

*Amahlathi Municipality*  
*Integrated Development Plan*  
*2010/11*



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Compiled By:  
**Amahlathi Municipality**  
Private Bag X2  
Stutterheim  
4930

**Municipal Manager Mrs F.M Shoba**

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# Executive Summary

## EXECUTIVE SUMMARY

The first Amahlathi Municipality Integrated Development Plan (IDP) was adopted on the 30<sup>th</sup> April 2002 and reviewed annually for a five-year period from 2002/03 until 2006/07. This is the fourth review of second 5 year Integrated Development Plan and is substantially based on the format and layout of its predecessor. This Integrated Development Plan will guide the Municipality in its strategic planning and project prioritisation for 2010/11 financial year.

The amendments contained in this IDP for 2010/11 were formulated based on an assessment of a number of new inputs into the IDP Planning Cycle of the Amahlathi Municipality. These inputs included the following: -

- ♦ Strategic direction and proposals on programmes and projects emanating from a number of Sector Plans formulated by the Amathole District Municipality as part of that institution's IDP Review Process in the period January to May 2003. These include: -
  - *The Amathole District Land Reform & Settlement Plan*
  - *The Amathole District Integrated Waste Management Plan*
  - *The Amathole District Integrated Environmental Management Strategy*
  - *The Amathole District Integrated Transport Plan*
- ♦ Clarity on Powers and Functions assigned to the Amahlathi Municipality by the MEC for Local Government & Traditional Affairs, in terms of Section 85 of the Municipal Structures Act (Act No 117 of 1998, as amended).
- ♦ The Amahlathi Municipality's own review of progress achieved in implementing the proposals of its eighth complete IDP (2009/10), in respect of project implementation as well as further completion of work on strategic elements of the IDP relating to the Institutional Plan for the Municipality, and key developmental programmes such as the Poverty Alleviation programme, the HIV/AIDS programme, and work towards an integrated LED Programme.
- ♦ The completion of a Performance Management System (PMS) which was adopted by the council in 2009, including a SDBIP, PMS Framework and Scorecards in respect of the Municipality's strategic priorities.

The Process followed by the Amahlathi Municipality has been guided and informed by the co-ordinating Framework and guidelines provided by Department of Local Government as well as direction provided by the *Amathole District Municipal Managers and Mayors Forum* (DIMAFO).

Based on an updated review of the Analysis completed in 2001/2002, which was largely informed by work done in terms of the Amathole District Municipality's Sector Plans and a Study of LED in the Amahlathi Municipal area that was commissioned in 2002 by the Eastern Cape Premier's Office, the following broad conclusions remain applicable in Amahlathi: -

#### **Local Economic Development**

*The Amahlathi Municipal area has a resident population whose main challenges are in countering the effects of endemic poverty and under-development. This translates into a need to focus great efforts on the expansion of local economic development in the area.*

*In this regard, focus areas include facilitating sectoral growth in tourism, local manufacturing, agriculture and forestry. Poverty relief and food security are also seen as important areas within this cluster, as is a strategic focus on the support of local enterprise development.*

#### **Infrastructure Development**

*The Amahlathi Municipal area has numerous local areas where significant backlogs continue to exist in the provision of basic services such as water, sanitation, electricity and solid waste disposal.*

*In addition, much of the road network in the area continues to require urgent maintenance and/or re-construction, whilst there are some areas where new access roads and bridges need to be constructed simply to afford residents ease of mobility. The addressing of these infrastructure needs is accepted as one of the key focus areas for the Amahlathi Municipality.*

#### **Social Needs**

*The key areas of need in this cluster remain housing, improvement in education infrastructure across the range of pre-school facilities to adult education, better access to welfare support institutions and facilities for the aged, the disabled and the sick, and the provision of sports fields, community halls and minor works such as fencing.*

#### **Socio-Spatial Development**

*It remains vitally important for Amahlathi Municipality to follow a structured approach in focusing development and capital investment in the settlements that make up its area in order to counter further fragmentation in the settlement patterns both at a local and at a municipal-wide level.*

*Careful land use management and the conservation and appropriate use of existing natural and cultural heritage resources is of great importance for the area and can result in the enhancement of local economic development initiatives. It is also important to ensure that the provision of infrastructure is carried out in a more sustainable manner than has occurred in the past.*



Moreover, an important consideration for the municipality in this regard is the need to support land reform processes in its area of jurisdiction, most notably (but not exclusively) in the Keiskammahoek area, where land restitution processes are rapidly approaching settlement and in the Yellowwoods/Kei Road Zone, where detailed planning processes have identified priority project actions required.

## DEVELOPMENT PROPOSALS

The Amahlathi Municipality has amended the arrangement set out in its first IDP where development projects and programmes were focused in five Development Sector Clusters. The revised clusters identified are: -

<b>Development Sector Cluster</b>	<b>Sectors or Areas of Intervention Included</b>
<b>Infrastructure</b>	Water, Roads & Stormwater, Sewerage & Sanitation, Electricity, Housing, Land Reform, Spatial Planning, Land Use Management, Community Facilities etc.
<b>Local Economic Development</b>	Tourism, Agriculture & Forestry, Food Security, Small Business and Local Enterprise Development, Environment etc.
<b>Social Needs</b>	Health & Welfare, Education, Disaster Management etc.
<b>Finance &amp; Institutional</b>	Municipal Capacity Building, Training, Performance Management, Office Accommodation, Information Technology, Administrative and Financial Management matters etc.

## STRUCTURE OF THE DOCUMENT

This document is structured as follows: -

**Chapter 1**      **Introduction**

**Chapter 2**      **Situation Analysis - Summary**

*Wherein reference is made to an Analysis report, which compiled information on the current development status of the Amahlathi Municipality and the priority development issues identified during the participatory needs analysis.*

*The Problem Statement sets out in summary-form the core problems, needs and development opportunities identified in the Analysis Phase.*

*The Progress Report lists the current initiatives and projects being implemented by the Amahlathi Municipality based on the programmes and projects prioritised in its Revised IDP (2008/09).*

**Chapter 3**      **Formulating Development Strategies**

*This Chapter sets out the Municipality's development objectives and strategies formulated in response to the priority issues identified in the Analysis Phase, and arranges these in clusters corresponding to grouped development sectors.*

**Chapter 4**      **Performance Management System: Framework**

*This Chapter describes the proposed Framework for a Performance Management System for the Amahlathi Municipality.*

**Chapter 5**      **Programme Integration**

*This Chapter discusses specific development-related programmes (such as a Poverty Alleviation Programme, HIV/AIDS Programme etc.) and includes statutory requirements such as a Five-Year Financial Plan, a Five-Year Capital Investment Programme, a Spatial Development Framework proposed for the Amahlathi Municipal area, and an Environmental Management Framework for the Municipality.*

*In addition, the Chapter contains summary statements on how identified projects integrate with or potentially influence specific sectoral plans, such as the Municipality's Water Sector Plan etc.*



# **Chapter One**

**Introduction**

## CHAPTER ONE

## INTRODUCTION AND PLANNING PROCESS

### 1. INTRODUCTION

Integrated Development Planning (IDP) was introduced to provide a framework for the Developmental role of local government. The central aims of IDP are to provide a holistic, integrated and participatory strategic plan guiding the work of the municipality (IDP Guide Pack 1, 2001).

The IDP function is to:

- help to speed up delivery by:
  - providing a tool which guides where investment should occur;
  - getting the buy-in of all relevant role-players for implementation;
  - providing deadlock breaking decision-mechanisms; and
  - arriving at realistic project proposals taking into consideration limited resources.
- help to attract additional funds:  
Where there is a clear municipal development plan, private investors and sector departments are willing and confident to invest their money because the IDP is an indication that the municipality has a development direction.
- help to strengthen democracy and hence institutional transformation because decisions are made in a democratic and transparent manner, rather than by a few influential individuals.
- help to overcome apartheid legacy at local level by:
  - promoting integration of rural and urban areas, different socio-economic groups, places where people live and work etc.; and
  - facilitating redistribution of resources in a consultative process.
- Promote intergovernmental coordination by:
  - facilitating a system of communication and coordination between local, provincial and national spheres of government.

The first Amahlathi Municipality Integrated Development Plan (IDP) was adopted on 30<sup>th</sup> April 2002 and reviewed annually for a five-year period from 2002/03 until 2006/07. This is the Amahlathi Municipality's fourth review of the second 5 year Integrated Development Plan and is based on the format and layout of its predecessor. This Integrated Development Plan will guide the Municipality in its strategic planning and project prioritisation for 2010/11 financial year.

Since the last review of the previous IDP, the Municipality has been engaged in numerous processes to: -

- ♦ Consolidate its institutional systems and capacity;
- ♦ Integrate its activities in attempting to meet the objectives set in its first IDP; and
- ♦ Deliver the priority projects identified therein.

## **2. THE IDP PROCESS**

The requirement that an IDP is to be compiled, reviewed and approved annually, is prescribed in law per Section 34 of the *Municipal Systems Act* (Act No. 32 of 2000). This requirement has been described procedurally in the *Guide Pack on Integrated Development Planning*, published by the Department of Provincial & Local Government, which gives guidance on the planning process required for the compilation and revision of IDPs.

The above guidelines were used to inform the approach used in the formulation of the Amahlathi Municipality's IDP.

Additionally, in line with the requirements of legislation, the IDP Planning Process in Amahlathi Municipality was substantially directed in each of its phases by guidelines prepared by the Amathole District Mayors and Managers Forum (DIMAFO), chaired by the Mayor of the Amathole District Municipality (see Section 2.1.2).

**2.1 THE PROCESS FOLLOWED**

**2.1.1. ORGANISATIONAL STRUCTURES & PUBLIC PARTICIPATION**

The Amahlathi IDP was compiled through an iterative process, which was overseen by a Management Structure, and informed by an organised Participatory Structure, the Amahlathi Representative Forum. The following applies: -

**Amahlathi Municipality IDP Management Structure**

Designation/Role	Name
<b>IDP Manager</b>	Mr B. Ondala -Strategic Manager
<b>IDP Technical Committee</b>	Mrs F.M. Shoba - Municipal Manager
	Mr L. du Randt -Corporate Services Manager
	Mr G. Hill - Finance Manager
	Mr B. Cooper - Assistant Manager- Community Services
	Mr A. Ahlschlager -Engineering Manager
	Mr H. Moerdyk - Engineering General Manager
	Mr B. Cilliers - Assistant Manager Finance
	Mr M. Qalaba - PMU Manager
	Mr. Solani- Assistant Manager Protection Services
	Mr. M. Quma - Human Resources General Manager

IDP process Plan is attached at the back

**Amahlathi Municipality IDP Participatory Structure**

The Amahlathi IDP Representative Forum, which was convened by the Amahlathi Municipality, served as the primary vehicle for consultation and public participation in the course of the IDP's amendment.

This body comprised of numerous stakeholders; including political parties, youth and women's organisations, individuals, Government structures, NGO's and other organisations of civil society.

**Technical Support**

Technical support for the above structures was rendered by: -

- Amathole District Municipal Support Unit.

### 2.1.2 THE PLANNING PROCESS UNDERTAKEN

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**Phase 1 - Analysis Update & Review of Progress**, wherein the Steering Committee and the Representative Forum reviewed progress made on implementing the projects prioritised in the 2009/10 Reviewed IDP.

**Phase 2 - Revised Objectives and Strategies**, wherein a participatory process contributed to the formulation of revised development objectives and strategies in relation to the broad priority development issues identified based on previous Analysis work and the outputs of a number of Sector Plans undertaken by the Amathole District Municipality. Set objectives have been broken down into yearly phases.

These Priority Issues are arranged into revised development clusters, in line with recommendations made by the Amathole District Municipality, which acted in its capacity of setting an appropriate Framework for the IDP Process.

**Phase 3 - Project Planning**, wherein technical and participatory processes were undertaken to identify priority projects within sectoral clusters, which were identified in Phase 2.

Project Prioritisation was undertaken within each Cluster, with the overriding objective being to identify Year 1 priority projects to fit within a realistic budget framework.

The prioritisation process was informed by identified development needs per sector. Suggested project priorities for Year 1 were compiled by the Amahlathi IDP Technical Committee and submitted for approval to the Representative Forum, Ward structures and civil society stakeholders, and, finally, the Amahlathi Municipal Council.

**Phase 4 - Integration**, projects were assessed in order to determine their impact on or potential integration within sectoral programmes (e.g. Land Reform Programme etc.).

**Phase 5 - Approval**, the draft IDP will be publicised for comments, as required in law, following its adoption *subject to substantive comment* by the Amahlathi Municipal Council on 19 March 2010

### 3. THE STRUCTURE OF THIS DOCUMENT

This document is structured as follows: -

**Chapter 1**      **Introduction**

**Chapter 2**      **Situation Analysis - Summary**

Wherein a Problem Statement sets out in summary for the core problems, needs and development opportunities identified in the Analysis Phase.

A Progress Report section sets out the progress made to date in implementing actions and projects identified as priorities in the Amahlathi Municipality's 2009/10 Revised IDP.

**Chapter 3**      **Revised Development Strategies**

This Chapter sets out the Municipality's revised development objectives and strategies formulated in response to a reconsideration of the core functions assigned to the Municipality, as well as consideration of inputs provided by the formulation of a Performance Management System for the Amahlathi Municipality.

**Chapter 4**      **Performance Management System: Framework**

This Chapter describes the proposed Framework for a Performance Management System for the Amahlathi Municipality.

**Chapter 5**      **Programme Integration**

This Chapter discusses specific development-related programmes (such as a Poverty Alleviation Programme, HIV/AIDS Programme etc.) and includes statutory requirements such as a Five-Year Financial Plan, a Five-Year Capital Investment Programme, a Spatial Development Framework proposed for the Amahlathi Municipal area, and an Environmental Management Framework for the Municipality.

In addition, the Chapter contains summary statements on how identified projects integrate with or potentially influence specific sectoral plans, such as the Municipality's Water Sector Plan etc.





# **Chapter Two**

## **Situation Analysis: Summary**

## CHAPTER TWO

## SITUATION ANALYSIS: SUMMARY

### 1. DEFINING THE MUNICIPAL AREA - AN OVERVIEW

Refer to Plan 1 - Study Area

#### 1.1 GEOGRAPHIC LOCALITY

Situated within the Amathole District Municipality, the Amahlathi Municipality is comprised of areas formerly under the administration of the below-mentioned transitional local government bodies:

- ♦ **Stutterheim (Whole)**, comprising the town of Stutterheim and surrounding residential suburbs.
- ♦ **Stutterheim Rural** consisting of a mix of state land, rural settlement areas and commercial farmland.
- ♦ **Keiskammahoek** comprising the town of Keiskammahoek and surrounding suburbs and informal settlements.
- ♦ **Keiskammahoek Rural** consisting largely of state land with numerous rural settlements characterising the area.
- ♦ **Cathcart** comprising the town of Cathcart and surrounding residential suburbs.
- ♦ **Cathcart Rural** consisting predominantly of extensive farmland but including a number of rural settlements.
- ♦ **Kei Road** comprising the town of Kei Road and surrounding residential suburbs.
- ♦ **King Williams Town Rural** consisting predominantly of state land with numerous rural settlements characterising the area.
- ♦ **Tsomo Rural** consisting predominantly of state land with numerous rural settlements characterising the area.

The Amahlathi Municipal area is comprised of 20 Wards and is characterised by a range of settlement patterns and associated land uses, including formal urban areas, formal and informal rural settlement areas, and extensive, privately owned farmland.

The Intsika Yethu Municipality lies to the north-west, the Lukhanji Municipality lies to the north, the Mngquma and Great Kei Municipalities lie to the east, the Buffalo City Municipality lies to the south, and the Nkonkobe Municipality lies to the west.

## 1.2. SOCIO-ECONOMIC INDICATORS

### 1.2.1. POPULATION FIGURES

The population figures are derived from information provided by the 2001 Census (SSA). The census was done in terms of the previous Ward Demarcation and the following table represents adjusted figures to correspond with the new Ward numbers (2006) as accurately as possible:

**Table 1: Distribution of the Amahlathi Population - 2001 (SSA, 2001)**

WARD	POPULATION
Ward 1	5 825
Ward 2	9 800
Ward 3	9 805
Ward 4	6 099
Ward 5	5 456
Ward 6	6 610
Ward 7	8 776
Ward 8	6 942
Ward 9	8 266
Ward 10	5 574
Ward 11	6 059
Ward 12	9 740
Ward 13	5 938
Ward 14	5 879
Ward 15	6 232
Ward 16	6 610
Ward 17	6 612
Ward 18	6 612
Ward 19	6 614
Ward 20	5 586
<b>TOTAL</b>	<b>139 035</b>

Within this population, the following is noted:

- It is of great concern to the Municipality that the population estimates generated by official publications provide lower population figures for the Amahlathi area than the Municipality itself estimates.

Specifically, based on voter registration figures and residential site numbers, the Municipality is of the opinion that an under-estimation of the population of Amahlathi is currently reflected in official statistics. This is of concern as it has a material bearing on funding made available to the Municipality via the Division of National Revenue Act.

- More specifically, over 50% of the population is younger than 20 years. This indicates a youthful age profile, and consequent continuing population growth in the Study Area. As a result, there is a need for the development of appropriate facilities (schools etc.) and a focus on education and skills training (career preparedness).

- ❑ The youthful population indicates a need to focus on developing the local economy in order to increase the number of jobs created and sustained locally.

### 1.2.2. HIV/AIDS

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As with most areas in South Africa, the long-term consequences of the HIV/AIDS pandemic are likely to significantly alter the demographic profile of the Amahlathi population. The Development Bank of South Africa (DBSA, 2000) has noted the following areas of concern:

- A decrease in productivity and high turnover in trained/experience members of the labour force, which will have severe economic impacts;
- An increase in need for healthcare and social support mechanisms, particularly for the most vulnerable sectors of the population, including the sick, and the young and the elderly (who will be deprived of caregivers); and
- A change in consumer patterns, with the disposable income of most affected households being increasingly limited and/or diverted to medical and related expenses.

#### **Participatory Needs Analysis**

Whilst there are no detailed data relating specifically to the rate of HIV/AIDS infection in the Amahlathi Municipal area, the participatory needs analysis undertaken as part of the Analysis phase confirmed that HIV/AIDS and related issues are major concerns of communities.

It is, consequently, accepted that the Amahlathi Municipality must focus on integrating its efforts with other agencies, including the Amathole District Municipality, the Departments of Health and Social Development, and NGOs, in order to contribute to HIV/AIDS awareness, prevention and treatment.

### 1.2.3. EMPLOYMENT/UNEMPLOYMENT & HOUSEHOLD INCOME

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Data indicate that only 17% of the economically active population within the municipality are employed (SSA, 2001 Census), although only 23% of the population are actively seeking employment. This suggests a relatively low participation rate in the local economy.

Income figures obtained during the 2001 Census suggest that some 86% of the households within the municipality earn less than R1 600 per month. The residents of these households should be regarded as living below the Household Subsistence Level.

#### **Participatory Needs Analysis**

Key issues identified in this regard during the Participatory Needs Analysis included: -

- ❑ Large scale poverty and consequences thereof, including increased crime levels
- ❑ Limited impact of emerging farmers
- ❑ Lack of knowledge of/sources of financing of SMME's
- ❑ Inadequate access of subsistence/emerging farmers to agricultural implements

- ❑ Lack of formal tenure/ tenure security

There is, consequently, a critical need to implement strategies and support mechanisms to engage currently economically unproductive residents in productive economic activities. Strategies to alleviate poverty are also of great importance. Overall, it is deemed critical that all efforts be undertaken to facilitate local economic development in the Municipal area.

#### **1.2.4. KEY ECONOMIC SECTORS**

Sectoral employment data taken from the 2001 Census and aggregated to Ward level suggests that, at the Municipal level, the Community, Social & Personal Services sector is the key economic sector, accounting for 27% of employment in the Municipal area. This is followed by the Agriculture, Forestry, Fishing and Hunting sector (accounting for 22% of employment).

Unfortunately, the data available do not distinguish Tourism as a separate sector.

As per local economic development: locally, the manufacturing sector is identified as one of significant potential, especially where local produce is being processed for other markets. Tourism, too, is noted as being a potential growth sector, particularly given the many areas of scenic beauty and historical interest in Amahlathi.

From the perspective of local access to business opportunities, Stutterheim is the largest service node in the municipality; however, services and markets are also sought in East London and King William's Town. It is likely that the above trend will continue.

#### **Participatory Needs Analysis**

Participants in the Participatory Needs Analysis identified the following key issues: -

- ❑ Untapped tourism potential / poor access to tourist sites
- ❑ Limited external investment
- ❑ Limited market facilities for communities to market local produce and goods
- ❑ Insufficient training and skills development opportunities
- ❑ Lack of regulation of hawkers
- ❑ Poor commonage management
- ❑ Untapped potential of irrigation schemes

These and other aspects are to be taken up in a Local Economic Development Strategy, which the Municipality has initiated and which is programmed for finalisation in mid-2002. The outcomes of this strategic exercise will provide invaluable input for subsequent revisions of the IDP and should be incorporated therein.

### **1.3 ACCESS TO BASIC INFRASTRUCTURAL SERVICES**

### 1.3.1 ACCESS TO BASIC INFRASTRUCTURE

The following statistics have been derived from the 2001 Census data and is demarcated by the ward boundaries in 2001 (See Plan 1b for new ward boundaries). It should, also be noted that there might be a certain amount of discrepancy between the current situation and the situation depicted below. For example, it is known that some Regional Water Supply Schemes have been completed, thus improving levels of services for the previously most disadvantaged communities. As a result, wards such as Ward 7 are no longer as under-serviced as previously. This would account for some discrepancies between the picture provided by 2001 data below and the list of priority needs indicated in Section 2 below.

Table 2 - Access to Water

Ward Number	Water dwelling	On site	Public tap	Tanker	Borehole	Natural	Other
1	2.82	6.60	11.62	0.26	0.26	76.85	1.58
2	0.82	29.73	65.75	0.00	0.00	0.00	3.70
3	0.38	2.47	79.37	0.00	3.99	13.23	0.57
4	22.08	53.75	17.60	0.00	0.00	6.56	0.00
5	2.12	16.90	49.87	0.58	0.00	30.14	0.39
6	37.33	37.45	17.22	0.00	0.00	6.83	1.23
7	1.76	3.60	43.99	0.25	0.00	49.14	1.23
8	0.54	1.99	50.24	0.54	0.18	45.53	0.91
9	0.76	7.21	31.85	0.30	6.10	51.46	2.32
10	2.96	11.25	64.67	0.20	0.20	19.14	1.58
11	1.60	5.29	73.09	0.29	15.88	3.25	0.58
12	8.77	15.66	40.44	0.46	0.87	33.04	0.76
13	0.00	0.00	9.75	0.26	0.40	87.74	1.85
14	6.27	0.87	18.37	0.22	0.87	72.23	1.09
15	23.65	40.36	33.82	0.24	0.48	0.97	0.48
16	9.47	4.42	75.81	0.21	1.26	7.57	1.26
17	7.50	8.51	35.94	0.23	0.58	46.69	0.58
18	19.45	20.95	55.96	0.11	0.11	2.57	0.86
19	6.94	29.18	63.08	0.00	0.00	0.27	0.53
20	14.16	10.65	68.31	0.00	0.20	5.80	0.81
Amahlathi	8.31	14.32	45.01	0.22	1.73	29.30	1.11

Table 3 - Access to Sanitation

Ward Number	Flush	Pit latrine	VIP toilets	None
1	2.55	77.02	0.26	20.16
2	30.34	63.15	0.82	5.68
3	1.33	95.82	0.00	2.85
4	76.97	11.42	0.38	11.23
5	23.39	66.84	0.19	9.58
6	59.04	34.26	2.77	4.00
7	2.74	84.96	0.00	12.31
8	2.29	71.68	0.18	25.79

Ward Number	Flush	Pit latrine	VIP toilets	None
9	0.60	88.16	0.00	11.24
10	9.01	81.91	0.59	8.42
11	3.50	90.48	0.58	5.39
12	11.27	71.85	0.15	16.68
13	1.72	19.89	0.13	78.30
14	8.31	27.77	0.66	63.34
15	60.13	24.94	0.73	14.12
16	16.20	55.12	0.00	28.75
17	14.04	70.83	0.46	14.66
18	44.65	52.68	0.11	2.57
19	47.24	35.59	1.07	16.10
20	10.65	81.39	0.67	7.35
<b>Amahlathi</b>	<b>20.12</b>	<b>61.55</b>	<b>0.44</b>	<b>17.89</b>

Table 4a - Access to Electricity

Ward Number	Electricity	Other	Gas	Paraffin	Candles	Solar
1	82.92	0.05	0.26	13.73	2.29	3.00
2	55.68	0.06	2.53	35.82	5.41	0.00
3	84.43	0.02	0.00	12.53	2.85	0.00
4	86.88	0.04	0.38	10.22	1.96	3.00
5	74.68	0.06	0.19	23.01	1.54	0.00
6	82.47	0.00	0.37	15.50	1.48	3.00
7	80.21	0.05	0.25	16.43	2.49	3.00
8	66.85	0.00	0.54	31.16	1.09	6.00
9	73.94	0.02	0.15	23.94	1.66	3.00
10	69.21	0.00	0.39	21.12	9.01	3.00
11	80.77	0.03	0.29	17.48	1.17	0.00
12	65.43	0.05	0.61	28.51	5.00	0.00
13	0.53	0.07	0.26	73.36	25.06	3.00
14	25.44	0.04	0.44	42.57	31.12	0.00
15	83.86	0.02	0.00	12.91	2.91	0.00
16	58.84	0.04	0.84	33.80	6.10	0.00
17	43.56	0.03	0.23	52.30	3.48	3.00
18	81.66	0.01	0.11	15.67	2.46	0.00
19	86.57	0.00	0.00	7.21	6.23	0.00
20	87.39	0.00	0.00	11.19	1.21	3.00
<b>Amahlathi</b>	<b>67.18</b>	<b>0.03</b>	<b>0.37</b>	<b>26.41</b>	<b>5.64</b>	<b>33.00</b>

In 2006 a survey was conducted by the Service Delivery Department in conjunction with the Wards Councillors to ascertain the electricity needs of Amahlathi. The table 4b reflects these findings.

