other recreational infrastructure;

- 2.8 Even while new investments are being undertaken, government will ensure *proper and appropriate investment in and an ongoing program for the maintenance of existing infrastructure*;
- 2.9 Improving provincial and *local government capacity to plan for and maintain infrastructure* to ensure continued efficient delivery of economic and social services;
- 2.10 Continuing *programs to provide and maintain* health, education, library, sporting, recreation and other social infrastructure.

3. *Comprehensive rural development strategy linked to land and agrarian reform and food security:*

The overall objective of this strategy is to develop and implement a comprehensive strategy of rural development that transcends the false dichotomy between rural and urban and that will meet the needs to improving the quality of life of rural households, and exploiting the varied economic potential that each area enjoys. Key to this strategy is the determination of rural areas. The elements of this strategy include:

- 3.1 *Aggressive implementation of land reform policies*;
- 3.2 *Stimulate agricultural production with a view to contributing to food security*;
- 3.3 *The enhancement of rural livelihoods and rural food security*;
- 3.4 Improve service delivery to ensure quality of life – increased investment in the delivery of services to *rural areas, including education, health, housing, water, sanitation and energy* – using, where appropriate, alternative technologies to overcome physical and other impediments;
- 3.5 Implement a development program for rural transport – the formulation of a Rural Transport Program that will aim at promoting rural transport infrastructure and services through co-ordinated rural nodes and linkages;
- 3.6 Skills development – financial resources will be committed to develop and run training programs to support rural economies. A database of all farmers and households provided with agricultural support of different kinds will be kept and will receive training and mentoring opportunities;
- 3.7 Revitalisation of rural towns – Spatially targeted grants will be provided for the revitalization and development of rural towns to serve as service centers for rural economies. This will involve the development of hard and soft infrastructure, including institutional networks for marketing, storage, advisory services, finance and improved agro-logistics;
- 3.8 Explore and support non-farm economic activities – initiatives need to be devised to support other forms of rural potential, including tourism, light manufacturing and cultural work;
- 3.9 Institutional capacity development – achieving better development outcomes in rural areas will require improved alignment of the efforts of rural local government, nation and provincial departments and other public agencies.

4. *Strengthen the skills and human resource base:*

This strategy recognizes the importance of skills and education to enable every member of society to realise his / her potential and participate in social and economic life – and thus contribute to the reduction of inequality – the objective is to focus skills and education systems towards the delivery of quality outcomes.

5. *Improve the health profile of all South Africans:*

A central goal of the MTSF is to improve access to health services and achieve better clinical and patient outcomes from the public health system. There is a clear drive towards reducing inequalities in the health system, improving the quality of care and public facilities, boost human resources and extend the fight against HIV and AIDS, TB and other communicable diseases. Life-style awareness and real causes of ill-health and mortality are essential to this target.

6. *Intensify the fight against crime and corruption:*

Government is determined to curb the levels of crime and corruption in the country. Critical in this regard is the involvement of individuals and communities in the fight against crime.

7. *Build cohesive, caring and sustainable communities:*

Social cohesion is broadly defined as that which gives members of a society the capacity to cooperate in ways that create the possibility for positive change. It is an element required to achieve development success. Inequalities of conditions such as wealth, income, education, health and opportunity are limiting the potential for success of the broader South African community. Within the MTSF period, government aims to meet their target of:

- Halving poverty and unemployment by 2014;
- Strengthen human capabilities;
- Promote shared values and social solidarity;
- Strive to reduce overall inequality.

8. *Pursuing African advancement and enhanced international cooperation:*

The main goal of our government for the medium term is to ensure that South Africa's foreign relations contribute to the creation of an environment conducive for economic growth and development, especially in Africa and other developing countries.

9. *Sustainable Resource Management and Use:*

South Africa, like the rest of the world, is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. To fulfill its obligations to both current and future generations, South Africa ratified the United Nations Framework on Climate Change in August 1997 and acceded to the Kyoto Protocol in March 2002. The main objective of government is to encourage sustainable resource management and use by focusing on various interventions including:

- The pursuance of renewable energy alternatives and promotion of energy efficiency;
- Adopting waste reduction practices by encouraging the re-use of waste outputs as productive inputs;
- Enforcing zero tolerance to illegal and unsustainable exploitation of resources;
- Improving air and atmospheric quality for health and well being of citizens;
- Supporting local and sustainable food production;
- Sustainable water use and preserving quality of drinking water;
- Enhancing biodiversity and the preservation of natural habitats.

10. *Building a developmental state including improvement of public services and strengthening democratic institutions:*

The MTSF promotes the further strengthening of the capacity of all spheres of government to:

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development;
- Strengthen democratic institutions.

3.2 STRATEGIC PRIORITIES FOR SRVM

The Strategic Direction of the Municipality is organized according to five key performance areas namely:

- ❖ Delivery of infrastructure and Basic Services
- ❖ Social and Economic development
- ❖ Democratization and Governance
- ❖ Institutional transformation
- ❖ Financial management

3.3. DEVELOPMENTAL PRIORITIES

The table below seeks to integrate municipal priorities to both Community Based Plan projects, the Medium Term Strategic Framework and other provincial and national objectives as contained in column 3 and 4 respectively.

3.3.1. Priority One: Infrastructure and Service delivery

Objective 1:

Ensure availability of sufficient water infrastructure capacity to meet existing and future development needs throughout SRVM by 2014

Ref. Code	Strategy	Alignment with Community Based Projects	Alignment with MTSF
INF 1	Effective application of funding with specific reference to MIG to address backlogs.	<ul style="list-style-type: none"> - Installation of waterborne sewerage reticulation to eradicate buckets and VIP toilets. - Installation of VIP toilets - Project Eradicate Bucket Systems 	<ul style="list-style-type: none"> - Create an enabling environment through which all South Africans can access services and support in obtaining those services • MTSF Priority 2
INF 2	Mobilize partnerships and funding agreements to eradicate bulk supply limitations and capital investment requirements	<ul style="list-style-type: none"> - Closing and relocation of unsafe (unregistered) refuse dumps - Upgrading & maintenance of rural roads - Facilitate provision & construction of taxi ranks - Project Maintain 	<ul style="list-style-type: none"> - The limited resources available to support the provision of basic services should be equitably distributed throughout the country, according to population and level of development • MTSF Priority 2
INF 3	Mobilize partnerships and funding agreements to eradicate bulk supply limitations.	<ul style="list-style-type: none"> - Construction of speed humps - Develop business plan proposals for funding - Provide alternative water source through boreholes - Project Sanitation 	<ul style="list-style-type: none"> - The way in which basic services are provided must take into account the growing scarcity of good quality water in South Africa - Water and sanitation systems must be sustainable • MTSF Priority 2
INF 4	Effective role-out of indigent policy.	<ul style="list-style-type: none"> - Installation of water meters / conversion to prepared water meters - Installation of street and high mast lights - Project Care 	<ul style="list-style-type: none"> - Identify and ring fence priority area for development • MTSF Priority 7
INF 5	Develop and manage an infrastructure operation and maintenance plan.		
INF 6	Linking with the developing Coega refuse dump.		
INF 7	Explore increased access to Public works funding.		
HOU 1	Facilitate housing developments on serviced land via the Provincial Housing	<ul style="list-style-type: none"> - Upgrade treatment works - Construction of treatment 	<ul style="list-style-type: none"> - Use of scarce public funds be confined to

	subsidy schemes applying the principles of "sustainable human settlements".	works and bulk water supply pipeline Ensure cleaning and fencing of cemeteries - Project Maintain	assist those who are unable to attain a basic level service - A careful balance to be achieved between what is affordable to households, communities and the national economy • MTSF Priority 3
--	---	---	--

Objective 2:
Provide sufficient sewerage infrastructure capacity to sustainably and reliably meet existing and future socio-economic growth needs of SRVM by 2012

Ref Code	Strategies	Alignment with Community Based Projects	Alignment with MTSF
INF 1	Effective application of funding with specific reference to MIG to address backlogs	Objective 1 project and programmes apply	
INF 2	Mobilize partnerships and funding agreements to eradicate bulk supply limitations and capital investment requirements		
INF 5	Develop and manage an infrastructure operation and maintenance plan.		

Objective 3:
Ensure the availability of land as well as the sustainable utilization thereof for household and economic development initiatives within the principles of spatial planning and land use management

	Strategies	Alignment with Community Based Projects	Alignment with MTSF
LU 1	Institutionalize a user-friendly framework for land management in line with the approved Spatial Development Framework.	<ul style="list-style-type: none"> - Facilitate access to land acquisition for: <ul style="list-style-type: none"> - Agricultural development - Local Economic development activities - Project Land Use 	<ul style="list-style-type: none"> - Provide access to land for residential and productive uses to labour tenants, farm workers, women and new emerging farmers • MTSF Priority 3
LU 2	Implement an effective system of land identification, acquirement and distribution of land based on framework that includes sufficient regulation/enforcement	<ul style="list-style-type: none"> - Housing projects - Education, Health and Sport & recreational facilities - Commonages - Ensure structured working relationships with Land Claims Commission - Project Land Use 	<ul style="list-style-type: none"> - Restore land and provide other institution remedies to people dispossessed by racially discriminatory legislation • MTSF Priority 3 & 7

Objective 4:

Facilitate the accessibility of transport throughout the region especially between major centres like Paterson, Kirkwood with specific reference:

- Improving access to employment opportunities for commuters
- Bus/Bicycle services for school children
- Maintenance of tourism industry
- Accommodation requirements of the citrus industry
- Access for emergency personnel

Ref. Code	Strategy	Alignment with Community Based Plans	Alignment with MTSF
INF 8	Develop a framework to guide the investment in infrastructure for public transport including upgrading and maintaining existing roads.	<ul style="list-style-type: none"> - Lobby with CDM for purchase of bicycles for school children - Upgrade & maintain existing social and engineering infrastructure facilities - Project Gonzalez 	<p>TRANSPORT</p> <ul style="list-style-type: none"> - Enhancing the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of those integrated development plans <p>• MTSF Priority 3</p>
INF 9	Participation in District Transport Forum facilitated by Cacadu District Municipality.	<ul style="list-style-type: none"> - Establish junior traffic centre - Engage owners and Lobby for funding to purchase erf... for Kirkwood Taxi Rank as identified in Spatial Development Framework Plan - Project Gonzalez 	<ul style="list-style-type: none"> - directing employment opportunities and activities, mixed land uses high density residential development into high utilisation public transportation corridors and discourage urban sprawl where public transport service are inadequate <p>• MTSF Priority 2 & 3</p>
INF 10	Lobby for funding for infrastructure maintenance.	Funding proposals	<ul style="list-style-type: none"> - Giving priority to infilling and densification along public transport corridors - Giving higher priority to public transport than to private transport by ensuring the provision of adequate public transport services and applying travel demand management measures to discourage private transport - Enhancing accessibility to public transport services and facilities and transport functionality in the case of persons with disabilities - Minimizing adverse impact on the environment <p>• MTSF Priority 2</p>

3.3.2. Priority Two: Social and Economic Development

Objective 1 Effective management of housing development schemes to ensure the availability of housing to low-income group.			
Ref. Code	Strategies	Alignment with Community Based Plan	Alignment with MTSF
HOU 1	Facilitate housing developments via the Provincial Housing subsidy of sustainable human settlement.	<ul style="list-style-type: none"> - Collect data base of women who are new home owners - Collect number of farm workers residing on farms - Housing Plan Policy - Funding application to finance institutions - Project Care 	<p>HOUSING</p> <ul style="list-style-type: none"> - Stabilising the housing environment - Mobilising housing credit - Providing subsidy assistance - Supporting the people's housing process - Rationalising institutional capacity <p>• MTSF Priority 2</p>
HOU 2	Address the needs of farm dwellers in terms of housing.	<ul style="list-style-type: none"> - Collect data on farm dwellers needs for housing and include in the housing delivery program - Project Care 	<ul style="list-style-type: none"> - Facilitating speedy release and servicing of land - Co-ordinating government investment in development <p>• MTSF Priority 3</p>

Objective 2: Households living below poverty line (R800pm) have access to poverty alleviation measures.			
Ref. Code	Strategies	Alignment with Community Based Plan	Alignment with MTSF
SOC 1	Facilitate development infrastructure for social grants to most needed	<ul style="list-style-type: none"> - Facilitate community participation in Garden projects (Green Revolution) 	<ul style="list-style-type: none"> - Make poverty alleviation a core focus of municipal planning and deliver <p>• MTSF Priority 7</p>
SOC 2	Direct poverty alleviation funding most needed households for example Nutrition Program and the Food security transfers (DoA).	<ul style="list-style-type: none"> - Collect data of households receiving nutrition support and food security transfers - Project Care 	<ul style="list-style-type: none"> - Ensure that the voice of households and communities affected by poverty is heard in the IDP Process <p>• MTSF Priority 3 & 7</p>
INF 4	Effective role-out of indigent policy.	<ul style="list-style-type: none"> - Increase indigents access to basic water supply, sanitation, energy and refuse services through regularly updated indigent register - Project Care 	<ul style="list-style-type: none"> - Prioritisation of municipal spending in favour of either economic growth or social investment needs to be debated in the planning process - Develop an Integrated Poverty Alleviation and Gender Equity Programme <p>• MTSF Priority 7</p>

Objective 3:
Creating a robust and inclusive local economy.

Ref. Code	Strategies	Alignment with Community Based Plans	Alignment with MTSF
ECO 1	Ensure that each municipal initiative contributes to employment creation and skills development including infrastructure projects (where relevant).	<ul style="list-style-type: none"> - Provision of agricultural machinery services (e.g. tractors) - Provision of communal irrigation schemes including: Small dams for livestock watering and other small projects - Project Skills apply 	<p>TOURISM</p> <ul style="list-style-type: none"> - Promotion of investment incentives - Effective protective and sustainable utilisation of cultural resources • MTSF Priority 1 & 2
ECO 2	Create credible institutional framework for investors and new business entrants to exploit business opportunities.	<ul style="list-style-type: none"> - Active participation in the 2010 processes - Facilitate the development and implementation of Tourism Plan - Provide support for the promotion of local festival - Mobilization and establishment of BEE-Keepers groups - Project Skills apply 	<ul style="list-style-type: none"> - The expansion of tourism infrastructure <p>Local Economic Development</p> <ul style="list-style-type: none"> - Establishing a lead sector in local development - Maintaining a rural focus where appropriate - Ensuring sensible forms of redistribution - Achieving complementarity between large and small projects - Establishing linkages to government's macroeconomic and broader development strategies and strengthening the system of intergovernmental relations • MTSF Priority 1
ECO 3	Promote partnerships within public and private sector and facilitate community participation in such partnerships.	<ul style="list-style-type: none"> - Provide support to SMME's including co-operatives - Facilitate development of business plans, feasibility studies and development opportunity identification - Facilitate economic links with NMMM - Project Skills apply 	<ul style="list-style-type: none"> - Identify the most promising sectors for encouraging and advising SMME entrepreneurs concerning business opportunities, especially for the start-up of enterprises. • MTSF Priority 1
ECO 4	Utilize Municipal assets to generate LED opportunities.	<ul style="list-style-type: none"> - Facilitate access to cattle/goat feedlots as well as breed improvement programme - Facilitate establishment of community radio station - Ensure mainstreaming integration of Special Programmes in all municipal projects - Ensure and report 	<ul style="list-style-type: none"> - Improve massively the access of SMME entrepreneurs – existing and potential – to information about business and market opportunities. • MTSF Priority 4

		<p>mainstreaming of cross-cutting issues in all municipal projects</p> <ul style="list-style-type: none"> - Implementation of projects/programmes as reflected in the SPU action programme - Project Skills apply 	
ECO 5	Support and create access for emerging farmers to the mainstream agricultural sector.	<ul style="list-style-type: none"> - Ensure integration of ex-law offenders to social and economic life - Provide support and guidance to Mayibuye Indlovu Trust Programme - Facilitate the implementation of Land Reform Programme including: - Identification of skilled potential emerging farmers for pro-active Land Release Plan of Dept. of Land Affairs - Project Land Use 	<ul style="list-style-type: none"> - Create sustainable job creation programmes in the sector • MTSF Priority 3 & 4
ECO 6	Promote increased benefits for the community within the tourism industry.	<ul style="list-style-type: none"> - Participate in the Local Agri-BEE initiatives - Participate in the development and implementation of Mayibuye Indlovu Trust Programme Including: <ul style="list-style-type: none"> - Hermitage Tourism Hub - Caesar's Dam Camp site - Rain water harvesting - Project Land Use 	<ul style="list-style-type: none"> - Establish support programme to initiate to explore economic activities in tourism, light manufacturing and tourism • MTSF Priority 3
ECO 7	Stimulate economic opportunities in the area of Agri-processing.	<ul style="list-style-type: none"> - Agro-processing plant - Project Land Use 	<ul style="list-style-type: none"> - Expose commercial and emerging farmers to opportunities for value-adding to traditional agriculture products, e.g. fruit juices, canned fruit and vegetables, new crops such as herbs, and essential oils. • MTSF Priority 7

Objective 4

To provide all communities with adequate access to library and information services and well-maintained social / recreational facilities within the next 5 years

Objective 5:

Ref. Code	Strategy	Alignment with Community Based Plans	Alignment with MTSF
SOC 3	Establish partnership with relevant government sectors and or interest groups	<ul style="list-style-type: none"> - Establish Thusong Centres (Hubs, Satellites and Mobile) - Facilitate development of sport fields, community halls and play parks - Project Eshibobo 	<ul style="list-style-type: none"> - Ensure that partnership through the Thusong centre supports service delivery and increases economic development • MTSF Priority 2 &4
SOC 4	Development of a framework to guide investment in community and recreational facilities	<ul style="list-style-type: none"> - Addo Shopping Mall - Lobby and influence School curriculum to be in line with entrepreneurial, Tourism and Agricultural fields 	
SOC 5	Manage an innovative maintenance program to ensure cost effective up keep of existing facilities.	<ul style="list-style-type: none"> - Master plan for Addo Development 	
	To provide all communities access to library and information	<ul style="list-style-type: none"> - Establishment and maintenance of Wheelie-libraries in communities not within reach of libraries e.g. at Enon; Valencia; Moses Mabida; Noathamsanqa - Establishment of the library service to reach communities in outlying areas., Bersheba, Dunbrody, etc 	
	To develop a book and reading culture for the educational and social upliftment of all communities	<ul style="list-style-type: none"> - Reading projects, holiday and cultural programmes presented by Main, Wheelie and Mobile libraries - To provide and expose all levels of society to quality reading material 	
	To provide the youth with quality reading study material to support formal education and stimulate general development.	<ul style="list-style-type: none"> - To provide Wheelie & Mobile services to bring libraries and information to learners. Many have to walk large distances to libraries to do research for assignment 	
SOC 7	Implement an information management system to provide accurate, current health data including the trend with regard to HIV/Aids in the municipality.	<ul style="list-style-type: none"> - Ensure implementation of HIV/Aids plan - Consult with Ingcibis (traditional surgeons) and amakhankathas (traditional nurses through the Health Sub-district (HSD) Traditional Circumcision co-ordinators so as to establish number of needing training 	<ul style="list-style-type: none"> - Improving human resources development and management - Improving communication and consultation within the health system and between the health system and communities we serves
Develop practices of excellence in the delivery of primary health care for all communities including dealing with the HIV/Aids pandemic			

SOC 8	Develop and implement a comprehensive response to the pandemic of HIV/Aids that deals with issues of prevention, intervention and care support in partnership with key stakeholders and in line with national/provincial programs.	<ul style="list-style-type: none"> - Conduct education and awareness campaigns - Promote creation of "homes", "orphanages" and co-ordinate the placement of children for adoption in conjunction with CDM - Purchase home-based care kits - Develop HIV/AIDS programme - Conduct a detailed analysis and report on shortfalls (<i>Staff, capacity, facilities, equipment</i>) and monitoring mechanisms 	
Ref. Code	Strategy	Alignment with Community Based Plans	Alignment with MTSF
C 6	Upgrade current facilities in partnership with relevant agencies within the concept of a District Health System.	<ul style="list-style-type: none"> - Ensure improvement in infant mortality rates, TB Management and STI Management (provide indicators) - Ensure uninterrupted supply of medicine and equipment to facilities via infrastructure development projects - Project Community Health 	<p>HEALTH</p> <ul style="list-style-type: none"> - Decreasing morbidity and mortality rates through strategic interventions - Improving quality of care - Speeding up delivery of an essential package of services through the district system - Improving resources mobilisation and the management of resources without neglected the attainment of equity resource allocation <p>• MTSF Priority 5</p>

Objective 6:

Contribute to the creation of a safe and secure environment for all communities

	Strategies	Alignment with Community Based Plan	Alignment with MTSF
SOC 9	Develop a regulatory framework that ensures that all by-laws are up-dated relevant and enforced by the municipality	<ul style="list-style-type: none"> - Ensure that by-laws are communicated to the public and are updated - Contribution / participation in the community police forum 	<ul style="list-style-type: none"> - Rehabilitation of police to ensure they become protectors of communities - Mobilization of communities to participate in the provision of safety and security <p>• MTSF Priority 6</p>

Objective 7:

Improve the use and management of resources towards sustainable development

Ref. Code	Strategy	Alignment with Community Based Plans	Alignment with MTSF
ENV 1	Municipality gives effect to environmental guidance as contained in NEMA and Agenda 21 in all relevant policies, project designs and by-laws.	<ul style="list-style-type: none"> - Townships greening and nursery - Implement environmental awareness programs - Project Cleanup 	<ul style="list-style-type: none"> - Integration of biodiversity information into land-use planning and decision-making <p>• MTSF Priority 9</p>

ENV2	SRV ensures full participation and sufficient allocation of resources in the development and implementation of District Environmental Plan.	<ul style="list-style-type: none"> - Apply for funding to DEAT for Social Responsibility programme - Ensure environment / health compliance of community project 	-
ENV 3	Develop community awareness and commitment to the creation and conservation of a healthy natural environment.	<ul style="list-style-type: none"> - Ensure Canal Safety - Land Care and working for Woodland projects - Enon-Bersheba tourism 	

3.3.3. Priority Three: Democratization and Governance

Objective 1:
Municipal initiatives respond to national priorities in dealing with gender inequality and special attention to vulnerable groups

Ref Code	Strategy	Alignment with Community Based Plans	Alignment with MTSF
CR4	Popularization of IDP process and document among key interest groups including municipal officials, councilors and interested groups.	<ul style="list-style-type: none"> - Review IDP including all municipal plans - Consult, co-operate and share information with all structures - Facilitate creation of a youth core , which could combine service with training and mentorship (harness service of volunteers) 	<ul style="list-style-type: none"> - Specifying concerns over gender equity in the allocation of resources for development - Requiring gender sensitive representation and participation in decision-making - Setting specific targets for access of women and female-headed households to development programmes

3.3.4. Priority Four: Institutional Transformation

Objective 1: Vibrant institution that is able to deliver the strategic objectives stated in the IDP within the available resources base.