Table 4b -Electricity backlog -Amahlathi

Ward Number	Backlog	
1		No Backlog
2		No Backlog
3		No Backlog
4	-	No Backlog
5		No Backlog
6	-	No Backlog
7	-	No Backlog
8	-	No Backlog
9		No Backlog
10	-	No Backlog
11		No Backlog
12	9 740	Backlog
13	4 938	Backlog
14		No Backlog
15		No Backlog
16	-	No Backlog
17		No Backlog
18		No Backlog
19		No Backlog
20	-	No Backlog

Table 5 - Access to Telephones

Ward Number	Telephone in dwelling and cell-phone	Telephone in dwelling only	Cell-phone only	At a neighbour nearby	At a public telephone nearby	At another location nearby	At another location; not nearby	No access to a telephone
1	4.75	4.67	8.01	23.68	50.62	3.87	2.02	2.38
2	2.47	4.66	15.62	13.90	34.86	15.48	4.04	8.97
3	3.23	6.90	18.73	29.11	3.16	8.61	9.56	20.76
4	10.16	16.03	9.02	15.58	42.90	3.09	0.63	2.59
5	0.77	4.24	11.25	6.04	23.65	7.20	22.62	24.23
6	7.69	6.40	20.91	6.70	30.20	8.86	15.62	3.63
7	0.94	7.15	7.93	11.90	34.96	4.42	17.13	15.58
8	1.81	2.72	13.59	25.79	14.67	7.00	7.73	26.69
9	1.66	4.79	18.65	30.70	11.19	4.39	2.72	25.96
10	2.43	3.36	18.75	2.17	48.88	7.17	7.76	9.54
11	1.31	3.50	18.84	19.86	19.43	4.08	13.55	19.43
12	4.84	1.99	13.77	16.17	21.72	17.64	0.61	23.25
13	0.26	0.26	8.34	16.63	14.29	12.88	3.71	43.67
14	3.57	3.06	4.37	19.10	16.55	1.97	9.04	42.35
15	5.97	12.67	9.12	28.17	35.19	2.99	2.42	3.39
16	7.15	7.08	9.12	28.33	40.18	3.65	2.81	1.68
17	4.37	6.85	11.45	23.02	22.09	6.54	9.48	16.21
18	10.35	9.03	13.60	14.88	41.93	3.10	5.42	1.68
19	3.02	7.92	19.22	14.77	40.84	0.53	0.27	13.43
20	5.33	6.88	16.66	12.07	39.51	6.54	7.22	5.87



<b>Amahlathi</b>	4.10	5.90	13.29	17.82	28.44	6.68	7.58	16.18
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Table 6 - Access to Refuse Removal

Ward	Access to Refuse Removal (%)
1	1.76
2	53.36
3	0.00
4	73.31
5	0.39
6	21.03
7	0.00
8	0.00
9	0.00
10	0.00
11	1.02
12	0.00
13	0.13
14	0.66
15	7.14
16	57.78
17	78.82
18	0.00
19	0.00
20	0.00
<b>Total</b>	17.09

**Participatory Needs Analysis**

In relation to the main problems and needs regarding infrastructure and roads, participants in the Participatory Needs Analysis identified the following key issues: -

- Lack of potable water in certain areas
- Poor condition of roads and associated infrastructure
- Inadequate power supply and infrastructure
- Limited access to sanitation infrastructure
- Poor telecommunications networks

### 1.3.2 SUMMARY: - SOME BROAD CONCLUSIONS

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Although, as noted above, available statistics are not up-to-date, the information provided does nevertheless provide clues to the key needs of the Amahlathi Municipal area. In summary, the following is noted:

#### **Water**

##### **Highest percentage of people reliant on natural sources of water:**

Ward 13 – 87.74%

Ward 1– 76.85%

Ward 12 – 100%

##### **Highest percentage of people with access to piped water or a public tap:**

Ward 19– 99.20%

Ward 15– 97.82%

#### **Sanitation**

##### **Highest percentage of people with no access to sanitation facilities:**

Ward 12 - 99.2%

Ward 13 – 78.30%

Ward 14 – 63.34%

##### **Highest percentage of people with access to flush or chemical toilets:**

Ward 4 – 76.97%

Ward 15 – 60.13%

Ward 17 – 87.3%

#### **Electricity**

##### **Highest percentage of people reliant on candles for lighting:**

Ward 13 – 25.06%

Ward 14 – 31.12%

##### **Highest percentage of people with access to electricity for lighting:**

Ward 20 – 87.39%

Ward 4 – 86.66%

Ward 17- 89.5%

These broad indicators, taken with the outcomes of the Participatory Needs Analysis provide a clear picture of the primary infrastructural challenges for the Municipality.

## **1.4 SOCIAL NEEDS**

For the purposes of analysis, social needs have been categorised into sub-groupings as follows: housing; education; health and welfare; and safety and security. The following is noted: -

### **1.4.1 HOUSING**

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In keeping with initial expectations, the provision of housing to meet current backlogs and expressed needs of communities residing in the Amahlathi Municipal area is a key focus of the Municipality.

Analysis of the available data taken from the 2001 Census indicates that approximately 6% of households residing in the area in 2001 lived in backyard accommodation or in informal settlements. This equates to almost 2,100 households. However, it is important to note that a one-to-one correlation between that statistic and actual housing needs cannot be assumed.

In fact, demand for housing remains high throughout the Municipal area, including rural settlement areas, where the Census records that most households there (53% of the total Amahlathi population) live in so-called traditional dwellings. In spite of current projects<sup>1</sup>, therefore, constituencies throughout the Amahlathi area continue to emphasise the need for housing development in both urban and rural settlements.

#### **Participatory Needs Analysis**

In relation to the main problems and needs regarding housing, participants in the Participatory Needs Analysis identified the following key issues: -

- ❑ Insufficient housing in the Municipal area for low-income groups
- ❑ Inappropriate housing for disabled persons

The Amahlathi Municipality, in partnership with the Department of Housing & Local Government, is the principal agency responsible for the planning and provision of housing low-income sector.

Current projects will (or have already) provide approximately 2500 houses.

### **1.4.2 EDUCATION**

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There are some 174 schools in the Amahlathi Municipal area. Current data do not provide a clear picture of their status in terms of infrastructure provision, adequacy of accommodation etc. Based on similar studies, however, it is assumed that a backlog exists regarding the provision of classrooms and learning media and equipment. This is confirmed by the outcomes of the participatory needs analysis below.

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### **Participatory Needs Analysis**

The outcomes of the Participatory Needs Analysis confirmed the following key issues prevail in the Amahlathi Municipal area: -

- ❑ Inadequate number of education facilities (for youth and adult-education)
- ❑ Poor condition of school buildings and resources in many areas

Whilst the Department of Education and the Department of Public Works are the principal agencies responsible for the construction and management of schools, it is vital that the Municipality ensure clear lines of communication with these departments to ensure that needs are registered with them. This is especially important given the youthful profile of the Municipal population.

#### **1.4.3 HEALTH & WELFARE**

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Communities residing in the Amahlathi Municipal area are currently served by 33 clinics and 6 mobile clinics and three hospitals: the Stutterheim Hospital, the Cathcart Hospital and SS Gida Hospital in Keiskammahoek.

Again, needs identified during the participatory needs process highlight that access to effective health services are deemed to be a problem for many people in the area. This may be due both to the fact that certain areas have poor coverage of facilities; whilst in other areas access is limited because of primary infrastructure shortcomings (i.e. roads, stormwater and bridges).

In addition, other shortcomings were identified regarding access to adequate facilities to cater for the elderly and the disabled; as well as the youth and pre-school children.

### **Participatory Needs Analysis**

Participants in the Participatory Needs Analysis confirmed the following key health and social welfare issues prevail in the Amahlathi Municipal area: -

- ❑ Limited access to healthcare
- ❑ Insufficient ambulance services
- ❑ Insufficient facilities to cater for the elderly and disabled
- ❑ Insufficient community halls, libraries, youth centres, crèche / day care centres

#### **1.4.4 SAFETY & SECURITY**

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There are 9 police stations and 3 Magistrates Courts in the Amahlathi Municipal area. Nevertheless, as was the case with access to clinics, the Participatory Analysis confirmed that many communities experience poor access to these services either because of poor coverage

of the facilities or because of the poor condition of roads and telecommunications infrastructure.

#### **1.4.5 OTHER SOCIAL NEEDS**

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In addition to the above specific sub-groupings of social needs, outcomes of the Participatory Analysis included the identification of a number of other areas of need.

##### **Participatory Needs Analysis**

Participants in the Participatory Needs Analysis confirmed the following key health and social welfare issues prevail in the Amahlathi Municipal area: -

- Lack of fencing around fields and graveyards
- Unidentifiable church sites / insufficient church sites
- Access to post office boxes, banking facilities and government services
- Insufficient cemetery space to meet communities' needs
- Insufficient sports facilities
- Unreliable/ expensive public transport

The above issues are taken as key informants for the formulation of development objectives and strategies within the Social Needs cluster.

## 1.5 SPATIAL ANALYSIS

### 1.5.1 KEY SPATIAL DEVELOPMENT FEATURES

(Refer to Plans No. 1a, 5.1 and 5.9)

#### a) General Context

As noted above, the area of jurisdiction of the Amahlathi Municipality accommodates a population of about 139 035 people (some 34,899 households).

The area is categorised by a settlement pattern that encompasses the following: -

- **Urban settlement**, being the towns of Stutterheim, Cathcart, Keiskammahoek and Kei Road.

These towns are characterised by historically fragmented patterns of spatial development, which mirror fragmented and unequal levels of service provision (social facilities and infrastructure), socio-economic well-being, and land tenure arrangements.

Typically, land owned in the formerly designated White urban areas of Stutterheim, Cathcart and Kei Road as well as in Keiskammahoek is held in terms of freehold tenure. Land occupied in the formerly designated Black urban areas is commonly held in terms of lesser forms of tenure (i.e. leasehold) or is informally occupied.

- **Peri-Urban and Rural settlements/villages**, which are located in distinct enclave such as the Keiskammahoek and Elukhanyisweni-Frankfort-Izeli areas (part of the King William's Town villages), the Caba, Ntsitho, Mfula (part of Tsomo villages), and Stutterheim areas which are Toise (Wartburg settlements), the Kubusie settlements, the Mgwali settlements and the Heckel settlement. Cathcart area which is Goshen settlement

These settlement areas are characterised by dispersed villages that are predominantly residential in nature and vary individually in their density of development. These settlements are normally interspersed by free-range grazing areas and, in certain cases, some arable lands, which are usually allocated to individual residents.

Land occupied in these settlements is commonly (although not always) held in terms of lesser forms of tenure or is informally occupied.

- **Extensive Commercial Farmland and Agricultural Smallholdings**, which make up the remainder of the land area of the Amahlathi Municipality.

These areas are characterised by widely dispersed farm homesteads, and areas of cultivation and stock farming. In most cases, larger farms have set aside areas for farm workers' accommodation and afford these workers access to a certain amount of grazing and arable lands.

Land in these areas is commonly held in terms of freehold tenure.

**b) *Natural and Cultural Features***

The Amahlathi Municipal area is notable for including areas of scenic and natural beauty as well as areas of cultural significance. These assets include: -

- Indigenous Forests in the Toise area and, most notably, the forests stretching from north-west of Stutterheim into the Keiskammahoek area. The latter stretch of forest accommodates the Amathole Hiking Trails, heritage sites, waterfalls and game reserves which is a potentially significant local tourism attraction.

These forest areas are noted as conservation-worthy and must be managed accordingly, to ensure sensitive development of tourism assets and the sustainable use of the available resources.

- Wartburg Falls in the Toise (Wartburg) area. This is a potential scenic tourist attraction and needs to be developed to its potential in an environmentally sensitive manner.
- There are various sites where rock paintings have been discovered. These include in the Cathcart vicinity and on the farms Cowsmead and Bulls Run in the Lujilo local area.
- The Keiskammahoek area has long been noted for its agricultural potential, based on its natural assets of favourable soils and adequate water supply for intensive irrigated crop production. However, full development of these assets has been hampered by historically inequitable land management practices, and complex land tenure arrangements in the area.
- Similarly, the area located in the southern sector of the Amahlathi Municipal area, the Elukhanyisweni local area, has also previously been identified as having good potential for irrigated crop production. Again, the full development of this potential has been hampered by lack of infrastructure and adequate land tenure arrangements.

**c) *Settlement Dynamics and Land Needs***

Historically, the Amahlathi Municipal area has experienced significant shifts in patterns of land ownership and has felt the impact of discriminatory land management practices.

More recently, the complex pattern of settlement and land tenure arrangements has been compounded by growing needs for land within the Municipal area and in other surrounding local Municipalities. These land needs stem from a range of factors, including displacement of farm workers from farms, natural population growth and cross-regional population movements.

The Amathole District Municipality's Central Sub-Region Land Reform & Settlement Plan has estimated that the land need in the Amahlathi Municipality's area of jurisdiction is of the order of 3,000 - 3,500 households, *excluding existing need in the urban centres*. In addition, settlements located within the Keiskammahoek area have recorded a need for some 5,000 additional sites (i.e. extension of existing villages).

In addition, a number of settlements in the Keiskammahoek area have already or are soon to be awarded land claims in terms of the Land Restitution Act. These processes are of great significance because of the financial resource flows that they generate to local areas.

Taking the above into account, it is reasonable to conclude that the Amahlathi Municipality has to manage spatial development in a situation where land hunger is manifest in both the urban, peri-urban and rural settlements within its jurisdiction. This is an enormous challenge and will require the Municipality to engage in constructive partnerships with key Government departments, including the Department of Land Affairs and the Department of Housing & Local Government, as well as the Amathole District Municipality, which currently is responsible for implementing a programme of land reform in the area including the Amahlathi Municipality.

**d) *Conclusion: Priority Spatial Development Issues***

Based on the above, the following priority issues for spatial development and land use management are noted: -

- The current settlement pattern within the Municipality is fragmented both at the broader Municipal scale and at the local urban scale. This fragmentation mirrors differences in levels of infrastructure provision, land tenure arrangements and socio-economic well-being. It is essential, therefore, that strategies to overcome this spatial and socio-economic fragmentation be implemented where physically and fiscally possible.
- There is a dynamic pattern of land need and informal settlement formation within the Municipality. Accordingly, there is a pressing need to implement a range of land reform initiatives, (including significant land restitution processes) in the Municipal area, for which the Municipality will need to provide support and engage in partnerships with key funding and implementing agencies.



- The natural resources and scenic assets that exist in the Amahlathi Municipal area need to be carefully managed in order to ensure their appropriate development and sustainable use.

## **1.6 FINANCE & INSTITUTIONAL ISSUES**

The Amahlathi Municipality is currently engaged in an Institutional Planning exercise. The outcomes of this exercise will serve to highlight the priority issues facing the Municipality, as well as provide guidance on ways and means to address these needs in order to build further the capacity of the organisation to carry out its constitutional mandates.

### **1.6.1 PROTECTION SERVICES**

The Municipality has staffed its Protection Services division. The following analysis pertains to the issues of Traffic Control and Disaster Management: -

- The Traffic Department now provides coverage over the entire Municipal area. However, the expanded area of coverage requires additional provision for staffing and equipment in order to facilitate the rendering of an effective service.
- Testing facilities such as an A-Grade Vehicle Testing Station was opened in 2006/7 and a Weigh Bridge is now required to assist the Municipality in the efficient administration of vehicular traffic and licensing.
- The issue of Disaster Management is one that needs to be taken up progressively. In this regard, manpower once again plays a role. [ Amathole District Municipality function ]
- The provision of security to protect Municipal assets is highlighted as a need.

## **2. PROBLEM STATEMENT**

In summary, the Participatory Needs Analysis and technical analysis processes have resulted in the identification of priority development issues for the Amahlathi Municipality. These priority issues may be clustered (or grouped) into overall groupings, as follows: -

**Local Economic Development** - The Amahlathi Municipal area has a resident population whose main challenges are in countering the effects of endemic poverty and under development. This translates into a need to focus great efforts on the expansion of local economic development in the area.

In this regard, focus areas include facilitating sectoral growth in tourism, local manufacturing, agriculture and forestry and small, locally based enterprise development. Poverty relief and food security are also seen as important areas within this cluster.

**Infrastructure Development** - The Amahlathi Municipal area has numerous local areas where significant backlogs exist in the provision of basic services such as water, sanitation, electricity and solid waste disposal.

In addition, much of the road network in the area requires urgent maintenance and/or re-construction, whilst there are some areas where new access roads and bridges need to be constructed simply to afford residents ease of mobility. The addressing of these infrastructure needs is accepted as one of the key focus areas for the Amahlathi Municipality. The M.I.G programme is assisting in aiding in addressing these backlogs.

**Social Needs** - The key areas of need in this cluster include housing, improvement in education infrastructure across the range of pre-school facilities to adult education, better access to welfare support institutions and facilities for the aged, the disabled and the sick, and provision of sports fields, community halls and minor works such as fencing.

**Socio-Spatial Development** - It is important for the Amahlathi Municipality to follow a structured approach in focusing development and capital investment in the settlements that make up its area in order to counter further fragmentation in the settlement patterns both at a local and at a municipal-wide level. To this end a Spatial Development Framework was approved of on 23 February 2007.

Careful land use management and the conservation and appropriate use of existing natural and cultural heritage resources is of great importance for the area and can result in order to add value to local economic development initiatives and to ensure that the provision of infrastructure is carried out in a more sustainable manner than has occurred in the past.

Moreover, an important consideration for the municipality in this regard is the need to support land reform processes in its area of jurisdiction, most notably (but not exclusively) in the Keiskammahoek area, where land restitution processes are rapidly approaching settlement.



# **Chapter Three**

**Revised Development Strategies**

## CHAPTER THREE

## FORMULATING DEVELOPMENT STRATEGIES

This section reports on the work undertaken to address in a strategic manner the key areas of need identified during the Analysis Phase of the IDP process. In this regard, four key components have guided the formulation of the Municipality's development strategies and associated project identification. These are:

1. The Vision Statement of the Amahlathi Municipality;
2. The General Principles outlined in Chapter I of the Development Facilitation Act (Act 67 of 1995);
3. The principles guiding spatial development and investment, which are set out in the *Eastern Cape Provincial Spatial Development Plan* and
4. The Revised Objectives and Strategies of the Municipality. These were formulated in line with the proposed revision of development sector clusters defined in consultation with the Amathole District Municipality. The Municipality's objectives were also substantially informed by previous objectives formulated broadly at the District level in relation to the clusters and the draft Municipal Performance Management System outlined in Chapter 4 below.

### 1. MUNICIPAL VISION, MISSION AND VALUES

In 2001, the Amahlathi Municipality adopted the following **Vision** to inform its activities:

*Amahlathi Municipality as an integrated unit shall become the model  
For the community empowerment, participative management, and a transformed and  
proactive municipality.*

The following **Mission Statement** provides the focus for the projects listed below:

*Amahlathi Municipality in partnership with its community shall:*

- Create sustainable and better services for all*
- Improve communications*
- Emphasise better usage of resources*
- Provide infrastructure and*
- Build investor confidence*

2. PRINCIPLES OF THE DEVELOPMENT FACILITATION ACT THE FOLLOWING SUMMARY HIGHLIGHTS THE KEY GENERAL PRINCIPLES APPLICABLE TO LAND DEVELOPMENT WITHIN THE AMAHLATHI MUNICIPALITY. A MANUAL ON THE GENERAL PRINCIPLES CONTAINED IN CHAPTER I OF THE DEVELOPMENT FACILITATION ACT, 67/1995 IS AVAILABLE FROM THE AMAHLATHI MUNICIPALITY ON REQUEST, FOR FURTHER REFERENCE.

### Summary of Key General Principles in Chapter I of the DFA (Act 67 of 1995)

**All laws, policies and administrative practices affecting land development should:**

- Facilitate the development of both new formal and existing informal settlements; there is therefore no bias in favour of any one sort of development and no individual community or group in an area can claim preferential treatment without a good reason.
- Discourage land invasions without ignoring the reality and history of informal land development processes.
- Promote efficient and integrated land development that, among other things: integrates rural and urban areas, integrates poor and rich, black and white areas in towns and cities, and integrates different land uses rather than keeping them strictly separate.
- Discourage urban sprawl and contribute to more compact cities.
- Make maximum use of all available resources and avoid duplicating existing infrastructure and services.
- Promote the development of housing and work opportunities near to each other, and encourage environmentally sustainable practices and processes.
- Be clear and easily understood - they should also provide guidance and information to people in or affected by the land development process, rather than simply trying to control the process and the people.
- Promote sustainable development that:
  - *Is within the fiscal, institutional and administrative means of the country.*
  - *Establishes viable communities.*
  - *Protects the environment.*
  - *Meets the basic needs of all citizens in a viable way.*
  - *Ensures the safe use of land*

### 3. PRINCIPLES CONTAINED IN THE EC SPATIAL DEVELOPMENT PLAN

The Amahlathi Municipality has sought direction to guide its strategies on the management of development and the prioritisation of capital investment *within the context of the spatial arrangement of different forms of land uses and settlement types in the area*. Following the lead of the Amathole District Municipality, the Municipality has adopted the direction given by the draft Eastern Cape Provincial Spatial Development Plan (October 2001). The following applies: -

#### Guidelines to Direct the Management of Socio-Spatial Development

- There is a need to **focus on rationalising the rural economy**;
- There is a need to **properly conceptualise the hierarchical position, relative importance and sustainability of settlements**, and their **inter-relationships** amongst each other and with their hinterlands;
- There is a need to **focus on what is achievable in developmental terms** and how this relates to spatial development proposals (the Spatial Development Framework);

#### The Preferred Approach to Management of Socio-Spatial Development

At the outset, it is accepted that it is every South African Citizen's *constitutional right* to receive basic services and to have their developmental needs met within the limits of available resources. Therefore, the preferred approach to manage spatial development and the direction of capital investment needs to be a compromise, which recognises the limits of available resources but proposes targeted and phased development in an effort to address basic needs and create the environment for local economic development (whether in a rural or urban context).

This strategy is termed an **Integrated Spatial Development Strategy**; as follows:

- ❑ Focus investment and upgrade existing rural settlements, villages and towns on a phased basis according to available resources and development priorities;
- ❑ Reinforce development nodes and development areas through building on strengths and bulk infrastructure; and
- ❑ Focus on economic upliftment and employment creation through LED, Agriculture, SMME's and industrial programmes.

One of the fundamental principles of this strategic approach is the need to set criteria for investment in services, infrastructure and housing, based on a choice amongst differential levels of services. Such criteria would result in focused investment in areas where settlement could be encouraged, and less investment in areas where settlement should be discouraged.

**Proposed Spatial Development Policies and Principles**

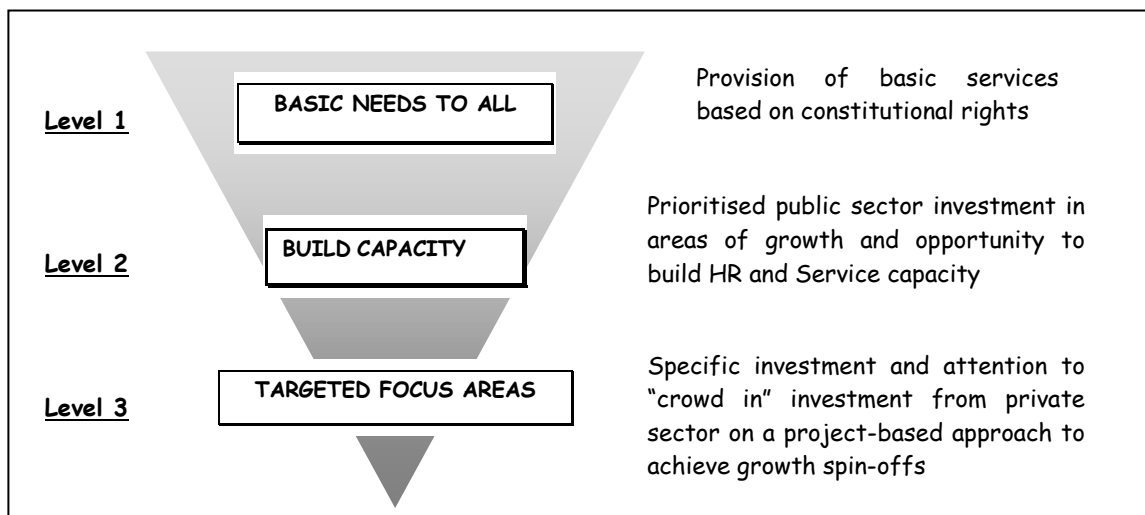
The adoption of the above philosophy and strategic approach means that the Amahlathi Municipality falls in line with the Provincial direction on these matters and will apply policies of investment and development facilitation at three levels to achieve the most significant results.

**Level 1** would fulfil basic human rights in the provision of basic services to both urban and rural areas, at a minimum level, according to available resources. This would be guided by backlogs in these areas, the proximity of existing bulk services and special priorities identified in the IDP.

**Level 2** will ensure the managed investment of public sector funding in urban and rural areas in order to strengthen current local capacity, build on the strengths and opportunities which exist and to maximise potential from the existing infrastructure and settlement system. Capacity building would also include institution building, training, skills transfer and community empowerment.

**Level 3** would involve the provision of adequate funding to strategically targeted development zones, which have development potential. These will represent areas, nodes or areas of opportunity, where a special focus of effort and investment will attract interest from the private sector to invest; either in joint ventures with Government or independently, in order to develop economic growth opportunities and potential which already exists.

The above principles and strategic approach is illustrated below: -



*Adapted from the draft Eastern Cape Provincial Spatial Development Plan (Nov 2001)*

These principles are, together with the General Principles contained in Chapter I of the DFA, taken as the primary informants in the formulation of the Spatial Development Framework to guide socio-spatial development and land use management in the Amahlathi Municipal area.

**4. NATIONAL DEVELOPMENT OBJECTIVES**



The Municipal Objectives need to be in-line with the National Targets for development as set by the Government. These are listed in the table below:

National Development Targets for 2014	National Key Performance Indicators
Reduce poverty by half	The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal
Reduce unemployment by half	The percentage of households earning less than R1100 per month with access to free basic services
Provide the skills required by the economy	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan
Ensure that all South African are able to fully exercise their constitutional rights and enjoy the full dignity of freedom	The number of jobs created through municipality's local economic development initiatives including capital projects
Provide a compassionate government service to the people	The number of people from employment equity target groups employed in the three highest management in compliance with a municipality's approved employment equity plan
Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents	The percentage of a municipality's budget actually spent on implementing its workplace skills plan
Significantly reduce the number of serious and priority crimes and cases awaiting trial	Financial viability as expressed by the following ratios <b>A= B-C/D</b> (A- debt coverage, B- total operating revenue received, C- operating grants, D- debt service payments due within the financial year) <b>A=B/C</b> (A-outstanding service, B- total outstanding service debtors, c- annual revenue actually received for services) <b>A=B+C/D</b> (A- cost coverage, B-all available cash at a particular time, C- investments, D- monthly fixed operating expenditure)
Position South Africa strategically as an effective force in global relations	

## **5. MUNICIPAL DEVELOPMENT OBJECTIVES**

The Municipal Development Objectives are classified in terms of the *revised* Development Sector Clusters established through the mediation of the Amathole District IDP Framework Committee.

The process of identifying objectives was founded on the objectives developed by Amathole District Municipality, and made use of the Representative Forum to ensure that the objectives identified would enable communities to attain the maximum benefit from all subsequent processes. The following objectives, per sector development cluster, were identified:

### **5.1 INFRASTRUCTURE OBJECTIVES**

Objectives set out in relation to the infrastructure cluster may be broken down into sub-groups, set out below: -

#### **5.1.1 OBJECTIVES IN RELATION TO WATER PROVISION**

- To provide adequate maintenance on all water infrastructure

#### **5.1.2 OBJECTIVES IN RELATION TO SANITATION INFRASTRUCTURE PROVISION**

- To provide adequate maintenance on all Sanitation Infrastructure

#### **5.1.3 OBJECTIVES IN RELATION TO ROADS AND TRANSPORT**

- To ensure adequate transport systems for efficient movement of people & goods through proper planning.
- Provide Road Maintenance on Municipal Roads (gravel)
- Provide Road Maintenance on Municipal Roads (Tar)

#### **5.1.4 OBJECTIVES IN RELATION TO ELECTRICITY/ELECTRIFICATION**

- Provide Electricity to all by 2014
- Provide Energy to scarcely populated areas
- Provide Area Lights to All Settlements

#### **5.1.5 HOUSING OBJECTIVES**

- Reduce Housing backlog by half in 2014.