Ref. Code	Strategy	Alignment with Community Based Plan	Alignment with MTSF
TRA 1	Develop and Implement an institutional change plan based business risk assessment report	<ul style="list-style-type: none"> - Develop and implement a workplace skills plan - Develop an institutional plan - Project Learn 	<ul style="list-style-type: none"> - To provide democratic and accountable government for local government for local communities • MTSF Priority 10
TRA 2	Implementation of relevant and appropriate technology for effective work	<ul style="list-style-type: none"> - HR System implemented - Develop and implement employee wellness programme - IT Strategy 	<ul style="list-style-type: none"> - To ensure the provision of services to communities in a sustainable manner - To promote a safe and economic development - To promote a sage and healthy

		implementation - Project Learn	environment • MTSF Priority 1 & 7
TRA 3	Institutionalize a human resource management system with appropriate policy and procedures that deals with national priorities with specific reference to HIV/Aids	- Develop risk response plan based on Risk Assessment report - Project Life	- To encourage the involvement of communities and community organisations in the matters of local government • MTSF Priority 10
TRA 4	Submit and implement a workplace Skills development program in line with LGSETA requirements.	- Develop global partnerships for development	

3.3.5. Priority Five: Financial Management

Objective 1:

The financial capacity of the municipality reflects the efficient sourcing, allocation and control of resources in line with stated IDP priorities.

Ref. Code	Strategy	Alignment with Community Based Plan	Alignment with MTSF
FIN 1	Establish practical linkages between IDP planning process and budget using SDBIP.	- Develop and implement an active marketing strategy to place municipality on the map for potential investors and visitors	- The introduction of medium term expenditure frameworks to promote improved planning and greater stability and continuity in the budgeting process, and to overcome some well known problems associated with annual incremental budgeting • MTSF Priority 10
FIN 2	Design of a practical and comprehensive revenue collection strategy	- Avail a system for Tax/Levy Rebates to attract investors	- the move towards an outputs, outcomes, programme-based and results-orientated approach to budgeting, rather than the traditional input-based approach • MTSF Priority 10
FIN 3	Increasing the ability of financial stakeholders (council and officials) to contribute to the effective financial management of municipal including credit control and funding initiatives.	- Lobby funding to reduce number of unfunded projects - Implementation of Audit committees - Internal audit service	- The decentralisation of greater managerial autonomy at operational level, to promote flexibility and responsiveness to local needs • MTSF Priority 10
FIN 4	. Institutionalize a process of continuous improvement of the financial system in line with MFMA requirements	- Increase institutional capacity	- The promotion of greater transparency and accountability to the public in budgetary matters • MTSF Priority 10

Objective 2:

Maintain a financial system to ensure a viable and sustainable municipality

	Strategies	Alignment with Community Based Plans	Alignment with MTSF
FIN 4	Institutionalize a process of continuous improvement of the financial system in line with MFMA requirements	Ensure a meaningful alignment between financial outcomes (budget) and strategic outcomes (IDP)	<ul style="list-style-type: none">- The development of systems and mechanisms aimed at forging closer links between strategic planning, budgeting, financial and performance management systems- The introduction of incentives and controls to ensure that greater managerial responsibility and autonomy is matched by accountability for the achievement of centrally established goals and priorities- The introduction of improved systems for financial monitoring and review- The increasing use of computerized information systems as a key component of budgeting and financial management <p style="text-align: right;">• MTSF Priority 10</p>

3.2. TURNAROUND STRATEGIC PLAN

Background:

A two day planning workshop that was fully representative was held on 4 to 5 March 2010 to develop a robust plan for a turnaround plan for the Municipality. The plan is based on the five (5) Local Government Priorities and has clearly identified activities, targets and resource requirements. This plan is herewith integrated into the IDP review process so that it is institutionalised and cascaded to the Service Delivery Improvement Plan and Performance Agreements of s57 Managers. Councillors have also been assigned certain responsibilities, particularly on matters that require Council Resolutions, like policy and by-law review. Some of the implementation target dates fall within the 2009/10 financial year and may roll over to 2010/11 because of financial constraints. This turnaround plan is owned and endorsed by all officials, labour representatives, local constituencies and Councillors. COGTAS was also influential in the development of this plan. The outcomes of LGTAS and MUCAT will also be incorporated into the final IDP.

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
FINANCIAL VIABILITY AND MANAGEMENT	Every municipality to have Budget and Treasury Office (BTO) with Chief Financial Officer (CFO) as head of the office Sec 80 of MFMA.	The CFO designated by Accounting Officer is on a special leave from September 2009. The CFO has taken the SRVM to court for unfair labour practice One of Acting CFOs resigned and other on sick leave till 25/3/10	Second Acting CFO	23/03/2010	Provincial Treasury and Local Government / DBSA
			Resolve the issue of the CFO	31/03/2010	Administrator
	Realistic and credible budget	The budget is neither realistic nor credible.	Complete the 2009/2010 budget adjustment process	18/03/2010	Intervention team & Senior Finance personnel
			Import Provincial Treasury Circular 48 budget format into the 2010/2013 MTEF budget.	12/03/2010	Intervention team & Senior Finance personnel
	Budget aligned to IDP	Budget is aligned to IDP (See Treasury study)	IDP/Budget Process Plan to be tabled at next Council Meeting	25 March 2010	IDP units from DLGTA & SRVM and Senior Finance Personnel

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	Collection rate of 10-15 % total municipal debt as percentage of total revenue	The credit control unit is run by one personnel	Develop a functional credit control unit.	31-03-2010	Provincial Treasury, Intervention team & Senior Finance personnel
			Get a Specialist Team to implement the Revenue Enhancement Plan	31-03-2010	Specialist Team, with expertise on billing and revenue management
	Efficient and reliable billing system.	Some households are not in the billing system. Some are in the system without addresses. Some are billed but not existing. No dedicated official to monitor Indigent register. Indigent register not up dated.	DATA cleansing Reconciliation of Billing System with Housing GIS system Appoint officer to maintain indigent register	12-03-2010	Intervention team and Specialist Team
	Early submission of Annual Financial Statement (AFS)	Submitted on time	Early closer of monthly accounting circle. Basic accounting training.	Monthly	CFO and Specialist Team
	Utilisation of conditional grants	Grant funding is utilized for operational purposes.	All conditional grant funding be ring fenced	31 May 2010	CFO and Municipal Manager

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	Debt management and Credit control systems	Weak policies and systems in place	Review current policies and by-laws Run Branded Payment Awareness Campaigns	22 March 2010	Council
	What strategies does the municipality have to manage poor municipal financial management capacity and systems	No strategy	Revise Tariffs	22 March 2010, and monthly	Council
			(i)Restructure Finance Department (ii)Develop Supply Chain Management unit (iii)Upgrade & Integrate the Finance Management System (iv) Coaching & mentoring of senior finance staff (v) Develop customer care desk (v)Partner with other stakeholders e.g. DBSA	15 April 2010	Council and Administrator Council and Administrator Administrator and Specialist Team

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	Explain SRVM indigent policy and how you manage low revenue base due to high levels of indigents	Policy outdated and it is being reviewed. System not effective	Draft Indigent Policy will be presented to councilors and stakeholders	25/03/2010	Administrator, Specialist Team And Council
	How are consumers encouraged to pay for services?	Consumers do not understand the implications of non-payment	Run Branded Payment of Services Awareness Campaigns. Develop a Customer Care Charter and Desk	31 March 2010	Administrator, Specialist Team And Council
	Is there a Revenue Enhancement Strategy	In a draft form	Develop and provide incentive scheme to customers. Review policies and By-laws.	15 April 2010	Administrator, Specialist Team And Council
	Do we have an effective financial management system	There are 5 different systems that are not effective. Lack of understanding of the systems	Assessment of available systems and recomm30 appropriate intervention. Capacitating officials on the implementation of the systems.	15 April 2010	Administrator, Specialist Team

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	Do we comply with Treasury Regulations for Reporting, (s71/s72) Budgeting etc.	Yes	Ensure that process of reporting are followed fully	31 March 2010	CFO and Intervention Team
	Do we report on the MFMA Compliance Plan?	Yes (quarterly reports to National/Provincial Treasury)			
	Which financial policies do you have?	All policies are outdated except Rates Policy.	The following policies and their respective procedure manual need to be reviewed: Budget Policy; Asset Management Policy; Cash & Bank Management Policy; Supply Chain Management, Credit Control Policy, Indigent Policy and Tariff policy.	30 April 2010	CFO and Intervention Team
	Do you have relevant by-laws and procedure manuals?	By-laws are outdated	Review of by-laws		CFO and Intervention Team
	What are the limitations or challenges of our Finance Policies?	Out dated	Review the existing by-laws and Policies		CFO and Intervention Team
	What is the frequency of paying your creditors?	When funding is available	Implement Revenue Enhancement Strategy	15 April 2010	CFO and Intervention Team

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	Is there a good relationship between the political arm & administration?	No the relationship has disintegrated during the instability phase	Team Building Sessions and constant interaction between Portfolio Chairs and respective HODs.	15 March 2010	Administrator and Mayor
	Is there a fully functional ward committee system and policy?	There is a system but not fully functional	DLGTA to intervene and assist and outline the reporting responsibilities of CDWs.	31 March 2010	Administration, Mayor, Council and Intervention Team
	How does SRVM ensure effective public participation?	There is no public participation policy nor programme	A public Participation Policy should be introduced Turnaround Plan to be the first project for public participation	15 April 2010	
	Do we have an adequate internal audit unit?	No there is no unit	To outsource the function to deal with backlogs	15 April 2010	Administration, Mayor, Council and Intervention Team
	Do we have an effective audit / oversight committee?	No it is not effective	To assess current status and review	15 April 2010	
	How effective are both committees	Not effective	To ensure existence of both structures	30 April 2010	
	What processes and systems do they have in place to ensure that their responsibilities are adequately executed?	None	To ensure existence of both structures	31 May 2010	Administration & Intervention Team

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	Do we have a risk management policy?	No	To ensure existence of both structures to develop all policies, internal control procedures, internal audit plan, risk management plan and anti-corruption and fraud prevention policies.	30 April 2010	Administrator and the Intervention Team
	Do we have an anti-fraud and corruption policy?	No			
	Do we have good systems of internal control	No			
	Do we have a legal compliance plan?	No except MFMA			
	How do we consult with other stakeholders?	No defined system	Define a public participation policy and plan	30 April 2010	Mayor, Administrator and Intervention Team
	Do we participate in IGR structures	Yes	Ensure maximum participation as IGR Structures		
	How do we link with the District Municipality and other LMs within Cacadu?	Monthly meetings and various coordinating structures convened by Cacadu DM			

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
BASIC SERVICE DELIVERY AND INFRASTRUCTURE (Community Services)	Are there service level standards	The are service level standards that prevail in Community Services except for the following:			Mrs. Roji, Administrator and Intervention Team and Licensing Department
		The quality manual system that needs updating.	Update Quality Manual System.	30 June 2010	
		The calibration Certificate that needs to be displayed	Display Calibration Certificate	31 March 2010	
		The turning radius in the testing centre is not in accordance with the Act and SANS 10216.	Quantify costs to upgrade testing centre turning radius	31 March 2010	
		There are overhead cables in the radius area	Move overhead cables	30 June 2010	
		Telkom poles are on the way within the turning radius of the testing centre	Move Telkom poles to allow enough turning space	30 June 2010	
		There are sewage pipes that are on the way making it difficult to ext30 the radius	Sewage pipes to be rebuilt underground.	30 June 2010	
		There are parts of the taxi rank that protrude in the turning radius.	Move part of the taxi shelters to make way for proper radius.	30 June 2010	
		TS1 form not updated (proposed name change from KWD to SRVM).	Update TS1 form to confirm name as KWD testing Station	30 March 2010	
			Pit area not acceptable.	Create a safe area for entrance and exit on both sides for vehicle examiner (escape route).	

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	What mechanisms does the Municipality have to ensure that the quality and level of service we r is of high standard?	There are various prescript regulating such standards e.g. Road Traffic Act, Environmental Health Act, Fire Brigade Act, and Disaster Management Act, Sports and Recreation Act, Public Amenities by-law -No Disaster Contingency Plan for SRVM -Disaster risk assessment report need updating.	Ensure the Development of By-Laws, Policies and Procedure Manuals to give effect to the required Standards	30 April 2010	Mrs. Roji and Intervention Team. ADM Consultant and Council
	What are the challenges regarding service delivery provision.	No elbow operated taps municipality has constraints due to financial constraints.	Buy and install elbow operated taps in line with clinic operating procedures.	30 May 2010	Finance/SPN
	Ensure effective utilization conditional grants	Use of conditional grants – EHO, PHC	<ul style="list-style-type: none"> ▪ Ring-fence conditional grants. ▪ Create separate votes/Trust acc ▪ Provide monthly expenditure report. ▪ Report expenditure and prepare quarterly reports to: <ul style="list-style-type: none"> - DOH - CDM 	30 March 2010 and on	Finance&Director: Community Services
		No credible tariff structure for fire, EHO/Facilities.	Develop revise tariff structure for: -EHO -Fire -Community halls/ cemeteries.	March 2010	Mrs. Roji, Intervention Team Administrator/Council

KEY PERFORMANCE AREAS	KEY ISSUES FOR AN IDEAL MUNICIPALITY	STATUS QUO	INTERVENTION	BY WHEN	RESPONSIBILITY
	To what extent do Community Services Cost Centre contribute to the revenue base of the Municipality	No Revenue Enhancement Strategy for Community Services Cost Centre e.g. Vehicle Licensing Testing Grounds Use of Community Facilities Graveyard Use Traffic Law Enforcement	Develop a Revenue Enhancement Plan Implement Revenue Enhancement Plan	30 March 2010 1 April 2001	Mrs. Roji, Administrator and Intervention Team
BASIC SERVICE DELIVERY AND INFRASTRUCTURE (Technical Services)	Are there service level standards?	Yes	Require funding for resources		Director Tech Services
	What mechanisms does the Municipality have to ensure that the quality and level of service we render is of high standard	Water - Water Services Act cover water & sanitation	To eradicate dilapidated services	2014	Director Tech Services
		WSDP – finalization of document (90%)	Approval by council	March 2010	Director Tech Services
		W & S by-laws – approved 100% not yet implemented	Implementation of the by-law		All Directorates
		Free Basic Services Policies	Update indigent register annually		Finance
		Blue & Green Drop Water Quality in terms of National Water Act	To comply with the policy (recently introduced by DWA)		Director Tech Services
		Town planning – Land Use Planning Ordinance 15 of 1985 (process in developing zoning scheme)	Get town planner or building control officer	November 2010 (funding availability)	Council, HOD's

		Spatial Development Plan – approved in 2007 by Council (outdated 2005)	Review of the plan	August 2010 (funding availability)	Director Tech Services IDP Manager
		Building Control – National Building Reg Business Plan	Appoint building inspector (source from DLGTA)	July 2010 (source from DLGTA by end March 2010)	Director Tech Services Finance
		Electricity – NERSA	Currently busy with tariff to adjust them (finance appointed PSP)	May 2010	
		Housing – National Housing Act	Housing Policy needs to be due to challenges encountered.		Director Tech Services, Council and Administrator
	What are the challenges regarding service delivery provision	PBWS	Committee to fast track interactions with DWS		Director Tech Services, Portfolio Cllr & Mayor
		MIG	MIG used funds to be repaid by municipality	March 2010	Finance
		Refuse Removal	Payment of service providers and urgent repair of vehicles	End March 2010	Finance
		High Mast Lights and electricity	Appoint fulltime qualified electrician	July 2010 (DLGTA to assist with person by end March 2010)	Director Tech & Administrator
		Maintenance backlog	Finance to pay all the outstanding accounts		Finance
		Critical posts – building inspector/quality controller - Housing assistant - Electrician	Filling of critical posts		Director Tech, Director Corp, Finance & Administrator

		Housing – finance and town planning issues	Town planning to be addressed before houses are built		Director Tech & province
	How is SRVM dealing with those challenges?	PBW Interactions with DWA Maintenance Payment of services providers MIG Repayment by municipality through equitable share High Mast Lights Service Provider currently appointed for electricity Maintenance Accounts needs to be paid, depending on approval by council Province to assist with payment of contractors			
		Shortage of staff	Review organizational structure for critical posts Fill vacated positions		Finance
	Does SRVM have emergency plans or Operations and Maintenance plans and Manuals for Sanitation and Water?	O & M – Final draft to be submitted on the next council meeting	An item to be submitted to council and get approval by council		DLGTA; Council
	What is the level of service standards for Refuse Collection?	Households – once a week Business dry – twice a week	Funding for maintenance of vehicles		Finance / DLGTA

		Business wet – three times a week			
	Are our customers satisfied with the level of service that we render?	The municipality does not have a customer care unit	To form the customer care unit and the policy		Finance and Technical
	Are we performing functions that are part of our mandate?	Yes	N/A		
LOCAL ECONOMIC DEVELOPMENT	Is there an LED strategy for SRVM?	The LED Strategy was adopted in 2004	<ul style="list-style-type: none"> The strategy is due for review as per Council resolution Develop a proposal to source funding by end of March 2010 Appoint a service provider through Supply Chain processes Strategy readily reviewed 	End June 2010	LED Manager
	Is there LED Forum in SRVM?	<ul style="list-style-type: none"> No LED Forum Ad hoc bases CDM is currently facilitating the process A tender process has closed 	<ul style="list-style-type: none"> Develop TORs for the Forum Lobby key participants 	2 months linked to consultation process/lobby April/May 2010	LED Manager
	How does each department contribute to LED objectives?	<ul style="list-style-type: none"> IDP and LED in MM's office Support Mayor and MM 	<ul style="list-style-type: none"> Through IDP processes 		All
	What strategy does	<ul style="list-style-type: none"> Registration of 	<ul style="list-style-type: none"> Create an employment 	May 2010	LED Manager and

	SRVM have to deal with high levels of unemployment?	<ul style="list-style-type: none"> business entities Contractors EPWP Programme Hawkers facility Events e.g Wildlife Festival Establish LTO 	<ul style="list-style-type: none"> database through Supply Chain Management Office Develop a policy on PPP Promote preferential procurement 		<ul style="list-style-type: none"> Supply Chain Management Officer LED Manager CDM
	What are SRVM institutional arrangements and capacity to implement LED?	<ul style="list-style-type: none"> The Unit is run by one official: LED Manager IDP/LED Standing Committee 	<ul style="list-style-type: none"> Secondment or deployment of personnel by Province Appointment of an Admin Officer Apply for Interns through WSP from LGSETA 	Ongoing	LED Manager /IDP Manager
	Is there an investment strategy in place?	Council resolved that an Investment Incentive Strategy be developed	<ul style="list-style-type: none"> Develop proposal to solicit funding-end of March Appoint service provider 		LED Manager /MM/DLG & Ta
	Does SRVM have a SDF?	Yes, Adopted in 2007 Needs review	<ul style="list-style-type: none"> Immediate review. Support/deployment of official from DLG&TA 		Technical Services Director/ DLG &TA
	What is our business retention strategy?	<ul style="list-style-type: none"> It will be linked to the Investment Incentive Strategy Implement other Summit resolutions that do not 	<ul style="list-style-type: none"> Develop a proposal to solicit funding by end of March 2010 Advertise a tender to invite development proposals through Supply Chain processes 		<ul style="list-style-type: none"> LED Manager . Service Provider

		<ul style="list-style-type: none"> • Require council resolution. • Facilitator of CBP & IDP projects implements Ssnta Clara, KK113 and Enon Bersheba catalytic projects. 	<ul style="list-style-type: none"> • Develop a Master Plan to incorporate all revenue generating projects • Adoption of LED Summit resolution. • Organized workshop for councilors immediately. Advertise all lands that need development as a matter of urgency. 		
		<ul style="list-style-type: none"> • Situational analysis done. • Strategic session to feed into review process. Services Providers in the process of developing PMS/SDBIP 	<ul style="list-style-type: none"> • Budget to initiate Zero budgeting process immediately. • Alignment process be undertaken • Prepare draft IDP/Budget for Council by end March. • Public participation process between 9 & 18 March 2010 to be undertaken. • Services providers to complete their PMS assignment immediately. 		<ul style="list-style-type: none"> • IDP Manager / Gongqoba/Corporate Services

Chapter 4: Implementation framework – Projects templates

This section serves as an implementation framework for the municipality and has been adjusted as follows:

- 1) The first section of the project template represents sector department funded projects.
- 2) The second section represents the summary of municipal budget
- 3) The third section of project template represents municipal budgeted projects for institution organisation and support.
- 4) The fourth section of the project template represents five year plan funded projects. The implementation framework is supported by detailed project templates available in each department.
- 5) The fifth section represents all the unfunded projects and should be available at all times to engage with possible funding institution and it should be used to discuss provincial and national investment for the following budget cycle.
- 6) The sixth section represents all the completed projects and serves highlights of the successes of 2002 – 2009.

1. SECTION 1 INTERGOVERNMENT RELATION

1.1 SRVM PROJECT 2010/11 FROM SECTOR DEPARTMENTS

Department of Agriculture & Rural Development: Project planned for 2010/11 Financial Year LAND CARE PROGRAMME					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
	R525,000.00	Ward 1	Department of Agriculture	Upgrading the filter system Gyro micro jets & dam repairs	525,000.00

Department of Agriculture & Rural Development: Projects planned for 2010/2011 Financial Year FOOD SECURITY PROGRAMME					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
Liqhayiya		Ward ?	Department of Agriculture	1,6km Boundary fencing Irrigation Electricity Inputs	

COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
Luthando Citrus Farm	R525,000.00	Ward 1	Department of Agriculture	Upgrading the filter system Gyro micro-jets & dam repairs	525,000.00

Department of Agriculture & Rural Development: Projects planned for 2010/2011 Financial Year FOOD SECURITY PROGRAMME					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
Liqhayiya		Ward 1	Department of Agriculture	1,6km Boundary fencing Irrigation	

				Electricity Inputs	
--	--	--	--	-----------------------	--

DEDEA: Projects planned for 2010/2011 Financial Year Local Economic Development (MSGF Project)					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
The call for MSGF LED projects to be submitted is still open	R3.5 million	To be determine	To be determine	To be determine	N/A

Department of Provincial & Local Government : Projects planned for 2010/2011 Financial Year (MIG Project)					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
VIP Toilets		Emsengeni Ward1	SRVM	Conversion of VIP Toilets to waterborne Phase 2	R4 625 704.12
VIP Toilets		Emsengeni Ward1	SRVM	Conversion of VIP Toilets to waterborne Phase 2	R3 507 200.00
Water Supply		Eno-Bersheba	SRVM	Upgrading of water supply	R3 278 000.00
Waste water treatment		Eno-Bersheba		Upgrading of Waste Water Treatment Works Phase1	R1 917 445.90
Sewerage Pumpstation		Bersheba		Upgrading of Sewerage Pump station	R725 000.00

Department of Housing: Projects planned for 2010/2011 Financial Year					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
Addo Molly Blackburn	R13.5 mill	Molly Blackburn	Department of Housing	60 units	R34.8 mill
Kirkwood 1500	R13.6 mill	Kirkwood	Department of Housing	600 serviced sites	R116 mill
Paterson 400	R14.7 mill	Paterson	Department of Housing	145 units	R30.9 mill
Addo Valencia 958	R29.1 mill	Valencia	Department of Housing	270 units	R74.2 mill
Addo Noluthando 801	R1.5 mill	Addo	Sundays River Valley Municipality	801 units	R58 mill
Enon Bersheba 450	R1.5 mill	Enon & Bersheba	Sundays River Valley Municipality	450 units	R32 mill
Paterson 269	R1.5 mill	Paterson	Sundays River Valley Municipality	269 units	R19 mill
Addo Molly Blackburn	R13.5 mill	Molly Blackburn	Department of Housing	60 units	34.8mill
Kirkwood 1500	R13.6 mill	Kirkwood	Department of Housing	600 serviced sites	R116mill
Paterson 400	R14.7 mill	Paterson	Department of Housing	145 units	R30.9mill

Social Development: Projects planned for 2010/2011 Financial Year					
Name of project	Indication Budget as per Draft APP	Location of the Project	Implementing Agent	Project Output	Project duration & Total Budget Projections
Khanyiso Services Centre		Bergsig	Social Development		R 336, 448.00
Valleihof Acv Old Age Home		Kirkwood	Social Development		R1992 301.00
Appelkassie Creche		SRV	Social Development		R129 600.00
Child Welfare:SA			Social Development		R2789 831.00
Bavumeline Creche		SRV	Social Development		NIL
Moria Cheche		SRV	Social Development		R163 364.00
Nomathamsanqa Creche		Addo	Social Development		R320 100.00
Isipho HCBC		SRV	Social Development		R1 295 700.00
Longbos Educare		SRV	Social Development		R172 400.00

CHAPTER 5: INSTITUTIONAL ORGANIZATIONAL ADMINISTRATION AND SUPPORT

IDP CODE	SECTION	2008/9 Budget	2009/10 Budget	2010/11 Budget
4.2.2	New Council Expenses			
2.2.14	Tourism & Publication =	R 5 000	R5 270	R5570
	Total Operational Expenditure =	R2 489 577	R2 784 504	R2838893
4.2.8	Municipal Manager			
2.8.4	Disaster Fund =	R 50 000	R50 000	R52850
4.2.2				
2.2.14	Public Relation =	R 6 000	R5 270	R5570
	Total Operational Expenditure =	R 1 566 384	R1 170 164	R2483923
4.2.2	Special Programmes			
2.2.23	Skills development =	R 10 000	R 11 594	R14000
	Education Promotion =	R 10 000	R 15 810	R16710
	Heritage Council =	R 5 000	R 10 540	R11000
	Sport Facilitation =	R 10 000	R 11 594	R11000
	Youth Development Programmes =	R 20 000	R 22 134	R20000
	Advancement of Women Development programmes =	R 20 000	R 22 134	R20000
	Age in Motion = R20 000	R 20 000	R 22 134	R20000
	Total Operational Expenditure =	R370 505	R 417 715	R505086
4.3.	Director of Finance			
3.1.3	Supply Chain Management Implementation =	R 157 200	--	
	Total Operational Expenditure =	R 2 403 485	R2 798 838	R2979466
4.4.	Director of Corporate Services			
4.1.2	Skills Development =	R6 000	--	NIL
	Total Operational Expenditure =	R701 305	R 767 980	R808405
4.4.	Human Resource			
4.1.5	Skills Development (Training-whole) =	R 50 000	R170 000	R 291000

	Total Operational Expenditure =	R329 284	R542 578	R736239
4.2.2.	LED			
2.2.16	SMME Support Development =	R10 600	R10540	R 50000
2.2.9	Tourism Development (LTO) =	R20 000	R21 080	NIL
2.2.10	District Tourism Development (DTO) =	R50 000	R52 700	NIL
2.2.18	LED Support Investment (Business Plans & Study) =	R31 000	R31620	R 70000
2.2.17	Learnership =	R15 900	R21080	R 21000
	LED Initiatives	-	R200 000	R211400
4.3.				
3.1.4	IDP Review =	0	0	0
	Total Operational Expenditure =	R473 689	R730 730	R894253
	IDP		0	0
	SMME SUPPORT DEVEL		R21080	0
	Tourism Development (LTO) =		R52700	0
	District Tourism Development (DTO) =		0	0
	LED Support Investment (Business Plans & Study) =			
	IDP Review =		R15000	R17000
	Total Operational Expenditure =		R531 043	R499 217
	Director of Community Services			
4.2.5.	Clinics			
2.5.4.	Aids Programme =	R45 000	R65 000	R68 705
	Total Operational Expenditure =	R2 512 787	R2 368 922	R1873905
4.2.5.	Animal Welfare =			
2.4.8	Project Launch =	R25 000	R25 000	R 52 850
	Total Operational Expenditure =	R 10 000	R30 000	R 50 000
		R815 004	R772 942	R 930 646
4.2.4.	Cemeteries			
2.4.4	Pauper Burials =	R 10 000	R13 000	R13741
	Investigation =	R 75 000	R80 000	R84560
	Total Operational Expenditure =	R485 064	R260 813	R 336797
4.2.3.	Police			
2.3.2	Road signs, paint and speed humps =	R15 000	R15 810	R 16711
	Total Operational Expenditure =	R3 192 371	R3 578 825	R 3642252
4.2.2.	Art & Culture			
2.2.28	Art & Culture (Promotion) =	R15 000	R15 810	R 20 000
	Total Operational Expenditure =	R206 381	R210 274	R 283 600

	Electricity Reticulation			
	Network maintenance		R320 000	R 500 000
	Total operational expenditure =		R7 322 347	R8813 336
	Water Reticulation			
	Water network		R105 400	R 111 408
	Total operational expenditure =		R4 018 539	R 4276 530

FUNDED PROJECTS

4.1. PROVISION OF INFRASTRUCTURE AND BASIC SERVICES

1. PROVISION OF INFRASTRUCTURE AND BASIC SERVICES

4.1.1 LAND

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
1.1.7	Subdivision open space to 26 sites	LU2	X	2	Bersig	Tech Serv	completed	76	76	Dhlg & TA	Funded	X	X	X	X

4.1.2 WATER (Water Services Development Plan)

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
1.2.4	Conversion to Pre-paid water meters	IW1	⊙	All	SRV	Finance	On hold	?	2 000	Mun	Funded				
1.2.5	Provide alternative water source through Boreholes	IW5	X	4	Paterson	Tech Serv	Roll-over	?	R200	DWAF	Partially Funded				
1.2.6	Treatment works and pipeline to Paterson (Bulk water supply)	IW5	⊙	4	Paterson	DWA	Roll-over of R6,5m	65000	R17 000	DWAF	Funded				

1.2.8	Asset register	Iw1	X	All	SRVM	Tech Serv	In process	400	400	DWAF	Funded				
1.2.10	Revenue Collection	IW1		All	SRVM	Tech Serv	In process	654	654	DWAF	Funded				

4.1.3 SEWERAGE (Water Services Development Plan)

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
1.3.2	Installation of waterborne sewerage reticulation to eradicate buckets and VIP toilets	INF 1	⊙	4	Paterson - 800	Tech Serv	Nearly complete	8 900	6400	MIG	Funded				
				1	Moses Mabida – 1800 Emsengeni	Tech Serv	In progress	17500	900	MIG	Partially Funded	6000	6000		
1.3.3	Installation of VIP Toilets	INF 1	⊙	6	Langbos-50	Tech Serv	Completed	500	300	MIG	Funded				
1.3.4	Upgrade Enon-Bersheba treatment works including new reservoir	INF 3		7	Enon-Bersheba	Tech Serv.	Not Started								
1.3.5	Upgrade Ceasars dam	INF 3		5	Nomatham sanqa	Tech Serv.	Not Started								

ELECTRICITY

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
1.4.1.	Facilitate access to electrification and implementation of indigent policy	INF 6	⊙	ALL	SRV	Tech Serv	Ongoing	N/A	N/A	ESKOM DME	Funded				

ROADS AND STORM WATER

Ref.	Project	Link to Strategy	Project Templates	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2012/14	Beyond 2014
1.5.1	Monitor the upgrade and maintenance of rural roads (Especially citrus growing areas)	INF 5 INF 8	X	All	SRV	Roads Department	On-going	19500	11500	MIG	Funded	2 000	2 000	2 000	2 000
1.5.2	Coordinate Roads projects with Cacadu District Municipality as per Spatial development Plan	INF 8 INF 9	X	All	SRV	Technical Serv	On-going		2000	Roads Dept.	Funded				
1.5.3	Upgrade Motherwell road	INF 8			Addo	Tech Serv. Com Serv.	EIA in progress			Roads Dept.					
1.5.4	Upgrade Nomatamsanqa main road	INF		5/6	Nomatamsanqa	Tech Serv.	Planning								
1.5.5	Rehabilitation/resurfacing of N10 from Paterson to Olifantskop Pass	INF 8		4	Paterson	Tech	Planning	47000	Tbd	SANRAL					

4.1.6 REFUSE REMOVAL

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
1.6.1.	Facilitate job creation through community based refuse removal services	INF 7	☉	3;5;6;7	Valencia; Addo; Nomatamsanqa; Enon/Besheba	Tech Serv	Ongoing		200	MUN	Funded				

4.2. SOCIO AND ECONOMIC DEVELOPMENT

4.2.1 HOUSING

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.1.1	Deliver integrated residential development programme	HOU 1	☺	4	Paterson- 1050	Tech Serv CDM	In Progress	19 634	3 169	HLG&TA	Funded	X	X	X	X
				5	Nomathamsanqa-91(180)	Tech Serv CDM	Balance: Non funded 91 completed	11 141	6 132	HLG&TA	Funded (Partially)	X	X	X	X
				6	Nomathamsanqa (300)	Tech. Serv	In process	16 200	16 200	HLG&TA	Funded				
				1	Moses Mabida (750)	Tech Serv	In process	40 500	40 500	HLG&TA	Funded				
				7	Enon\Bersheba (450)	Tech Serv	In process	24 000	24 000	HLG&TA	Funded				
2.1.2	Monitoring of application process for housing development s with HLG&TA	HOU 1	Not relevant		SRV	Tech Serv CDM	Ongoing	N/A	N/A	DHLG&TA	N/A	X	X	X	X
2.1.3	Establish or expand housing project	HOU 1			Noluthando - 801	Tech Serv	In progress	31 200	31 200	HLG&TA	Funded	14 618	X	X	X

2.1.7	Evaluate extent to which intended benefits of projects reach the rural poor incl: - Registration of orphans - Registration of farm workers - Safety nets for vulnerable groups (NEW)	HOU 1	☺	ALL	SRVM	LED Unit Comm. Serv CDW	Not Started	N/A	N/A	Home Affairs Delt. of Social Dev.	N/A	X	X	X	X
	Upgrading of informal settlements			4	Paterson (269)	Tech Serv	In Progress	9000	9000	HLG	Funded				
				6	Langbos (150)	Tech Serv	Started	5000	5000	HLG	Funded				
				1	Kirkwood (1500)	Tech Serv	Approved	80 000		HLG	Funded				
				3	Addo Valencia (800)	Tech Serv	Approved		5000		Funded				
				5	Molly (500)	Tech Serv					Not funded				

4.2.2 ECONOMIC AND COMMUNITY DEVELOPMENT

Ref.	Project	Link To Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.2.2	Facilitation of community participation in Green Revolution programme	ECO 3 SOC 2	☉	7	Enon / Bersheba	LED Unit	In Progress			Dept. of Agriculture	Funded				
2.2.3	Facilitate development of small scale farming projects including schools and household gardens (food security)	ECO 5	☉	All	SRV	LED Unit	On going		800	Agric. Interdepartment forum	T.B.D	500	500	500	X
2.2.4	Participate in the investment of Department of Agriculture (CASP) including: <ul style="list-style-type: none"> ▪ Repair of irrigation system ▪ Livestock watering points ▪ Diptanks/Dip ▪ Fencing 	ECO 3 ECO 7	☉	All	SRV	LED Unit	On going	50 000	1410	DLA Land Bank DoA Private	Funded	Tbd	Tbd	Tbd	Tbd
2.2.5	Facilitate access to livestock improvement scheme by emerging stock farmers	ECO 5	☉	All	SRV	LED Unit	Started	N/A	N/A	Mun DoA	N/A	X	X	X	X
2.2.6	Facilitate access to land and community participation in the initiative of development of high value enterprise Agriculture, including: <ul style="list-style-type: none"> ▪ Cotton/ Kikuyu ▪ Citrus ▪ Essential Oils ▪ Cashcrops ▪ Dairy Farming ▪ Bio diesel fuels / canola 	ECO 5	☉	All	SRV	LED Unit	On going	100 000	Tbd	DOA, DLA PRIVATE	N/A	30	20	20	
2.2.7	Facilitate Establishment/Empowerment of co-operatives, legal entities including registration in service provider data base	ECO 5	☉	All	SRV	LED Unit	On going	Tbd	Tbd	DTI DEDEA	N/A				X

2.2.8	Facilitate implementation of Tourism Plan	ECO 2	☺	All	SRV	LED Unit	In Progress	200	200	DBSA DEAT	Funded				
2.2.10	Facilitate implementation of Local Tourism development plan	ECO 2 ECO 6	☺	All	SRV	LED Unit	Steering Committee Appointed	500	50	MUN	Funded	150	150	100	80
2.2.11	Promote Micro Enterprise Craft Centre as an activity- hive	ECO 2	☺	4	Paterson	LED Unit	Ongoing	500	500	DHLG & TA	Funded				
2.2.13	Establish a Hawkers Facility (phase 2)	ECO 2	☺	2	Kirkwood	LED Unit	Not Started	1500	600	CDM	Funded	X			
2.2.15	Facilitate access to land and community participation in the initiation and Development of Agro processing plant (Job creation, Pilot Project)	ECO 5	☺	All	SRV	LED Unit	Application for utilization of heritage site	10 000	500	DEDEA DBSA Private DoA SEDA ECDC	Partly Funded		X	X	X
2.2.16	Support to small business initiatives / SMME's	ECO 2 ECO 3	☺	All	SRV	LED Unit	Ongoing	500	30	DOH ECDC CDM MUN	Partly Funded		X	X	X
2.2.17	Facilitate access to Learnership/Internship programmes as well as placement	ECO 2	☺	All	SRV	All	On going	60	15	LGW SETA CDM MUN Business	Partially Funded				
2.2.18	LED Support Investment (Business Plnas and Study)	ECO 2	☺	All	SRV	SPO	Ongoing	200	30	MUN	Partly Funded				
2.2.19	Develop an institution score card	ECO 2	X	All	SRV	IDP Unit	Started	N/A	N/A	MUN	N/A				
2.2.21	Provide support for the promotion of local festivals	ECO 6	X	All	SRV	LED Unit	On going	50	N/A	MUN	Funded				
2.2.22	Ensure and report on mainstreaming of cross-cutting issues in all municipal projects including special programmes	ECO 2	X	All	SRV	LED Unit	On going	N/A	N/A	MUN	N/A				

2.2.23	Implementation of projects/programmes as reflected in the SPU Action Programme - Skills Development - Education promotion - Heritage Council - Sport Facilitation for Disabled - Youth development programmes - Advancement of women development programmes - Age in motion - Communication of national events	ECO	X	All	SRV	SPU	On going	300	150	MUN	Funded				
2.2.24	Ensure integration of ex-law offenders to social and economic life	ECO 3	X	All	SRV	LED Unit	On going	TBD	TBD	Dept of Corr. Serv	Partly Funded				
2.2.25	Facilitate the implementation of Land Reform Programme including identification of skilled potential emerging farmers for pro-active Land Release Plan of Department of Land Affairs	ECO 5	X	All	SRV	LED Unit	On going	N/A	N/A	DLA	N/A				
2.2.26	Participate in the Local Agri-BEE initiatives	ECO 7	X	All	SRV	LED Unit	On going	Tbd	Tbd	MUN	N/A				
2.2.27	Provide Support and Participate in the development and implementation of Mayibuye Indlovu Trust Action Programme	ECO6	X	All	SRV	LED Unit	On going	300	N/A	MUN PRIVATE	N/A				
2.2.28	Development and implementation of Sport, Arts and Culture programme	SOC 3	X	All	SRV	Comm. Serv	On going	300	11	Mun	Partly Funded	200			
2.2.29	Monitor beneficiation of Addo Cold Storage	SOC 3	X	ALL	SRV	LED Unit	Started	N/A	N/A	Mun	N/A				
2.2.33	Facilitate planting of trees for food	ECO6	X	All	SRVM	LED Unit	Not Started	120	120	DWAF	Funded				
2.2.34	Unlocking LED Potential	ECO2		All		LED Unit	Not Started		300	Mun					
2.3.5	Facilitate relocation of Valour Fruit to SRVM	ECO 2		5	Hermitage	LED Unit	ROD awaited		N/A	Private	Funded				

4.2.3 TRANSPORT

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.3	Provide taxi ranks, including business centre	INF 8	X	5	Nomat hamsa nga	Comm Serv	Not Started	435		CDM	Funded				
2.3	Construct speed humps	SOC 11	X	2	Bergsig	Comm Serv	Not Started	12	12	MUN	Funded				
				3	Valencia	Comm Serv	Not Started	12	12	MUN	Funded				
				2	Kirkwood	Comm Serv	In Progress. Qoutes obtained	12		SRV	Funded				
2.3	Establish a junior traffic centre	SOC 11	X	2	Kirkwood	Comm Serv	In Progress	500	200	Depart Traffic	Funded	200	100		
2.3	Lobby with Department of Education and private role-players to improve transport of farm learners to schools	SOC 3	X	Al I	SRV	Comm Serv	Not Started	N/A	N/A	N/A	N/A	X	X	X	X
2.4	Establish a weigh bridge	SOC 11			SRV	LED Unit	Under investigation		800	MUN	Not				

4.2.4 SOCIAL INFRASTRUCTURE

Ref.	Project	Link to Strategy	Project Template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.4.1	Prepare a Social Development Plan	SOC 4	X	All	SRV	Comm Serv	In Progress	Tbd	Tbd	MUN	Funded	X	X	X	X
2.4.2	Upgrade sports fields (General) (Change room, pavilion, flood lights and practice fields)	SOC 3	X	All	SRV	Comm Serv	Started	1 550	80	MUN	Partially-Funded	400	500	500	X
2.4.3	Expand library	SOC 3	X	2	Kirkwood	Corp Serv	Not Started	100			Funded	50	50		
2.4.4	Cemeteries - Pauper Burials - Investigation	INF 5	X	3 & 4	Addo Patterson	Comm Serv	Not Started	85	85	MUN	Funded		X	X	X
2.4.5	Expand Library	SSDF 4	X	2	Kirkwood	Corp Serv	Not Started	100		MUN	Funded				
2.4.6	Upgrading of recreational facilities	SOC 3	x	All	SRV	Comm. Serv	Not Started	150	61	MUN	Funded				
2.4.7	Upgrading of parks including swimming pool	SOC 3	x	all	SRV	Comm. Serv	Not Started	150	TBD	MUN	Funded				
2.4.8	Animal Welfare and Project Launch	SOC 3	X	All	SRV	Comm Serv	Not Started	40	40	MUN	Funded				

4.2.5 HEALTH

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.5.1	Conduct a detailed analysis and report on shortfalls (<i>Staff, capacity, facilities, equipment</i>) and monitoring mechanisms	SOC 7	X	All	SRV	Comm Serv	In Progress	N/A	N/A	N/A	N/A				
2.5.4	Develop HIV/Aids plan	SOC 8	X	All	SRV	Comm Serv SPO	Ongoing	100	20	MUN CDM	Funded	70			
2.5.5	Construct new clinic at Enon - Bersheba	SOC 8	X	7	Bersheba	Comm Serv	Planning	1000	850	CDM	Funded				
2.5.5	Monitor traditional circumcision	SOC 7	X	All	SRV	Comm Serv	Ongoing	N/A	20	MUN CDM	N/A				

4.2.6 EDUCATION

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.6.1	Lobby with DoE for the provision of Sanitation in Schools	INF 1	X	All	SRV	TECH	Not Started	N/A	N/A	MUN	N/A				5
2.6.2	Lobby with DoE for School curriculum to be biased towards entrepreneurial, tourism and agricultural fields	ECO 1	©	All	SRV	LED Unit Comm Serv	Not Started	N/A	N/A	MUN CDM	N/A				