## **5.2 LOCAL ECONOMIC DEVELOPMENT**

### **5.2.1 TOURISM DEVELOPMENT OBJECTIVES**

- To promote tourism within Amahlathi in preparation for 2010 and beyond

### **5.2.2 LOCAL AGRICULTURAL DEVELOPMENT OBJECTIVES**

- To facilitate increase of food security
- To have sustainable agricultural programmes

### **5.2.3 HERITAGE AND CRAFT**

- Preserve our Culture/History and uncover hidden talents through craft

## **5.3 SOCIAL NEEDS & ENVIRONMENTAL OBJECTIVES**

The social needs cluster addresses a wide range of needs and the objectives set out below are grouped in order to respond to individual outcomes of the Participatory Needs Analysis. The following applies: -

### **5.3.1 HEALTH OBJECTIVES**

- Ensure that all households have access to adequate health care services by 2010
- Reduce impact of HIV & Aids by 2010

### **5.3.2 EDUCATION OBJECTIVES**

- To ensure education facilities have access to basic services (water, sanitation, and electricity)

### **5.3.3 SOCIAL AMENITIES OBJECTIVES**

- Ensure that Multipurpose Community Centres and Community Halls are developed and maintained in each village
- Facilitate with Department of Sport, Arts & Culture upgrading of existing and development of new sports and recreation facilities
- Facilitate with Department of Social development for development of adequate facilities for the care of people with disability, elderly and orphans

#### **5.3.4 SAFETY & SECURITY OBJECTIVES**

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- To ensure safe and healthy environment
- To reduce the number of crime incidents (level of crime)

#### **5.3.3 DISASTER MANAGEMENT OBJECTIVES**

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- To effectively deal with disasters that occur in the municipality

#### **5.3.4 FIRE SERVICES OBJECTIVES**

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- Provide fire fighting services throughout the Municipality by 2009.
- To reduce the number of fire incidents

#### **5.3.5 TRAFFIC OBJECTIVES**

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- Provide safety measures

#### **5.3.6 ENVIRONMENTAL DEVELOPMENT OBJECTIVES**

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- Re viewed Integrated Environmental Management system is in place.
- To provide a clean environment by collecting refuse in all Amahlathi areas.

## **5.4 FINANCE AND INSTITUTIONAL OBJECTIVES**

The Amahlathi Municipality has initiated an Institutional planning process, which is to address the needs for institutional development and financial management in detail.

### **5.4.1 FINANCE OBJECTIVES**

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- To ensure effective communication through out all Council activities.
- Ensure fully functional Audit Committee and Internal Audit System.
- Ensure effective Financial Management System
- Develop effective Information System

### **5.4.2 INSTITUTIONAL OBJECTIVES**

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- Employment Equity in the workplace
- Capacitation of Staff, Councillors and Ward Committees
- Build sense of belonging among Amahlathi Community
- Ensure maximum usage of land and development
- Ensure that Municipal-owned buildings are in a good state of repair
- Ensure that a fully functional IDP is adopted

**6. SYNTHESIS: REVISED DEVELOPMENT OBJECTIVES, STRATEGIES, INDICATORS AND TARGETS**

The revised development objectives were further elaborated into related strategies, indicators and targets. It should be noted that where available, inputs received from the Amathole District Municipality's Sector Plan initiatives were taken into account.

The strategies per revised development cluster are set out below.

**INFRASTRUCTURE**

Perspective	Key Priority Area (KPA)	Weighting -80%	Objective	Key Performance Indicator (KPI)	Measurement Source and Frequency	Planned VS Actuals	Baseline	Annual Target	ACTUAL TARGET AGREED Year - 2010/2011			
									10-Sep	30-Sep	31-Dec	31-Mar
Development outcome			To ensure adequate transport system for efficient movement of	No. of quarterly meeting which takes place	Quarterly Reports	Planned	2	4	1	2	3	4
						Actual						
Service Delivery (Outputs)			To provide access road maintenance on municipal road (gravel & tar)	Length in km of gravel roads upgraded	Monthly Reports	Planned	120 km	240 km	60 km	120 km	180 km	240 km
						Actual						
				Kg of tar mix used to fill potholes	Monthly Reports	Planned	30 000 kg	40 000 kg	10 000 kg	20 000 kg	20 000 kg	40 000 kg
						Actual						
				Time taken to repair stormwater/ manhole covers	Monthly Reports	Planned	14 days	10 days	7 days	7 days	7 days	7 days
						Actual						
No. of reported potholes filled	Quarterly Reports	Planned	500	600	150	300	450	600				
		Actual										
Service Delivery (Outputs)			To ensure that municipal buildings are in a good state of repair	% development of a comprehensive maintenance plan	Comprehensive maintenance plan	Planned	0%	100%	0%	0%	0%	0%
						Actual						
				No. of municipal building repaired	Quarterly Reports	Planned	7	3	0	2	0	3
						Actual						
Service Delivery (Outputs)			To provide electricity to all by 2014	No. of additional Households receiving free Basic Electricity	Yearly Report	Planned	27000	12000	0	6000	0	12000
						Actual						
				No. of new high-mast street lights installed (MIG)	Yearly Report	Planned	5	5	2	2	0	5
						Actual						
				Time taken to repair street lights	Quarterly Report	Planned	7 days	6 days	6 days	6 days	6 days	6 days
Actual												

				Time taken to repair faulty meters	Quarterly Reports	Planned	48 hrs	24 hrs	24 hrs	24 hrs	24 hrs	24 hrs
						Actual						
				% reduction on electricity losses	Quarterly Report	Planned	17%	16%	16%	16%	16%	16%
						Actual						
				No. of houses connected (ESKOM)	Yearly Report	Planned	27000	1900	0	1600	0	1900
						Actual						
Resource Management (Inputs)	Financial viability and management		All grant/capital infrastructure funding for service delivery is expended in the financial year	% of MIG capex spent	Financial Statements	Planned	80%	90%	40%	60%	80%	90%
							Actual					
Resource Management (Inputs)			To improve corporate governance protocols	% development of an Service Level Agreement with ESKOM	Signed SLA with ESKOM	Planned	0%	75%	19%	38%	50%	75%
						Actual						



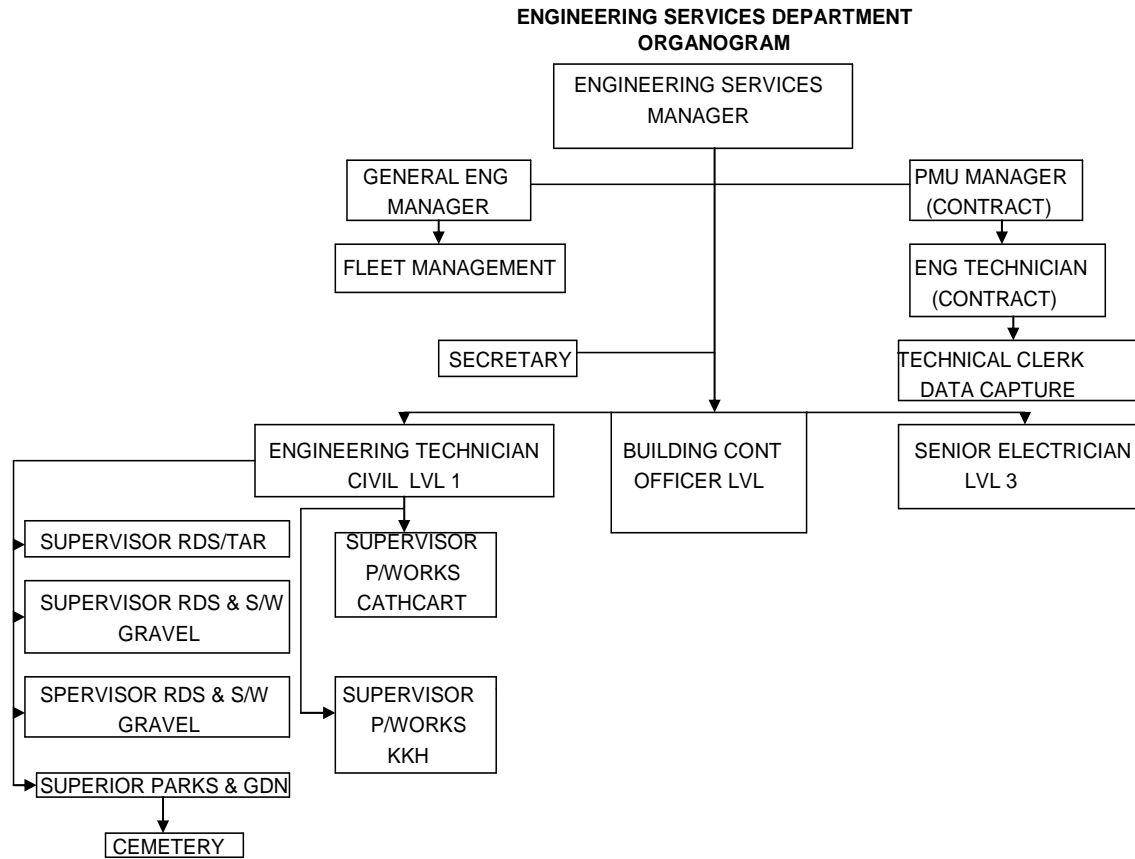
<b><u>VAT FUNDED BUDGET - COUNCIL APPROVED PROJECTS</u></b>		
NO	PROJECT NAME	2010/2011
1	Feasibility Studies	792,656,90
2	Upper Izele Community Hall	984,254,00
3	Isidenge Creche	100,000,00
4	Hokwana Internal Roads	672,014,00
5	Project Management Server & Software	200,000,00
6	Upper Ngqumeya Internal Roads	2,553,376,09
<b><u>TOTAL</u></b>		<b>5,302,300,99</b>
<b><u>NOTES</u></b>		
<p>The following will be covered under feasibility studies:-</p> <ul style="list-style-type: none"> <li>a) Environmental Management Plans for Borrow Pits</li> <li>b) Surety for Borrow Pit Rehabilitation (various projects)</li> <li>c) Basic Assessment for projects</li> <li>d) Surveys</li> <li>e) Drawings</li> <li>f) Reports required for application to Sector Departments</li> <li>g) Geological Investigations</li> <li>h) Fees</li> </ul>		

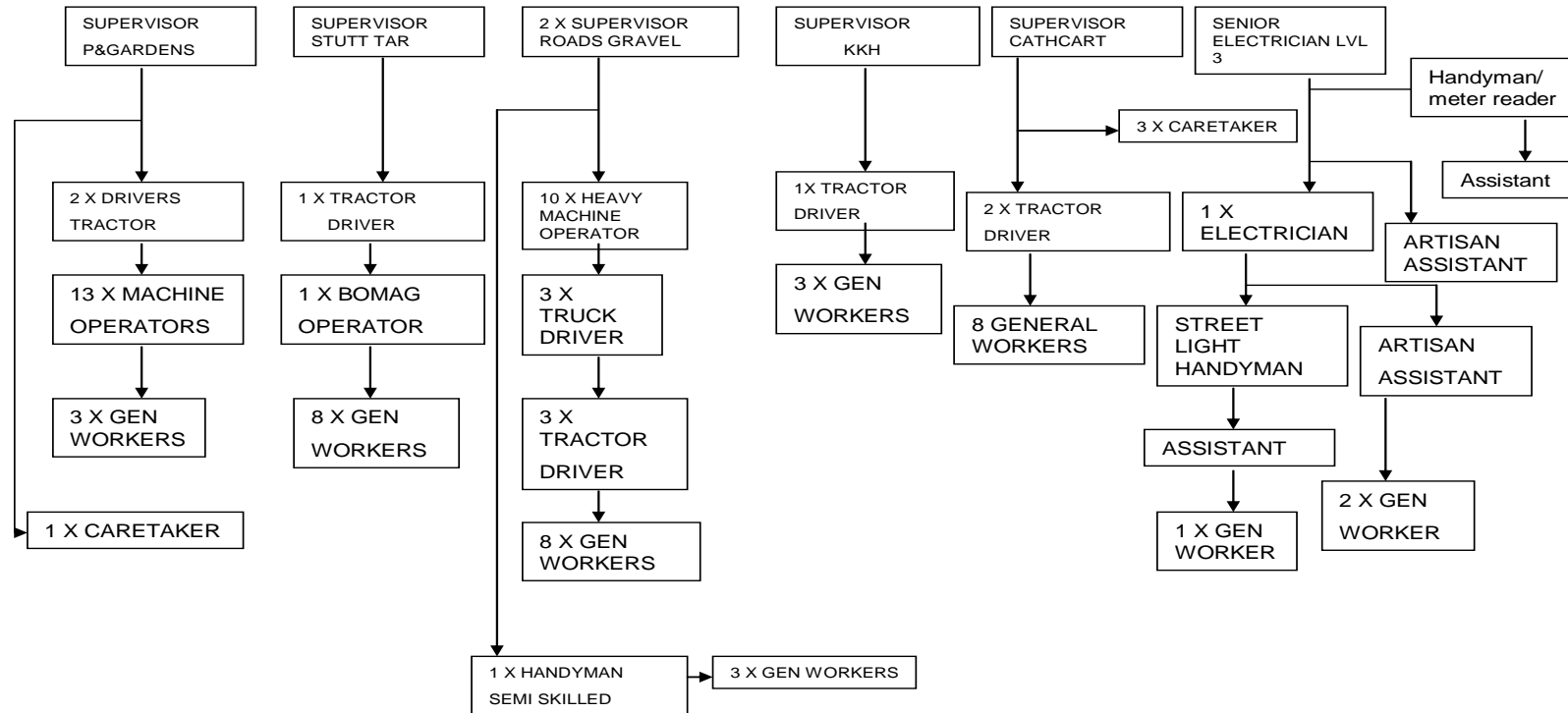
<b>MIG 3 YEAR PLAN FUNDED - COUNCIL APPROVED PROJECTS</b>				
<b>NO</b>	<b>PROJECT NAME</b>	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>
1	PMU Operation Budget 2010/2011	951,350.00	1,144,150.00	1,391,200.00
2	St Mathews Internal Roads	2,404,249.20		
3	Mzamomhle Internal Roads	4,225,296.70		
4	Ngqudela Internal Roads	1,954,134.66		
5	Cathcart Transfer Station	1,477,440.00		
6	Mgwali Internal Roads Phases 1-3	4,150,000.00	4,589,720.00	4,897,510.00
7	Mbaxa Internal Roads	3,864,529.44	3,785,400.00	2,558,770.56
8	Ethembeni Internal Roads Phase 2 & 3		3,868,200.00	4,752,130.00
9	Xholorha Internal Roads Phase 1 & 2		3,377,727.24	2,547,371.75
10	Goshen Village Internal Roads Phase 1		3,546,870.00	
11	Kubusie Internal Roads Phase 1		2,570,932.76	
12	Mortel Park Internal Roads Phase 1			3,870,887.50
13	Nompumelelo Internal Roads			2,533,680.99
14	Tshoxa Internal Roads Phase 1			2,868,200.00
15	Nyameni Internal Roads Phase 1			2,404,249.20
		19,027,000.00	22,883,000.00	27,824,000.00
		2010/2011	2011/2012	2012/2013
Allocations		19,027,000.00	22,883,000.00	27,824,000.00

Balance (in figures)	0.00	0.00	0.00
Balance (in %)	0%	0%	0%

AM AHLATHI MUNICIPALITY								
DETAILED CAPITAL BUDGET FUNDED FROM ACCUMULATED SURPLUSES								
Code	Description	Life	Budget 2010/2011	Annual Dep	Budget 2011/2012	Annual Dep	Budget 2012/2013	Annual Dep
<b>Public Health</b>			7,000	1,000	7,300	1,043	7,700	1,100
	Furniture and Equipment	7	7,000	1,000	7,300	1,043	7,700	1,100
<b>Refuse Removal</b>			90,000	17,429	91,000	17,571	1,941,500	281,929
101-138-4-01-0005	Trolley Bins	5	80,000	16,000	80,000	16,000	80,000	16,000
101-138-4-01-0130	Refuse Compactor	7	-	-	-	-	1,850,000	264,286
	Furniture and Equipment	7	10,000	1,429	11,000	1,571	11,500	1,643
<b>Commonage</b>			50,000	10,000	500,000	50,000	25,000	5,000
140-150-4-01-0145	Roads in Plantation	10	-	-	500,000	50,000	-	-
140-150-4-01-0150	Tools and Equipment	5	50,000	10,000	-	-	25,000	5,000
<b>Housing</b>			132,000	18,857	12,000	1,714	15,000	2,143
	Bakkie	7	120,000	17,143	-	-	-	-
	Furniture and Equipment	7	12,000	1,714	12,000	1,714	15,000	2,143
<b>Public Works</b>			1,945,000	128,714	3,238,000	353,981	2,468,000	150,267
110-142-4-01-0015	Resurfacing Tar Roads	20	1,000,000	50,000	1,000,000	50,000	1,000,000	50,000
110-142-4-01-0020	Grader	15	-	-	-	-	-	-
110-142-4-01-0025	Tractor	15	-	-	220,000	14,667	250,000	16,667
110-142-4-01-0155	Water Tanker	7	-	-	900,000	128,571	-	-
110-142-4-01-0160	TLB	15	750,000	50,000	-	-	-	-
110-142-4-01-0165	Front End Loader	15	-	-	-	-	1,200,000	80,000
110-142-4-01-0175	Bakkie	7	180,000	25,714	200,000	28,571	-	-
	Tipper Truck	7	-	-	900,000	128,571	-	-
	Tools	5	15,000	3,000	18,000	3,600	18,000	3,600
<b>Municipal Buildings</b>			5,000	714	5,000	714	5,000	714
	Furniture and Equipment	7	5,000	714	5,000	714	5,000	714
<b>Town Treasurer</b>			70,000	10,000	73,000	10,429	77,000	11,000
	Furniture and Equipment	7	70,000	10,000	73,000	10,429	77,000	11,000
<b>Local Economic Development</b>			5,000	714	-	-	-	-
	Furniture and Equipment	7	5,000	714	-	-	-	-
<b>Council General</b>			15,000	2,143	3,000	429	3,000	429
	Furniture and Equipment	7	15,000	2,143	3,000	429	3,000	429
<b>Traffic</b>			57,518	11,218	135,000	26,714	5,000	714
	Firesrms X 2	5	14,000	2,800	-	-	-	-
	VCP Kit	5	38,518	7,704	-	-	-	-
	Natis Terminal X 2	5	-	-	130,000	26,000	-	-
	Furniture and Equipment	7	5,000	714	5,000	714	5,000	714
<b>Parks</b>			35,000	7,000	40,000	8,000	40,000	8,000
	Equipment	5	35,000	7,000	40,000	8,000	40,000	8,000
<b>Fire</b>			1,000,000	146,714	20,000	4,000	20,000	-
	Pumper Fully Equipped	7	950,000	135,714	-	-	-	-
	Equipment	5	50,000	10,000	20,000	4,000	20,000	-
<b>Strategic Planning and Community Services</b>			240,000	25,714	10,000	-	10,000	-
	Overhead Advertising Structure	7	180,000	25,714	-	-	-	-
	Furniture and Equipment	7	60,000	8,571	10,000	1,429	10,000	1,429
<b>Executive Services</b>			4,000	571	4,000	571	4,000	571
	Furniture and Equipment	7	4,000	571	4,000	571	4,000	571

AM AHLATHI MUNICIPALITY								
DETAILED CAPITAL BUDGET FUNDED FROM ACCUMULATED SURPLUSES								
Code	Description	Life	Budget 2010/2011	Annual Dep	Budget 2011/2012	Annual Dep	Budget 2012/2013	Annual Dep
	<b>Town Engineer: Administration</b>		20,000	2,857	20,000	2,857	20,000	2,857
	Furniture and Equipment	7	20,000	2,857	20,000	2,857	20,000	2,857
	<b>Human Resources</b>		6,000	857	6,500	929	7,000	1,000
	Furniture and Equipment	7	6,000	857	6,500	929	7,000	1,000
	<b>Corporate Services</b>		15,000	2,143	16,000	2,286	16,000	2,286
	Furniture and Equipment	7	15,000	2,143	16,000	2,286	16,000	2,286
	<b>Project Management Unit</b>		11,000	1,571	12,000	1,714	12,000	1,714
	Furniture and Equipment	7	11,000	1,571	12,000	1,714	12,000	1,714
	<b>Special Programmes Unit</b>		5,000	714	-	-	-	-
	Furniture and Equipment	7	5,000	714	-	-	-	-
	<b>Electricity</b>		1,318,300	43,443	844,600	27,620	929,500	30,383
10-148-4-01-0095	HVoltage Switch Gear	30	113,300	3,777	124,600	4,153	137,100	4,570
10-148-4-01-0105	Upgrade/New Street Lights	30	-	-	-	-	-	-
10-148-4-01-0110	H/V Line Replacement	30	220,000	7,333	242,000	8,067	266,200	8,873
10-148-4-01-0115	LT Infra Lines	30	220,000	7,333	242,000	8,067	266,200	8,873
10-148-4-01-0150	22 KV Transformer Protection C/Cart	30	200,000	6,667	220,000	7,333	242,000	8,067
10-148-4-01-0175	Upgrade Eskom Bulk Supply to 4,5Mva Equipment	5	550,000	18,333	16,000	3,200	18,000	3,600
	<b>Electricity: Street Lights</b>		70,000	10,000	10,000	1,429	10,000	1,429
	Equipment	7	70,000	10,000	10,000	1,429	10,000	1,429
			<b>5,100,818</b>	<b>447,161</b>	<b>5,047,400</b>	<b>514,315</b>	<b>5,615,700</b>	<b>504,050</b>





## UNFUNDED PROJECTS

Ward	Roads & Public Transport	Sanitation	Water	Electricity	Housing	Cemeteries
1	<p><b>Internal Roads</b> Lower Zingcuka. Low level bridge Lower Zingcuka</p> <p><b>Low level bridge</b> Upper Zingcuka Masincedane</p> <p><b>Bridge</b> Ngxondorheni</p>	<p><b>Toilets</b> Lower &amp; Upper Zingcuka</p> <p><b>Toilets</b> Masincedane</p>	-	<p><b>High Mast Lights</b> Ngxondorheni Lower Zingcuka Masincedane</p>	-	-
2	<p><b>Road</b> from Town to Cemetery</p> <p><b>Tarred Bridge</b> in Ngqudela extension.</p> <p><b>Bridge</b> at Peter's Farm K/K/ Hoek Taxi Rank</p>	<p><b>Toilets</b> Kom Extension.</p> <p><b>Toilets</b> – Ngqudela Extension (edrayini)</p> <p><b>Toilets</b> – Bumbane Extension</p> <p><b>Toilets</b> - Khayelitsha</p>	<p>Ngqudela Extention.</p> <p>Bumbane Extention.</p> <p>Kom Extention. Bompass</p>	-	<p><b>RDP Houses.</b> Sophumelela</p> <p><b>RDP Houses</b> Tshoxa</p>	-
3	<p>Luphindweni Access Road Mchewula Access Road Mthanjeni Access Road Lubomvini Access Road Tswisheni Access Road Hlotseni Access Road</p>	-	-	-	-	-
4	<p>Bridge – Goshen Daliwe Internal Road Daliwe Main Road resurfacing Cathcart Town Resurfacing</p>	<p><b>Toilets</b> Goshen</p>	<p>Goshen Phase 2 Daliwe Sceptic Tanks/ Sewer</p>	-	<p><b>RDP Housing.</b> Goshen</p>	-



5	<b>Internal Roads -</b> Bomvana Ndumangeni Ngqanda	<b>Toilets</b> Katikati, Bomvana	<b>Standpipes</b> – Bomvana Ndumangeni Ngqanda	<b>High Mast Lights</b> – Bomvana, Ndumangeni Ngqanda	-	<b>Fencing</b> Ngqanda Bomvana
6.	<b>Kubusie</b> Internal Road and Grids	<b>Kubusie</b> Toilets	Additional Stand Pipes	-	<b>RDP Housing</b> Ngcobo Village Amatolaville	-
7	<b>Bridges</b> Ediphini Egadini KwaNciya  Regravelling of Internal Roads	-	Stand Pipes for Ethembeni.	<b>Electricity</b> for some villages. <b>High Mast lights</b> Ethembeni	RDP housing for all villages.	-
8	Donqaba internal roads Khayelitsha Internal Roads Nomzamo Internal Roads & Bridge Nompumelelo Internal Roads & Bridge Hokwana Internal Roads	-	Nomzamo Stand Pipes	-	<b>RDP Houses</b> Donqaba, Khayelitsha, Nomzamo, Nompumelelo & Hokwana	-
9	Internal roads – Freshwater Internal roads - Stanhope Internal roads - Jerseyvale Internalroads– Nonkululeko Internal Roads – Kei Road	-	-	Freshwater Stanhope Jerseyvale Nonkululeko Gasela Cobongo Kei Road	-	-
10	Burnshill Low level bridge. Internal Roads – All villages [except Zanyokwe]	<b>Toilets</b> Burnshill Lenye Zanyokwe	Ngcamngeni water reticulation	-	<b>Small holdings</b> Zanyokwe Madubela	-
11	Lower Rabula Internal and Access Roads Upper Rabula Internal Roads Upper Ngqumeya Internal Roads Regravel Road from Lower Ngqumeya to Sandile Dam	-	-	<b>High Mast Lights</b> for Lower & Upper Ngqumeya	-	-
12	Cenyu – Lower Nqolosa Access Road Bengu Road Bridge Lower Nqolosa	-	-	-	-	-

	Ncekemfu Road Lamthole Road Dyabha Road Sginggini Road					
13	Luphindweni Access Road. Mchewula Access Road Mntanjeni Access Road Lubomvini Access Road Tswisheni Access Road Hlotsini Access Road	-	Standpipes all villages	Electricity in all villages	--	-
14	-	Completion of Sanitation projects	Upgrading waterpump generators – Heckel	Electrification of Newly Developed areas- Mgwali, Heckel. Installation of High Mast Lights	-	-
17	Additional Robots for Town Rehabilitation of side walks	Isidenge sewerage lines Upper-Izele Toilets	Isidenge water Extension Upper Izele standpipes for schools	Upper Izele High Mast Lights	Isidenge – Additional RDP Housing Upper Izele RDP Housing	-
18	Mxhalanga internal roads Mbaxa internal roads Nothenga internal roads Gubevu internal roads	-	-	-	-	-
19	Internal Roads–Luphondweni, Cwengcwe, Magqobhokeni Bridges–Luphondweni, Cwengcwe, Magqobhokeni	-	Mbhashane& Magqobhokeni	High mast lights – Luphondweni , Cwengcwe, Magqobhokeni, Kuwait, Luytville & Ramnyiba	-	-
20	Elukhanyisweni Internal Roads Emzontsundu Internal Roads	Elukhanyisweni toilets. EMzontsundu Toilets	-	Elukhanyisweni High Mast EMzontsundu High Mast Motel Park High Mast Light	Elukhanyisweni RDP Housing EMzontsundu RDP Housing Motel Park RDP Housing	-