2.6.3	Determine number of learners with special needs (handicapped, etc)	CR 4	X	All	SRV	SPO	Not Started	N/A	N/A	MUN	N/A				
-------	--	------	---	-----	-----	-----	--------------------	-----	-----	-----	-----	--	--	--	--

4.2.7 ENVIRONMENT

Ref.	Project	Lind to Strategy	Project Template	WARD		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2012/14	Beyond 2014
2.7.1	Improve and maintain appearance of towns	ENV 1	X	All	SRV	Tech Serv	In Progress	150	30	MUN	Funded	30	30	30	30
2.7.2	Launch tree planting campaign (linked to housing projects)	ENV 1	X	All	SRV	Comm Serv	In Progress	50	10	DWAF	Funded	10	10	10	10
2.7.4	Prepare Environmental Protection By-laws	ENV 1	X	All	SRV	Comm Serv	First draft completed								
2.7.5	Apply for funding to DEAET for Social Responsibility programme	ENV 1	X	All	SRV	Comm Serv LED Unit									
2.7.7	Ensure environmental / Health compliance of community projects	ENV 1	X	All	SRV	Comm Serv									
2.7.8	Provide Canal Safety	ENV 1	X	All	SRV	Comm Serv	On going		N/A	DWAF Mun	N/A				

4.2.8 PROTECTION SERVICES

Ref.	Project	Link to strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010 /11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
2.8.1	Establishment and expanding of Traffic Department, (including licence, testing centre and law enforcement)	SOC 11	☉	All	SRV	Comm Serv	Planning	2 300	1500	DBSA	Not funded				
2.8.2	Implement By-laws	SOC 9	X	All	SRV	Corp Services	In Progress	20	10	CDM	Funded	10			
2.8.4	Facilitate Disaster relief	SOC 12	X	All	SRV	MM	In Progress	N/A	50	MUN	Funded				

4.3. DEMOCRATIZATION AND GOVERNANCE

Ref.	Project	Link to strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2010/11 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2011/12	2012/13	2013/14	Beyond 2014
3.1.1	Develop and implement Ward committee empowerment programme	DEM 3	X	All	SRV	Corp Serv	On going		105	MSG	Funded				
3.1.2	Develop and implement communication strategy	DEM 6	X			MM	Planning	Tbd	Tbd	GCIS MUN CDM					
3.1.3	Supply Chain Management Unit	DEM 6	X	All	SRV	FIN		180	157	MUN	Funded				

3.1.4	IDP Review Process including all municipal plans	DEM 1	⊙	All	SRV	LED Unit	Continuous	100	15	MUN	Funded				
3.1.5	Performance Management system	CR 5	⊙			MM	Initiated	50 000	50	MUN	Funded				
3.1.6	Monitoring Performance Indicators for impact assessment and review	C 5	⊙	All	SRV	Corp Serv LED Unit	Ongoing	N/A	N/A	MUN	N/A				

4.4. INSTITUTIONAL TRANSFORMATION

Ref.	Project	Link to strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2009/10 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2010/11	2011/12	2012/13	Beyond 2013
4.1.1	Review and update Employment Equity Plan	TRA 3	X	All	SRV	Corp Serv	Ongoing	N/A	N/A	MUN	N/A				
4.1.2	Develop and Implement Skills Development Plan	TRA 4	X	All	SRV	Corp Serv	Ongoing	5	5	MUN	Funded				
4.1.3	Develop risk response plan based on Risk Assessment Report	TRA 1	X	All	SRV	All	Ongoing	N/A	N/A	MUN	N/A				
4.1.4	Develop an Institutional Plan	TRA 3	X	All	SRV	Corp Serv	Ongoing	N/A	N/A	MUN	N/A				
4.1.5	HR System Implemented / Training-whole	TRA 4	X	All	SRV	HR	Ongoing	100	100	MUN	Funded				
4.1.6	Develop and implement employee wellness programme	TRA 4	X	All	SRV	Corp Serv	Ongoing	10	5	MUN	Funded				

4.5. FINANCIAL MANAGEMENT

Ref.	Project	Link to strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2009/10 Budget			Medium Term Expenditure Framework (R'000)			
				AI	SRV				R'000	Funding Source	Funding Status	2010/11	2011/12	2012/13	Beyond 2013
5.1.4	Internal Audit Service	TRA 2	X	AI	SRV	Financial Sev	Ongoing	Tbd	50	MUN	Funded				
5.1.5	Develop and implement an active market strategy to place municipality on the map for potential investors and visitors	TRA 2	X	AI	SRV	Financial Sev	Ongoing	N/A	N/A	MUN	N/A				
5.1.6	Avail a system for Tax/Levy Rebates to attract investors	TRA 2	X	AI	SRV	Financial Sev	Ongoing	N/A	N/A	MUN	N/A				
5.1.7	Lobby funding to reduce number of unfunded projects	TRA 2	X	AI	SRV	Financial Sev	Ongoing			Mun	N/A				
5.1.8	Ensure a meaningful alignment between financial outcomes (budget) and strategic outcomes (IDP)	TRA 2	X	AI	SRV	Financial Sev	Ongoing			Mun	N/A				
5.1.9	Provide sound customer care services based on Batho Pele Principles	TRA 2	X	AI	SRV	Financial Sev	Ongoing			Mun	N/A				
5.1.10	Maintain an insurance fund to protect Council's Assets	TRA 2	X	AI	SRV	Finance	Ongoing			Mun	N/A				
5.1.11	Updating of Indigents register	TRA 2	X	AI	SRV	Finance	Ongoing			Mun	N/A				
5.1.12	Prepare revenue enhancement policy	TRA 2	X	AI	SRV	Finance	In progress	120	104	DWAF	Funded				
5.1.13	Review all finance policies	TRA 2					Planning	200	100	Grant	Funded	100			

Chapter 6: INTEGRATED PROGRAMMES / PLANS

Status of Sector Plans / Integrated Programmes

No.	Plan / Programmes	Availability	Comment
1	Spatial Development Framework Plan	Yes	Detailed. Approved in November 2005
2	3 Year Financial Plan	Yes	Incorporated in IDP
3	SDBIP	Yes	Quarterly reports sent to Council
4	5 year Action Programme	Yes	Project templates in IDP
5	Disaster Management Plan	Yes	Detailed. Approved in 2007
6	Land Use Management System	No	
7	Integrated Waste Management Plan	Yes	Need funding for implementation of recommendations
8	Water Services Development Plan	Yes	Approved in 2007
9	Integrated Transport Plan	Yes	New project incorporated
10	Housing Plan	Yes	Completed
11	LED Plan	Yes	No human and financial capacity to implement it
12	Tourism Plan	Yes	Final draft presented to Steering comm.
13	Comprehensive Infrastructure Plan	Yes	Completed
14	Energy Master Plan	No	To be done by REDS
15	Area Based Plan	Yes	District is undertaking it on behalf of Local Municipality
16	IDP Process Plan	Yes	Approved by Council
17	Community Based Plans	Yes	CBP needs funding for implementation

As enshrined by the Constitution the Council regards the principle of Co-operative Governance as fundamental since it implies that the three spheres of government, govern co-operatively while planning and implementing jointly in an ongoing communicative bargaining and negotiation process. The Legislative and policy prescripts do not explicitly pronounce on the nature of collaboration or involvement that should take place between sector departments and Municipalities in their planning processes. It is worth mentioning the establishment of Interdepartmental Forum within the SRVM with a profound contribution and initiation from the Department of Correctional Services and Government Communication and Information System.

The Municipal engagement with Sector Departments is largely influenced by the consideration of the immediate impact the sector have on the quality and standard of lives of communities living in respective localities as expressed through our planning and service delivery processes. The Municipality recognizes the relevance and usefulness of sector guidelines because it offers guidance that could in all aspects of the Municipal Strategy definition. The guidelines are illustrated in session.

The guidelines affect a number of issues in our selection of solutions including the following:

- **What TYPE** development to promote e.g. primary health care
- **Where** the development is **LOCATED** e.g. land use planning as informed by principle of NSDP
- **Who** the **TARGET GROUP** is e.g. female headed household or emerging farmers
- **How** the **SUPPORT MEASURES** is provided e.g. Partnership or community participation

Another important issue with regarding the alignment of Sector Plans and Municipal plans is to strike a balance between meeting the legal requirements for planning and ensuring that municipal planning **is led by local priorities**.

The discussions on these programmes do not include elaborate information that is available in the IDP guide packs.

6.1. Action Programme

- **Purpose of the Action Programme**

The purpose of the action programme is to ensure a close link between Integrated Development Planning and Municipal Management by providing an overview of the major activities and projects in the Municipality which result from the IDP. The action programme further establishes a basis for monitoring of progress by indicating timeframes for implementation of identified projects.

The action programme and performance management system are closely linked and interrelated.

- **Project implementation**

Project implementation is reflected over a 5 year period. It is important to note that a number of projects and activities will be implemented in more than one financial year, which necessitates project performance and implementation revision on an ongoing basis. This will be done as part of the annual Integrated

Development Plan and budget review process. A number of projects are depended and subject to external finance and projected municipal income.

6.2. 5 Year Financial and Capital Investment Plan

- ***Purpose of the 5 year financial and capital investment plan***
 - To create the medium term strategic framework for allocating municipal resources through the municipal budgeting process
 - To ensure financial viability and sustainability of the municipality's investments and operations
 - To ensure a close planning and budget link
 - Inform municipal budgeting
 - Facilitate intergovernmental alignment with regards to capital requirements and sources of funding
 - Asses financial management arrangements and financial strategy
 - To outline revenue and expenditure forecasts

Financial planning within the Local Authority is extremely difficult and ever changing. The dynamic setting of our local authorities and the changing times that we live in bring about constant change and presents various variables. These are often not predictable.

Needs, claims and demands are far in excess of what is available. Characteristic of human nature, each and everybody experiences his/her needs as the most important and naturally any given community demands first priority, while the various needs are extensive as well as diverse.

It is a well accepted fact that in any given budget or financial plan there will always be needs which cannot be accommodated and therefore there will always be a perception of neglected. However, financial planning must be done within the Local Authority to accommodate the principle of sustainability and sound financial management. Given the nature of Integrated Development Planning and a number of financial unknowns, it is critical that Council's financial strategies be revised on a continuous basis. This will ensure realistic monitoring and the implementation of proactive adjustments to the status quo.

- **Financial Management Arrangements**

The FMA pivots on two sectors, firstly, the personnel (organisational structure) and administration and secondly, on the financial resources available to the organization.

The demarcation had provided ample problem solving and decision making opportunities and they specifically fall within the realm of these pivotal points.

Through endeavours and financial sacrifice we could be proud to say that our organization has restructure to pursue the object of the IDP and the achievement of the key performance area so encourage by other spheres of the government.

Financial resources acquisition is extremely difficult for this municipality as we do not have a large, certain income base, and we are dependent on equitable share allocations, even though the demands are exactly the same as our more financial able counterparts.

Our most important tools are staff i.e. the credit control section and they perform on the platform of the Credit Control Policy and the Indigent Policy. The latter of which seeks to acknowledge the poverty index of the individual and so provide free basic service.

In conclusion, the focus is ultimately on service delivery so that full consumption may occur at the lowest level of the needs hierarchy.

- **Financial Strategy**

- Financial Guidelines (Department of Finance)

As part of its responsibility in maintaining macro economic and physical stability, the National Treasury annually determines aggregate guidelines concerning the capital, operating and special and trust expenditures of Municipalities. Guidelines by the Department of Finance for preparing budgets and financial statements in the light of newly established Municipalities are briefly summarised. These guidelines form the basis of sound Municipal financial planning and financial strategy.

- Municipalities are not permitted to budget for a year end deficit, budgets should be prepared taken into account the policies and priorities of the new Council
- Municipalities are free to reprioritise expenditures and to focus resources where most needed
- The baseline expenditure increase were 8.1% for 2007/08, 10.8% for 2008/9 and 5.4% for 2009/10. Where baseline increase suffices no further increases were applied otherwise what as realistically need would have been budgeted for.
- Final decisions have not been made with regard to the division of powers and functions and budgets should be prepared assuming that Municipalities continue to be responsible for the services currently provided
- Multi year budgets should assume the delivery of current services for the next 3 year period
- Implementation of GAMAP(Generally Accepted Municipal Accounting Practice) by 2004/2005 Budgets and financial statements for the 2005/2006 financial years should be completely compliant with GAMAP
- The capital budget decreased slightly from R28 898 118 in 2008/2009 (adj) to R25 401 450 in 2009/10. This is due to the fact that the Municipality received a Grant of R18 000 000 in 2008/2009 as opposed to R10 000 000 for 2009/10 from DWAF. The capital budget for 2009/2010 is R25 401 450, for 2010/2011 is R27 804 900 and for 2011/2012 is R26 676 800
- In determining capital priorities, the focus must be towards capital infrastructure development projects where the greatest need exist.
- Affordability and sustainability are important issues to be considered in determining priorities
- Municipal assets should be adequately maintained to minimise capital spending on upgrading replacement costs
- Special attention should be paid to the maintenance of infrastructure
- In the event of taking up loans, it must be ascertained whether the resultant commitments of interests are within the Council's Financial means
- Within the financial year, Municipalities should monitor their spending closely and incur additional expenditure only if sufficient savings can be achieved elsewhere
- Municipalities should not amend their budgets more than once or twice per annum

- Revenue raising strategy

The Revenue Raising Strategy of the municipality is quite simple, i.e. for every service that is delivered to the consumer the equivalent in payment should be returned. Those who receive services should pay for it in a proportionate ratio to their consumption.

Tariffs should be economical yet sufficient to cover the expenses of both the Capital and Operating Budget. Trading Service should break even. Try as far as possible not to tax in advance of need.

The Financial Plan (MTEF) should be a possibility for the future.

- Credit control policy

This policy has been adopted and implemented. Its aim is to support the Revenue Raising Strategy. It is truly however difficult as our inhabitants are people of straw. Conventional credit control methods are at times ineffective, especially against old debts.

The so-called culture of non-payment still exists and Councillors still fear being unpopular.

- Debt collecting policy

This policy is inherent to the Credit Control Policy, the Indigent Policy and the Revenue Raising Strategy. They are to bill for what is consumed and collected payment thereof within an acceptable period of time as guided by the Credit Control Policy.

- Indigent policy

This policy recognises that certain classes of people cannot afford to pay for their service; consequently the municipality provided a subsidy from equitable share.

This policy is now fully implemented and covers all services except electricity.

- Asset Management strategy

This municipality has a fully integrated asset register that uses a bar-coding system for its management tool.

Asset management, specifically referring to acquisition of capital assets depends solely on revenue. Loan funding is not always an option. Every capital asset generates an operating expense. The IDP seeks to record these capital wishes, however subject to the availability of funding.

All assets of the municipality are covered under a comprehensive insurance policy and required to produce risk.

- Cost effectiveness strategy

The most elementary level is the budget. It should be effective and efficient. Have economies of scale. Fairly predict the events so contained in the Financial Plan.

Of importance to understand is to implement those actions (capital) that will be affordable and sustainable. Huge labour forces, inflation, less disposable income, are items that adversely affect the cost of the service.

The key success fact is working towards a cash funded budget, not based on accruals.

• **Revenue and expenditure forecast, including Medium Term Expenditure Framework (MTEF)**

- Income

The key to successful implementation of the Municipality's Integrated Development Plan and strategies is the efficient management of scarce financial resources or limited income. The Municipality has several possible sources of income:

➤ *Service fees*

Charging residents for electricity, water, refuse collection and sewerage and other services they utilise.

➤ *Rents*

Charging rent for buildings, land or facilities owned by the Municipality

- *Fines and licences*
 - *Interest on investments*
 - *Rates*
- Levying assessment rates on land value

- *Grants*
- From National, Provincial and Regional (District Municipality) Government for capital projects and agency functions

The 2009/10 Budget reflect the Sunday's River Valley Municipality's Medium Term Expenditure Framework (MTEF) for the years 2009/2010,2010/2011 and 2011/2012. It also includes the following.

- The three year capital plan
- Pie chart for 2009/2010 capital budget
- The total budget per service category
- A reconciliation of income and expenditure with a summary of the main spending groups per budgeted year.

Refer to 2009/2010 Budget as provided separately on its document.

- **Impact on Operating Budget**

Implementation of Capital projects will have an impact on any Municipality's operating budget, negative or positive. Calculation of this impact is extremely difficult.

A number of scientific models have been developed in recent years to calculate the financial impact of development projects on Municipal Operating Expenditure. These models are not necessarily approved "or accepted as accurate and reliable". Financial forecasting is further complicated by the number of unpredictable variables, i.e. population growth, unforeseen maintenance, payments levels of services, economic growth and investment, political stability and macro economic trends (inflation, interest rates, GGP, etc). Accurate financial forecasting within the scope of the IDP is also affected by limited resources to conduct such a study.

However, it is possible to provide some guidelines and make certain assumptions that can assist the Local Authority to ensure long-term sustainability.

- Goods and services delivered by Council must be paid for and/or must be affordable to the beneficiaries
- Non-payment of services impact directly on Council's ability to maintain services and infrastructure and provide basic services to the Community
- The capacity of Communities to pay for services must determine the level of services they receive
- The level of economic growth and employment levels will determine the capacity of the Community to sustain services
- Income generation must be one of Council's primary functions
- Ongoing monitoring of projects and impact on operating budget

6.3 Spatial Development Framework

- **Purpose of the Spatial Development Framework**

- To provide general direction to guide decision making and action over a multi-year period aiming at the creation of integrated and habitable cities, town and residential areas
- Creating a strategic framework for the formulation of an appropriate land use management system
- Informing decisions of development tribunals, Housing Departments and relevant development committees
- Creating a framework of investment confidence that facilitates both public and private sector investment

Eastern Cape Spatial Development Plan (ECSDP)

The ECSDP is the guideline that affects the SRV SDFP. It is intended to be a coordinating policy document that sets out the broad framework for investment of public funding and the management of development in the province towards the achievement of a common vision and set of objectives. The objectives of ECSDP are:

- ❖ To provide a co-ordinating Provincial Spatial Framework to dovetail public sector investment towards a common vision and set of objectives
- ❖ To provide a policy framework to give direction to all other development agencies in the Province regarding the priorities of government
- ❖ To make public investment programme more efficient
- ❖ To provide opportunities for creating an environment within which communities and the private sector can operate more efficiently to achieve sustainable economic growth in the Province
- ❖ To protect natural systems
- ❖ To make efficient use of resources at a Provincial level
- ❖ To avoid duplication of effort by different departments and spheres of government
- ❖ To enable District Municipalities and Local Authorities to work within a broad policy framework when preparing Integrated Development Plans
- ❖ The Land Use Management Bill (B27B-2008) asserts that any organ of the state performs a function in terms of the Act, it must be guided by the following directive principles (Obtain information from policy document file)

The strategic investment approach of ECSDP and the District is illustrated in the diagram below:



Level 2 growth an opportunity	Build Capacity	Prioritized public sector investment in areas of
Level 3 sector investment on a	Targeted Focus Areas	Specific investment instruments to “crowd in” private project-based approach: SDI’s and IDZ’s

The SRVM falls outside CDM's. The SRVM adopts the above approach but would emphasize the fact that whilst there is no level 3 settlement identified in the SRVM, the Addo Tourism Corridor and the Enon-Bersheba 10 000ha community land offers big opportunities for return in investment and economic spin-offs.

In support of the above, in term of CDM's bases of prioritization mechanism, SRVM falls within filter 3 which integrates if located outside areas of Current and Future Development Areas (CFDA), does the project/programme enhance the economic potential in relation to the spatial functioning of Graaf-Reinett, Grahamstown, [Addo Elephant National Park](#), the Baviaans Kloof Mega Reserve, the Golden Valley agricultural belt or the [Sundays River agricultural belt](#).

- **Strategic guidelines**

In an attempt to develop a Local Spatial Development Plan, it is imperative that the National, Provincial and Local Spatial Policies and legislation are taken cognizance of. Most of critical is the alignment of SDF with National Spatial Development Perspective.

The Municipal Spatial Development Plan and Planning must adhere to these spatial guidelines and develop their own approach within these parameters.

- National and Provincial Spatial Policy Framework
- Local Government: Municipal Structures Act
- Local Government: Municipal Systems Act
- Development Facilitation Act (DFA)
- Urban Development Strategy of the Government of National Unity
- Urban Development Strategy of the East Cape Province
- Rural Development Strategy of the Government of National Unity
- Rural Development Strategy of the East Cape Province
- Land Use Planning Bill
- Reconstruction and Development Program
- GEAR
- Environmental Conservation Act
- NEMA
- Eastern Cape Spatial Development Plan (ECSDP)
- National Spatial Development Perspective (NSDP)

- **Local Spatial Policy Framework**

The Draft SDF for the Sundays River Valley Municipality is available and was approved in November 2005. It was implemented in last 6 months of 2006/7 financial year. It has not been reviewed this year so as to align it to NSDP, assumptions and principles, PGDP spatial principles and CDM's Spatial Development Framework principles and spatial development strategies. However, the NSDP principles were considered in the prioritization of projects. Our next review will take this gap into consideration.

- **Objectives for spatial development**

The municipality, as a major role-player in implementing developmental Local Government and the development of its communities, need to formulate and adopt a strategic approach towards investment and development. The strategic approach or objective relates directly to the management of spatial development of its area of jurisdiction.

To this end the following are emphasized:

- The need to conceptualize the hierarchy, importance and sustainability of settlements in the region
- The need to focus on what is achievable in development terms and how this relates to spatial development proposals
- The need to direct investment towards areas of highest impact and return
- To distinguish between different levels of investment
- To accept the need for cost effective investment on all levels

- To establish and set in motion a process of change to align the status quo with the proposal of the spatial development framework
- The municipality spatial development framework and subsequent policy statements are strongly guided by the Eastern Cape Spatial development Plan which has been adopted in principal by the District Municipality as part of their spatial development framework

6.4 Integrated Monitoring Performance Management and Institutional Programme

- **Purpose of the Integrated Monitoring, Performance Management and Institutional Program**
 - To ensure accountability on the basis of a simple, effective and affordable monitoring performance management system as a management tool for the Municipal Manager and as a control tool for Council
 - To ensure that a consistent and integrated set of measure for institutional transformation and integrated implementation occurs in the municipality, thereby contributing to a close planning implementation link
- **Strategic Guidelines**
 - Institutional

Municipalities should develop delivery capacities for accessible, affordable, basic needs orientated, integrated, sustainable and efficient quality services on an accountable basis.

This can be achieved in two different ways:

- Initiating a managerial reform aiming at:
 - ⇒ Objectives and result orientated management
 - ⇒ Effectiveness and efficiently orientated management
 - ⇒ Services and client orientated management
- These reform tools are based on:
 - ⇒ Performance based contracts
 - ⇒ Service orientated codes of conduct
 - ⇒ Concentration of operational responsibility by giving more power and skills to the front line workers
 - ⇒ Consultative decision-making approaches within the Administration
- Selection of appropriate forms of service delivery under systematic consideration of options like corporatisation, public partnerships, public community partnerships, contracting out, lease and concessions, privatisation.

- **Performance Management System**

The Performance Management System of all Local Authorities is guided by the Local Government: Municipal Systems Act and the Local Government: Municipal Planning and Performance Management Regulations.

Chapter 3 of the regulations outlines the nature of performance management system, adoption of performance management system, setting of key performance indicators, general key performance indicators, review of key performance indicators, setting of performance targets and monitoring, measurement and review of performance. An SDBIP template as reflected below is completed by all heads of departments based on funded projects. We have given only an example of one project under one priority area (land) for one to have a sense of what the SDBIP quarterly reports entail. Chapter 8 of the MFMA stipulates that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by Municipal Systems Act.

Ref No	IDP Project	Responsible Department	Pre-implementation	Design	Implementation	Complete	2007/8 Budget	2007/8 Actual
							R'000	R'000
LAND								
1.1.2	Development of GIS	Technical	100%	100%	100%	On-going	150	150

system							
--------	--	--	--	--	--	--	--

Source

e: SRVM SDBIP 2007/8

6.5 Disaster Management Plan

- **Purpose of the Disaster Management Plan**
 - To enhance the capacity of the municipality to prevent and to deal with disasters, and to avoid developments which are subject to high risk of disasters
 - To establish a framework aimed to integrate and be consistent with the plan of the District Disaster Management Centre
 - To outline the framework and procedures for the various facets of disaster management
 - To facilitate the co-ordination of programs and actions of the various departments/agencies involved in the various facets of disaster management
- **Strategic Guidelines**
 - Legislation/Policy documents relevant to disaster management are:
 - White Paper on Disaster Management
 - Disaster Management Bill, 2002
 - The purpose of the Bill is to:
 - Provide for an integrated and co-ordinated disaster management policy that focuses on presenting or reducing the risks of disaster, mitigating the severity of disaster emergency preparedness, rapid and effective response to disasters and post-disaster recovery
 - To provide for the establishment of National, Provincial and Municipal Disasters Management Centre
 - To provide for disaster management volunteers

The Act defines a disaster to mean a progressive or sudden, wide spread or localised, natural or human caused occurrence which causes or threatens to cause death, injury or disease, damage to property, infrastructure or the environment or disruption of the life of a community that is of the magnitude that exceeds the ability of those affected by the disaster to cope with its affects using only their own resources.

The Act defines disaster management to mean a continuous and integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures aimed at:

- Prevention or reducing the risk of disasters
- Mitigating the severity of consequences of disasters
- Emergency preparedness
- A rapid and effective response to disasters
- Post-disaster recovery and rehabilitation
- All Local Authorities and the District Municipalities are required, in terms of legislation, to prepare disaster management plans as outlined in the Bill
- Various District Municipalities have embarked on this process on a regional level, including the local municipalities

6.5.1 THE RISK PROFILE OF THE SUNDAYS RIVER VALLEY MUNICIPALITY

Risk Prioritisation Table for Sunday's River Valley Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Drought	Occasional	Moderate	Normal	Preparedness Planning
Wind	Seldom	Extreme	Unlikely	Preparedness Planning
Rabies	Seldom	Insignificant	Unlikely	Preparedness Planning
African Horse Sickness	Seldom	Moderate	Unlikely	Preparedness Planning
Avian Influenza	Seldom	Insignificant	Unlikely	Preparedness Planning
Swine Fever	Occasional	Moderate	Likely	Preparedness Planning
Air Pollution	Seldom	Moderate	Normal	Preparedness Planning
Water Pollution	Occasional	Moderate	Unlikely	Preparedness Planning
Fires	Continuous	Moderate	Normal	Preparedness Planning

Relative Risk Priorities Table for Sunday's River Valley Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Drought	Tolerable	Modest	Safe	Preparedness Planning
Wind	Safe	Modest	Safe	Preparedness Planning
Rabies	Safe	Modest	Safe	Preparedness Planning
African Horse Sickness	Safe	Poor	Safe	Preparedness Planning
Avian Influenza	Safe	Modest	Safe	Preparedness Planning
Swine Fever	Tolerable	High	Safe	Preparedness Planning
Air Pollution	Safe	Modest	Safe	Preparedness Planning
Water Pollution	Safe	Modest	Safe	Preparedness Planning
Fires	Tolerable	High	Safe	Preparedness Planning

Relative Risk Priorities Table for Sunday's River Valley Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Drought	Tolerable	Modest	Safe	Preparedness Planning
Wind	Safe	Modest	Safe	Preparedness Planning
Rabies	Safe	Modest	Safe	Preparedness Planning
African Horse Sickness	Safe	Poor	Safe	Preparedness Planning
Avian Influenza	Safe	Modest	Safe	Preparedness Planning
Swine Fever	Tolerable	High	Safe	Preparedness Planning
Air Pollution	Safe	Modest	Safe	Preparedness Planning
Water Pollution	Safe	Modest	Safe	Preparedness Planning
Fires	Tolerable	High	Safe	Preparedness Planning

CATEGORY	DESCRIPTION
Drought	
Fires	Domestic Veld Forest Industrial
Strong winds	Tornadoes Gale force
Health	Epidemics
Accidents	Industrial Road Rail Air Sea
Environmental Pollution	Hazardous material spill/waste - land Hazardous material spill/waster - marine Hazardous material spill/waste – air nuclear (very low risk) Hazardous material spill/ waste –rivers Hazardous material spill/ waste –water supply Deforestation Water pollution
Natural Hazards	Swine fever Avian flue Rabies African Horse sickness

Hazards which are considered to pose the highest risk and which have been identified as most probable to occur in the area of the Sundays River Valley Municipality are described below.

CATEGORY	DESCRIPTION	PRINCIPAL TANGIBLE VULNERABLE ELEMENTS	PRINCIPAL FACTORS CONTRIBUTING TO VULNERABILITY
Floods	Flash floods River floods Coastal floods	Any individuals, households, communities located in the flood plains, the flooded area or at sea; Anything else sited in flood plains on slopes or in low lying areas: mud structures; structures without foundations or with shallow foundations, or of weak resistance; Roads and bridges; dams; railway lines; underground or basement buildings and structures; sewerage; water and power supply; machinery and electronics; industrial equipment and factories; farming equipment and crops; food stocks; cultural artefacts; fishing boats and other maritime industries; Confined or penned livestock and animals	Poverty; lack of access to land; location of settlements on floodplains, on slopes and in low lying areas; lack of storm water drainage; lack of access to proper housing; lack of awareness to flooding hazard; lack of early warning systems; reduction of absorptive capacity of land (erosion, deforestation, concrete); high risk infrastructural elements; unprotected food stocks, crops and livestock; poor housekeeping and cleaning of stormwater systems and choked up river beds; deforestation and soil erosion; global warming.

Fires	Domestic	Individuals, households and communities living in informal structures built with highly flammable material; property equipment and infrastructure in the vicinity; animals and livestock	poverty; lack of access to land and proper housing; lack of access to electricity or alternative fuels and lighting; lack of access to communication, water and emergency services; close proximity of adjacent structures; lack of awareness and access to information; poor social development; alcohol abuse;
	Veld Forest	Settlements, developments and infrastructure located on the urban fringe and in close proximity to forests; crops and livestock; farming machinery and equipment; raw materials (wood)	poverty; lack of access to land and proper housing; highly flammable structures; inadequate building regulations for formal structures; inadequate enforcement of the building of fire breaks; inadequate control over 'controlled' burning of veld; lack of awareness and access to information; early warning systems; global warming
Health	Epidemics: HIV/Aids Cholera Tuberculosis Influenza Bubonic Plague	Individuals, households and communities living in crowded, poor social and environmental conditions	Poverty; lack of access to land; inadequate housing, building standards and regulations; lack of awareness, lack of access to information and early warnings poverty; over crowding; poor nutrition; lack of access to basic services: clean water, sanitation, transport, clinics/ health services and refuse removal; lack of awareness and information; lack of early warnings; poor social development; drug resistant diseases

6.6 Integrated Poverty Reduction and Gender Equity Programme

- **Purpose of the Integrated Poverty Reduction and Gender Equity Programme**
 - To place emphasis on strategic guidelines relating to poverty reduction and gender
 - To reflect on projects and actions that are poverty and gender related
 - To set measures to reduce poverty and contribute to gender equity

- **Strategic Guidelines**

Legislation and policy documents relevant to poverty alleviation and gender equity are:

- Constitution, Section 26, 27 regarding basic needs and Section 9 regarding gender equality
- RDP (Reconstruction and Development Programme)
- White Paper on Local Government
- SALGA Handbook on "*gender and development*"

Basic guidelines from the listed legislation and policy documents are:

- Poverty alleviation:
 - Crucial role of Local Government in meeting basic needs of the poor (access to basic services)
 - Creating opportunities for all to sustain themselves through productive activity
 - Establishing a social security system and other safety nets to protect the poor and other disadvantaged groups
 - Empowerment of the poor and encouraging the participation of marginalised groups
 - This programme seeks to empower communities and specific disadvantaged groups by providing access to social and basic infrastructure services (such as water, sanitation and electricity)
 - Improvement to public transport is another intervention identified through this programme
 - There is no single accepted measure or definition of poverty but the income level with household expenditure is still the mirror image of what poverty means to the South African context
- Gender equity:
 - Addressing existing gender inequalities as they affect access to jobs, land and housing etc.
 - Focusing efforts and resources on improving the quality of life especially of those members and groups that are most often marginalised or excluded, such as women
 - Exclusiveness by empowerment strategies which focus on women
 - Understanding the diverse needs of women and addressing these needs in planning and delivery processes
 - The Council recognises the importance that both men and women have an equal understanding of access to and control over social, political and economic resources.
 - There is no exclusive gender specific programme because of Council's inclusive employment equity policy and the fact that gender issues are mainstreamed in all development projects.

6.7 Integrated Environmental Programme

- **Purpose of the Integrated Environmental Programme**
 - To contribute to a healthy environment
 - To ensure that environmental issues are adequately addressed
 - To ensure that envisaged projects do not have a detrimental effect on the environment

- **Strategic Guidelines**

The following legislations/policy are applicable to environmental conservation:

- Principles of Chapter 1 of the National Environmental Management Act
- Local agenda 21
- National Environmental Management Plans
- Provincial Environmental Implementation Plans
- Regulations promulgated in terms of the National Environmental Management Act (listed activities requiring environmental impact assessments)

Municipal strategies and projects have to comply with the principle of an ecologically sustainable development process, meaning that any utilisation of natural resources should not negatively affect the

possibility of present and future generations to satisfy their needs. This relates to the following aspects of the environment:

- Avoiding pollution and degradation of the environment
- Avoiding waste, ensuring recycling and disposal in a responsible manner
- Minimising and remedying negative impacts on the environment and on people's environmental rights
- Considering the consequences of the exploitation of non-renewable natural resources
- Avoiding jeopardising renewable resources and Eco-systems
- Paying specific attention to sensitive/vulnerable high dynamic or stressed Eco-systems
- Minimising loss of biological diversity
- Avoiding disturbance to cultural heritage sites

Attempts to consider such principles in development planning need to be aware of the limits of current knowledge about the consequences of decisions and actions.

6.8. Integrated LED Programme

- **Purpose of the Integrated LED Programme**
 - To emphasise a set of measures to promote viable local economic activities and employment generation
 - To consolidate and cross reference LED related projects as part of the IDP

- **Strategic Guidelines**

Local Economic Development is one of the cornerstones of Local Government and Poverty reduction. The role of Local Government as a developmental body can not be overemphasised. Various pieces of legislation and Government Policy highlights and outlines the importance of Local Economic Development and Poverty reduction. Policies and legislation guiding and outlining Local Economic Development are:

- White Paper on Local Government
- RDP
- Gear
- The Constitution
- Various guides and handbooks
- National Framework for LED in SA

Local Economic Development is a locally driven process designed to identify, harness and utilise resources to stimulate the economy and create job opportunities.

LED is not one specific action or programme, rather it is the sum total of the individual contributions of a broad spectrum of the community. LED occurs when the Local Authority, Business, Labour, NGO's and most importantly individual strive to improve the economic status by combining skills, resources and ideas.

A Local Economic Development Plan is in place. The projects and programmes identified in the LED Plan should be seen as constituting the projects of the IDP. LED is not seen as a stand alone priority, but is mainstreamed in all other development priorities. LED recognizes that people, business and governments at local levels are best able to restructure economic situations that will stimulate growth that is required to create jobs and thereby reduce poverty.

The municipality is in the process of establishing a vehicle through which the LED programme is to be implemented. Currently there is an IDP/LED standing committee chaired by the Mayor that handles both IDP and LED related issues. The Council also realizes the impact that IDP and LED being placed upon one person (IDP/LED Manager) will have on service delivery.

The **National Framework for LED** in SA, August 2006 (A draft Document for discussion) identifies **nine (9) principles** that guide this framework. These are:

1. Through a developmental approach, Government has a decisive and unapologetic role to play in shaping the economic destiny of our country.
2. Local Economic Development is an outcome of actions and interventions resulting from local good governance and the constant improvement and integration of national priorities and programs in local spaces.
3. Inward investment from the state or private sector will only be effective where the potential and competitive advantages of each area are known and exploited.
4. Promoting robust and inclusive local economies requires the concerted, coordinated action of all spheres and sectors of government centred on the application and localization of the principles espoused in the National Spatial Development Perspective (NSDP).

5. Locally owned appropriate solutions and strategies must emerge to support national frameworks in both rural and urban local spaces and should promote sustainable development and sustainable human settlements.
6. South Africa competes in a global and increasingly integrated world economy whose threats must be minimized and whose opportunities must be exploited.
7. Private companies, including social enterprises and cooperatives, form the heart of the economy and have a crucial role to play as partnerships with public and community role players that will stimulate robust and inclusive local economies.
8. People are the single greatest resource and including all citizens in development and increasing their skills leads to increased opportunities for stimulating local economies.
9. Local initiatives, energy, creativity, assertive leadership and skills will ultimately unlock the latent potential in local economies and will shape local spaces.

This national framework for LED is an attempt to respond to the micro-economic challenges in face of macro economic strategies put in place since 1994. It seeks to mobilize local people and local resources within the framework of the PGDS's and NSDP, to become competitive in both the domestic and international markets. It is worth noting that successful private enterprises and productive public-private partnerships create wealth in local communities. Our approach to LED is inclined towards pro-poor interventions in terms of poverty relief but not at the expense of the spin-offs of more pro-growth focused endeavour.

6.9. Integrated HIV and AIDS Programme

- **Purpose of the Integrated HIV and AIDS Programme**
 - To ensure systematic and conclusive setup measure by a broad ranges of role-players to present the spread of HIV/AIDS, and to deal with its consequences.
- **HIV and AIDS Overview**

Limited data on the occurrence of HIV and AIDS in the Sunday's River Valley region is available. Through extensive public participation process HIV and AIDS has been identified as a priority. However, various programmes and activities are currently being conducted in the region through the health and community development structures.
- **Strategic guidelines**

Various programs and policies are in place to deal with the issue of HIV and AIDS on a national basis. However local Authorities are expected to prepare HIV/AIDS strategies and programmes for their areas of jurisdiction, co-ordinated on a District and Provincial level. The Department of Health and relevant legislation further plays an important role in addressing the issue of HIV and AIDS.

Sundays River Valley Municipality needs to localize Millennium Development Goals through a tailor-made plans that respond to the challenges of HIV and AIDS and other chronic related diseases. A localized Integrated HIV and AIDS Plan must unequivocally respond to *inter alia* to the following:

 - ❖ HIV prevalence among 15-24 year pregnant women
 - ❖ Contraceptive prevalence rate
 - ❖ Number of children orphaned by HIV and AIDS
 - ❖ Prevalence and death rates associated with tuberculosis

The above Millennium Development Goals are further put into effect by the objectives of the People's Contract which calls upon the reduction of diseases, malnutrition and preventative of death.

6.10 COMPREHENSIVE INFRASTRUCTURE PLAN

BACKGROUND

What is Comprehensive Infrastructure Planning?

- An approach that recognises the statutory development planning framework that exists through the IDP process, the principles of life cycle Infrastructure Asset Management, and the links into the Municipal Infrastructure Investment Framework. It thereby creates a basis for planning interventions to ensure sustainable municipal service delivery by addressing the relevant issues regarding spatial development, infrastructure, financial and institutional issues required for sustainable service delivery.

- It will transform the current focus in service delivery from a project based approach to a programmatic approach that addresses long term sustainability, and that links different sectors towards a focused solution at municipal level.
- The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level will serve as a clear business model providing strategically focused actions for implementing the key initiatives identified in the IDP, while addressing sustainability. This will be achieved by ensuring that efficient operations and maintenance is performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

OBJECTIVES OF CIP's

- To consolidate information on the current backlogs in infrastructure required for service delivery.
- To confirm the needs for refurbishment of existing assets to ensure that service delivery standards are met.
- To confirm the needs for institutional supports in the municipality.
- To scope and implement an intervention support plan for the required data collection.
- Compile a project list and budget and recommend an intervention plan.

SCOPE OF CIP's

Development planning which;

- Take into consideration the demography of the municipality.
- Addresses the expected changes in the municipalities due to growth and migration.

Addresses

- Land Use Management,
- Regional & Town Planning,
- Human Settlement patterns,
- Socio-economic modelling,
- Local Economic Development Strategies and
- Regional, Provincial & National growth strategies.
- Considers natural **environment**, providing natural resources (e.g. minerals, water, etc)
- Considers current **Infrastructure** towards life cycle asset management and related government initiatives, including the following areas:
 - Extent of current services
 - State of dilapidation, refurbishment needs
 - O&M needs.
 - Project, budgets.
- Establish **supporting Institutional arrangements** to support service delivery.
- Establish **Financial arrangements**
 - Budgets for interventions
 - Grants
 - Financing from commercial & development banks
- Develops an **intervention plan** to develop the above elements towards sustainability and affordability.

This would be used as basis for addressing the potential income sources, the indigent, and investment opportunities by private sector.

CIP PHASES.

Proposed CIP phases are as follows;

- **Phase 1: Planning**
 - Define scope of plans
 - Establish common understanding between all sector departments, National Treasury
 - Establish common vision with the Province, Municipalities
 - Share with other stakeholders
 - Create common reference framework and define templates for CIP's (by acknowledging the need for a differentiated approach for the different types and sizes of municipalities)
 - Define support programme and negotiate with partners
- **Phase 2: Assessment and summative CIP's**
 - Categorize municipalities per size (backlogs) and ability to spend
 - Confirm split between 'housing' and formal areas to ensure that all critical water targets can be met as early as possible
 - Assess institutional capacity, backlogs, housing programme: categorise municipalities into those with high(er) capacity that do not need significant support, and the small and large municipalities requiring support with project rollout
 - Plan urgent interventions
 - Prepare high level CIP per municipality (Apr – Aug 2008) in selected municipalities
 - Support provincial and municipal PMU's and PSP's for project delivery and fund small backlogs in small, low capacity municipalities (as based upon the initial assessments)
- **Phase 3: Interventions**
 - In smaller municipalities, support the regional PMU's, build internal capacity in these municipalities, and fund projects to eradicate small backlogs
 - In the larger municipalities, second staff into the PMU's per municipality to ensure project delivery, while refining the CIP
 - In well-performing municipalities, support capacity development, address revenue improvement and loss management, and complete the CIP
- **Phase 4 Interventions (Jan 2009 onwards)**
 - For the smaller municipalities, consider regionalization of services (this could form the basis for the shared services concept), while improving the internal processes, training staff, and building capacity
 - Improve the internal processes, build capacity, and where feasible, conduct Sect 78 assessments to decide upon optimal service delivery frameworks
 - In the high capacity municipalities, address resource conservation, arrange financing for project implementation, and act as mentors of other municipalities

TIMEFRAMES

The following time lines have been proposed by ECDLGTA to address Phase 2 of CIP.

- Provincial CIP Briefing Session : 29 May 2008
- Establishment of Provincial CIP-Facilitators: 04 June 2008
- Establishment of District Teams
- OR Tambo & Alfred Nzo DM : 09 June 2008
- Chris Hani & UKhahlamba DM : 11 June 2008
- Amathole DM : 17 June 2008
- Cacadu DM : 19 June 2008
- NMBM : 19 June 2008
- Special Training of District Teams : 24-25 June 2008
- Development of CIPs -Phase1 : 01 July 2008
- Appointment of (dlgta) Specialists : 01 Aug 2008
- Consolidation of District CIP : 20 Aug 2008
- Submission to National : 25 Aug 2008

PROGRESS

No	Date	ACTIVITY: Phase 2	ACTION
----	------	-------------------	--------

1.	Briefing session on the coordinated effort across the three spheres of government: Introduction to Phase 2 of CIP.	Infrastructure and Engineering and Housing
2.	Training session on preparation of CIP.	Infrastructure and Engineering and Housing
3.	First SRVM internal coordination meeting	Directorates Infrastructure and Engineering, Electricity and Energy, Housing and Land, Environment and health and Economic development.
4.	Second SRVM internal coordination meeting	Directorates Infrastructure and Engineering, Electricity and Energy, Housing and Land, Environment and health and Economic development.
5.	Progress report to Management.	Manager PMU.
6.	Appointment of Service Provider.	Manager PMU.