NO	PROJECT	WARD	FUNDER	9/10 YR	10/11 YR	11/12 YR	12/13 YR	13/14 YRS
1	Electrification, Tsomo	13,14	DME	2,900,000	3,335,000	-	-	-
2	Replacing overhead lines, NER,D/EC 124	17	Internal Loan	825,000	-	-	-	-
3	Extending FBE Municipal wide	All	10 % Equity Share	1,200,000	3,500,000	4,725,000	6,378,750	8,611,313
4	Electrification of Xholorha	17	DME	1,200,000	-	-	-	-
5	Upgrade Electricity RingFeed Cathcart, NER/D/EC 124	4,5,17	DME	550,000	605,000	665,500	732,050	805,225
7	Electrification, Chris Hani, Mama, Kubusie	6	DME	1,500,000	-	-	-	-
8	Bulk Electricity upgrade Domestic, Stutterheim NER/D	17	440,000	484,000	532,400	585,400	585,640	644,204
9	High Voltage Lines Replacement	4, 17	Internal loan	308,000	338,800	372,680	409,948	450,943
10	<b>Electrification</b> Amahlathi Settlements Feasibility Study	4,11,14,16	-	308,000	-	-	-	-
11	High voltage Switch gear, NER/D/EC 124	14,17	Internal loan	55,000	60,500	66,550	73,205	80, 526
12	Upgrade.New Streetlights, NER/D/EC 124	14,17	Internal loan	583,000	641,300	705,430	775,973	853,570

13	Repaving 1 LDV 4x4 D/cab, c/w winch & canopy	All	Internal loan	400,000	440,000	484,000	532,400	585,640
14	Upgrade bulk electricity supply industrial area Stutt, NER/D/EC 124	17	DME	770,000	847,000	-	-	-
15	GIS Database Integration of Data & Maps, EC 124 wide	All	ADM	-	850,000	935,000	1,028,000	1,131,350
16	<b>Highmast Lights</b> Keiskammahoek	2	MIG	-	3,500,000	3,850,000	4,235,000	4,685,000
17	<b>Electrification –</b> St Mathewws, Upper Gxulu	3	DME	-	2,200,00	2,420,00	2,662,000	2,928,200

18	Electrification Kom Ngxalawe	2	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
19	<b>Electrification</b> Sinobatini	13	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
20	<b>Electrification</b> Gubevu Mbaxa Mxhalanga	18	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
21	<b>Electrification</b> Silositsha Quzini Mbashane	19	DME	-	3,000,000	3,300,000	3,630,000	3,993,000
22	<b>Highmast lights</b> Gwili gwili	11	MIG	-	750,000	825,000	907,500	998,250
23	<b>Electrification</b> Amahlathi Settlements	14	DME	-	385,000	423,500	465,850	512,435

	EC 124 wide							
24	<b>Highmast lights</b> Toise Ndlovini Rhawini	13	MIG	-	750,000	825,000	907,500	998,250
25	<b>Highmast lights</b> Rabe Madubela Ngcamngeni Burnshill Lenye Zanyokwe	10	MIG	-	1,350,000	1,485,000	1,633,500	1,796,850
26	<b>Highmast lights</b> Bomvana Undula Ndumangeni Ngqanda Thomas River	5	MIG	-	2,297,000	2,526,700	2,779,370	3,057,307
27	<b>Highmast lights</b> Cata Upper Gxulu Nqolonqolo Mqukwane Mthwaku	3	MIG	-	2,297,000	2,526,700	2,779,370	3,057,307
28	<b>Highmast lights</b> Upper & Lower Ngqumeya Gwili gwili Lower Rabula	11	MIG	-	1,000,000	1,100,000	1,210,000	1,131,000
29	<b>Highmast Lights</b> Sophumelela Kom Bumbane Tshoxa, KK Hoek Town Peters Farm	2	MIG	-	3,700,000	4,070,000	4,477,000	4,924,700
30	Bulk supply/Distribution, NER/D/EC 124	17	DME	880,000	968,000	1,064,800	1,171,280	1,288,480

31	Electrical Assets Auditing NER/D/EC 124	All	DME	385,000	423,500	465,850	-	-
32	Electrification of schools in Tsomo	12,13	DME	-	27,500,000	30,250,000	33,275,000	36,602,500
33	Electrification Freshwater Mpolweni Squashville Stanhope Jerseyville Cobongo	9	DME	-	800,000	-	-	-
34	Electrification Ngxondorheni Upper & Lower Zingcuka Lower Gxulu Masincedane	1	-	600,000	-	-	-	-
35	Highmast Lights Tsomo	13	MIG	-	1,250,000	1,375,000	1,512,500	1,663,750
<b>TOTAL</b>				<b>19,407,000</b>	<b>76,483,400</b>	<b>78,483,740</b>	<b>87,000,929</b>	<b>97,295,711</b>

**6.2 LOCAL ECONOMIC DEVELOPMENT**

OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	July-September 2010	October – December 2010	January – March 2011	April – June 2011	ACC. OFFICIAL
<b>TOURISM</b>									
<i>To promote tourism within Amahlathi in preparation for 2010.</i>	Develop a Tourism Master Plan	Developed Plan	Council Resolution	0	20%	40%	40%	40%	Strategic Manager
	Create Strong linkages with Tourism Marketing Bodies	LTO & CTO Meetings	Quarterly Reports	4	1	1	1	1	Strategic Manager
	Develop a Marketing Plan	Marketing campaigns/ branding and brochures	Monthly Reports	0	1	1	1		Strategic Manager
	Implement focus Skill Training	Number of trainings undertaken	Quarterly Reports	0	1	1	1	1	Strategic Manager
<i>To have an integrated environmental Management System in place by 2009</i>	Revival of existing EMP	No of stakeholders meetings	Quarterly Report	10%	10%	30%	30%	30%	Strategic Manager
<b>AGRICULTURE</b>									
<i>To increase food security</i>	Development of Agricultural Plan	Availability of the document with implementation plan	Council Resolution	0	1	1	1	1	Strategic Manager
<i>To have sustainable agricultural programmes</i>	Work in close collaboration with local Agricultural Extension Officer	Participation in Agricultural Programme	Monthly Reports	4	4	6	8	2	
<b>HERITAGE AND CRAFT</b>									
<i>Preserve our Culture/History and uncover hidden talents through craft</i>	To promote Culture & Craft Events	Festivals & Cultural Activities	Yearly Report	4	3	3	5	3	Strategic Manager

<b>COMMUNITY EMPOWERMENT</b>								
<i>Facilitate that all our buildings are user friendly to people with disabilities</i>	Implement SPU programmes	No of projects implemented	Quarterly Report	4	3	4	5	Strategic Manager
<i>Capacitation of Ward Committees</i>	Implement Ward Committee training programme	No of Ward Committee members trained	Quarterly Report	40	40	60	60	Strategic Manager
<i>To ensure effective communication within Amahlathi Municipality.</i>	Review communication strategy	% progress made towards reviewal	Monthly Report	30%	30%	20%	20%	Strategic Planning
<i>To enhance public participation</i>	Reviewal of existing public participation policy	% progress made towards reviewal	Monthly Report	1	% of work done	Draft policy	Adoption of the policy by council	Strategic Manager



**6.3 SOCIAL NEEDS**

OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 10/11	TARGET: 11/12	TARGET: 12/13	ACCOUNTABLE OFFICIAL
<b>HEALTH</b>								
Ensure that all households have access to adequate health care services by 2015 and beyond.	Facilitate accessible roads network from villages to clinics	No of meetings / interactions with Infrastructure cluster	Quarterly reports	0	4	4	4	DOH/ Community Service Manager
	Facilitate construction of clinics where there are none and improvement of mobile services.	No of fixed and mobile clinics	Annual Report	Accessible Health care Service to all	Reduced walking distance to 5km	Comprehensive health care services		
Reduce impact of HIV & Aids by 2015 and beyond.	Develop a Workplace Policy regarding HIV & Aids, STDs and TB	Adopted Workplace Policy	Quarterly reports	0	1			
	Enhance voluntary testing and counselling	% tested and counselled	Quarterly	10%	20%	30%	60%	
	Increase Aids awareness and education	No of awareness campaigns	Quarterly	1 per year	1	1	1	
	Prioritise and mainstream HIV & Aids in all programs	Appointment of a wellness person.	Quarterly reports	0		Lobby with ADM/DOH		

OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 08/09	TARGET: 09/10	TARGET: 10/11	ACCOUNTABLE OFFICIAL
<b>LIBRARIES</b>								
Delivery of efficient and effective Library Services	Promote culture of reading	Strengthen District Management Team Meetings	Report to the Community Service Standing Committee	4	1	1	1	1
		Attendance of Intergovernmental Meetings.	Meeting Minutes	4	1	1	1	1
		Funding of programmes and visits	No. of visits and amount of funds spent	5				
		No of campaigns in promoting culture of reading	No of registered members	5 Libraries	1	1	2	1
<b>EDUCATION</b>								
Facilitate education facilities to have access to basic services	Form partnerships with the Department of Education and Public Works to improve standards and facilities	Establishment of Partnerships	Functionality of the partnerships	1	DoE	DPW		Community Service Manager
<b>SOCIAL AMENITIES</b>								
Ensure that Community Halls are developed and maintained in all Wards	Implement Spatial Development Framework	No of Halls developed	Half yearly	11	0	1	2	Community Service Manager
	Upgrade and maintenance of existing community halls	No. of community halls maintained	Monthly reports	18	Ongoing	Ongoing	Ongoing	
Facilitate with Department of Sport, Arts & Culture upgrading of existing and development of new sports and recreation facilities	Determine upgrade needs of existing infrastructure	% infrastructural needs upgraded	Quarterly reports	0	25%	50%	75%	
	Determine feasibility of desired infrastructure	Assessment needs analysis	Quarterly reports	0	Complete			
	Develop phase 1 in all Wards	Availability of funding	Quarterly reports	10				

OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 08/09	TARGET: 09/10	TARGET: 10/11	ACCOUNTABLE OFFICIAL
Facilitate with Department of Social development for development of adequate facilities for the care of people with disability, elderly and orphans	Implement SPU programme	No. of projects implemented	Quarterly reports	5				

1.2.4 3-Year Planned Projects : Social Cluster

OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 10/11	TARGET: 11/12	TARGET: 12/13	ACCOUNTABLE OFFICIAL
<b>DISASTER MANAGEMENT</b>								
To effectively deal with disasters that occur in the municipality	Facilitate Disaster Management Plan	Adopted Plan	Quarterly reports	0	1	Review	Review	Assist Manager Protection Services
	Facilitate repairs of disaster damaged homes (backlog)	% of houses repaired	Quarterly reports	5%	20%	60%	100%	
	To ensure the effectiveness of disaster management forum	No of meetings	Quarterly reports	4	4	4	4	
	To facilitate the capacitation of communities at risk	No of capacity building initiatives	Quarterly reports	4	4	4	4	
Provide fire fighting services throughout the Municipality by 2015 and beyond	Facilitate Fire Protection Association	No. of meetings	Reports	2	1	2	3	
	Strengthening co-operation between Amahlathi & ADM	No. of districts meetings	Quarterly reports	0	Complete	Review	Review	
To reduce the number of fire incidents	Create awareness in fire prevention through campaigns in Amahlathi..	No of campaigns being conducted	Quarterly reports	Cathcart and Stutterheim	Kei Road and Frankfort	Review	Review	
<b>COMMUNITY SAFETY ENVIRONMENT</b>								
To ensure safe and healthy environment	Facilitate development of community safety plan	Adopted plan	Quarterly reports	0	1	Review	Review	Assist Manager Protection Services
	Facilitate the establishment of Community Safety Forums at ward level	Established Forums	Monthly reports	1 Stutt. - Tsomo	10 wards	10 wards	Review	
To reduce the number of crime incidents (level of crime)	Create awareness in crime prevention through workshops in all wards	Crime Statistics	Quarterly reports	SAP Crime Stats	% Decrease	% Decrease	% Decrease	
<b>TRAFFIC</b>								
To promote road safety on Public Roads	To increase traffic safety and reduce road accidents	No. of road accidents	Quarterly reports	No. of Road Accidents	% Decrease	% Decrease	% Decrease	Assist Manager Protection Services
	To increase traffic visibility in all our service centre	No. of visits to the service centres	Quarterly Reports	No. of traffic fines issued	3	3	3	3

**A. 2010/2011 – Social Needs Projects**

No	Project	Wards	Funder	10/11Yr.1	11/12 Yr.2	12/13 Yr3	Funded
1	Amatolaville Sportsfield Phase 2, Water & Sanitation	6	MIG	150,000			No
2	Mlungisi No.2 Sportsfield Phase (Ablution Block)	16	MIG	255,000			Yes
3	Kubusie Sportfield phase -2 (Fencing)	6	MIG	150,000			No
4	Extension of office space Phase 1 -3	All Wards	MIG	450,000			Yes
5	Fencing of sportsfield	18	MIG		150,000		
6	Fencing of sportsfield [Eluphondweni]	19	MIG			150,000	No
7	Fencing and upgrading of Sportfield in Emgwali	14	MIG		150,000		No
8	Fencing and upgrading of sportfield in Frankfort	8	MIG			150,000	No
9	Fencing of sportfield in Toise	5	MIG			150,000	No
10	Creche programme (Nonkululeko)	9	MIG	405,359.00	45,039.92		Yes

**B. 2010/2011– Social Needs Projects**

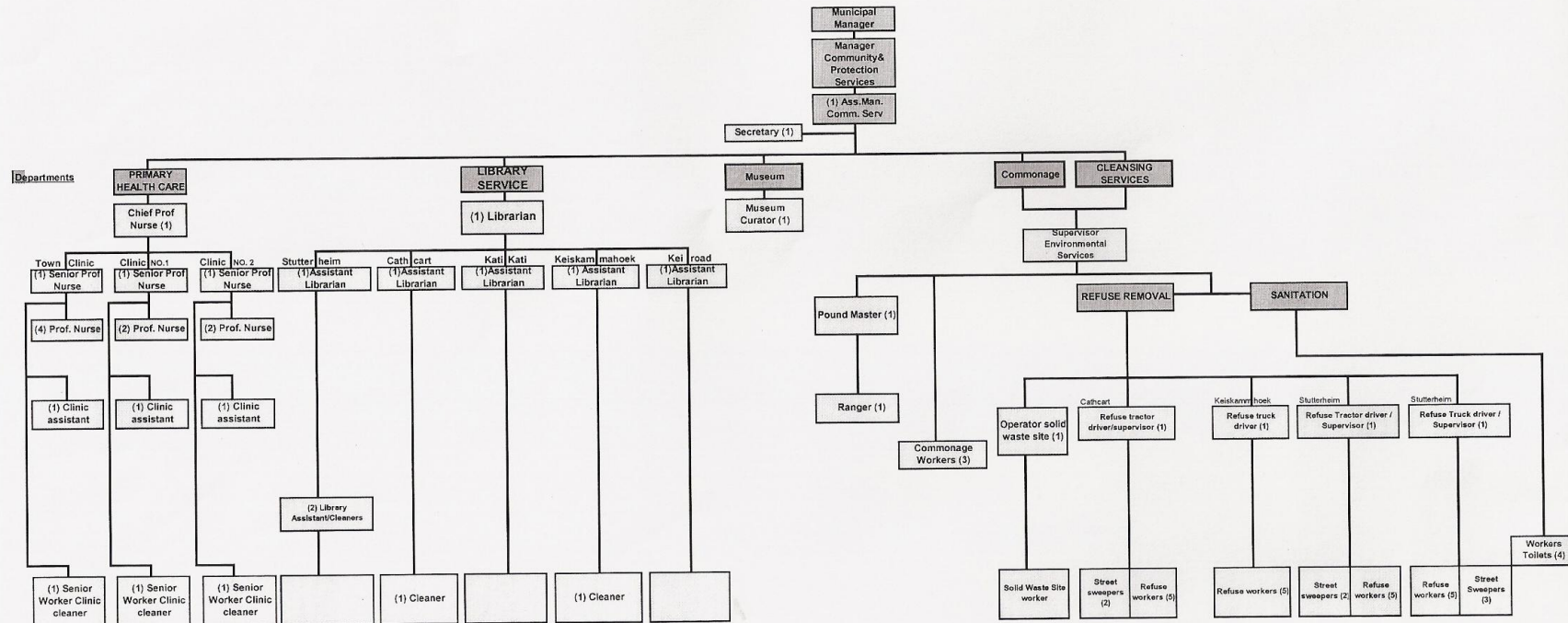
No	Project	Wards	Funder	2010/2011 Yr.1	2011/2012 Yr.2	2012/2013 Yr3	Funded
11	Creche' Programme (Dontsa)	3	MIG	350,385.16	38,931.68		Yes
12	Creche' Programme (Isidenge)	17	MIG	516,780.00	57,420.00		Yes
13	Cemetery –Ndakana	9	MIG	208,358.31	486,169.40		Yes
14	Community Hall Upper Izele	17	MIG	754,881.88	83,875.76		Yes
15		20	MIG		500,000	500,000	No
16	Refuse removal Truck	Municipal Wide	Internal	985,000	1,500,000	2,000,000	Yes
17				3,060,000	3,750,000	4,050,000	

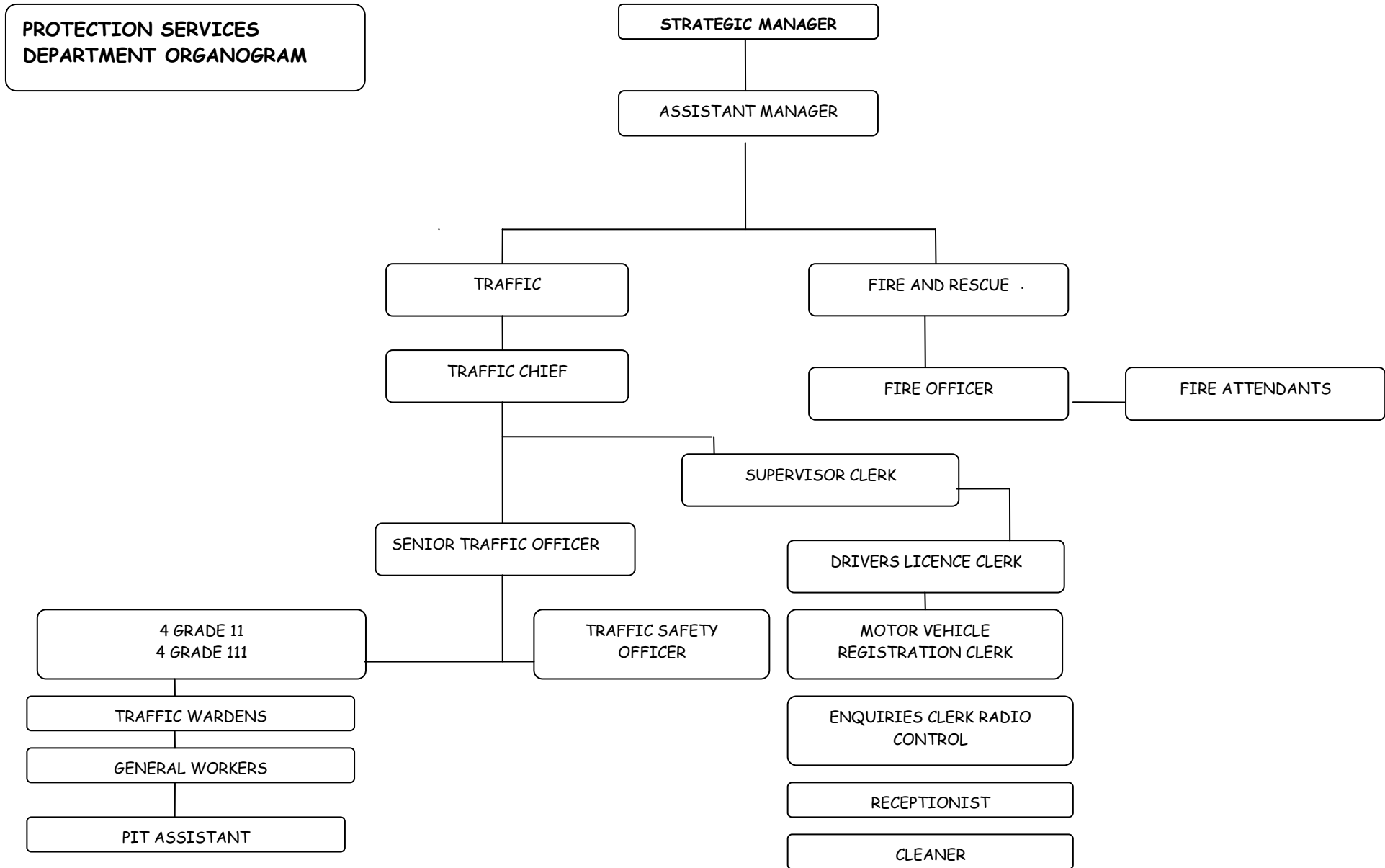
No.	Project	Wards	Funder	2010/11 Yr1	2011/12 Yr2	2012/13 Yr3	FUNDED
1	Institutional Capacity		ADM/Internal	R120 000	R80 000	R50 000	
2	Disaster Awareness/ Capacity building		ADM/Internal	30,000	30,000	30,000	
3	Revival of community Safety structures		ADM/Internal	R30,000	R30,000	R30,000	
4	Implementation of community safety plan		ADM/Internal	R100 000			
5	Crime Awareness		DM/Internal	R50,000	R30,000	R30,000	

**B 2010/2011 – Disaster Management and Community Safety Environment Projects**

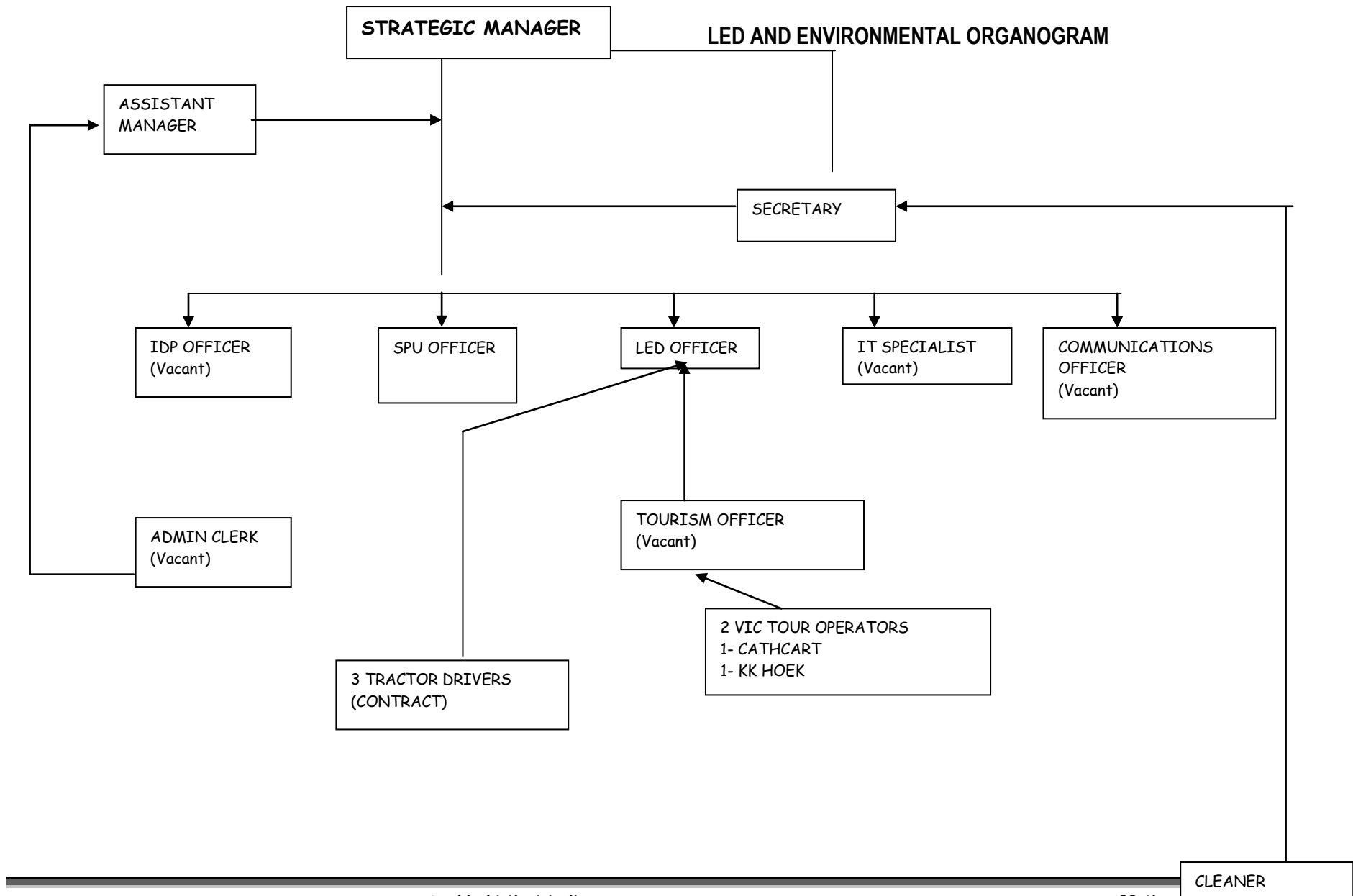
IVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 10/11	TARGET 11/12	TARGET 12/13	ACCOUNTABLE OFFICIAL
<b>ENVIRONMENT</b>								
Integrated environmental management system in place by 2009	Development of an environmental management plan	Availability of the plan	Quarterly reports	0	1	review	-	SM
	Development of spatial development plan	Plan in place	Monthly reports	0	1	review	-	SM
	Develop and review existing By-laws	By-laws in place	Quarterly	Data	1	-	-	SM

ORGANOGRAM OF COMMUNITY SERVICES DEPARTMENT











OBJECTIVES	STRATEGY	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASE-LINE	TARGET: 10/11	TARGET 11/12	TARGET 12/13	ACCOUNTABLE OFFICIAL
<b>FINANCE</b>								
Ensure fully functional Audit Comm. & Internal Audit system	Appointment of audit committee	Audit committee	Annual report	1	1	1	1	M.M.
	To reduce internal control weaknesses	Audit report	1	1	1	1	1	M.M.
Ensure effective financial management system	Implementation of municipal finance programme	Programme introduced	Quarterly introduced	1	1	1	1	C.F.O.
	Development of financial policies & by-laws	Policies & By-laws adopted	Annual report	4	2	2	2	C.F.O.
	Property valuation	Valuation roll	Annual report	1	1	1	1	C.F.O.