APPROACH AND METHODOLOGY.

- The service provider to be appointed to prepare the CIP on behalf of SRVM.
- CIP Coordination team be formed to assist the Service Provider in compiling the CIP and the said team must constitute a representatives from all affected Directorates as per the following Responsibility matrix.
- A template as provided by DPLG is used as part of final submission document.

REFERENCES

Special reference should be made to the following documents when preparing the CIP.

Document 1:	"Comprehensive Infrastructure Planning Framework for Achieving Sustainable Municipal Service Delivery", clarifying the role of CIP with respect to other planning instruments (" <i>CIP as Planning Instruments.doc</i> ")
Document 2:	"National Strategic Framework for Comprehensive Municipal Infrastructure Management in South Africa", clarifying the strategy and general approach for the development of CIP's (" <i>CIP Apex Rev 4.doc</i> ")
Document 3:	"Business Plan For Sustainable Municipal Infrastructure in the 52 District and Metropolitan Areas 2008-2014", providing the project plan for implementing the first order CIP's (" <i>CIP Project Plan.doc</i> ")
Document 4:	"Guidelines for Compiling Comprehensive Infrastructure Plans for Municipalities" (this document), providing guidelines for the collection of data and the preparation of CIP's (" <i>Guidelines for CIP Rev 4a.doc</i> ")

Attention is drawn to the fact that the above documents are updated timeously by dplg and to keep up to speed the following website must be visited to access recent documents;

6.11. BACKGROUND TO COMMUNITY BASED PLANNING

Community Based Planning is a national imperative of the government where 284 municipalities in the country are required to introduce community based planning as a tool to engage and involve communities in planning, identification their unique priorities within a particular ward and above all communities should be involved in the implementation of ward plans. The national imperative to introduce community based planning was a Cabinet decision taken in 2004, after a comprehensive report on the national IDP hearings was submitted to Cabinet for approval. In the IDP hearings, Mangaung Local Municipality made a presentation and the concept of community based planning was 'born'. SRVM has also undertaken CBP and should be read as an integral part of this IDP document.

PURPOSE OF COMMUNITY BASE PLANNING

For the Ward Based Planning initiative to achieve its desired results there is a need to reflect on the ward profile of all the wards of the Sundays River Valley Municipality. WBP is relatively new concept that local government is trying to implement to ensure that public participation is given fair amount of attention in municipal processes and programmes.

The purpose of this initiative is to encourage and instil a culture of ward participation in municipal programmes. People are encouraged to “dirty their hands”. It should be noted that Ward Based Planning is by no means an alternative for the integrated development planning; rather it is to complement the IDP. This is a “mini IDP” of a ward aimed at filling the gaps that the IDP might have omitted. This WBP initiative should enable the municipality to understand and identify priority projects as decided by each ward.

What is also very critical in this exercise is to have reliable information on the Ward Profile. For the purposes of planning, the Municipality needs to understand the profile of the six (6) wards. Factors such as level of service delivery in each ward, infrastructural projects, the level of employment or unemployment, and rates of illiteracy and literacy, gender distribution and special sectors, to mention but a few, should assist in allocating resources according to varying needs of respective focus areas of the wards.

OBJECTIVES OF CBP

The Department of Provincial and Local Government has identified the following key objectives that should guide community based planning when municipalities are to start introducing and implementing community based planning.

- a) To improve and enhance the quality and credibility of the Municipality's IDP.
- b) To promote and improve the quality of services rendered to communities.
- c) To encourage communities to own and drive ward developmental agenda.
- d) To instil a culture of accountability and law abiding community.
- e) To promote community engagement and involvement in municipal planning.

BENEFITS OF WARD BASED PLANNING

- (a) Planning is a legal requirement as outlined in the Municipal Systems Act.
- (b) Planning ensures taking participation beyond consultation approach to a level of empowering communities and encouraging ownership of ward-based projects.
- (c) Community involvement in planning will discourage dependency and instead it will enhance collective action in developmental local government agenda.
- (d) Ward plans are focused and relevant to addressing the priorities of all people including the most vulnerable groups.
- (e) Ward plans can also play a key role in reconciliation and mutual understanding between sectors of society by managing 'tensions' between available resources and escalating needs of the ward.
- (f) Trained facilitators will be accredited.
- (g) Planning from outcomes will lead to realistic and creative planning to enable practical implementation of the integrated development planning.
- (h) Owning and protecting municipal assets and understanding the importance of ward plans.
- (i) Transferring of skills through capacity building and acquire insight in municipal planning processes.

It is also evident from the Ward Plans that, a substantial number of projects identified particularly from previously disadvantaged areas, focuses on poverty alleviation and HIV and AIDS related programmes. Crime calming programmes are central, as well as access to schools, clinics and staffing are also of paramount importance.

The following approach is proposed:

1. CBP process is an annual capacity building which feeds the IDP process. It should be supported and an annual budget provision be made available.
2. Overregulation of CBP implementation and payments for facilitation should be minimised.
3. An operational budget amendment should be considered to allocate funds for implementation of CBP on the basis of submitted Ward Plans.
4. A data base for ward priorities is recommended that should be updated annually.
5. The Office should consider a traveling allowance or stipend for people involved in CBP when submitting a budget proposal for 2009/2010 financial year.
6. A strategy is required to take Councillors, Ward Committees and Communities on board to make sure that their Ward Plans are submitted on time.

5. CRITERIA FOR THE SELECTION OF PROJECTS

A priority rating should be used to determine projects that should be captured in the IDP. The following criteria are proposed:

- a) The project should be within the Local Government Constitutional mandate or competency.
- b) The projects should be contained in the Mayoral Outreach Programmes and Opening of Council.
- c) The projects should be in the Ward Plans and other official reports.
- d) The projects should have a potential to address poverty eradication and job creation.
- e) A business plan for projects contained in the Ward Plans should be prepared.

The priority rating should rank all prioritized projects according to a scale in order of preference from high to low priority projects. In each of the above criterion, weighting is attached. It is also proposed that drafting of Ward Plans, a similar or a different criterion can be used. Once a priority rating system is adopted and implemented, it would be much easier to cost the IDP as all projects would be linked to a budget.

6 PARTICIPANTS IN THE WARD BASED PLANNING PROCESS

In the Municipality the person, who should first and foremost understand and drive community based planning process is the Speaker of Council. The Speaker should popularise community based planning to fellow Councillors, so that they begin to understand its aims and objectives. CBP process can only achieve its expected outcomes if there is support from the political leadership. It is important that Councillors and other stakeholders are taken on board so that they can make a meaningful contribution to CBP initiative. It is the responsibility of the Speaker of Council to solicit support of Councillors so that a resolution to implement Ward Based Planning is adopted at a full Council meeting.

It is important to mention that legislatively, the Executive Mayor is still responsible for CBP because this is part of the IDP process. The key legislation, (Municipal Structures Act, the Municipal Systems Act and the Municipal Finance Management Act); clearly articulate the responsibilities of the Executive Mayor in all the programmes and plans of the municipality. One of which is to drive the IDP. The WBP process is a mini IDP that cannot be divorced from the IDP processes.

It is against this background that it is maintained that the Executive Mayor should play a pivotal role in the CBP process. The political leadership has also a responsibility to inform and educate its constituencies with regards to all municipal plans and programmes. Community based planning is one of those programmes. The Political leadership should make sure that in all public participation consultation processes, people are informed of the new initiative. The table below includes some of the key stakeholders, which should be consulted and be involved in community based planning.

Participants	Responsibilities
1.Executive Mayor	<ul style="list-style-type: none"> a) The Executive Mayor must provide general political guidance over the fiscal and financial affairs of the municipality. b) The Mayor must identify the needs of the community. c) Review and evaluate those needs in order of priority. d) Recommend to the municipal Council strategies, programmes and services to address priority needs through the IDP. e) The Mayor may recommend or determine the best way, including partnership and other approaches to deliver those strategies and programmes.
2.Speaker of Council	<ul style="list-style-type: none"> f) The first person that must understand and support WBP. g) The Speaker must also popularise WBP to Councillors through workshops. h) Present WBP framework to the Mayoral Committee and Council for adoption. i) Obtain a Council Resolution.
3. Councillors	<ul style="list-style-type: none"> j) Co-ordinate and manage ward planning and implementation of “mini IDP’s” in the ward. k) Represent the ward in the planning processes in the Municipality’s IDP structures and processes. l) Participate in the planning of these processes. Chair ward committee meetings and monitor the implementation of WBP.
4.Municipal Officials	<ul style="list-style-type: none"> m) Senior Municipal Management must cascade this project to all municipal employees. All Municipal Officials must understand the importance and dynamics of WBP.
5.Trade Unions/Shop Stewards	<ul style="list-style-type: none"> n) Shop Stewards must sensitize its membership to participate in the programme

Participants	Responsibilities
6. Ward Committees	<ul style="list-style-type: none"> n) To improve community participation in the municipality processes o) To make recommendations on matters affecting the ward to the Councillor. p) Serve as a mobilising agent for community action. q) To participate in the ward planning process. r) To own and drive WBP. s) To be involved in the implementation of WBP. t) Create formal unbiased communication channel between community and the Council.
7. Local Business Sector	<ul style="list-style-type: none"> u) It is expected that organised business organisations will inform its customers and members about WBP. To encourage business people to participate in the planning and implementation of WBP programmes.
8. Facilitators/Service Providers	<ul style="list-style-type: none"> v) Lead on facilitation of the ward planning process. w) Writing up the "mini IDP" x) They support in the facilitation and writing up of the plan.

;

CHAPTER 7: SECTOR PLANS

For those sectors which require a specific sector plan, the outputs which have to become part of these sector plans are more specific than those listed in the generic sheet on sector programmes. Though these sector plans are not part of the IDP, their contents requirements are briefly summarised in order to place these planning requirements in the IDP context.

7.1. Water Services Development Plan

➤ Context

The compilation of Water Services Development Plans (WSDP), by water services authorities is a planning requirement of the Department of Water Affairs. In the event of the water service authority covering more than one local Municipality, each local Municipality should be represented in the planning team of the Water Services Development Plan to ensure mutual alignment of the Water Service Development Plan and water related projects in the IDP.

➤ Guideline Documents and Legislation

Reference is made to:

- Department of Water Affairs and Forestry's Guide, Framework and Check list for the development of Water Services Development Plans, Addition to (August 1998)
- Starter requirements: Supplementary guidelines for Local Municipalities (July 1999)
- Starter requirements: Supplementary guidelines for District Municipalities (July 1999)

➤ Minimum Requirements

The minimum requirements for Water Services Development Plans as outlined in the IDP Guidelines:

- A set of data sheets containing targets
- Existing and future consumer profile and service levels
- Water balance, water sources and quality
- Water service infrastructure
- Demand management
- Institutional management
- Finances and affordability

7.2. Integrated Transport Plan

Through the ITP process it was proposed that the District should focus on transportation related investment on facilities that will improve the mobility and accessibility of the District as a whole, especially in instances where disadvantaged communities would benefit. The transport infrastructure strategy has the following short term goals:

- ❖ To improve essential routes in order to ease access related problems to isolated areas in addition to alleviating the problem of bakkie taxis
- ❖ To align planning with that of recapitalization process
- ❖ To ensure that the provision of new taxi ranks follow a systematic approach to avoid wastage of infrastructure related funds.

➤ Context

The Transport Bill provides that transport planning authorities (which corresponds with the District Municipality) are responsible for legal transport planning requirements. Accordingly, the sector officers should be District officials, however officers of the Local Municipality should be seconded to the planning team of the transport authority or contact closely with it on a temporary basis in order to assure mutual alignment of the Integrated Transport plan with the local IDP.

➤ Guideline documents and legislation

Reference is made to:

- National Land Transport Transition Bill
- White Paper on Transport
- Moving South Africa Strategy and Action Plan

➤ **Minimum Requirements**

The minimum requirements for Integrated Transport plans as outlined in the IDP Guidelines:

- The Integrated Transport plan (ITP) must formulate the planning authorities official vision, policy and objectives consistent with National and Provincial Policies.
- Specify the changes to the planning authorities land transport policies and strategies since the previous 5 year plan
- Including a list that must
 - ⇒ Show, in order of priorities, the projects and project segments to be carried out in that 5 year period, and the cost of each project
 - ⇒ Be prepared with due regard to relevant Integrated Development Plans and Land Development Objectives set in terms of the DFA, or where applicable in terms of a law of the Province.
- Including all nodes of transport and infrastructure, including new or amended roads and commercial developments having an impact on the land transport system, and land transport aspects of airports and harbours.
- Include the planning authority's detailed budget, including funding sources, with regard to land transport for the relevant financial year in the format described by the MEC
- Include the planning authority's public transport plan consisting of:
 - ⇒ Public transport records
 - ⇒ Operation licenses strategies
 - ⇒ Rationalisation plan
- Set out a general strategy for travel demand management
- Set out a road and transport infrastructure provision, improvement and maintenance strategy
- Set out a general strategy or plan for the movement of hazardous substances

Local Roads and Transport Forum (LRTF) is operational and participates with road transport project and District Transport Forum. Roads and Transport have amalgamated in 2007 though the initial Road transport will operate as a committee under LRTF.

Identified Priority Projects:

Project	Background	Economic Impact	Area	Type of Road	Contribution
Addo Heights Road and Barkley Bridge road (DRO1971 and DRO1963)	Access road to Valencia township. ±10km to be upgraded from gravel to tar.	80 temporarily (construction) jobs to be created.	Ward 3 (Valencia)	Provincial road	Technical support
MROO473 between Paterson and N2 (Main access road to Shamwari)	17km access road between Paterson and N2 needs to be upgraded to tar.	200 temporarily (construction) jobs to be created. Increased tourism potential.	Ward 4 & 3 (Paterson & Paterson rural)	Provincial road	Technical support
Emsengeni road and Storm water drainage system	Upgrading of about 1km of gravel road to tar of the main access road to Emsengeni	30 temporarily (construction) jobs to be created.	Ward 1	Municipal road	Technical support and land
Greater Kirkwood Taxi Rank and Bus Terminals	Construction of a combination of a Taxi Rank and Bus Terminal for 2010	40 temporarily (construction) jobs to be created. ±15 Hawkers Stalls to be part of the project.	Kirkwood (Sonop Street)	Municipal property (private ownership of the land, negotiations towards its acquisition at hand)	Technical support and land
Nomathamsanqa location access road	Main access road to Nomathamsanqa road needs to be upgraded from gravel to tar. (+5km)	±80 to be employed temporarily during construction	Ward 5 & 6 (Nomathamsanqa)	Municipal road	Technical support and land
Enon-Bersheba main road (DRO2006)	Access road from Kirkwood to Enon-Bersheba Township (±18km). Upgrading of gravel to tar road	120 temporarily (construction) jobs to be created.	Ward 7	Provincial road	Technical support

Transport Project Template:

Ref.	Project	Link to strategy	Ward	Area	Responsible Department	Implementation Status	Total Project Costs ('000)	2007/8 Budget	Funding Source	Funding Status	2008/9 Budget	2009/10 Budget	2010/11 Budget
2.3.1	Construct speed humps	SOC11	2	Bersig	Comm.. Serv	Not Started	12	12	MUN	Funded	X	X	X
			3	Valencia	Comm. Serv.	Not Started	12	12	MUN	Funded	X	X	X
			2	Kirkwood	Comm. Serv.	In Progress Quotes obtained	12	12	MUN	Funded	X	X	X
2.3.2	Establish a junior centre	SOC11	2	Kirkwood	Comm.. Serv.	In Progress	500	200	Dept. Traffic	Funded	200	100	X
2.3.3	Lobby with Dept. of Edu. and private role players to improve transport of farm learners to schools	SOC3	All	SRV	Comm. Serv.	Not Started	N/A	N/A	N/A	N/A	X	X	X
2.3.4	Monitor the upgrade and maintenance of rural roads (especially citrus growing areas)	INF5 INF8	All	SRV	Tech. Serv.	On-going	19 500	11 500	MIG	Funded	2 000	2 000	2 000
2.3.5	Coordinate Roads projects with CDM as per	INF8 INF9	All	SRV	Tech. Serv.	On-going	2 000	2 000	Roads Dept.	Funded	X	X	X

	Spatial Dev. Plan												
2.3.6	Lobby with CDM for purchase of bicycles for school children	INF8	All	SRV	LED Unit	Not Started	180	180	MUN; CDM	Unfunded	X	X	X
2.3.7	Lobby for upgrading of provincial roads, storm water channels and road signage in Bersig; Kirkwood main; Paterson main; Addo; Enon-Dunbrody	INF 8 INF 9	All	SRV	Tech. Serv.	Ongoing	X	X	X	X	X	X	X
2.3.8	Formulation of a road management plan for internal and access roads under municipal jurisdiction indicating; - Upgrade requirements - Stormwater	INF8 ECO2 INF9	All	SRV	Tech. Serv.	Not Started	X	X	X	Unfunded	X	X	X

	requirements - Street names and signage - Funding strategies												
2.3.9	Pavement main road	INF8	6	Nomathams anqa	Tech. Serv.	Not Started	X	X	X	Unfunded	X	X	X
2.3.10	Upgrade Eureka Avenue	IT2	2	Auqa Park Ext.	Tech. Serv.	Completed	300	X	X	X	X	X	X
2.3.11	Resealing tarred roads	IT5	All	SRV	Tech. Serv.	Completed	950	X	X	X	X	X	X
2.3.12	Upgrade Harrod Street	IT5	All	SRV	Tech. Serv.	Completed	100	X	X	X	X	X	X
2.3.13	Upgrade swimming pool area	SDF3	2	Kirkwood	Comm. Serv.	Completed	100	100	X	X	X	X	X
2.3.14	Provide taxi ranks, including business centre	IPT2	5	Nomathams anqa	Comm. Serv	90% Completed	435	435	CDM	X	X	X	X
2.3.15	Prepare a transport development plan (in conjunction with CDM) and methods of implementation	INF9	All	SRV	Tech. Serv.	Completed	X	X	X	X	X	X	X

7.3. Integrated Waste Management Plan

The IWMP is developed and it covers the following focus areas:

- Disposal infrastructure
- Waste collection infrastructure
- Institutional capacity and Human Resource
- Financial Resources
- Dissemination of information/ Communication
- Management of illegal activities
- Waste minimization
- Recommendations and conclusion

The above focus areas have objectives, recommendations and action plans. It is therefore advised that these should be read as an integral part of IDP objectives. The status quo with respect to the operation and management of the four waste sites at SRVM is that Kirkwood, Addo and Paterson are inadequate and only Sunland is adequate. The Plan proposes that the Addo Langbos site be operated with the view to closure. The nearby community has resolved that it be immediately closed. The implementation Plan will form the bases for application for funds.

CHAPTER 8: MONITORING, EVALUATION AND REVIEW

8.0. Introduction

The IDP is not stagnant and represents an ever-changing policy and strategy that must grow and evolve with the Local Municipality and its people. The IDP stipulates definite objectives, projects, indicators and programmes that must be achieved within the planning period.

Monitoring, evaluation and review make up a system to assess the performance of the municipality. Monitoring and evaluation are critical to:

- Ensure the implementation of plans
- Measure their development impact
- Ensure the efficient use of resources
- Measure Council's success

Monitoring, evaluation and review mechanisms should be implemented as an ongoing or cyclical activity and should be built into the annual planning and budgeting cycle. The Performance Management System of the Municipality must fulfil this role.

Existing monitoring, evaluation and review mechanisms employed by the different departments in the Local Authority may have to be significantly adjusted.

➤ **Monitoring**

Monitoring is a continuous activity to measure indicators with regard to the short term outputs or outputs of the planning process. Amongst other things, it will provide project information to management, in order to keep the project on track with the right results being achieved on time and within budget. Monitoring includes systematically collecting and using information about each project to enable management to proceed as it should and that the beneficiaries are satisfied.

➤ **Evaluation**

Evaluation is a less frequent activity, which is designed to measure whether, and to what degree the development objectives are being achieved through the implementation of the Integrated Development Plan. It will measure the medium term impact and outcomes of the planning process. This provides the information required to reappraise the development objectives and indicators and whether the strategies and policies still hold good and whether they need to be amended or adjusted, and why.

➤ **Review**

Review is making adjustments and revision based on monitoring or evaluation information. The results of monitoring provide adjustments and corrective actions that are fed back into your planning process, to re-inform project planning, design and implementation. These results re-inform the development priorities, goals and strategies. The impact of your projects will also begin to change your area.

8.1. Legislative Guidelines

The IDP is prepared, approved and implemented in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). The Act puts in place mechanisms and procedures for review and amendment of the IDP.

Legislative guidelines to this effect are:

- **Municipal Systems Act**
 - Chapter 4, (Community Participation)
 - Chapter 5, Section 34, (Review)
 - Chapter 6, Section 46 (Annual reports)
- **Local Government: Municipal Planning and Performance Management Regulations, 2001**
 - Chapter 2
 - Chapter 3

The applicable review and amendment process as stipulated in the Act and its regulations, are reflected for reference purposes.