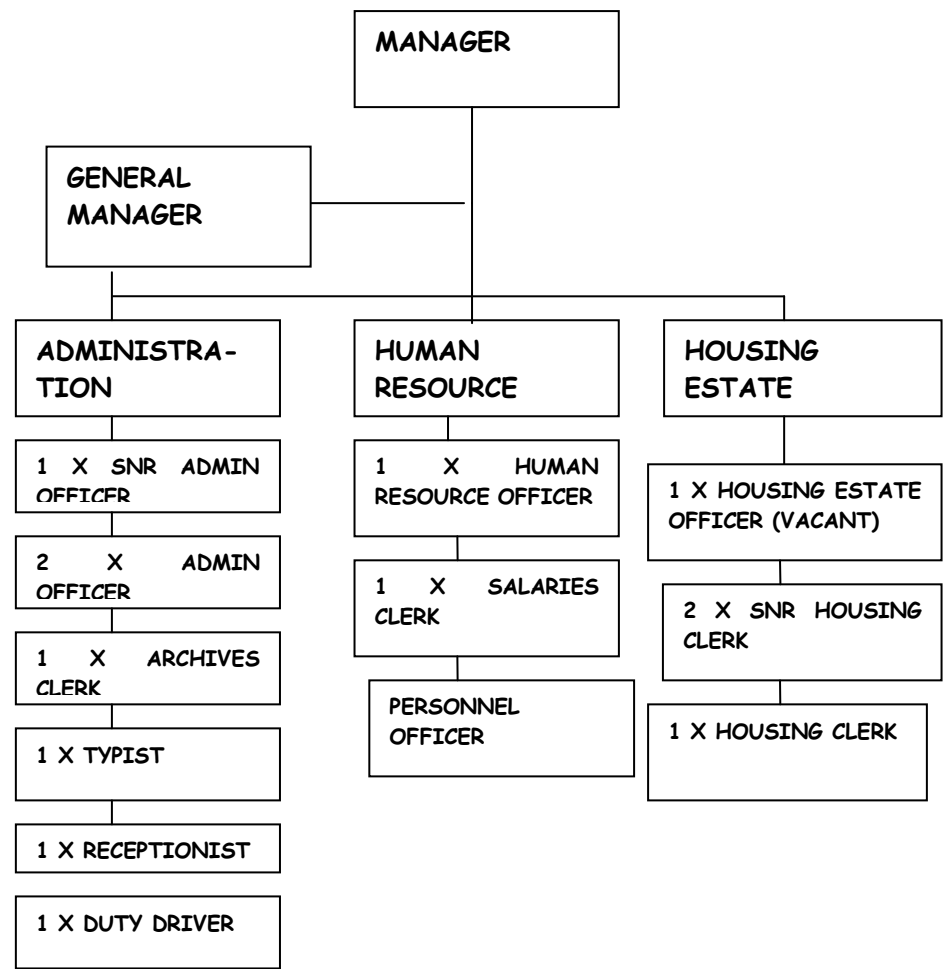
## 5-YEAR PLANNED PROJECTS: FINANCE AND INSTUTUTIONAL

PRIORITY FINANCE & INSTITUTIONAL PROJECTS										
No.	PROJECT	WARDS	FUNDER	10/11	11/12	12/13	13/14	14/15	TOTAL COST OF PROJECT	
<b>I N S T I T U T I O N A L</b>	2.	Extension of performance management system	17	DHLG & TA	50,000	50,000	50,000	50,000	50,000	25,000
	3.	Conversion of occupational rights to full-title		MSP	200,000	150,000	100,000			450,000
	4.	Institutional building upgrade & electrification		Own	200,000	200,000	200,000	200,000	200,000	1,000,000
	5.	Construction of town hall/multipurpose (Stutt)	17	Own	2,750,000	2,750,000	2,750,000	2,750,000		11,000,000

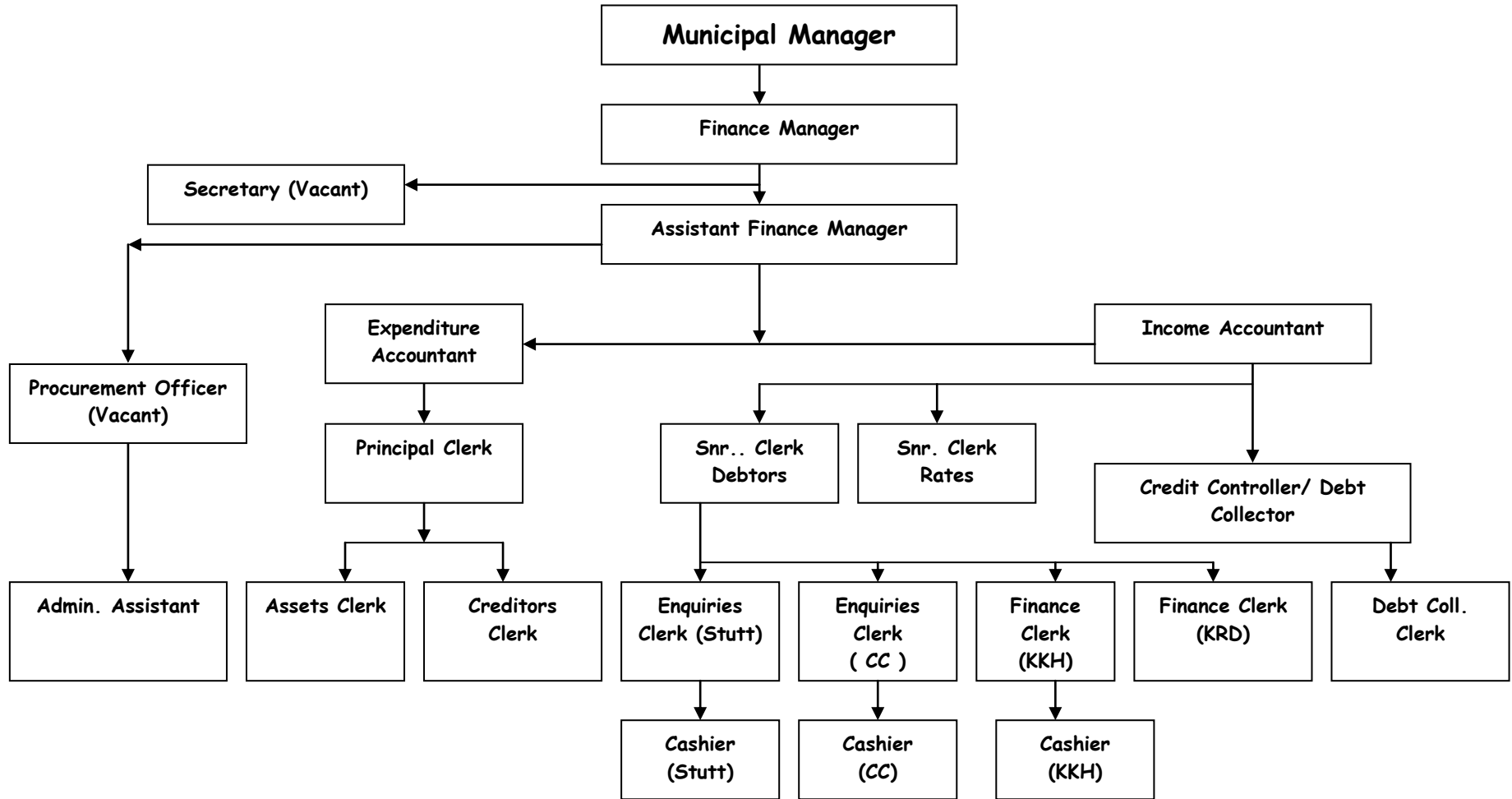
No.	PROJECT	WARDS	FUNDER	10/11	11/12	12/13	13/14	14/15	TOTAL COST OF PROJECT	
<b>I N S T I T I O N A L</b>	6.	IDP Review		ADM/OWN	150,000	150,000	15,000	150,000	150,000	750,000
	7.	Review of Spatial development framework & land use management		DPLG	100,000	20,000	20,000	20,000	20,000	180,000
<b>F I N</b>	8.	Communication strategy roll out & develop & implement community		ADM/OWN	100,000	50,000	50,000	50,000	50,000	300,000

A N C  C E		education programme								
	9.	Audit and performance committee		OWN	325,000	344,500	356,170	390,000	430,000	1,846,670
F I N A N C E	10.	Policies & By-laws		DPLG/OWN	100,000	50,000	50,000	50,000	50,000	300,000
	11.	Surveys		DHLG & TA	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	12.	Zoning Schemes		DHLG & TA	500,000	500,000	100,000	100,000	100,000	1,300,000
	13.	Municipal budgeting & Finance management reform programme		Natreas	1,000,000	1,250,000	1,500,000	1,000,000	1,000,000	5,750,000
	14.	Undertake general interim valuations		DPLG/OWN	100,000	100,000	1,000,000	1,000,000	1,000,000	2,400,000
	15.	Provision of Satellite Municipal offices in rural		MIG			100,000	100,000	100,000	300,000
<b>TOTALS</b>					<b>6,675,000</b>	<b>6,714,500</b>	<b>6,626,170</b>	<b>7,960,000</b>	<b>3,350,000</b>	<b>31,326,670</b>

**CORPORATE SERVICES**  
**DEPARTMENT ORGANOGRAM**



**BUDGET & TREASURY OFFICE  
ORGANOGRAM**



# Chapter Four

Draft Performance Management  
System - Framework



## CHAPTER FOUR

## PERFORMANCE MANAGEMENT SYSTEM DRAFT FRAMEWORK

### 1. INTRODUCTION:

It is a prerequisite of the Municipal Systems Act (Act No. 32 of 2000) that every municipality must develop a Performance Management System (PMS) for both the organization itself and for each manager employed in terms of Section 57 of the same Act. The system may further be cascaded to all municipal employees.

In compiling a PMS, the municipality is to be guided by certain principles. For the Amahlathi Municipality the following have been guiding principles: -

- ♦ The establishment of the Performance Management Framework combined with the Scorecard System.
- ♦ The political strategy of the Council as contained in the documents mentioned below:-
  - The vision and Mission of the Municipality
  - The Values of the Municipality
  - The Service Charter
  - The Integrated Development Plan
  - The National indicators

The cardinal rule is that the municipality develops a PMS that is commensurate with both its resources, *and* powers and functions as contained in various respective statutes. The main motive is to promote a culture of performance amongst its political structures and administration.

With these points in mind the Amahlathi Municipality sets the following as the **FRAMEWORK** that will inform its PERFORMANCE MANAGEMENT SYSTEM.

### 2. PURPOSE OF THE PERFORMANCE MANAGEMENT SYSTEM:

This Performance Management System seeks to establish a systematic way through which both organisational and individual performance appraisal is to be done. The municipality is under pressure to perform due to scarcity of resources, community accountability and customer expectations. While the organisational performance is to be assessed, it is in fact the people inside the organisation, working together towards a common goal who are responsible for the achievement (or not) of the organisational targets.

These are components of the same system that have to complement each other, failing which the system will not be stable and will not hold together.

The municipality performance targets are cascaded to constitute the performance targets of the municipal managers who by order of delegation develop these into performance targets of each manager.

The adopted approach of Score Cards will make use the four perspectives: -

- ♦ Municipal institutional Development and transformation Perspective
- ♦ Basic Service Delivery Perspective
- ♦ Municipal Financial Viability and Resource Management Perspective
- ♦ Good Governance Perspective.
- ♦ Local Economical Development.

The scorecard approach will be used at the municipal / organisational level, at which level the strategic priorities, as determined by the council from year to year will be reflected.

At the second level the scorecard will capture the performance of the relevant Department and this will be a service scorecard. The service scorecard will show a comprehensive picture of the performance of the department.

At the municipal level it will be more a governance perspective that will be portrayed while at department level will be stakeholder related to simplify the reporting system to the Manager. The components of the service scorecards will be :

1. Service outcomes, which sets out the developmental outcomes that the department is to impact upon.
2. Service deliverables, which sets out the products and services that the department will deliver.
3. Resource management, which sets out how the department will manage its human and financial resources, information and infrastructure.
4. Stakeholder relations, which set out how the department will improve its relationship with the stakeholders.

The performance in the form of the scorecards will be reported to the municipal manager on a quarterly basis for review and appraisals.

The Municipal Council has set up a process for development and implementation of the performance management system. Core managerial and occupational competencies in terms of the Local Government Municipal Performance Regulations will apply.

### **3. THE PROCESS OF THE PERFORMANCE MANAGEMENT SYSTEM**

#### **3.1 PLANNING**

In July each year the mayor \ manager will schedule a meeting with the manager to agree on performance objectives for the year (July to June).

#### **3.2 COACHING**

Coaching is on going throughout the year with mandatory quarterly meetings, which the first meeting will be at the end of September. Feedback to the employee and assists where necessary. This is through the appraisal format as contained in the performance contract of each manager.

#### **3.3 REVIEWING**

This is a mid year review, the first one being at the end of December/January period. Formal scoring is done and the relevance of objectives is done and non-financial rewards may be done twice a year.

The results of this review should be carried to the final year review in June.

The process for reviewing performance is as follows:

1. Manager/Mayor to request input from "customers" on the employee's performance throughout the year.
2. Mayor/Manager to prepare scores of employees' performance against agreed objectives based on evidence and "customer" input.
3. The employee to be given the opportunity of scoring him/herself against agreed to objectives. Manager/Mayor and employee meet to agree on final scores. It might be necessary to have two meetings to allow the employee time to consider scores before final agreement. Where the manager/employee disagree, the manager's decision is final.
4. At the final review in June a learning plan is produced.

#### **3.4 BUDGET:**

In February each year the manager is required to provide information to Finance Department in relation to the budget and possible maximum payout required to in terms of the reward scheme. The Manager is to review the results of the department's performance reviews and determines appropriate rewards as per the reward section of the policy. The Manager is also

to set up meetings with employees to give feedback on the link of the reward as a result of the review.

#### 4. LINKING PERFORMANCE TO A REWARD SYSTEM

In order to encourage high standards of performance it is recognised that outstanding performance should be rewarded. Through the result of the appraisal system and the scoring mechanism, financial rewards will be given to the qualifying manager.

Section 57 employees may forfeit their annual bonus for performance rewards calculated as a percentage of their annual salary whilst the maximum reward that may be given is 14% of the annual salary. The reward is based on the performance as contained in the performance plan. A performance score is calculated according to key performance indicators in terms of the different perspectives as contained in scorecards. The added scores collectively give an overall performance score, according to the bonus scheme.

Based on the reward scheme the range of earning as a percentage of annual salary (total package) is shown in the table below.

With the adoption of the system the annual performance bonuses as contained in the employment contracts shall be amended to reflect the following bonus calculated as a percentage of the annual total package as follows :

Level	Performance ratings	Final Score	Bonus Amount
5	Outstanding performance	150% and above	10% - 14%
4	Performance significantly above expectation	130% - 149%	5% - 9%
3	Fully effective	129%- 100%	-
2	Performance not fully effective		-
1	Unacceptable performance		-

Performance scores below eighty percent are not eligible for a performance bonus.

The following elements are linked to this performance management framework:

- ♦ Score Cards
- ♦ Performance Appraisal
- ♦ Performance Contract For Each Section 57 Employee
- ♦ Linkage To Remuneration System
- ♦ Process Plan



# **Chapter Five**

**Programme Integration**

## CHAPTER FIVE

## PROGRAMME INTEGRATION

### 1. SECTORAL PLANS & PROGRAMMES

This chapter outlines the key strategic priorities of the Amahlathi Municipality, as they have been "translated" into priority projects and programmes for implementation.

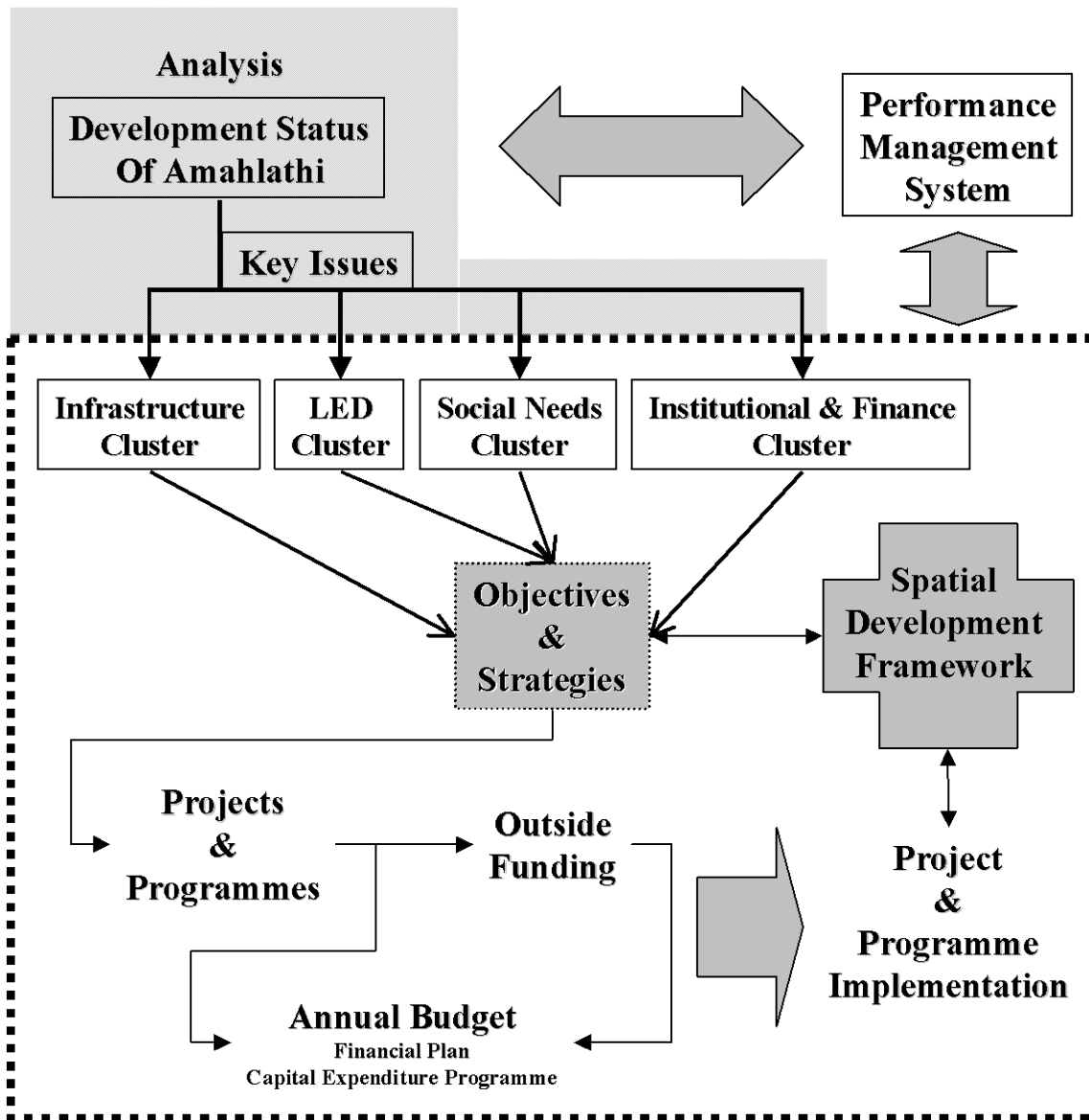
It is important to understand that these sectoral plans and programmes relate directly to the main developmental issues of concern to the Amahlathi Municipality (as outlined in Chapter Two), and the Objectives and Strategies for development that were formulated in response to the identified issues. Of note, too, is the fact that the Municipal Performance Management System is guided by the Municipality's Objectives and Strategies in structuring assessments, as well as the achievement / implementation of projects and programme actions.

The following Programmes and Sector Plans are addressed in this Chapter: -

1. Five-Year Financial Plan
2. Five-Year Capital Investment Programme, which incorporates projects and sub-programmes, including: -
  - a. *Infrastructure Projects and Sub-Programmes (including a Housing Programme and a Land Reform Programme)*
  - b. *Local Economic Development Projects and Sub-Programmes*
  - c. *Social Needs Projects and Sub-Programmes*
  - d. *Institutional & Finance Projects*
3. HIV/AIDS Programme
4. Poverty Alleviation Programme
5. Institutional & Capacity-Building Programme
6. Spatial Planning and Land Use Management Tools
7. An Environmental Management Framework

Diagram 5.1 below outlines conceptually the functioning and inter-relatedness of the different elements of the overall Integrated Development Planning process.

**Diagram 5.1: Outline of IDP Processes**



**1.1 5-YEAR FINANCIAL PLAN**

The Amahlathi Municipality intends introducing budgeting and financial management reforms in order to comply fully with the requirements of GAMAP within the timeframes set out in the guidelines issued by National Treasury.

The present budget is based on realistic estimates of revenue expected to be collected, taking account of actual revenue collected in the past 2008/09 financial year and the current 2009/10 financial year projected over nine months of actual collections. The following applies:

The budget reflects the policy choices and priorities of the Council, as expressed through the IDP that is consistent with its budgetary resources.

**AM AHLATHI MUNICIPALITY****VOTE NUMBER**

SUMMARY		BUDGET 2009/2010	BUDGET 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
<b>Expenses</b>	Salaries/Wages and Allowances	40,602,108	46,058,446	51,125,651	56,232,619	60,731,229
	Depreciation		11,729,199	13,592,452	15,895,853	17,167,521
	General expenses	35,164,352	47,065,207	55,272,291	64,902,492	70,094,691
	Repairs and Maintenance	4,249,805	5,014,808	5,271,578	5,522,247	5,964,027
	Capital Charges	4,969,391	130,659	110,910	110,909	119,782
	Contributions to Capital Outlay	368,550	-	-	-	-
	Contributions	5,147,000	5,945,710	6,486,805	7,077,187	7,643,362
	Less : Brought to Account	(3,740,562)	(3,532,425)	(4,430,387)	(5,243,597)	(5,663,085)
		86,760,644	112,411,604	127,429,300	144,497,710	156,057,527
<b>Income</b>	Assessment Rates	6,400,781	7,040,859	7,744,945	8,519,439	9,200,994
	Fees	16,023,210	20,287,112	25,310,686	31,627,834	34,158,061
	Government Subsidy					
	- Equitable Share	54,635,000	69,462,000	78,216,000	86,017,000	92,898,360
	- Other	2,938,795	4,682,510	5,061,000	5,504,804	5,945,188
	General	6,762,858	10,939,123	11,095,801	12,828,633	13,854,924
		86,760,644	112,411,604	127,429,300	144,497,710	156,057,527
	Budgeted Surplus/(Deficit) for the Year	-	-	-	-	-



AM AHLATHI MUNICIPALITY								54
DETAILED CAPITAL BUDGET FUNDED FROM OWN SOURCES (INTERNAL LOANS)								
Code	Description	Budget 2009/2010	Annual Charges	Budget 2010/2011	Annual Charges	Budget 2011/2012	Annual Charges	Source
<b>Refuse Removal</b>		<b>1,765,000</b>	<b>396,467</b>	<b>130,000</b>	<b>29,202</b>	<b>1,950,000</b>	<b>438,023</b>	
101-138-4-01-0005	Trolley Bins	80,000	17,970	80,000	17,970	80,000	17,970	Internal Loan
101-138-4-01-0130	Refuse Compactor	885,000	198,795	-	-	1,850,000	415,560	Internal Loan
101-138-4-01-0135	Shed and Yard for Vehicles/Containers	800,000	179,702	50,000	11,231	20,000	4,493	Internal Loan
<b>Cemetery</b>		<b>120,000</b>	<b>26,955</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
050-128-4-01-0140	Electronic Program	120,000	26,955	-	-	-	-	Internal Loan
<b>Commonage</b>		<b>460,000</b>	<b>103,328</b>	<b>380,000</b>	<b>85,358</b>	<b>-</b>	<b>-</b>	
140-150-4-01-0145	Roads in Plantation	400,000	89,851	380,000	85,358	-	-	Internal Loan
140-150-4-01-0150	Tools and Equipment	60,000	13,478	-	-	-	-	Internal Loan
<b>Public Works</b>		<b>1,250,000</b>	<b>280,784</b>	<b>5,630,000</b>	<b>1,264,651</b>	<b>2,320,000</b>	<b>521,135</b>	
110-142-4-01-0015	Resurfacing Tar Roads	1,000,000	224,627	1,000,000	224,627	1,000,000	224,627	Internal Loan
110-142-4-01-0020	Grader	-	-	2,300,000	516,642	-	-	Internal Loan
110-142-4-01-0025	Tractor	-	-	200,000	44,925	220,000	49,418	Internal Loan
110-142-4-01-0155	Water Tanker	-	-	-	-	900,000	202,164	Internal Loan
110-142-4-01-0160	TLB	-	-	750,000	168,470	-	-	Internal Loan
110-142-4-01-0165	Front End Loader	-	-	1,200,000	269,553	-	-	Internal Loan
110-142-4-01-0170	Compressor	250,000	56,157	-	-	-	-	Internal Loan
110-142-4-01-0175	Bakkie	-	-	180,000	40,433	200,000	44,925	Internal Loan
<b>Municipal Buildings</b>		<b>875,000</b>	<b>196,549</b>	<b>125,000</b>	<b>28,078</b>	<b>-</b>	<b>-</b>	
050-126-4-01-0030	Tables and Chairs	125,000	28,078	125,000	28,078	-	-	Internal Loan
050-126-4-01-0180	Office Accomodation	750,000	168,470	-	-	-	-	Internal Loan
<b>Traffic</b>		<b>720,000</b>	<b>161,732</b>	<b>276,000</b>	<b>61,997</b>	<b>-</b>	<b>-</b>	
110-144-4-01-0090	Vehicles x 2	220,000	49,418	200,000	44,925	-	-	Internal Loan
110-144-4-01-0050	Truvelo	-	-	68,000	15,275	-	-	Internal Loan
110-144-4-01-0180	Cattle Truck	500,000	112,314	-	-	-	-	Internal Loan
110-144-4-01-0185	Breathaliser	-	-	8,000	1,797	-	-	Internal Loan
<b>Electricity</b>		<b>852,000</b>	<b>191,382</b>	<b>717,000</b>	<b>161,058</b>	<b>789,000</b>	<b>177,231</b>	
130-148-4-01-0095	HVoltage Switch Gear	103,000	23,137	113,000	25,383	125,000	28,078	Internal Loan
130-148-4-01-0105	Upgrade/New Street Lights	64,000	14,376	71,000	15,949	77,000	17,296	Internal Loan
130-148-4-01-0110	H/V Line Replacement	200,000	44,925	220,000	49,418	242,000	54,360	Internal Loan
130-148-4-01-0115	LT Infra Lines	200,000	44,925	220,000	49,418	242,000	54,360	Internal Loan
130-148-4-01-0150	Tools and Equipment	85,000	19,093	93,000	20,890	103,000	23,137	Internal Loan
130-148-4-01-0175	Bakkie	200,000	44,925	-	-	-	-	Internal Loan
		<b>6,042,000</b>	<b>1,357,197</b>	<b>7,258,000</b>	<b>1,630,344</b>	<b>5,059,000</b>	<b>1,136,389</b>	

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**1.1.1 REVENUE RAISING STRATEGY**

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The purpose of this strategy is to ensure that all possible avenues are explored to maximise the receipt of monies available to Council by way of Assessment Rates, service charges, intergovernmental transfers and Grants and Donations and to ensure that monies owed to the municipality are duly collected.

**A. POWERS AND FUNCTIONS**

The institutional and financial implications of all authorised powers and functions must be analysed and procedures put into place to ensure that where there is a transfer of any power or function the necessary funding source is received.

**B. SUBSIDIES AND GRANTS**

In order for Amahlathi Municipality to obtain maximum benefit from external monies available, a policy laying out the relevant procedures should be put into place to ensure that all grants, donations and subsidies are investigated, applied for and received at the appropriate times to ensure that Council receives maximum benefit from external funding available.

**C. BILLING AND CREDIT COLLECTION SYSTEM**

The Council has introduced a consolidated billing system, which generates accurate and regular accounts for all areas under its jurisdiction. Procedures are in place to regularly update and monitor the correctness of debtor information.

Approximately 43% of the Local Authorities income is generated through service charges and assessment rates and it is imperative that monies owed are collected on time and in full. Council has adopted a credit control policy in which the procedure for the collection of arrear rates and service charges is addressed. An official has been appointed to ensure that the policy is correctly and fully applied.

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**1.1.2 ASSET MANAGEMENT STRATEGY**

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The purpose of the strategy is to optimise the use of all assets under the control of Amahlathi Municipality.

**A. GAMAP COMPLIANT ASSET REGISTER**

One of the pieces of legislation that will be affecting the Financial Reporting in the near future will be the Municipal Finance Management Act. Along with this Act will come a change in financial accounting for

municipalities called *Generally Accepted Accounting Practices (GAMAP)*. This is and will govern the requirements and formats to be followed by all municipalities.