➤ **Section 34 of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000)**

A Municipal Council

- (a) *Must review its Integrated Development Plan*
 - *Annually in accordance with an assessment of its performance measurements in terms of section 41 and*
 - *to the extent that changing circumstances so demand, and*
- (b) *May amend its Integrated Development Plan in accordance with a prescribed process*

➤ **Local Government: Municipal Planning and Performance Management Regulations, 2001**

Process for amending Integrated Development Plans

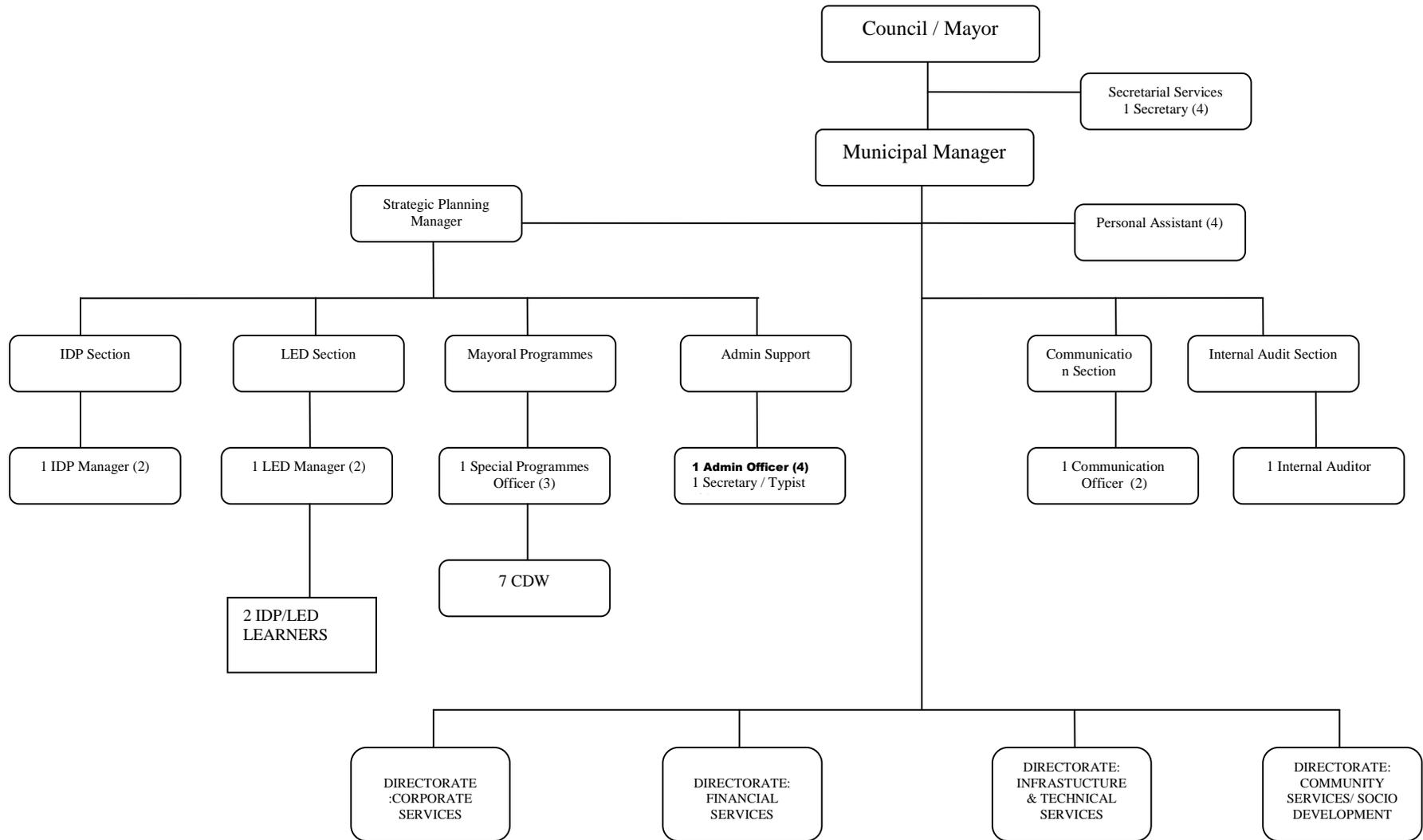
- (1) *Only a member or committee of a Municipal Council may introduce a proposal for amending the Municipality's Integrated Development Plan in the Council.*
- (2) *Any proposal for amending a Municipality's Integrated Development Plan must be:*
 - *Accompanied by a memorandum setting out the reason for the proposal, and*
 - *Aligned with the framework adopted in terms of Section 27 of the Act*
- (3) *An amendment to a municipality's Integrated Development Plan is adopted by a decision taken by a Municipal Council in accordance with the rules and orders of the Council.*
- (4) *No amendment to a Municipality's Integrated Development Plan may be adopted by the Municipal Council, unless*
 - *All the members of the Council have been given reasonable notice,*
 - *The proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment,*
 - *The Municipality, if it is a District Municipality, has complied with sub-regulations (5), and*
 - *The Municipality, if it is a Local Municipality, has complied with sub-regulation (6)*
- (5) *A District Municipality that considers an amendment to its Integrated Development Plan must:*

- *Consult all the Local Municipalities in the area of the District Municipality on the proposed amendment, and*
 - *Take all comments submitted to it by the Local Municipalities in that areas into account before it takes a final decision on the proposed amendment*
- (6) *A Local Municipality that considers an amendment to its Integrated Development Plan, must:*
- *Consult the District Municipality in whose area it falls on the proposed amendment, and
Take all comments submitted to fit by the District Municipality into account before it takes a final decision on the proposals*

ANNEXURE A
APPROVED ORGANISATIONAL STRUCTURE

**APPROVED ORGANIZATIONAL STRUCTURE
OFFICE OF THE MUNICIPAL**

MANAGER AND SPEAKER / MAYOR



OCTOBER 2008

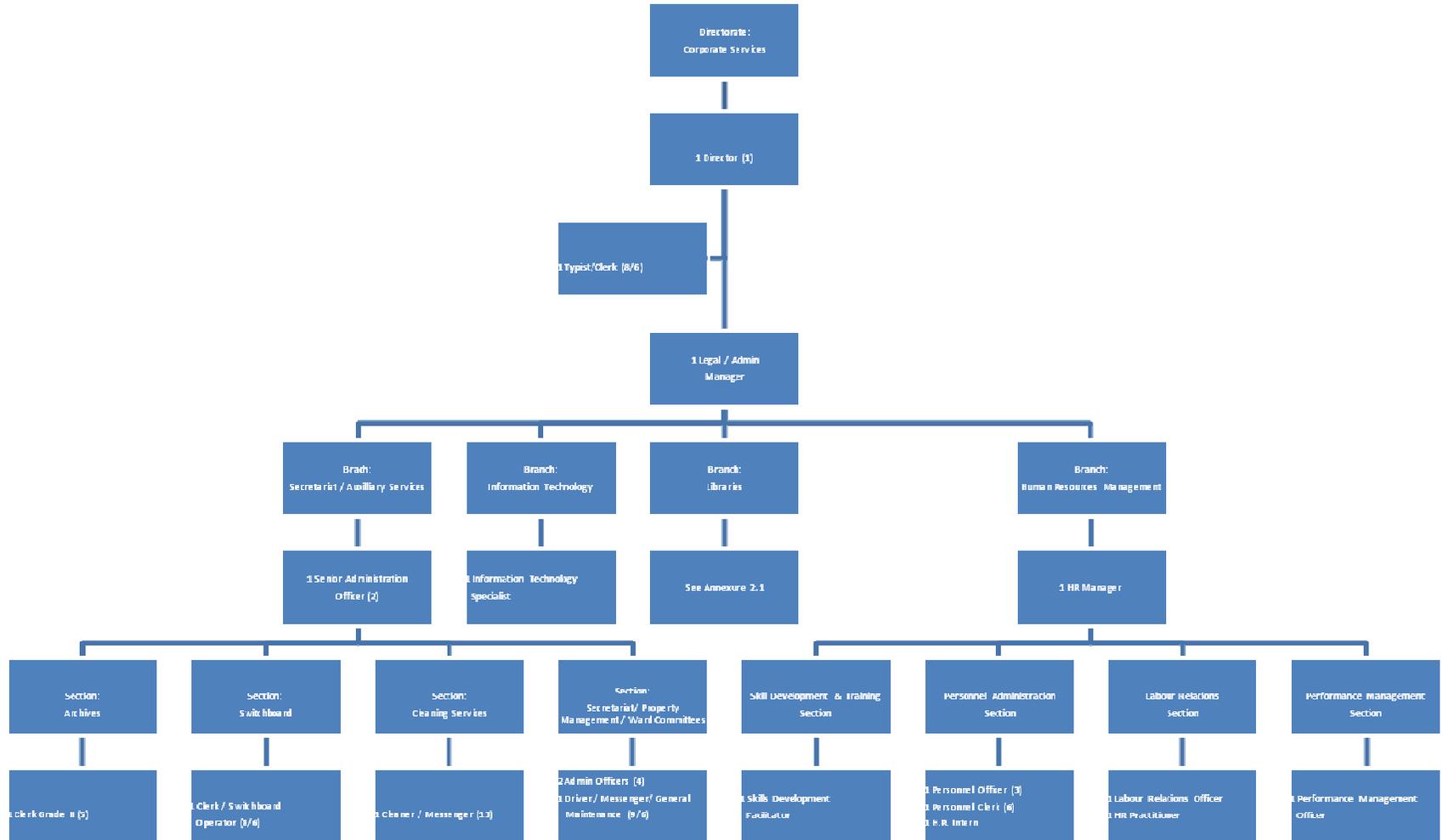
SCHEDULE OF STAFF: MUNICIPAL MANAGER

Section / Branch	Post	Incumbent	Remarks
1. Council/Mayor			
1.1. Secretarial Services	1 Secretary (4)	R. Britz	
2. Municipal Manager	1 Municipal Manager 1 Personal Assistant	S. Sohena Vacant	
2.1. Strategic Planning Manager	1 Strategic Planning Manager	Vacant	
2.1.1. IDP Section	1 IDP Manager	T Dlamini	
2.1.2. LED Section	1 LED Manager (2)	M. Nkohla	
	2 IDP/LED Learners	1. Vacant 2. Vacant	
2.1.3. Mayoral Programmes	1 SP Officer (3)	V. Wonci	
2.1.3.1 Community Development Workers (CDW's)	7 CDW's	Ward 1 – N. Mbambani Ward 2 – L. Mbambo Ward 3 – Vacant Ward 4 – Vacant Ward 5 – Vacant Ward 6 – M. Lama Ward 7 – Z. Nyathi	
2.1.4. Administration Support Section	1 Admin Officer (4) 1 Typist / Clerk (8/6)	Vacant SSN Ngcobo	
2.2. Communication Section	1 Communication Officer	Vacant	
2.3. Internal Audit Section	1 Internal Auditor	Vacant	

SUMMARY OF POSTS

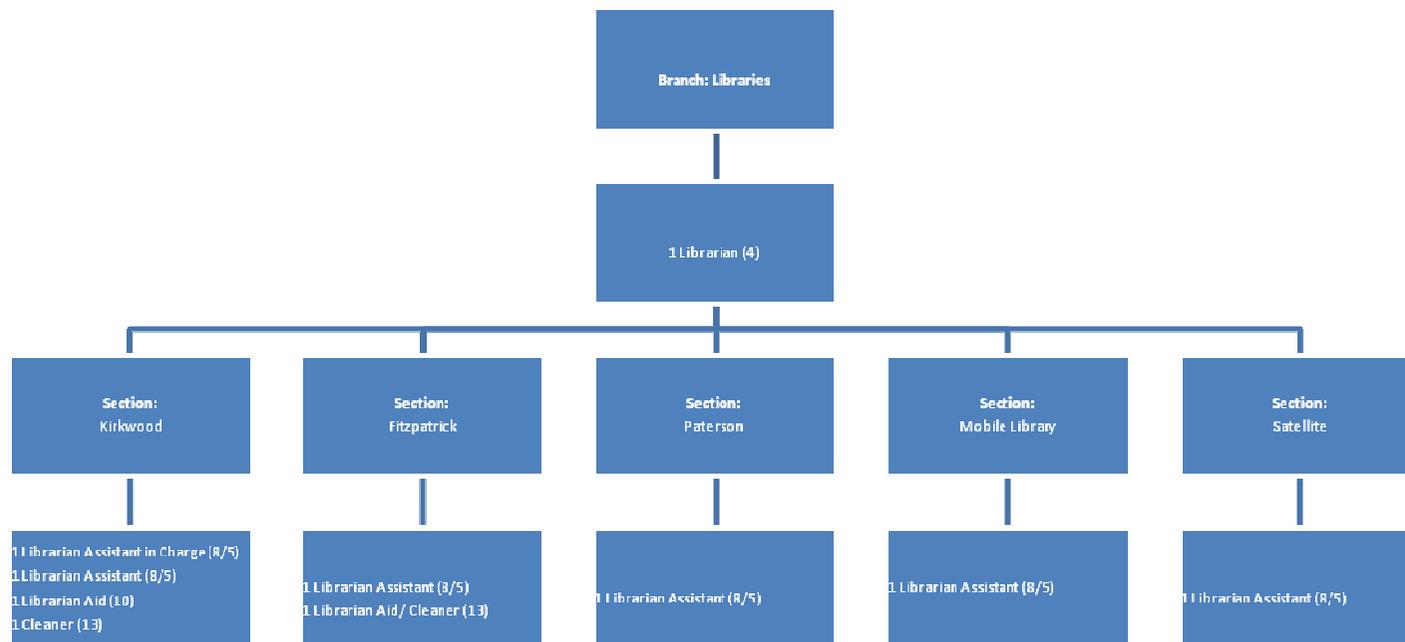
APPROVED	:13	
FILLED	:7	:6
VACANT	:3	
BUDGETED	:3	
NOT BUDGETED	:3	
TEMPS		:7

2. APPROVED ORGANISATIONAL STRUCTURE CORPORATE SERVICES



OCTOBER 2008

**2. APPROVED ORGANISATIONAL STRUCTURE CORPORATE SERVICES
BRANCH: LIBRARIES (Annexure 2.1)**



OCTOBER 2008

SCHEDULE OF STAFF: CORPORATE SERVICES

Section / Branch	Post	Incumbent	Remarks
1. Director	1 Director Corporate Services 1 Typist / Clerk (8/6) 1 Manager: Admin / Legal Services	S Somngesi Vacant Vacant	
2. Information Technology	1 Information Technology Specialist	Vacant	
3. Secretariat/Auxiliary	1 Senior Admin Officer (2)	S Fourie	
3.1 Archives	1 Clerk Grade 1 (5)	VQ Tambo	
3.2 Switchboard	1 Clerk/Switchboard Operator	E. Finnis	
3.3 Cleaning Services	1 Cleaner/Messenger (13)	F Adams	
3.4 Secretariat / Ward Committees	2 Admin officer (4) 1 Driver / Messenger Maintenance 9/6	G Adams V Bakubaku D Mpayise	
4. Library Services	1 Librarian (4)	I Goosen	
4.1 Kirkwood	1 Librarian Assistant in charge 8/5	B Tyala	
	1 Library Assistant 8/5	J Voetpad	
	1 Library Aid (10)	Vacant	
	1 Cleaner (13)	S Adams	
4.2 Fitz Patrick	1 Library Assistant 8/5	N. Lamani	
	1 Library Aid/Cleaner (13)	G Marks	
4.3 Paterson	1 Librarian Assistant 8/5	V Ketchum	
4.4 Mobile Library	1 Librarian Assistant 8/5	E. Fourie	
4.5 Satellite Libraries	1 Library Assistant (8/6)	Vacant	
5. Human Resource Management	1 Human Resource Manager	Vacant	
5.1 Personnel Administration	1 Personnel Officer (3)	Z Vani	
	1 Personnel Clerk Grade II (6)	Vacant	BUDGETED
	1 H.R. Intern	N.Jas	
5.2 Skills Development & Training	1 Skills Development Facilitator	Vacant	
5.3 Labour Relations	1 Labour Relations Officer 1 H.R. Practitioner	Vacant Vacant	
5.4 Performance Management	1 Performance Management Officer	Vacant	

SUMMARY OF POSTS

APPROVED	: 29	
FILLED		: 17
VACANT	: 11	
BUDGETED	: 1	
NOT BUDGETED	: 10	
TEMPS		: 1 (H.R. ltern)

OCTOBER 2008

SCHEDULE OF STAFF: FINANCIAL SERVICES

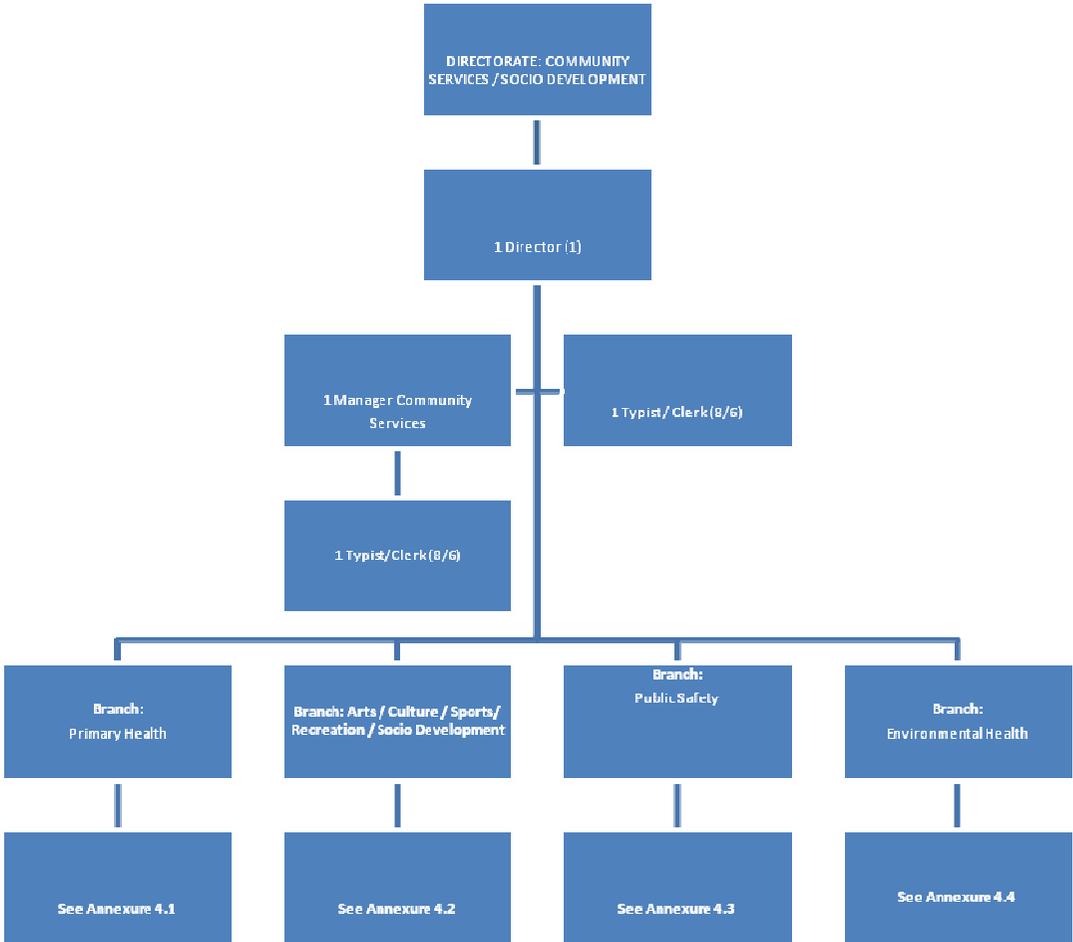
Section / Branch	Post	Incumbent	Remarks
1. Director	1 Chief Financial Officer	H.E. Nagel	Non funded
	1 Typist/Clerk (8/6)	Vacant	
	1 Chief Accountant	Vacant	
2. <u>Municipal Finance Management Internships</u>	2 Interns	1. P. August 2. B.C. Mfazwe	
3. Branch: Income Expenditure	1 Snr Accountant (2)	Susan Van Greunen	
3.1 Section: Expenditure	1 Salaries & Wage Officer (4)	P Swartbooi	
	1 Creditors & Purchasing Officer (4)	W Janse Van Rensburg	
	1 Financial Clerk (8/6)	Vacant	
3.2 Section: Income	1 Debtors Administrator (4)	D Brand	
	1 Cashier/Financial Clerk Grade III (7) (Bergsig)	Afrika Pietersen	
	1 Cashier/Financial Clerk Grade III (7) (Addo/Valencia)	André Kolbey	
	1 Cashier/Financial Clerk Grade III (7) (Enon/Bersheba)	Connie Hendricks	
	1 Cashier/Financial Clerk Grade III (7) (Moses Mabida)	Eunice Mbengo	
	1 Cashier/Financial Clerk Grade III (7) (Nomathamsanqa)	Khaya Phandle	
	1 Cashier/Financial Clerk Grade III (7) (Paterson)	N Madlavu	
	1 Cashier/Financial Clerk Grade II (6) (Kirkwood)	F Nxele	
	1 Financial Clerk Grade II (6) (Kirkwood)	Vacant	Non funded
	1 Financial Clerk Grade II (6) (Nomathamsanqa)	Vacant	Non funded
	1 Financial Clerk Grade II (6) (Paterson)	Vacant	Non funded
	1 Senior Worker (12) (Kirkwood)	F. Davis	
	1 Cleaner (13) (Kirkwood)		
	1 Cleaner (13) (Paterson)		

	1 Senior Meter Reader (9/8)	T. Msengi T. E Soxujwa Vacant	
4. Branch: Budget and Treasury	1 Snr Accountant (2)	Z Gongqoba	
4.1 Section: Investment & Bank Reconciliations	1 Investment Officer (4)	E Moss	
4.2 Section: Asset Management & Auxiliary Services	1 Asset Management Officer (4) 1 Financial Clerk (8/6)	Vacant Z. Smith	
5. Branch: PMU	1 Snr Accountant (2)	V Fonoza	MIG (Funded)
5.1 Section: Credit Control	1 Credit Control Officer (4) 2 Credit Control Officer II (6) 1 Disconnection Officer (12/9)	Vacant G. Tana S. P. Jack Vacant	
6. Supply Management Branch	1 Supply Chain Management Practitioner (2) 1 Financial Clerk (8/6)	Z. Tsetswa Vacant	