## **B. ASSET MANAGEMENT POLICY**

This policy will be drafted in conjunction with the compilation of the Asset Register. The policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The prime objectives of the policy will be to ensure that the assets of Amahlathi Municipality are properly managed and accounted for by:

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict control over all assets
- Providing correct and meaningful management information
- Affecting adequate insurance of all assets
- Maintenance of Council's Assets

## **C. ASSET MOVEMENT SYSTEM**

At the same time as the compilation of the Asset Register an asset tracking system using bar-coded discs and scanners will be implemented. The system will allow for regular audits of all assets to be completed in a shorter time frame and therefore allowing for more regular updates of the register.

## **1.2 5-YEAR CAPITAL INVESTMENT PROGRAMME**

This programme is based on a methodology of year-on-year identification and budgeting of priority projects, which are drawn from a "Master List" of projects identified by communities through a public process of engaging with Ward structures and civil-society stakeholders. The Un-funded priority projects identified by the community are listed in Annexure 1. This list is to be used to draw from when identifying future funded projects. As such, the projects reflected herein are those identified as priority projects for the 2009/2010 Financial Year.

It should be noted that the priority projects and programmes outlined herein are made up of: -

- ♦ Funded Projects in Progress;
- ♦ Projects that are incorporated into the Amahlathi Municipality's 2008/2009 Budget; and
- ♦ Projects that are considered to be of strategic importance but which are not provided for within the funding available to the Amahlathi Municipality. Typically, these are high-cost strategic projects relating to housing, roads (accessibility) and land reform programmes, which are considered strategic priorities in the Amahlathi Municipal area.

### 5-YEAR PLANNED PROJECTS: INFRASTRUCTURE CLUSTER

The Infrastructure Cluster comprises of projects and programmes related to the following strategic areas of concern: -

- Water, Waste Water and Sanitation
- Electricity
- Roads and Transport
- Solid Waste Management and Disposal
- Spatial Planning and Land Reform
- Housing

#### A 2010/2011- Year Priority Projects: Water, Waste Water & Sanitation

PRIORITY WATER PROJECTS									
	Project	Ward	Funder	2009/10	2010/11	2011/12	2012/13	2013/14	Funded
				Yr 1 R 000	Yr 2 R 000	Yr 3 R 000	Yr 4 R 000	Yr 5 R 000	
1	Put in more pre paid meters in yards Mlungisi	16	MIG/ADM	1,500					No
2	Mxhalanga; Cwengcwe, Upper Izele & Nothenga Water Reticulation	18, 19, 17	MIG/ADM	2,000	1,000		3,000		Yes
3	Kei Road Water Treatment Works	9	MIG/ADM	4000 000					Yes
4	Kubusie Pump Upgrade	6	MIG/ADM	500 000					Yes
5	Ngxondorheni, Upper Zingcuka, Extension Lower Gxulu & Lower Zingcuka	1	MIG/ADM	5,200					No
6	Ngxalawe, Bumbane, Kom Phumlani, Khayelitsha, Bomapass, Peter's Farm	2	MIG/ADM	5,200					No
7	Kuze, Xolobe, Wulana, Xolobe _Mnyila, Sixhotyeni, Upper & Lower Nqolosa	12	MIG/ADM	5,200					No
8	Goshen Phase 2	4	MIG/ADM	5,200					No
9	(All Villages) Stanhope and Freshwater	9	MIG/ADM	5,200					No
10	Ndlovini, Rawini, Qwiliqwili, Mfula	13	MIG/ADM	5,200					No
11	Izidenge	17	MIG/ADM	5,200					No
12	Mbaxa, Gubevu, Nothenga, Mxhalanga, Mbandezelweni	18	MIG/ADM	5,200					No
13	Eluphondweni, Ramnyiba, Luyt, Kuwait, Silositsha, Mbashane	19	MIG/ADM	5,200					No
14	Tyutyu, Mzontsundu, Mortel Park Elukhanyisweni	20	MIG/ADM	5,200					No
15	Mzomomhle Taps Phase 2	16	MIG/ADM	1,000					No
16	Cenyu Village: More Water Standpipes	15	MIG/ADM	1,000	800				No
17	Gwili – Gwili: Water Extension	11	MIG/ADM		1,200				No

18	Extension Of Standpipes at Wartburg	13	MIG/ADM		1,800				No
19	Water Reticulation Kubusie	6	MIG/ADM		1,800				No
20	Water Reticulation Pre-Paid Phase 2 Mzamomhle	16	MIG/ADM		1,200				No
21	Provision Of Taps Ndumangeni, Bomvana, Ngwanda	5	MIG/ADM		1,200				No
22	Bomapass	2	MIG/ADM		1,200				No
23	Ngobozana: Water Supply	3	MIG/ADM		1,200				No
24	Water Upgrading Of Pump Station –Freshwater & Stanhope	9	MIG/ADM		1,800				No
25	Mgwali: Good Service Of Water	14	MIG/ADM			1,800			No
26	Cobongo Settlement Infrastructure	9	MIG/ADM			3,000			No
27	Water Extension Isidenge	17	MIG/ADM			800			No
28	Jolweni Kwa Xelihagu Elalini	12, 13	MIG/ADM			3,800			No
29	Bulk Water and Reticulation to upper Ezingcuka	1	MIG/ADM			1,000			No
30	Bulk Water and Reticulation to Ngxondorheni Village	1	MIG/ADM			1,000			No
31	Rooi Kranz – North Water Supply	20	MIG/ADM			750			No
32	North-East Water Services	20	MIG/ADM			1,000			No
33	Borehole Upgrade Rabe	10	MIG/ADM			200			No
34	Heckel: Good Service Of Water	14	MIG/ADM			800			No
35	Bulk Water Kwabinase	14	MIG/ADM				1,200		No
36	Bulk Water Supply in Nqolo – Nqolo	3	MIG/ADM				1,200		No
37	Ngxalawe Water Reticulation	2	MIG/ADM				1,200		No
38	Water Reticulation Bumbane	2	MIG/ADM				1,000		No
39	Water Reticulation Nompha	2	MIG/ADM				1,250		No
40	Water Reticulation Ngxalawe	2	MIG/ADM				1,250	1,200	No
41	St Mathews Bulk Water Supply	3	MIG/ADM				1,200		No
42	Weisbaden Water Reticulation	8	MIG/ADM				1,200		No
43	Water Extension Nomzamo	8	MIG/ADM				1,200		No
44	Mthwaku Bulk Water Supply	3	MIG/ADM				1,200		No
45	Ndlovini Bulk Water Supply	3	MIG/ADM					1,200	No
46	Mqukwane Bulk Water Supply	3	MIG/ADM					1,200	No
47	Kom Water Reticulation	2	MIG/ADM					1,200	No
48	Extension of Stands Pipes Wartburg	5	MIG/ADM					1,800	No
49	Bulk Water Reticulation	20	MIG/ADM					3,500	No
50	Stutterheim Sewer treatment works		MIG/ADM	1000 000					Yes

51	Gubevu Sanitation	8	MIG/ADM	500 000					Yes
52	Tsomo: Feasibility study	12 & 13	MIG / ADM	500 000					Yes
53	Keiskammahoek Waste Water treatment works		MIG/ADM	500 000					Yes
	<b>TOTAL</b>			<b>68,000</b>	<b>12,200</b>	<b>14,150</b>	<b>14,900</b>	<b>15,400</b>	

PRIORITY SANITATION PROJECTS									
	Project	Ward	Funder	2009/10	2010/11	2011/12	2012/13	2013/14	Funded
				Yr 1 R 000	Yr 2 R 000	Yr 3 R 000	Yr 4 R 000	Yr 5 R 000	
1	Change Pit Toilets To Water Born Mlungisi	16	MIG/ADM	500					No
2	Upgrade Sewer Line to S.T.W.	6	MIG/ADM	2,000					No
3	Toilets-Zanoxolo, Cenyu Village, Khayelitsha, Khanyisa	15	MIG/ADM	5,000					No
4	Masinedane & Lower Gxulu	1	MIG/ADM	1,200					No
5	Daliwe, Goshen, Thomas River	4	MIG/ADM	1,200					No
6	Provision of Sanitation Motel Park	20	MIG/ADM		1,200	1,000			No
7	Lower Ngqumeya	11	MIG/ADM	1,200					No
8	Kuze, Xolobe Wulana, Xolobe, Mnyila, Sixhotyeni, Upper & Lower Nqolosa	12	MIG/ADM	1,200					No
9	Ndlovini, Rawini, Caba, Qwiliqwili	13	MIG/ADM	1,200					No
10	Mgwali, Hekel, Lujilo	14	MIG/ADM	1,200					No
11	Motel Park	20	MIG/ADM	1,200					No
12	Mgwali Sanitation	14	MIG/ADM		1,900	1,000			No
13	Rabe, Madubela	10	MIG/ADM	1,200					No
14	Provision of Toilets in Cata	3	MIG/ADM		2,00	1,00	800		No
15	Provision of toilets Mzamomhle	16	MIG/ADM		1,200	1,200			No
16	Daliwe upgrade to waterbore	4	MIG/ADM		1,200	1,200			No
17	Provision of Sanitation Wartburg Area	5	MIG/ADM		1,200	1,200			No
18	Provision of toilets Frankfort	8	MIG/ADM		1,200	1,200			No
19	Provision of Toilets Khayelitsha	8	MIG/ADM		1,000	1,200			No
20	Provision of toilets Upper Ezingcuka	1	MIG/ADM		1,200				No
21	Provision of Sanitation Nonkululeko (All Villages)	9	MIG/ADM		1,200	1,200			No
22	Provision of toilets Ngqudela	2	MIG/ADM		1,000	1,200			No
23	Provision of toilets Weisbaden	8	MIG/ADM			1,200			No
24	Provision of Sanitation Squashville	9	MIG/ADM			1,200			No
25	Provision of Sanitation Gwili-gwili	11	MIG/ADM			1,200			No

PRIORITY SANITATION PROJECTS									
	Project	Ward	Funder	2009/10	2010/11	2011/12	2012/13	2013/14	Funded
				Yr 1 R 000	Yr 2 R 000	Yr 3 R 000	Yr 4 R 000	Yr 5 R 000	
26	Keiskammahoek: Extension Of Public Toilets -Town	2	MIG/ADM			150			No
27	Provision of toilets in Mxhalanga	18	MIG/ADM						No
28	Cathcart Town: Three Public Toilets	4	MIG/ADM	50					No
29	Provision of toilets Kati Kati Old Age Project	5	MIG/ADM			2,000			No
30	Goshen: Building of toilets in the Hall	4	MIG/ADM	50					No
31	Provision of Sanitation Upper Nqolosa	12	MIG/ADM		1,200				No
32	Provision of Sanitation Ntsitho	13	MIG/ADM		1,200				No
33	Provision of toilets in Upper Mnyameni	3	MIG/ADM		1,800				No
34	Provision of Sanitation Caba	13	MIG/ADM		1,200				No
35	Provision of toilets in Ndlovini	3	MIG/ADM		1,800				No
36	Provision of toilets in Lower Rabula	11	MIG/ADM				1,800		No
37	Provision of toilets in Dontsa	3	MIG/ADM				1,800		No
38	Provision of toilets in Hokwana	8	MIG/ADM				1,800		No
39	Provision of toilets in Kubusi	6	MIG/ADM				1,800		No
40	Provision of toilets in St Peter's Farm	2	MIG/ADM				1,800		No
41	Provision of toilets in Madubela	10	MIG/ADM				1,800		No
42	Provision of toilets in Upper Nqumeya	11	MIG/ADM				1,800		No
43	Provision of toilets in Upper Rabula	11	MIG/ADM			1,800			No
44	Provision of toilets in Kom Village	2	MIG/ADM			1,800			No
45	Provision of toilets in Ngxalawe	2	MIG/ADM		1,800				No
46	Provision of toilets Lower Zingcuka	1	MIG/ADM		1,800				No
47	Provision of toilets in Lower Nqumela	11	MIG/ADM			1,800			No
48	Provision of toilets in Rabe	10	MIG/ADM			1,800			No
49	Provision of toilets in Cwengcwe	19	MIG/ADM			1,800			No
50	Provision of toilets in Zanyokwe	10	MIG/ADM			1,800			No
51	Provision of toilets in Mthwaku	3	MIG/ADM				1,800		No
52	Provision of toilets Bumbane	2	MIG/ADM			1,800			No
53	Provision of toilets Nqolo-nqolo	3	MIG/ADM				1,800		No
54	Provision of toilets St Matthews	3	MIG/ADM				1,800		No
55	Provision of toilets in Phumlani	2	MIG/ADM				1,800		No
56	Provision of Sanitation Sixhotyeni	12	MIG/ADM			1,200			No
57	Provision of Sanitation Xolobe Mnyhila	12	MIG/ADM			1,200			No



<b>PRIORITY SANITATION PROJECTS</b>									
	Project	Ward	Funder	2009/10	2010/11	2011/12	2012/13	2013/14	Funded
				Yr 1 R 000	Yr 2 R 000	Yr 3 R 000	Yr 4 R 000	Yr 5 R 000	
58	Provision of Sanitation Mfula	13	MIG/ADM			1,200			No
59	Provision of Sanitation Qwili-qwili	13	MIG/ADM			1,200			No
60	Provision of toilets in Nothenga	13	MIG/ADM			1,800			No
<b>TOTAL</b>				<b>16,700</b>	<b>23,100</b>	<b>35,350</b>	<b>20,600</b>		

**B. 2010-2011- Year Priority Projects: Roads and Public Transport**

PRIORITY ROAD PROJECTS									
No.	Project	Ward	Funder	09/10 Yr 1	10/11 Yr 2 R000	11/12 Yr 3 R000	12/13 Yr 4 R000	13/14 Yr 5 R000	Funded
1	Tarring of road from Stutterheim to Tsomo	12,14,13	Dept of Transport		140	140	140		YES
2	Kubusie Sportsfield	6	MIG	R301 872	-	-	-	-	YES
4	Ngqudela Access Road	2	MIG	R2 643 656.87	-	-	-	-	YES
3	Kologha Township Stormwater	17	MIG	R644,624.02					YES
4	Mgwali Internal Roads	14	MIG	R5 200 000.00					YES
5	Mzamomhle Internal Roads	16	MIG	R4 931 449.34					YES
6	Ndlovini Highmast light	13	MIG	R1 602 021.79					YES
7	Cenyu internal roads	15	MIG		R2 500 000				YES
8	Cenyu to Kalimashe Access	12	MIG		R3 800 000				YES
9	Ndlovini Internal roads	13	MIG		R1 800 000				YES
10	Ethembeni internal roads	7	MIG		R5 200 000				YES
11	Nompumelelo internal roads	8	MIG		R1 800 000				YES
12	Ngcamngeni Highmast light	10	MIG		R1 200 000				YES
13	Tshoxa internal roads	2	MIG		R2 200 000				YES
14	Zanoxolo internal roads	15	MIG		R1 491 000				YES
15	Xhologha internal roads and storm water	17	MIG			R5 200 000			YES
16	Kubusie internal roads	6	MIG			R2 500 000			YES
17	Goshen internal roads	4	MIG			R2 500 000			YES
18	Mbaxa internal roads	18	MIG			R1 800 000			YES
19	Upper Ngqumeya internal roads	11	MIG			R1 800 000			YES
20	Isidenge internal roads	17	MIG			R3 500 000			YES
21	Transfer Station Solid Waste Cathcart	5	MIG	R1 768 000					YES
22	Motel Park internal roads	20	MIG			R1 800 000			YES
23	Eluphondweni internal roads	19	MIG			R1 800 000			YES
24	Gxulu internal roads	1	MIG			R2 000 000			YES
25	Tshoxa Highmast lights	2	MIG			R1 200 000			YES
26	Mnyameni internal roads	6	MIG			R1 800 000			YES
27	Isidenge Highest Lights	17	MIG	R625 000					YES
28	Lower Mnyameni access roads	3	MIG						No

PRIORITY ROAD PROJECTS									
No.	Project	Ward	Funder	09/10 Yr 1	10/11 Yr 2 R000	11/12 Yr 3 R000	12/13 Yr 4 R000	13/14 Yr 5 R000	Funded
29	Bridge and Access road to Mlungisi	17, 16, 15	National Treasury	15 000 000					Yes
30	Regravel Roads Lower Gxulu	1	MIG						NO
31	Regravel Roads St Peter's Farm	2	MIG						NO
32	Regravel Roads Lower Rabula	11	MIG						No
33	Regravel Roads Upper Rabula	2	MIG						No
34	Regravel Roads Pumlani	3	MIG						NO
35	Regravel Roads St Mathews	3	MIG						NO
36	Regravel Roads Mqukwana to Nothenga	3	MIG						NO
37	Regravel Roads Mqukwana	3	MIG						NO
38	Regravel Roads Upper Emnyameni	3	MIG						NO
39	Regravel Roads Cata	3	MIG						NO
40	Regravel Roads Lower Mnyameni	3	MIG						NO
41	Regravel Roads Dontsa	3	MIG						NO
42	Regravelling of Roads Rawini	13	MIG						NO
43	Upgrade all DR, PR, MR, & access Roads in all wards, 1 to 20 Amahlathi on – going	1 to 20	MIG						NO
44	Regravel Roads Sophumelela	2	MIG						No
45	Tarr Road from Keiskammahoek to Middledrift	11,1 0,2	MIG						NO
46	Ndlovini Low-level Bridge	1	MIG						NO
Total				R17 072 000.00	R19 991 000.00	R22 480 000.00			

**C. 2010/2011-Year Proposed Projects: Electricity**

PRIORITY ELECTRICITY PROJECTS									
No.	Project	Ward	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/14 Yr 5	
1	Electrification, Tsomo	13,14	DME	2,900,000	3,335,000	-	-	-	
2	Replacing Overhead Lines, NER/ D/ EC 124	17	Internal Loan	825,000	-	-	-	-	
3	Extending FBE Municipal wide	All	10% Eq Share	1,200,000	3,500,000	4,725,000	6,378,750	8,611,313	
3	Electrification, Xolora	17	DME	1,200,000	-	-	-	-	
4	Upgrade electricity Ring feed Cathcart, NER/ D/ EC 124	4,5,17	DME	550,000	605,000	665,500	732,050	805,255	
5	LT infrastructure Lines, NER/ D/ EC 124	4/17	Internal Loan	330,000	363,000	399,300	439,230	483,153	
6	Electrification, Chris Hani, Mama, Kubusi	6	DME	1,500,000	-	-	-	-	

PRIORITY ELECTRICITY PROJECTS								
No	Project	Ward	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/14 Yr 5
7	Bulk Electricity Upgrade Domestic Stutterheim, NER/ D/ EC 124	17	DME	440,000	484,000	532,400	585,640	644,204
8	High Voltage Line Replacement, NER/ D/ EC 124	4/17	Internal Loan	308,000	338,800	372,680	409,948	450,943
9	Electrification Amahlathi Settlements Feasibility Study	4, 5,10,11,14,16		308,000	-	-	-	-
10	High Voltage Switch Gear, NER/ D/ EC 124	4/17	Internal Loan	55,000	60,500	66,550	73,205	80,526
11	Upgrade/New Streetlights, NER/ D/ EC 124	4/17	Internal Loan	583,000	641,300	705,430	775,973	853,570
12	Prepaid meters(Stutterheim Conversion) EC 124	17	Internal Loan	275,000	302,500	332,750	366,025	402,628
15	Higmast Lights Kubusi Phse 2	6	MIG	2,000,000	-	-	-	-
16	Replacing 1 LDV 4X4 dcab, c/w winch & Canopy EC124	6	Internal Loan	400,000	440,000	484,000	532,400	585,640
18	Replace Crane Truck 4X4/ Cab, NER/ D/ EC 124	All	Internal Loan	950,000	1,045,000	1,149,500	1,264,450	1,390,895
19	Streetlights, Xolora	17	MIG	-	-	-	-	-
20	Replace Dyna Truck, NER/ D/ EC 124	All	Internal Loan	-	-	-	-	-
21	Electrification, Cenyu	15	DME	-	-	-	-	-
22	Upgrade Bulk Electricity Supply Industrial area Stutt, NER/ D/ EC 124	17	DME	770,000	847,000	-	-	-
24	GIS Database, integration of Data & Maps, EC 124 wide	All	ADM		850,000	935,000	1,028,500	1,131,350
25	Audit of Electricity Infrastructure, NER/ D/ EC 124	All	DME	385,000	423,500	465,850	512,435	563,679
26	Mast Lights, Keiskamma Hoek	2	MIG	-	3,500,000	3,850,000	4,235,000	4,658,500
27	Electrification St Mathhews, Upper Gxulu	3	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
28	Electrification Kom, Nqzalawe	2	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
29	Electrification Sinobatini	13	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
30	Electrification Gobevu, Mbaxa, Mxhalanga	18	DME	-	2,200,000	2,420,000	2,662,000	2,928,200
31	Electrification Silositsa, Quzini, Mbashane	19	DME	-	3,000,000	3,300,000	3,630,000	3,993,000
32	Mast Lights, Gwili Gwili	11 or13	MIG	-	750,000	825,000	907,500	998,250
33	Electrification, Amahlathi Settlements, EC 124 wide	14	DME	-	385,000	423,500	465,850	512,435
35	High mast Lights, Toise-Ndlovini, Rawini	13	MIG	-	1,200,000	1,320,000	1,452,000	1,597,200
36	High mast Lights, Rabe, Madubela, Ngcamngeni, Burnshill, Lenye, Zanolwe	10	MIG	-	1,350,000	1,485,000	1,633,500	1,796,850
37	High mast Lights, Upper & Lower Ngqumemeya, Gwiligwili, Lower & Upper Rabula	11	MIG	-	1,000,000	1,100,000	1,210,000	1,331,000
38	High mast Lights, Toise Bomvana, Undula, Ndumangeni, Ngganda, Thomas River	5	MIG	-	2,297,000	2,526,700	2,779,370	3,057,307
39	High mast Lights, Cata, Upper Mnyameni, Lower Mnyameni, Upper Gxulu, Nqolonqolo, Mqukwane, Mthwaku	3	MIG	-	2,297,000	2,526,700	2,779,370	3,057,307
40	High mast Lights, Sophumelela, Kom Bumbane, Tshoka, Kkhoek Town, Peters Farm	2	MIG	-	3,700,000	4,070,000	4,477,000	4,924,700
41	Bulk Supply/ Distribution, NER/ D/ EC 124	17	DME	880,000	968,000	1,064,800	1,171,280	1,288,408
42	Electrical assets auditing, NER/ D/ EC 124	All	DME	385,000	423,500	465,850	-	-
43	Electricification of Schools, Tsomo	12/13	DME		27,500,000	30,250,000	33,275,000	36,602,500
44	Electrification, Freshwater, Mpolweni, Squashville, Stanhope, Jerseyvale, Cobongo	9	DME		800,000	-	-	-
45	Electrification, Ngondorheni, Upper & Zinguka, Lower Gxulu, Masincedane,	1	DME		600,000	-	-	-
46	Electrification, Toise Bomvana, Undula, Ndumangeni, Ngganda, Thomas River	5	DME		500,000	-	-	-
47	Electrification Smallholdings	All	DME		-	-	-	-

PRIORITY ELECTRICITY PROJECTS								
No	Project	Ward	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/14 Yr 5
48	Electrification house at Irrigation Schemes	All	DME	-	-	-	-	-
49	Electrification Subsistence Farmers	All	DME	-	-	-	-	-
50	Alternative Energy	All	DPLG e.g.Share	-	-	-	-	-
51	High mast Lights, Tsomo	13	MIG	-	1,250,000	1,375,000	1,512,500	1,663,750
52	High Mast light – Toise villages	12 and 5	MIG					
Total				19,407,000	76,635,400	78,483,740	87,000,929	97,295,711

Note:

1. NER/D/EC124 Licence to Distribute Electricity within Amahlathi Local Municipality area of Jurisdiction

**D 2010/2011 - Year Housing Projects**

PRIORITY HOUSING PROJECTS								
Project	Ward	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/14 Yr 5	Project Cost R
Construction of RDP houses( Kati-kati,Masinedane, Mlungisi, Emthonjeni, Ndakana Daliwe Mzamomhle, Cenyu, Tshoxa, Heckel, Upper izeleni, Tyutyu ,Frank fort area ± 10000 units), rhawini ,ngqanda and ndumangeni	5,1,16 ,9,4,1 6,15,2 ,14,17 ,20, 13	DHLG&TA	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	35,000,000

### 1.2.1 PLANNED PROJECTS: LOCAL ECONOMIC DEVELOPMENT CLUSTER

#### A 2010/2011- Priority Local Economic Projects

PRIORITY LED AND SPECIAL PROGRAMMES PROJECTS								
	Project	Ward	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/13 Yr 5
1	Hiking Trails Kologa Hiking Trail Cathcart Hiking Trail Picnic Sites	17,4	DWAF, ADM, Amahlathi Municipality	50,000	70,000	80,000	100,000	140,000
2	Cathcart Info. Centre	4	ADM, Amahlathi Mun	30,000	50,000	70,000	90,000	120,000
3	TADA ( Teenagers Against Drug Abuse)	4	Social Development	100 400,00				
4	Amahlathi Craft Centre	17	Private Sector, ADM, DSRAC	100,000	200,000	250,000	300,000	400,000
5	Keiskammahoek Info Centre	2	ADM, Amahlathi M	100,000	120,000	140,000	160,000	180,000
6	Livestock Improvement	All wards	Dept of Agriculture	1,400,000	1,600,000	1,800,000	2,000,000	2,200,000
7	Mechanisation 1.Tractors 2.Ploughs	All wards	ADM, Amahlathi M	500,000	750,000	800,000	1,000,000	1,200,000
8	Wetlands Development	All wards	DEAT, DWAF	200,000	250,000	300,000	350,000	400,000
9	SMME's and Co-ops Development	All wards	Amahlathi M	50,000	70,000	80,000	90,000	100,000
10	Fencing of Grazing & Arable Land	All wards	Dept of Agriculture	40,000	80,000	120,000	140,000	160,000
11	Dipping Tanks Development	All wards	Dept of Agriculture	30,000	60,000	90,000	120,000	150,000
12	Land Reclamation	All wards	ADM, Dept of Agriculture	50,000	100,000	150,000	200,000	250,000
13	Irrigation Schemes	20,7,18,4	Dept of Agriculture	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000
14	Khanyo Bricks	20	Amahlathi M	30,000	30,000	40,000	20,000	20,000
15	Yizani sakhe bricks	15	Amahlathi M	20,000	30,000	30,000	30,000	20,000
16	Simanyane women baking	15	Amahlathi M	20,000	30,000	40,000	20,000	20,000
17	Siyazama Co-operative	15	Dept. of Social Development	500,000	300,000	300,000	400,000	500,000
18	Community Garden Development	1	ADM, Amahlathi	40,000	50,000	60,000	70,000	70,000
19	Nkosi Johnson Youth Programme	4	Dept. of Social Development	469 300,00	500,000	300,000	300,000	300,000
20	Women's Co-operative Cathcart	5	Dept. of Social Development	500,000	300,000	350,000	350,000	400,000
21	Nonkqubela Multi-purpose Project	13	Dept. of Social Development	500,000	300,000	350,000	350,000	400,000
22	Food Security	King Kei	Dept. of Social Development	750,000	500,000	500,000	300,000	400,000

PRIORITY LED AND SPECIAL PROGRAMMES PROJECTS								
	Project	Ward	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/13 Yr 5
23	Women's Co-operative	Keiskam mahoek	Dept. of Social Development	500,000	300,000	300,000	300,000	300,000
24	Food Security	Zeleni	Dept. of Social Development	750,000	300,000	300,000	300,000	300,000
25	Food Security	King Kei	Dept. of Social Development	750,000	500,000	300,000	300,000	300,000
26	Keiskammahoek Irrigation scheme	2	Dept of Agric	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000
27	Zanyokwe Irrigation Scheme	10	Dept of Agric	3,000,000	3,500,000	4,000,000	4,500,000	
28	Amabele Blue-Berry farm project	9	Dept of Agric and ECDC	200,000	400,000	6,000,000	8,000,000	9,000,000
29	Wood House project	17	Amahlathi and AEDA	3,500,000	4,000,000	5,000,000	6,000,000	7,000,000
30	BioFuel project	All	Dept of Agric	200,000	400,000	500,000	600,000	700,000
31	Masiphakame Women's Project	5	Department of Social Development	500 000	R600 000	R700 000	R800 000	R900 000
32	Qingqa Mntwana Youth Project	11	Department of Social Development	500 000	R600 000	R700 000	R800 000	R900 000
33	Tiyo Soga Agricultural Project	14	Department of Social Development	375 000				
34	Mlungisi / Stutterheim development	15,16,17	National Treasure	14 465 00	R22 346 00	R2 000 000	-	-
35	Masivuke Education and Training Keiskammahoek		Social Development	469 300.00				
36	Masakhane Community Garden	12	Social Development	500 000.00				
37	Sinako Wood	6	Social Development	500 000.00				
38	Vukani Magubevu	17	Social Development	500 000.00				
39	Cathcart abattoir	4	Cathcart abattoir business consortium	R12 000				
40	Fresh produce market	2	Aspire & Amahlathi	R900 000				
41	Aloe Vera	13	Dept. Social Development					
42	Cathcart Heritage	4 & 5	Amahlathi	R10 000				



**5-YEAR PLANNED PROJECTS: SOCIAL CLUSTER****A. 2009/2010- Social Needs Projects**

<b>Social/ Community Needs Projects</b>									
No.	Project	Wards	Funder	2009/10 Yr 1	2010/11 Yr 2	2011/12 Yr 3	2012/13 Yr 4	2013/14 Yr 5	Funded
1	Amatolaville Sportsfield Phase (2), Water and Sanitation	6	MIG	150,000					No
2	Mlungisi No 2 Sportsfield Phase 2 (Ablution block)	16	MIG	255.0.00					YES
3	Kubusie Sportsfield Phase 2 (Fencing)	6	MIG	150,000					No
4	(Extension of Office Space Phase 1-3)	All Wards	MIG	450,000.00					YES
5	Fencing of Sportsfield	18	MIG		150,000				
6	Fencing of Sportsfield (Eluphondweni)	19	MIG			150,000			No
7	Fencing and Upgrading of Sportsfield (Mgwali)	14	MIG		150,000				No
8	Fencing and Upgrading of Sportsfield (Frankfort)	8	MIG			150,000			No
9	Fencing of Sportsfield (Toise)	5	MIG			150,000			No
10	Crèche Programme (Nonkululeko)	9	MIG	405,359.00	45,039.92				YES
11	Crèche Programme (Dontsa)	3	MIG	350,385.16	38,931.68				YES
12	Crèche Programme (Isidenge)	17	MIG	516,780.00	57,420.00				YES
13	Cemetery- Ndakana	9	MIG	208,358.31	486,169.40				YES
14	Community Hall Upper Izele	17	MIG	754,881.88	83,875.76				YES
15		20	MIG		500,000	500,000			No
16	Refuse Removal Truck	Municipal wide	Internal	985,000	1,500,000	2,000,000			Yes
				<b>3,060,000</b>	<b>3,750,000</b>	<b>4,050,000</b>			

**B- 2009/2010- Disaster Management and Community Safety Environment Projects**

<b>Disaster Management and Community Safety Environment</b>									
No.	Project	Wards	Funder	08/09 Yr 1	09/10 Yr 2	10/11 Yr 3	11/12 Yr 4	12/13 Yr 5	Funded
1	Institutional Capacity		ADM/INTERNAL	R120 000					
2	Main Streaming Disaster Management Plan		ADM/INTERNAL	R100 000					
3	Disaster & Awareness		ADM/INTERNAL	R30 000					
4	Capacity building		ADM/INTERNAL	R30 000					
5	Development of Community Safety Plan		ADM/INTERNAL	R150 000					
6	Revival of Community safety Structures		ADM/INTERNAL	R30 000					
7	Implementation of Community Safety Plan		ADM/INTERNAL	R100 000					
8	Crime Awareness/ Capacity building		ADM/INTERNAL	R80 000,					

**C 2009/2010- Priority Environmental Projects**

<b>Priority Environmental Projects</b>									
	Project	Wards	Funder	08/09 Yr 1	09/10 Yr 2	10/11 Yr 3	11/12 Yr 4	12/13 Yr 5	Project Cost R
1	Soil erosion combating	11,5,4,1,2,3	Dept. Agric.	500,000	500,000	500,000	500,000	500,000	2,500,000
2	Eradication of Noxious weeds	11,5,4,13,3,18,19,7	ADM	500,000	500,000	500,000	500,000	500,000	2,500,000
3	Refuse removal transfer stations	Cathcart 4; Kei Road 9; Amabele 9	ADM	500,000	500,000	500,000	500,000	500,000	2,500,000
4	Fencing commonage	9,15,16,17,2,3	ADM	250,000	250,000	250,000	250,000	250,000	1,250,000
5	Dipping tank development	5,13,8		150,000	150,000	150,000	150,000	150,000	750,000
6	Planting of trees	8,17	ADM	50,000	50,000	50,000	50,000	50,000	250,000
7	Rehabilitation of Wetlands	AM AHLATHI		100,000	100,000	100,000	100,000	100,000	500,000
TOTALS				2,050,000	2,050,000	2,050,000	2,050,000	2,050,000	10,250,000

### **1.3 HIV / AIDS POLICIES AND PROGRAMME**

#### **1.3.1 AIMS AND OBJECTIVES**

##### **OVERALL AIM**

To form an Inter-sectoral HIV/AIDS forum within Amahlathi Municipality as part of a Provincial and District initiative.

##### **OBJECTIVES**

- 1) To create a platform that brings together all stakeholders within the Municipal area to develop a unified approach by focusing and combining our efforts to deal with HIV/AIDS.
- 2) To update the situational analysis of stakeholders.
- 3) To discuss and facilitate the adoption of the Amahlathi IDP plan for HIV/AIDS.
- 4) To obtain commitment to broad actions plans around HIV/AIDS including resource allocation (resource commitment to forum).
- 5) To establish an executive structure to co-ordinate forum activities.

##### **TERMS OF REFERENCE**

- 1) To provide political leadership and facilitate the involvement of all local politicians in the fight against HIV/AIDS.
- 2) To develop policy guidelines for implementation and sustainability of programmes and activities.
- 3) To facilitate the development of a Local Municipal Aids plan, with all stakeholders to ensure that the Local Municipal Aids plan is incorporated into the IDP plan and all relevant sectors like Local Economic Development and Youth programmes.
- 4) To develop and strengthen local intersectoral partnerships and networks.
- 5) To mobilize all sectors to ensure an expanded response to the epidemic.
- 6) To align local forum with ADM, Provincial National intersectoral HIV/AIDS priorities and plans.
- 7) To investigate and facilitate funding initiative for programmes within the Municipality.
- 8) To strengthen and develop information, education, communication and social mobilization strategies.
- 9) To advocate for all legal and human rights in all sectors.
- 10) To ensure a monitoring and evaluation strategy for all form activities. Monitor the implementation of the Local Aids Plan and provide reports to the Local Municipality.
- 11) To participate in the development and roll out of the S.A. Aids Youth Programme and include aspects of such on the Local Municipal Aids Plan.
- 12) To ensure that the plan and implementation programme is communicated to all stakeholders in the Local Municipality.
- 13) Ensure that Local Resources are mobilized and used efficiently and effectively.

### 1.3.2 BACKGROUND STATEMENT ON HIV/AIDS

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As with most areas in S.A., the long-term consequences of the HIV/AIDS pandemic are likely to significantly alter the demographic profile of the Amahlathi population. The Development Bank of S.A. (DBSA 2000) has noted the following areas of concern:

- A decrease of productivity and high turnover in trained/experience members of the labour force, which will have severe economic impacts.
- An increase in need for healthcare and social support mechanisms particularly for the most vulnerable sectors of the population, including the sick, and the young and the elderly (who will be deprived of caregivers).
- A change in consumer patterns, with the disposable income of most affected households being increasingly limited and/or diverted to medical and related expenses.

### 1.3.3 PARTICIPATORY NEEDS ANALYSIS

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Whilst there are no detailed data relating specifically to the rate of HIV/AIDS infection in the Amahlathi Municipal area, the participatory needs analysis undertaken as part of the analysis phase confirmed that HIV/AIDS and related issues are major concerns of communities.

It is consequently accepted that the Amahlathi Municipality must focus on integrating its efforts with other agencies including ADM, Department of Health and Social Development, NGO's in order to contribute to HIV/AIDS awareness, prevention, etc.

### 1.3.4 AMAHLATHI MUNICIPALITY'S MISSION STATEMENT ON HIV/AIDS

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***THE AMAHLATHI MUNICIPALITY JOINS THE PARTNERSHIP AGAINST AIDS  
AND COMMITS ITSELF IN INITIATING AND SUPPORTING  
A MULTI-SECTORAL RESPONSE TO HIV/AIDS BY:-***

- ❑ PUBLICLY ACKNOWLEDGING THE SERIOUSNESS OF THE EPIDEMIC
- ❑ PROTECTING AND PROMOTING THE HEALTH OF ITS CITIZENS.
- ❑ MINIMIZING THE PERSONAL AND SOCIAL IMPACT OF HIV/AIDS
- ❑ CHALLENGING DISCRIMINATION AND MOBILIZING AND SUPPORTING COMMUNITY RESPONSES.

### **1.3.5 LOCAL GOVERNMENT IN THE PARTNERSHIP AGAINST AIDS**

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Responding with commitment, concern, courage, and for the future: -

#### **PREAMBLE**

The HIV/AIDS epidemic represents one of the most urgent challenges to our country, Province and Local Government Authority (LGA)

#### **THE PRESENT**

- In South Africa the HIV/AIDS epidemic is among the most severe in the world with more men, women and children infected than in any other country with the exception of India.
- Young adults have the highest infection.

#### **THE FUTURE**

- The number of deaths due to AIDS will rise dramatically to almost quarter of a million within three years.
- Average life expectancy is expected to fall from 60yrs to 40yrs between 2009-2019.
- In the near future there will be nearly a million under the age of 15 who will have their mothers die due to AIDS.

#### **THE IMPACT**

- The HIV/AIDS epidemic therefore constitutes an enormous threat to development and social transformation in South Africa.
- It will be a major obstacle to reducing poverty and will reverse any gain obtained during past decades.

#### **THE SOLUTION**

- President Nelson Mandela as quoted in his address to the World Economic Forum at Davos Switzerland in February 1997 defined the type of response, which must be mounted when he said, "the vision which fuelled our struggle for freedom the deployment of energies and resources, the unity and commitments to common goals - all these are needed if we are to bring AIDS under control"
- Future generations will judge us on the adequacy of our response.

### **1.3.6 GUIDING PRINCIPLES OF AMAHLATHI MUNICIPALITY'S RESPONSE TO HIV/AIDS**

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#### **A. THE PRINCIPLE OF RESPONSIBILITY**

Every person, government, community, institution, private enterprise and individual must be aware of his/her responsibility and must exercise it in an active and sustainable manner.

#### **B. THE PRINCIPLE OF ENGAGEMENT**

Every person is affected directly or indirectly and therefore should respond with commitment, concern, courage and hope for the future.

#### **C. THE PRINCIPLE OF PARTNERSHIP AND CONSENSUS BUILDING**

All persons, couples, families, communities and nations must work together with compassion to build and share a common vision.

These partnerships must reflect and actively promote solidarity, inclusion, integration, dialogue, participation and harmony.

#### **D. THE PRINCIPLE OF EMPOWERMENT**

The empowerment of every person but particularly the poor, the uneducated and children is essential and must guide all action.

The empowerment requires recognition of the right to knowledge, information and technology, freedom of choice and economic opportunity.

#### **E. THE PRINCIPLE OF NON-DISCRIMINATION**

Every person directly affected by the epidemic should remain an integral part of his/her community: -

- with the right of equal rights to work, housing, education and social services,
- with the right to marry, with freedom of movement, belief and association,
- with the right to counselling, care and treatment, justice and equity.

#### **F. THE PRINCIPLE OF CONFIDENTIALITY AND PRIVACY**

Every person directly affected by the epidemic has the right to confidentiality and privacy. It can only be breached in exceptional circumstances.

#### **G. THE PRINCIPLE OF ADAPTATION**

Every person and community should change and adapt social and cultural conditions to the new challenges of the epidemic in order to respond effectively.

#### **H. THE PRINCIPLE OF SENSITIVITY IN LANGUAGE**

Language should uphold human dignity, reflect inclusion, gender sensitive, accurate and understandable.

#### **I. THE PRINCIPLE OF ETHICS IN RESEARCH**

Research should be based on free and informed consent, be non-obstrusive and non-co-ercive, and the results should be made available to the community for timely and appropriate action.

#### **J. THE PRINCIPLE OF PROHIBITION OF MANDATORY HIV TESTING**

HIV testing should not be a prerequisite for access to work, travelling and other services. HIV testing without informed consent should be prohibited.

### **1.3.7 SUMMARY OF APPROACH**

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Amahlathi Municipality is committed to responding to the HIV/AIDS epidemic in terms of people centred and gender sensitive development within the bounds of ethical, legal and human rights frameworks and with full community participation.

### **1.3.8 BENEFICIARIES**

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The beneficiaries of the L.G.A HIV/AIDS strategy are all the citizens residing or working in the geographic area served by the Amahlathi Municipality.

The vulnerable groups to HIV/AIDS will receive special attention; e.g. the poor, displaced persons, children (especially children in difficult circumstances), young people, women and migrant and mobile workers.

### **1.3.9 OBJECTIVES OF AN EFFECTIVE, MULTI-SECTORAL RESPONSE AT THE LOCAL LEVEL**

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Compared to other levels of Government, Local Government has a unique ability to work with and in communities: -

- a) To provide leadership and commitment
- b) To identify and mobilize local capacity for prevention, care and support.
- c) To develop local services.
- d) To protect vulnerable citizens.
- e) To establish mechanism for consultation, communication and collaboration.

### **1.3.10 PROPOSED STRUCTURES**

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A Focal Point person supported by a small HIV/AIDS subcommittee to be nominated with a mandate to: -

- Facilitate implementation of the strategy
- Conduct analysis of partnerships
- Facilitate the establishment of HIV/AIDS partnership

### **1.3.11 FUNCTIONS OF A PARTNERSHIP**

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- a) To enable role players to interact
- b) To promote co-operation and collaboration
- c) Mobilize local capacities for prevention, care or support
- d) Identify emerging and appropriate responses
- e) Plan joint activities e.g. AID MEMORIAL DAY, WORLD AIDS DAY, etc.
- f) Interact with Provincial and National Government, and with other Local Authorities.

### **1.3.12 AGENDA FOR ACTION**

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There are nine key areas for a local government authority (LGA) response to HIV/AIDS: -

#### **A. LEADERSHIP**

- Visible and vocal political and public leadership by councillors; and
- Leadership by example in the workplace.

#### **B. CO-ORDINATION OF A LOCAL RESPONSE**

- Co-ordination within a multi-sectoral network called into being by Amahlathi Municipality
- Co-ordination with other LGA's Provincial and National.

#### **C. PLANNING IN CONSULTATION**

- A Local aids plan developed with community and sectoral representation. Aids issues and impact incorporated into integrated development planning.

#### **D. FACILITATION**

- Identify and remove barriers to action
- Create an environment that fosters involvement, participation and partnership.



**E. INTEGRATION**

- Integrate HIV/AIDS prevention and care activities into all Local Government activities

**F. ADVOCACY AND MOBILIZATION**

- Keep AIDS in the public eye and in the public debate

**G. STRENGTHEN COMMUNITY RESPONSES**

- Provide technical assistance
- Provide resources/material and seed funding (Grants in AID)

**H. PROMOTE SOCIAL AND ECONOMIC DEVELOPMENT**

- Make AIDS a core issue in all development, decision-making.

**I. MONITOR**

- Include AIDS programme targets in all monitoring processes. Include reports on AIDS responses in Provincial and National Forums.

**1.3.13 PLANS OF ACTION**

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- i. Plans for action in each of the nine priority areas will be developed through a joint participating inclusive planning process.
- ii. Those plans will form the basis of the L.G.A work plan. Wherever possible integrating activities into existing projects and programs, particularly development projects and programs to ensure full ownership and responsibility.
- iii. An analysis of potential partnership will be conducted.
- iv. Mechanism for consultation, communication and collaboration will be established.
- v. All services offered by Amahlathi Municipality will be examined, to determine the potential impact of the HIV/AIDS epidemic on these services.
- vi. Development projects and programmes which by their nature, address the underlying factors which the epidemic will be prioritised for support.
- vii. Financial, material and human resources will be identified.
- viii. Short-term (process) indicators and longer-term (progress) indicators will be developed and utilized to monitor the Amahlathi Strategy on HIV/AIDS.

**1.3.14 CONCLUSION**

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The Local Government Authority of Amahlathi Municipality embraces the challenge represented by the HIV/AIDS epidemic, confident of its leadership, commitment, and its ability to mobilize and support non-discriminatory prevention and responses in partnership with communities and sectors.

**1.4 POVERTY ALLEVIATION PROGRAMME**

It is noted that a number of initiatives are critically to the essence of poverty alleviation in the local area. These include the implementation of the Consolidated Land Restitution Programme in Keiskammahoeck and the resuscitation of irrigation schemes in the Amahlathi Municipal area.

It is important to note that Local Economic Development within Amahlathi is currently greatly improved in the implementation of economic development initiatives.

**1.5 INSTITUTIONAL AND CAPACITY-BUILDING PROGRAMME**

An Institutional Plan is currently being undertaken.

**1.6 WATER SECTOR PLAN**

The Water Sector Plan has been completed and is provided as an Appendix to the IDP.

**1.7 INTEGRATED WASTE MANAGEMENT PLAN**

Amahlathi Municipal Integrated Waste Management Plan has been completed and has been implemented for the past two years, it needs reviewal.

**1.8 TRANSPORT PLAN**

The Amahlathi Local Municipality Transport Plan will be undertaken in line with the Amathole District Municipality Transport Plan, which is a legal requirement in terms of current assignment of powers and functions.

It should be noted that proposed capital projects emanating from the Amathole District Municipality Integrated Transport Plan are included in the five-year capital expenditure plan.

**1.9 DISASTER MANAGEMENT PLAN**

In terms of the current assignment of powers and functions, the Amahlathi Municipality is required to administer and manage the disaster management function.

However, given current capacity constraints, the Amahlathi Municipality actively participates in disaster management processes and procedures within the framework of disaster management support provided by the Amathole District Municipality. Communication between

the two Municipalities is therefore a critical element in current disaster management procedures.

In line with the District Municipality's role to capacitate Local Municipalities, a Sub-Regional Disaster Control Centre is to be developed in Amahlathi Municipality. Premises for this Centre have been identified in Stutterheim.

In the interim, the Amathole District Municipality has completed the 1<sup>st</sup> Phase of a District Disaster Management Plan, which will point the way forward for the Amahlathi Municipality in this regard.

## 2. SPATIAL DEVELOPMENT MANAGEMENT TOOLS

Two components of the Amahlathi Municipality IDP are identified as so-called Spatial Development Management Tools. These two components, the **Spatial Development Framework** and the **Environmental Management Framework**, are identified as such as they are primarily intended as guidelines or "tools" to enable the Municipality to better direct and manage land development or investment in development that would have a physical element or environmental consequences.

### 2.1 SPATIAL DEVELOPMENT FRAMEWORK

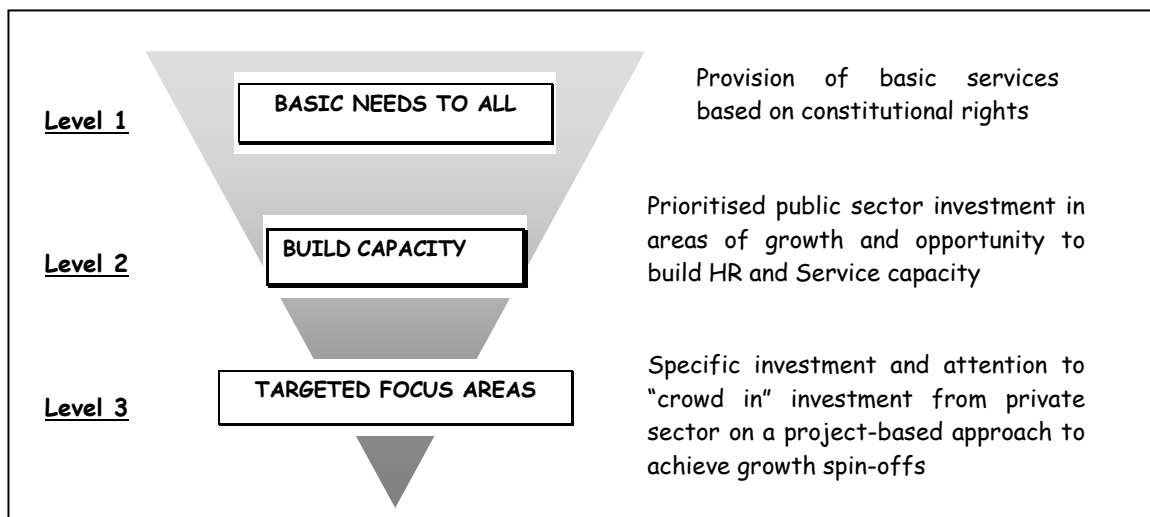
(Refer to Plan No. 5.9: Spatial Development Framework)

In order to meet its broad developmental objectives, the Amahlathi Municipality has formulated a Spatial Development Framework, which includes the following strategic framework for spatial development: -

#### 2.1.1 STRATEGIC FRAMEWORK FOR SPATIAL DEVELOPMENT

The following steps outline the Strategic Framework for Spatial Development: -

#### Step One - Identify Level of Services and Investment-Type



*adapted from the draft Eastern Cape Provincial Spatial Development Plan (Nov 2001)*

The above strategic framework for level of services and investment type is interpreted in the Amahlathi Municipality's context as follows: -

- A) **Level 1: Basic Needs to All** - means the provision of municipal infrastructure at a basic level that is *at least* in line with the minimum acceptable level of service adopted by the Amathole District IDP Framework Committee.
- B) **Level 2: Build Capacity** - implies investment at a higher level in middle order services, infrastructure and needs (secondary schools, market places, taxi ranks, capacity training etc.).
- C) **Level 3: Targeted Focus Areas** - implies investment at a still higher level in higher order services and infrastructure and this includes "non-essential" needs, including sports stadiums, tertiary and specialised education facilities, as well as the facilitation of investment that is likely to generate significant socio-economic developmental spin-offs.

### 2.1.2 ELEMENTS OF THE SPATIAL DEVELOPMENT FRAMEWORK

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The following elements make up the forward planning component of the Amahlathi SDF:

A) Spatial Development Issues, Objectives & Strategies

These distil the key issues to be dealt with by the Spatial Development Framework, and set out objectives and strategies in relation to these issues.

B) Spatial Structuring Elements

These are concepts or "planning tools" that are used to identify areas or special features of areas that enable the Amahlathi Municipality to carry out spatial planning and land use management in an ordered or structured manner. That is, in line with the identified spatial objectives and associated strategies, these spatial structuring elements enable the Municipality to identify areas where different types of land uses would be permitted and/or discouraged and thus form the building blocks that guide future planning in the Amahlathi area.

The Amahlathi Spatial Development Framework proposes to make use of four spatial structuring elements, as follows: -

- i. The concept of **Development Nodes**
- ii. The concept of **Development Corridors**
- iii. The concept of **Urban Edges**
- iv. Areas where **Environmental Constraints** apply

C) Special Development Areas

Special Development Areas (SDAs) are geographical areas where, in order to achieve both the objectives of the Amahlathi Integrated Development Plan *and* the related objectives of the Spatial Development Framework, the Amahlathi Municipality would need to prioritise its development efforts and capital expenditure.

### 2.1.3 SPATIAL DEVELOPMENT ISSUES, OBJECTIVES & STRATEGIES

This section sets out the spatial development issues that are seen to be the main challenges to the Amahlathi Municipality in practising wise spatial planning and land use management. Related to these, a number of spatial development objectives and strategies are proposed to enable the Municipality to better focus its resources when dealing with land development and spatial planning, in general.

#### A) Key Spatial Development Issues

The following are identified as the Key Spatial Development Issues to be addressed by the Amahlathi Spatial Development Framework: -

<b>Key Spatial Development Issues</b>	
Spatial Fragmentation vs Basic Needs	This issue highlights the problems inherent in attempting to provide housing and a basic level of service to all residents, whilst dealing with the reality of a spatially fragmented settlement and economic development pattern. The challenge to sustainability is significant.
Land Development Trends & Urbanisation	This refers to the current problem of informal settlement formation in both urban and in peripheral or rural settlement areas. The challenge here is to manage spatial development so as to permit development at scale in areas where services and facilities can be delivered on a more sustainable basis, and implies focusing on a coherent service policy in tandem with an applied land use management approach.
Environmental Management	This refers to the sustainable use of the natural environment and the protection/conservation of environmentally sensitive areas.
Land Use Management	This issue highlights the need to ensure that the policies and institutional structures are set in place to allow the Amahlathi Municipality to practice wise land use management in both the urban and rural areas under its jurisdiction.

#### B) Spatial Development Objectives

The following objectives are proposed in response to the key Spatial Development Issues

<b>Key Spatial Development Issues</b>	<b>Proposed Spatial Development Objectives</b>
Spatial Fragmentation vs Basic Needs	To fulfil basic needs obligations and address spatial integration within available means
Land Development Trends & Urbanisation	To manage land development in line with a structured approach to ensure sustainability
Environmental Management	To adhere to environmental law and protect environmentally sensitive areas
Land Use Management	To manage land development in line with the General Principles of the Development Facilitation Act and the provisions of the Land Use Planning Ordinance (15 of 1985)

### C) Spatial Development Strategies

The following spatial development strategies are proposed to correspond with the spatial development objectives outlined above.

Key Spatial Development Objectives	Proposed Spatial Development Strategies
1. To fulfil basic needs obligations and address spatial integration within available means	<ul style="list-style-type: none"> <li>▪ Ensure efficiency and sustainability of basic services, by promoting the integration of sprawling settlements in both urban and rural areas, and the consolidation of larger settlements at nodal points.</li> <li>▪ Consolidate and integrate spatial development by developing land in proximity to public transport routes and existing services.</li> <li>▪ Develop infill areas within fragmented settlement areas, where appropriate.</li> </ul>
2. To manage land development in line with a structured approach to ensure sustainability	<ul style="list-style-type: none"> <li>▪ Manage land development in line with land use management guidelines related to identified spatial structuring elements and special development areas within Amahlathi</li> <li>▪ Support a land reform and settlement development programme by identifying zones of opportunity for land development</li> </ul>
3. To adhere to environmental law and protect environmentally sensitive areas	<ul style="list-style-type: none"> <li>▪ Implement the principles of Integrated Environment Management (IEM).</li> </ul>
4. To manage land development in line with the General Principles of the Development Facilitation Act and the provisions of the Land Use Planning Ordinance (15 of 1985)	<ul style="list-style-type: none"> <li>▪ Implement the provisions of the Section 8 Zoning Scheme Regulations in terms of the Land Use Planning Ordinance (15 of 1985).</li> <li>▪ Apply for funding for a programme to develop an appropriate new Zoning Scheme for Urban and Rural areas, in line with the direction of new legislation, when promulgated.</li> </ul>

### 2.1.3 SPATIAL STRUCTURING ELEMENTS

This section focuses on the four basic **Spatial Structuring Elements** that guide spatial development decision-making in the Amahlathi area: these elements are used to manage and guide development into certain patterns or arrangements, which are intended to promote more efficient future development.