SUMMARY OF POSTS

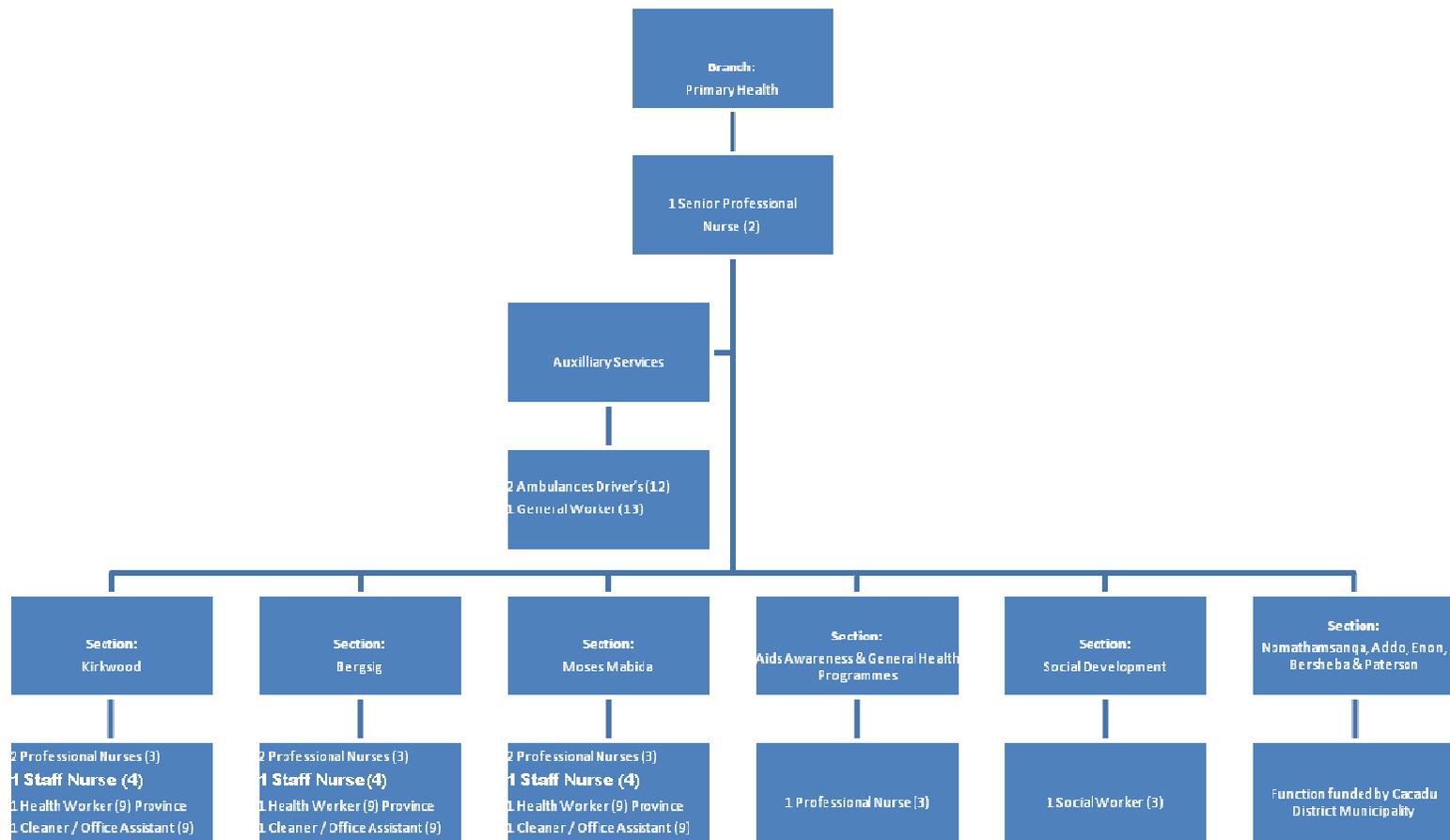
APPROVED : 35
 FILLED : 22
 VACANT : 11
 BUDGETED : 0
 NOT BUDGETED : 4
 TEMPS : 2(interns)

**APPROVED ORGANISATIONAL STRUCTURE FOR THE DIRECTORATE
4. COMMUNITY SERVICES / SOCIO DEVELOPMENT**



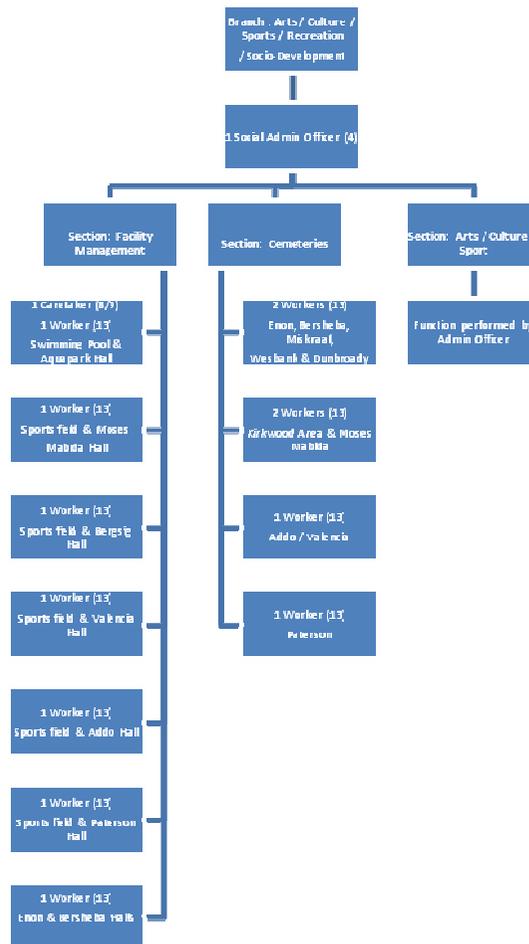
OCTOBER 2008

**APPROVED ORGANIZATIONAL STRUCTURE FOR THE DIRECTORATE:
COMMUNITY SERVICES/SOCIO DEVELOPMENT
BRANCH PRIMARY HEALTH (Annexure 4.1)**

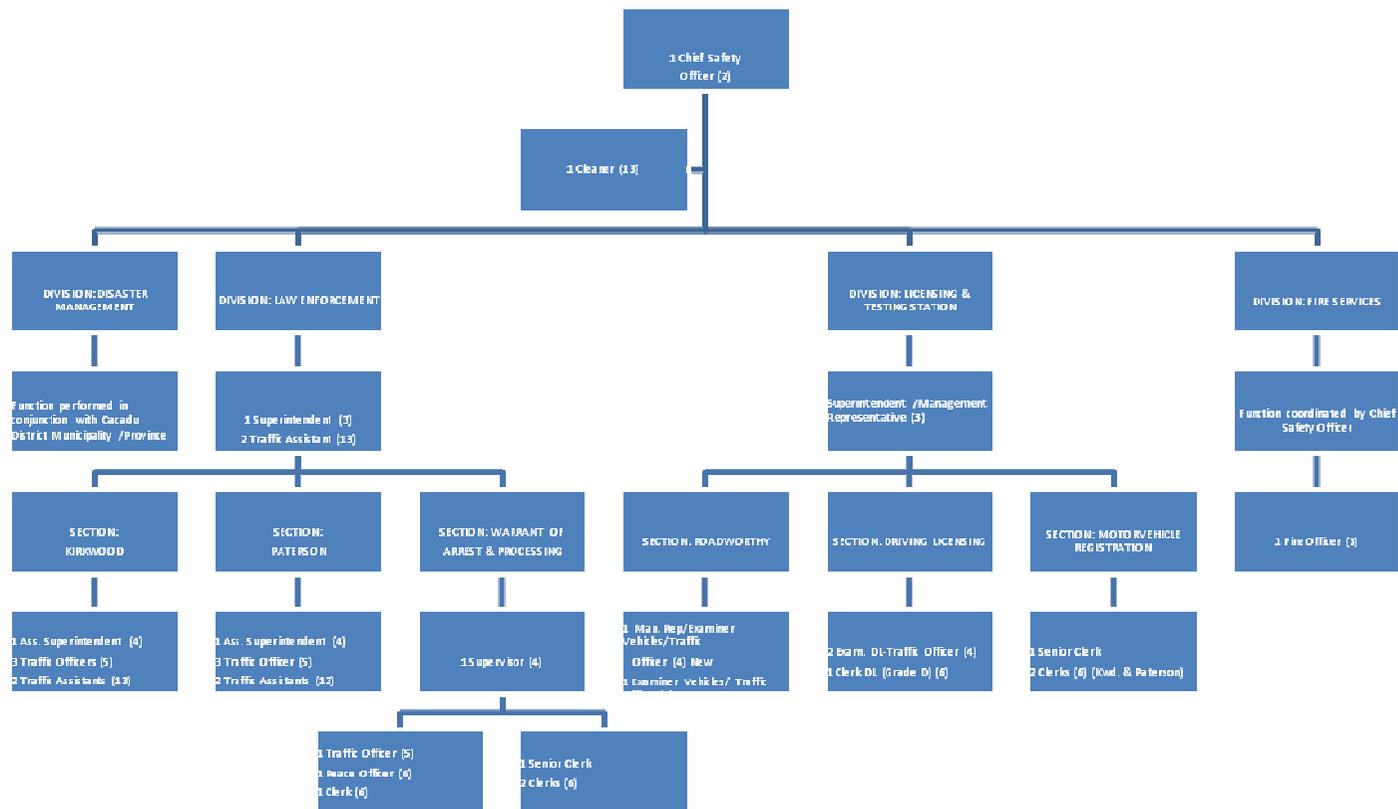


OCTOBER 2008

**APPROVED ORGANIZATIONAL STRUCTURE FOR THE DIRECTORATE:
 COMMUNITY SERVICES/SOCIO DEVELOPMENT
 BRANCH: ARTS/CULTURE/ SPORT /RECREATION
 /SOCIO-DEVELOPMENT (Annexure 4.2)**



**APPROVED ORGANIZATIONAL STRUCTURE FOR THE DIRECTORATE:
COMMUNITY SERVICES/SOCIO DEVELOPMENT
BRANCH: PUBLIC SAFETY (Annexure 4.3)**



OCTOBER 2008

**APPROVED ORGANIZATIONAL STRUCTURE FOR THE DIRECTORATE:
COMMUNITY SERVICES/SOCIO DEVELOPMENT**

BRANCH: ENVIRONMENTAL HEALTH (Annexure 4.4)

Schedule of Staff: Community Services

Section / Branch	Post	Incumbent	Remarks
1. Director	1 Director Community Services/Socio Development 1 Manager: Community Services 2 Typist/Clerk 8/6	L.S. K. Roji Vacant Vacant	
2. Branch: Primary Health	1 Senior Professional Nurse	Vacant	
2.1 Auxiliary Services	2 Ambulance Drivers (12) 1 General Worker (13) 2 Professional Nurse (3)	Vacant Vacant Vacant	
2.2 Section: Kirkwood	2 Professional Nurses (3) 1 Staff Nurse (4) 1 Health Worker (9) 1 Cleaner /Office Assistant	B.L.Slambee Vacant LF Mdanyana (Lucky) S Voetpad	
2.3 Section: Bergsig	2 Professional Nurse (3) 1 Staff Nurse (4) 1 Health Worker (9) 1 Cleaner/Office Assistant (9)	FCA Jacobs C.G. De Kock Vacant R Bosch LM Hill	
2.4 Section: Moses Mabida	2 Professional Nurse (3) 1 Staff Nurse (4) 1 Health Worker (9) (Province) 1 Cleaner/Office Assistant (9)	1. Vacant 2. Vacant L Mdanyana (Lindelwa) M Somnke	
2.5 Section: Aids Awareness & General Health Programmes	1 Professional Nurse (3)	E Dorfling	Service performed in Town Clinic
2.6 Section: Social Development	1 Social Worker (3)	Vacant	
2.7 Section: Nomathamsanqa, Bersheba/ /Enon, Paterson, Addo	Functioned Performed by Cacadu District Municipality		
3. Branch: Arts/ Culture/ Sports/ Recreation/ Socio-Development	1 Social Admin Officer (4)	Mr S Nana	
3.1 Section: Facility Management	1 Caretaker & 1 Worker (13) Swimming pool/ Aquapark Hall	J. Botha	

	<p>1 Worker (13) M/Mabida Hall & Sportsfields</p> <p>1 Worker (13) Bergsig Hall & Sportsfields</p> <p>1 Worker (13) Sportsfields Valencia Hall</p> <p>1 Worker (13) Addo Hall & Sportsfields</p> <p>1 Worker (13) Paterson Hall & Sportsfields</p> <p>1 Worker (13) Enon/Bersheba Hall</p>	<p>B Konono</p> <p>Vacant</p> <p>Vacant</p> <p>E Dyali</p> <p>P. Mbengashe</p> <p>K. Mooi</p>	
3.2 Section: Cemeteries	<p>2 Workers (13) Enon, Bersheba, Miskraal, West bank & Dunbrody</p> <p>2 Workers (13) Kirkwood Area Moses Mabida</p> <p>1 Worker (13) Addo/Valencia</p> <p>1 Worker (13) Paterson</p>	<p>Vacant</p> <p>1. J Tieman 2. J Naku</p> <p>Vacant</p> <p>Vacant</p>	
3.3 Section: Arts/Culture/Sport	Function Performed by Admin Officer		
4. Branch: Public Safety	<p>1 Chief Safety Officer (2)</p> <p>1 Cleaner (13)</p>	<p>HL Snyman</p> <p>Vacant</p>	
4.1 Division: Disaster Management	Function Performed in conjunction with Cacadu District Municipality Province		
4.2 Division: Law Enforcement	<p>1 Superintendent (3)</p> <p>2 Traffic Assistant</p>	<p>D Clingen</p> <p>1. J. Bruintjies</p> <p>2. N.B. Makana</p>	
4.2.1 Section: Kirkwood	<p>1 Ass. Superintendent (4)</p> <p>3 Traffic officers (5)</p> <p>1 Traffic Assistant (13)</p>	<p>Vacant</p> <p>1. ET Terblanche</p> <p>2. J Williams</p> <p>3. J. Fillies</p> <p>1.M. Sotyali</p>	
4.2.2 Section : Paterson	1. Ass. Superintendent (4)	Vacant	

	3 Traffic officer (5) 2 Traffic Assistant (13)	1. Vacant 2. Vacant 3. Vacant Vacant	
4.2.3 Section: Warrant of Arrest and Processing	1 Supervisor (4) 1 Peace officer (6) 1 Senior Clerk (5) 2 Clerks (6)	Vacant Vacant N.A. Sali 1 F. Nompondo 2. Z. Ndwangu	
4.3 Division: Licensing and Testing Station	1 Superintendent / Management Rep (3) New	A.P. Petrus	
4.3.1 Section: Roadworthy	1 Management Rep. / Examiner Vehicles / Traffic officer (4) 1 Examiner Vehicles / Traffic Officer (5)	Vacant Vacant	
4.3.2 Section: Driving Licensing	2 Exam. DL – Traffic Officer (4) 1 Clerk DL (Grade D) (6)	1 A.G. Adams 2. Vacant M. Swarts	
4.3.3 Section: Motor Vehicle Registration	1 Snr. Clerk (5) 2 Clerks :Paterson & Kirkwood	J Nkone 1. B. Brandt 2. P. Nofemele	
4.4: Fire Services (Function performed by Chief Safety Officer)	1 Fire Officer (3)	Vacant	
5. Branch: Environmental Health	1 Environmental Health Officer 1 Environmental Health Officer	K Makgoka Vacant	
5.1 Section: Disposal of Dead			
5.2 Section: Water Quality Monitoring/ Sampling			

5.3 Section: Food Quality Control and Monitoring			
5.4 Section: Control of Communicable Diseases			
5.5. Section: Waste Management			
5.6 Section: Health Surveillance of Premises			

SUMMARY OF POSTS

APPROVED : 76
 FILLED : 37
 VACANT : 39
 BUDGETED : 3
 NOT BUDGETED : 19
 TEMPS : 0

OCTOBER 2008

APPROVED ORGANIZATIONAL STRUCTURE FOR THE DIRECTORATE:
 INFRASTRUCTURE / TECHNICAL SERVICES DIVISION:

LOWER VALLEY (ANNEXURE 5.1)

SCHEDULE OF STAFF: TECHNICAL SERVICES

Section / Branch	Post	Incumbent	Remarks
1. Director	1 Director Technical Services 1 Manager: Infrastructure and Housing 1 Typist / Clerk (8/6)	Vacant Vacant Vacant	
2. Branch: Technical Services	1 Snr Technician (2)	R.J. Herholdt	
2.1 MIG Projects, Water and Sanitation	1 Technician (3/2)	P Louw	
2.2 Division: Technical Services Lower Valley	1 Superintendent (3)	V. Mata	
2.2.1 Section: Addo/Valencia/ Nomathamsanqa & Surrounding Areas			
2.2.1.1 General Maintenance, Water & Sanitation	1 Handyman (9/8) 4 Workers (13)	VACANT 1. Q.L. September 2. T.P. Gxekwa 3. B. Dorfling 4. Vacant	Budgeted Not Budgeted
2.2.1.2 Roads/Stormwater & General Maintenance	1 Driver (9/8) 4 Workers (13)	L. Phepeta 1. T. Mofu 2. A. Frans 3. Z. Sesman 4. Vacant	Not Budgeted
2.2.1.3 Water & Sanitation	3 Operators (8) 3 Workers (13)	1. S.S. Beta 2. M.P. Brikwa 3. C.C. Smith 1. R. Gaga 2. M. Nazo 3. Vacant	Not Budgeted
2.2.1.4 General Maintenance	2 Workers (13)	Vacant Vacant	
2.4 Section: General Maintenance (Valencia / Addo)	2 Workers (13)	1. Vacant 2. Vacant	Not Budgeted

2.2.3 Section: Paterson	1 General Workman (7/6)	V. Bojo	
2.2.3.1 Water/Sanitation/Roads/ Storm water & General Maintenance	2 Senior Workers (12)	1. T.E. Nyamezeli 2. Vacant	Not Budgeted
	5 Workers (13)	1. M.T. Maya 2. T.Titus 3. Vacant 4. W.C. Sokupa 5. Vacant	Budgeted Not Budgeted
2.2.3.2 Street Cleaning	1 Worker (13)	J. Prince	
2.2.3.3 Conservancy Tanks	1 Driver (9/8)	S. Williams	
	1 Worker (13)	J.M. Dumana	
2.2.3.4 Refuse and Night Soil	1 Driver (9/8)	M. Mbunge	
	6 Workers (13)	1. D. Baartman 2. Vacant 3. Z. Sinoti 4. D. Sykes 5. Vacant 6. D. Kemp	Budgeted Budgeted
2.3 Division: Technical Services Upper Valley	1 Superintendent (3)	Vacant	
2.3.1 Section: Cleansing Services	1 General Workman (7/6)	B.W. Januarie	
	1 Driver (9/8)	M.J. Zeyo	
2.3.1.1 Street Cleaners	4 Workers (13)	1. Msengi 2. N.E. Mbada 3. V. Gouws 4. N.M. Mate	
2.3.1.4 Refuse	8 Workers (13)	1. S. Gumenge 2. Vacant 3. Daniel 4. Tamse 5. M.R. Mazungula 6. M. George	Budgeted Works at DUMP

		7. S.M. Kona 8. Vacant	Not Budgeted
2.3.2 Section: Roads & Storm water	1 General Workman (7/6) 2 Drivers (9/8) 8 Workers (13) 1 Operator Grader (6) 1 Worker (13)	Vacant <hr/> 1. M.E. Vani 2. J. Plaatjies 1. V.W. Mtongana 2. N. Lucas 3. H. Miggels 4. L.G. Ciki 5. A. Jinikwe 6. L. Mabambo 7. Vacant 8. Vacant <hr/> Vacant <hr/> Vacant <hr/>	Not Budgeted Helps water section in vacancy & driver Trained future operator (MMP) Trained future operator (MMP) Not budgeted Not budgeted
2.3.3 Section: Water & Sanitation	1 Artisan (4) (Plumber) 1 General Workman (7/6)	Vacant <hr/> A. Plaatjies	Not budgeted
2.3.3.1 Water Purification Plant No 2	1 Operator (8)	F. Koen	
2.3.3.2 Water	1 Handyman (9/8) 4 Workers (13)	M. Gouws <hr/> 1. Z.W. Gumbe 2. X.R. Makana 3. A. Gallant 4. Vacant	Not budgeted
2.3.3.3 Irrigation	1 Senior Worker (12) 3 Workers (13)	G. Poni <hr/> 1. Ntantiso 2. I. Oosthuizen 3. J.M. Ningi	Budgeted
2.3.3.4 Sanitation	4 Workers (13)	1. J. Staalmeester 2. P. Kemp 3. A. Billet 4. Boyisini	

2.3.3.5 Water Purification Plant No 1	1 Operator (8)	J. Sonti	
2.3.4Section: General Maintenance, Parks	1 General Worker (7/6)	M. Ndawo	
2.3.4.1 General Maintenance	1 Handyman (9/8) 5 Workers (13)	V.M. Somke 1. N. Matshoba 2. N. Ngesi 3. Vacant 4. Vacant 5. Vacant	Budgeted Not budgeted
2.3.4.2 General Maintenance Grass Cutting	1 Driver (9/8) 1 Handyman (9/8) 1 Senior Worker (12) 3 Workers (13)	Vacant N.V. Williams J. Nako 1. B.A. Januarie 2. J. Martins 3. Vacant	
3. Branch: Administrative Services	1 Typist/ Clerk (8/6) 1 Cleaner / Messenger (13)	K. Oosthuizen N.A. Mate	
4. Branch: Housing and Infrastructure Development	1 Housing & Infrastructure Development Officer (3) 1Housing Assistant (4) 1 Building Inspector (5)	A. Joseph	
	1 Clerk (8)	C Potberg	
5. Branch: Planning/Building Control	1 Town /Regional Planning Officer (3)	Vacant	Not budgeted
	1 Building Inspector (5) 1 Building Control Officer (4)	Vacant Vacant	Not budgeted Budgeted
6. Branch: Logistic / Fleet Management	1 Logistics Officer (3)	Vacant	Not budgeted
7. Branch: Electrical Services	1 Senior Electrician (2)	Vacant	Not budgeted

	1 Electrical Artisan (6) 2 Artisan Assistant (13)	Vacant Vacant Vacant	Not budgeted Not budgeted Not budgeted
--	--	----------------------------	--

SUMMARY OF POSTS

APPROVED : 115
 FILLED : 77
 VACANT : 38
 BUDGETED - VACANT : 10
 NOT BUDGETED - VACANT : 23
 TEMPS : 0