#### A) Development Nodes of Importance

Development nodes are categorised as those towns or places where a significant number of functions commonly deemed to be urban are found. These functions would include public administration facilities/institutions, business activities, social and recreational facilities and other existing or potential economic enterprises (including tourism-related enterprises). Such nodes are often located on main transport routes to provide maximum access and act as catalysts for new growth and development. As such, they are areas where the following should be prioritised: -

- *Appropriate levels of development investment in infrastructure.*
- *Appropriate land use management to promote preferred development outcomes.*

The following classes of node have been identified and/or are proposed for Amahlathi:

NODE TYPE	AREA/LOCALITY	DESCRIPTION
URBAN NODES		
Level 3 Primary Node	<b>Stutterheim</b>	<p>As the main Administrative, Service and Industrial Centre of Amahlathi Municipality as well as an important place of residence for approximately 60% of the Urban Municipal population, Stutterheim should be targeted for the following: -</p> <ul style="list-style-type: none"> <li>▪ Investment in infrastructure to increase services capacity;</li> <li>▪ Development of public-funded housing areas;</li> <li>▪ Development of regional social goods and facilities, including educational institutions, and sports and recreational facilities</li> <li>▪ Land use management that focuses on the integration of disparate settlement elements in the town.</li> </ul>
Level 2 Secondary Nodes	<b>Keiskammahoek</b>	<p>As a secondary Administrative Centre and Service Centre to a large number of surrounding peri-urban and rural settlements as well as an area with eco tourism and agricultural potential, Keiskammahoek should be targeted for: -</p> <ul style="list-style-type: none"> <li>▪ Investment in infrastructure to services capacity;</li> <li>▪ Appropriate Land use management and, infrastructural support to develop the Agricultural sector in the area.</li> </ul>
	<b>Cathcart</b>	<p>As a service centre of Amahlathi Municipality as well as an area with tourism development potential, Cathcart should be targeted for: -</p> <ul style="list-style-type: none"> <li>▪ Investment in infrastructure to increase services capacity;</li> <li>▪ Appropriate development of new residential and public-funded housing to meet local demand;</li> <li>▪ Land use management that focuses on the improvement of the aesthetic character of the town.</li> </ul>
Level 1 Tertiary Node	<b>Kei Road</b>	<p>As a minor service centre, Kei Road should be targeted for:</p> <ul style="list-style-type: none"> <li>▪ Extension of public-funded housing area to meet local demand; as proposed in the Yellowwoods Kei Road Settlement Project</li> <li>▪ Investment in Infrastructure</li> </ul>



RURAL NODES		
Rural Development Nodes	<b>Frankfort</b>	Proposed as a rural nodal settlement with prioritisation of higher order facilities development.
<p>No other rural nodes are specifically proposed at present. The rural areas of Keiskammahoek sub-district (Ward No's 1,2,3,10 and 11) and Tsomo sub-district (ward No's 12 and 13) are, instead, designated as Special Development Areas due to their unique opportunities and/or special development needs.</p> <p>In the course of more detailed spatial planning in these areas, it is anticipated that consensus with local communities is important to identify nodal settlements.</p>		

## B) Development Corridors of Importance

Development corridors are described in planning terms as roads or railway routes that are usually associated with the movement of people between places. This function of facilitating movement of people along a route also means that these "movement corridors" have the potential to accommodate development of different levels of intensity and a mix of land uses at certain points along the route.

Different categories of Development Corridors can be described as follows (*adapted from the Buffalo City Spatial Development Framework: SETPLAN et al, 2003*):

- **Mobility Route:** is a road with limited access that principally carries traffic between major nodes.
- **Activity Corridor:** Is a band of high-density urban development up to 800m wide along a public transportation route. Typically, activity corridors link areas of greater intensity of land use (nodes) and are usually found in larger urban areas.
- **Activity Street:** is usually defined as a local street that is located within the sphere of influence of an activity corridor and reinforces it. To be classified as an activity street, vehicle and pedestrian access to a mix of land uses is a priority.

In addition to the above types of development corridor commonly defined, the particular circumstances within Amahlathi warrant the identification of **Special Routes**, which are, in this instance, related to tourism development.

The following corridors are identified within the municipality: -

TYPE	AREA/DESCRIPTION OF LOCALITY	FUNCTION
<b>Mobility Routes – Municipal level</b>	☐ N6 - East London-Queenstown	These routes carry passing traffic and provide access between local areas in Amahlathi and centres further afield
	☐ R63 - Komga – Kei Road - KWT	
<b>Special Routes – Tourism Focus</b>	☐ Sandile Heritage Route	These routes relate to tourism destinations. In the case of the Sandile Heritage Route, a number of Heritage Sites are identified
	☐ R345 - Cathcart - Hogsback	

C) Urban Edges (Refer to Plan 5.1 Nodes and Routes)

D) Environmental Elements

As spatial planning has come to appreciate the fundamental importance of environmental management and the conservation and protection of environmentally sensitive areas, so the identification of environmental constraints has become a key structuring element in forward planning. Accordingly, the Amahlathi Spatial Development Framework has incorporated a number of inputs from a variety of sources in order to identify environmental constraints. The following applies: -

- The Strategic Environmental Assessment (SEA) undertaken together with the Spatial Development Framework has identified conservation-worthy areas as well as constraints and opportunities to development. These include
  - The Thomas River Conservancy
  - The Amathole Complex
- Using a digital terrain model based on available 20m contour intervals, an indicative slope analysis was undertaken to illustrate areas where steep sloping landforms are likely to represent constraints to land development.
- Finally, a key consideration and structuring element has been the data and accompanying documentation provided by the Sub-Tropical Thicket Ecosystem Planning (STEP) Programme. The most important STEP categories regarded as being indicative potential constraints to land development incorporated in the SDF as structuring elements include:
  - Protected Areas, which include proclaimed state-owned nature reserves and forest reserves (e.g. Kubusi Indigenous Forest, Driebos, Umfulane Forest, Quacu Nature Reserve);
  - Critically Endangered Areas, which denote areas where indigenous fauna and/or flora are coming under increasing pressure and are under threat of extinction (Cape Parrot Conservancy);
  - Process Areas, which denote areas where ecological processes occur that are essential to the survival of natural ecosystems; and
  - Conservancy Networks, which are defined as areas contain systems of natural pathways for conservation-worthy plants and animals that ensure these species survival.

**With regard to the above structuring elements, it is important to note that all elements, including the STEP data are regarded as indicative and not definitive in nature. That means that their illustration is not meant to indicate a clear and definite restriction to development as illustrated but merely to highlight the probability that environmental factors could represent a constraint to development in the areas illustrated.**

#### 2.1.4 SPECIAL DEVELOPMENT AREAS

In order to give a focus for the organisational activities of the Municipality as it strives to achieve its developmental goals, several specific areas (or geographic localities) have been identified as Special Development Areas (SDAs). These are: -

##### A) New Public-Funded Housing Development Areas

- Stutterheim

*There are seven proposed areas for future public housing development. These are listed below.*

No.	Description
HD1	West of Town (Undeveloped portion of the Golf Course Camp)
HD2	South of the Keiskammahoek road and west of Amatolaville
HD3	Infill development around Amatolaville
HD4	North of the Keiskammahoek road and west of Kologha Township
HD5	Extension to Mlungisi/ Mza'Momhle south of the existing development
HD6 &7	An extension North and West of Cenyu

- Cathcart

*In the short-term future, the demand for housing in Cathcart can be absorbed by the vacant surveyed erven in Daliwe and South of Cathcart. The number of vacant erven is listed below.*

No.	Description
HD1	South of Cathcart
HD2	NW Extension of Daliwe
HD3	South Extension of Daliwe

- Keiskammahoek

*The vacant erven within the Keiskammahoek town meets the current short-term housing demands. Should the demand for housing increase the area described below has been identified to accommodate this demand.*

No.	Description
HD1	Northern section of Keiskammahoek (Between the Cata River and Intensive Agriculture lots)

*Should the areas planned within the urban edge of Keiskammahoek reach capacity and further residential extension is needed, then the township settlement of Masincedane (Elukhanyweni) should be considered. This is due to the infrastructure already in place and ease of resolving land issues.*

B) Rural Development Areas

- Rural Settlement Upgrade Areas

*The Yellowwoods Kei Road Zone*

*This Zone Plan was completed in 2001 and set out clear spatial proposals for further settlement development (Model 2) as well as development of local farming projects (Model 3). This process should be supported with LED programmes and the upgrading of infrastructure and facilities in the settlements, as well as road access within the areas themselves.*

C) Land Reform Zone

- Keiskammahoek Land Restitution Zone

*As proposed in the Amathole District Municipality's LR&SP, the Keiskammahoek Development Support Zone comprises of a number of successful land claims. These processes are of significant because of the financial resources flows that they generate to local areas. Further this area boasts extensive eco tourism and forestry potential, which may require that appropriate land management systems and land reform be implemented in the area.*

D) Priority Basic Needs

- Tsomo Area (Former Transkei)

*Areas of greatest need, worst-off settlement areas in terms of the poverty index and service delivery These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas (poverty alleviation programs and basic infrastructure investment).*

E) Tourism Zones

*The areas with potential for tourism growth have been divided into 5 Zones listed below.*

- Tourism Zone 1

*Kologha Forest and Escarpment (Eco and Nature Tourism Potential)*

- Tourism Zone 2

*Keiskammahoek and surrounding area (Cultural and Heritage Tourism Potential)*

- Tourism Zone 3

*Elukhanyisweni and surrounding area (Cultural and Historical Tourism Potential)*

- Tourism Zone 4

*South Eastern section of Amahlathi LM (Eco-Tourism Potential)*

- Tourism Zone 5

*Thomas River Conservancy (Eco and Nature Tourism Potential)*

F) Agricultural Zones

- Irrigation Schemes
  - Zanyokwe
  - Horseshoe
  - Keiskammahoek

- Forestry Potential

*The forestry potential surrounds the existing plantations which were previously established and managed by DWAF and SAFCOL, but are now being managed under concession by Amathola Timber Holdings. There are 8 102 ha of 'good' and 26 396 ha of 'moderate' commercial forestry potential, with a total of 34 498 ha. Reducing further by 85% to allow for subsistence livelihoods and a range of forestry specific considerations such as slope and terrain features, the total commercial forestry potential is between 5 175 ha (15%) and 10 349 ha (30%).*

**2.1.5 LAND USE MANAGEMENT SYSTEM GUIDELINES**

In terms of the draft Land Use Management Bill, it is anticipated that the Amahlathi Municipality will be required to formulate an integrated Land Use Management System within the next 5-year planning period.

For the purpose of the SDF, the Municipality has established Land Use Management Guidelines in respect of:

- o Urban Nodes (so-called GO-BUT Zones)
- o Limited (Managed) Development Areas (also GO-BUT)
- o Restricted Development Areas (NO-BUT Zones)

**Table:** Macro-zoning categories for Amahlathi Local Municipality

<b>Urban Nodes (GO-BUT)</b>	<b>Limited Development Areas (GO-BUT)</b>	<b>No Development Areas (NO-BUT)</b>
<ul style="list-style-type: none"> <li>▪ Existing urban areas within the urban edge.</li> <li>▪ Identified tourism nodes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All land not classified as a No Development Area and Development node (Urban Edge)</li> <li>▪ Existing areas of degraded/modified agricultural land.</li> <li>▪ Areas where development could ensure future environmental benefits</li> <li>▪ Transitional Zone areas adjacent to defined Urban Edges.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proclaimed nature reserves</li> <li>▪ STEP Protected, Process and Critically Endangered areas</li> <li>▪ Rivers, estuaries and undisturbed riparian zones of rivers</li> <li>▪ Diverse montane grassland and afro-montane forest vegetation types</li> </ul>

## **2.2 ENVIRONMENTAL MANAGEMENT FRAMEWORK**

In the light of the Amathole District Municipality's Integrated Environmental Strategy (2003), it is proposed that the Amahlathi Municipality engage with the Amathole District Municipality in defining the relevant responsibilities of each in relation to current environmental legislation and the powers and functions of local government authorities.

The review of institutional capacity in this regard forms part of the present Institutional Plan process.

In the interim, the following legislative framework is applicable (as guided by the Amathole District Municipality's Integrated Environmental Strategy).

### **2.2.1 KEY LEGISLATIVE FRAMEWORK**

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The following is the key legislative framework in which the Amahlathi Municipality is to perform its functions.

#### *In terms of the Constitution:*

- Local authorities are responsible for administering various town planning instruments, protected areas and nuisance laws.
- Local authorities are responsible for providing all citizens with a safe and healthy environment.

#### *In terms of the National Environmental Management Act:*

- The Amahlathi Municipality is responsible for applying national environmental management principles in performing all activities that may significantly affect the environment.
- In terms of Section 28, Municipalities have a general duty of care related to activities that detrimentally affect the environment.

#### *In terms of the Local Government: Municipal Structures Act:*

- The Amahlathi Municipality must ensure environmental sustainability in delivery of all municipal services.

#### *In terms of the Environmental Conservation Act:*

- The Amahlathi Municipality has a general duty of care related to activities that detrimentally affect the environment.

#### *In terms of the EIA Regulations of the Environmental Conservation Act:*

- The Amahlathi Municipality is required to ensure that all projects, development proposals and actions (such as land development rezonings etc.) that it is responsible for implementing and/or approving, are subject to an EIA, should they fall within the listed activities provided in these regulations.

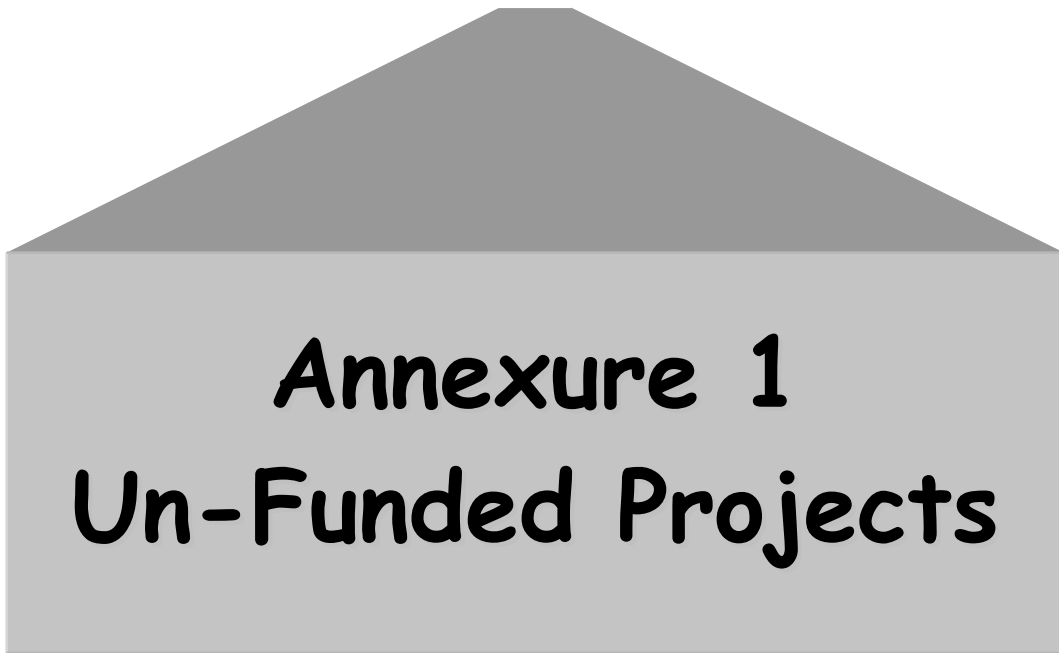
#### *In terms of the Conservation of Agricultural Resources Act:*

- The Amahlathi Municipality must ensure that weeds and invasive plants on municipal-owned land or inland waters are eradicated and controlled.

*In terms of the National Heritage Resources Act:*

- Heritage sites must be incorporated into town-planning schemes, where applicable.
- The Amahlathi Municipality must draw up by-laws where necessary.
- The Amahlathi Municipality must ensure Municipal compliance with NHRA.





**Annexure 1**  
**Un-Funded Projects**

Annexure 1: Un-Funded Project List

Area	Ward	Water	Sanitation	Electricity	Health	Safety	Education	Housing	Community Facility	Recreation Facility	LED	Roads	Other
Upper Zingcuka	1				Clinic							Bridges	Public Phones
Lower Zingcuka	1				Clinic							Bridges	Public Phones
Lower Gxulu	1				Clinic							Tarred Road, Bridges	Public Phones
Masincedane	1											Tarred Road, Bridges	Public Phones
Masincedane Ext.	1				Clinic								
Ngxondoreni	1		Sanitation		Clinic								Public Phones
Ngobozana	3								Community Hall				Land reclamation
Ndlovini	3								Community Hall				Land reclamation
Mthwaku	3												Land reclamation
Nqolonqolo	3								Community Hall				Land reclamation
Mnqukwane	3												Land reclamation
Upper Mnyameni	3								Community Hall				Land reclamation
Lower Mnyameni	3								Community Hall				Land reclamation
Whole Ward	3			Free Basic Electricity							Stock Dams	Internal Roads	
Dontsa	3								Community Hall				

Area	Ward	Water	Sanitation	Electricity	Health	Safety	Education	Housing	Community Facility	Recreation Facility	LED	Roads	Other
St Matthews Village	3								Community Hall				
Mqikwane	3								Community Hall				
Ward 4	4	Water meters be services/ replaces due to leakages	Conversion of present sanitation system	Free basic electricity be implemented not a pilot project				Construction of Houses be prioritised		St. Louis Sports field upgrade, seats in all sports fields, Houses of sports fields be occupied by caretakers		Small bridge be built for the residents & school children	Home Affairs Office, Regular Maintenance of Municipal Buildings
Daliwe	4											Main Road tarred, Fencing of Bridge	
Cathcart	4												Train Station Renovated
Sam Mayor Dam	4												Picnic sites be built
Ndumangeni	5									Multipurpose Sports Field			
Cathcart Creche	5		Two Toilets										
Wartbug -Toise	5								Youth Advisory Centre				Commonage
Cathcart	5								Upgrading Community Hall				Commonage, Fencing Old Cemeteries
Kubusie	6		Provision of Toilets				Secondary School	Ext. of Housing (For Ngcobo People)	Community Hall	Phase 2 Sport Field			Grid Gates X3

Area	Ward	Water	Sanitation	Electricity	Health	Safety	Education	Housing	Community Facility	Recreation Facility	LED	Roads	Other
Amatolaville	6	Prepaid Water meters					Secondary School	Ext. of Housing (For Ngcobo People)		Phase 2 Sport Field			
Qhaza	7					Police Station							
Zanemvula Farm	7												
Thembeni Village	7							Rural Housing	Community Hall				
Zwelivumile	12											Road to Zwelivumile SS School	
Tsomo	12								Completion of Tsomo TRC Hall				
Lower Nqolosa	12								Fencing of Community Hall				
Ward 12	12											Bengu Rd, Fubu Rd, Nzisane Rd	
Mzamomhle	16	Water Reticulation, Standpipes Phase 2		Highmast Lighting, New sites Electricity, Electricity (Phase 2)	Clinic		Crèches	RDP Houses (600)	Multipurpose Centre, Community Hall	Multipurpose Sports Field		Upgrade of Roads, Upgrade of storm water	
Mlungisi	16							Housing Repairs, Sites	Multipurpose Centre, Community Hall	Phase 3 Sport Field			SMMSE
Chris Hanani	16						Crèches	Housing Repairs, Sites Title Deeds		Multi purpose sport field		Upgrade of Storm Water	
Whole Ward	16	Drains & Storm Waters							HIV/ AIDS Orphans & Needy Children		LED - Youth Programme	Re-gravelling and receiving, Upgrading Roads	Title Deeds, Tree planting and paving,
Mbulelo Ndondo (Funded)	16			Highmast Lights									
Stutterheim	16										Bio-Coal Project	Building Bridges	

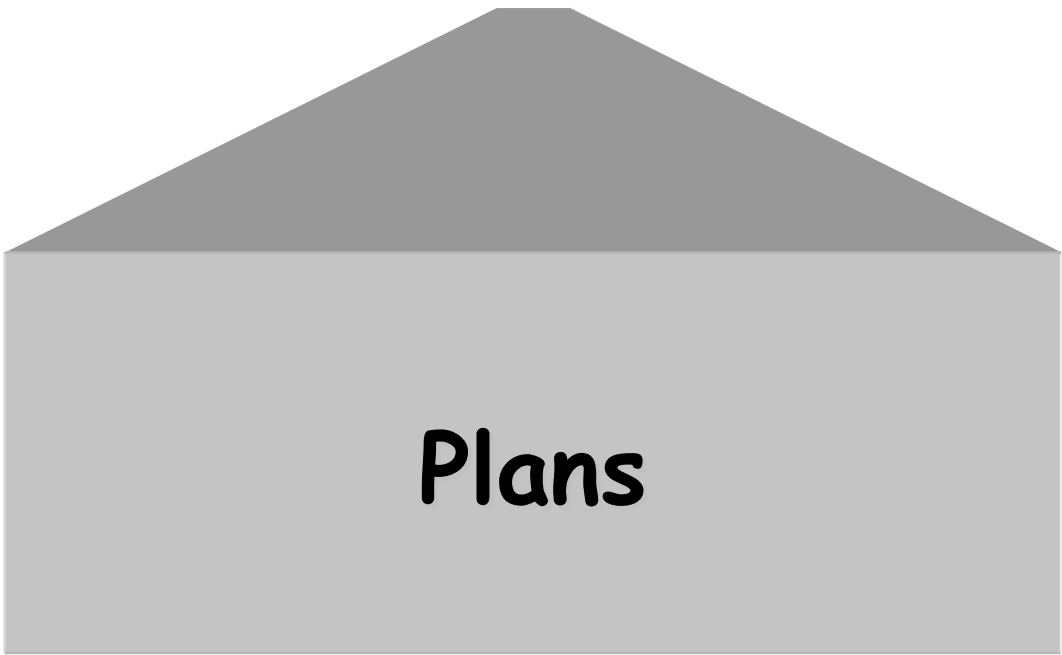
Area	Ward	Water	Sanitation	Electricity	Health	Safety	Education	Housing	Community Facility	Recreation Facility	LED	Roads	Other
Upper Izeli	17				Clinic		Crèche	RDP Housing and Additional Sites			Dipping Tank		
Izidenge	17		Sanitation		Clinic		Secondary School	Additional Sites			Dipping Tank	Internal Roads	
Izidenge Farms	17	Water		Electricity								Internal Roads	
Ohlsons Farm	17	Water		Electricity									
Whole Ward	19	Water Problems											
Nomvuzo & Luyteville	19						Primary Schools						
Park	20	Bulk Water											
Tyutyu Keiskammahoek Renewal development	20 1,2,3,10,11				Village Clinic						Town development and Milk packaging		

**SOCIAL NEEDS**

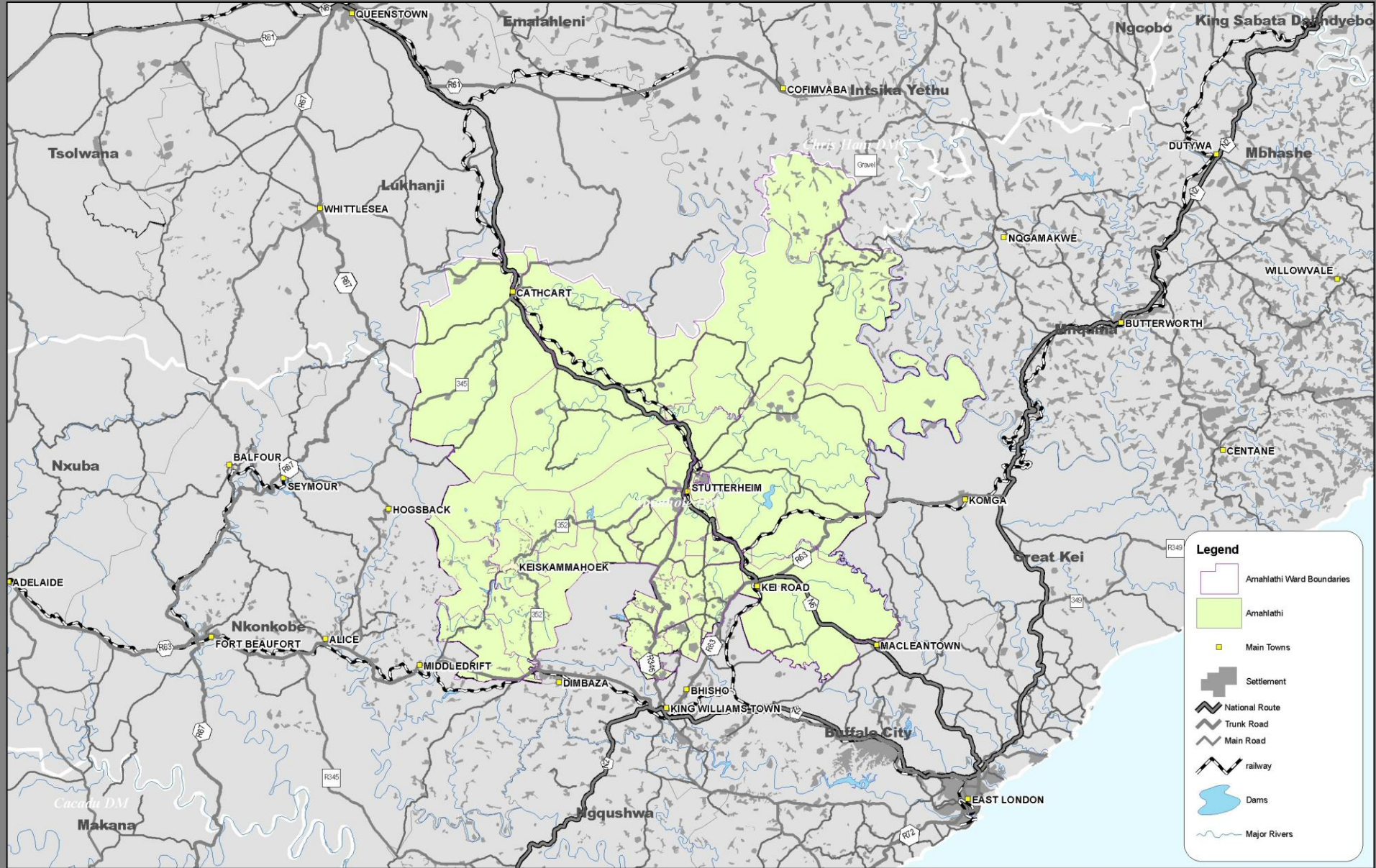
PROJECT NAME	WARD
Sportfields	All wards
Creche	2,5,7,10,11,12,13,14,16,18 & 20
Halls	1,2,3,6,7,8,10,11, 13,16,17,18,19 & 20
Cemeteries	All wards
Commonage	All wards

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Clinics	All wards
Schools	Ward 17



**Plans**



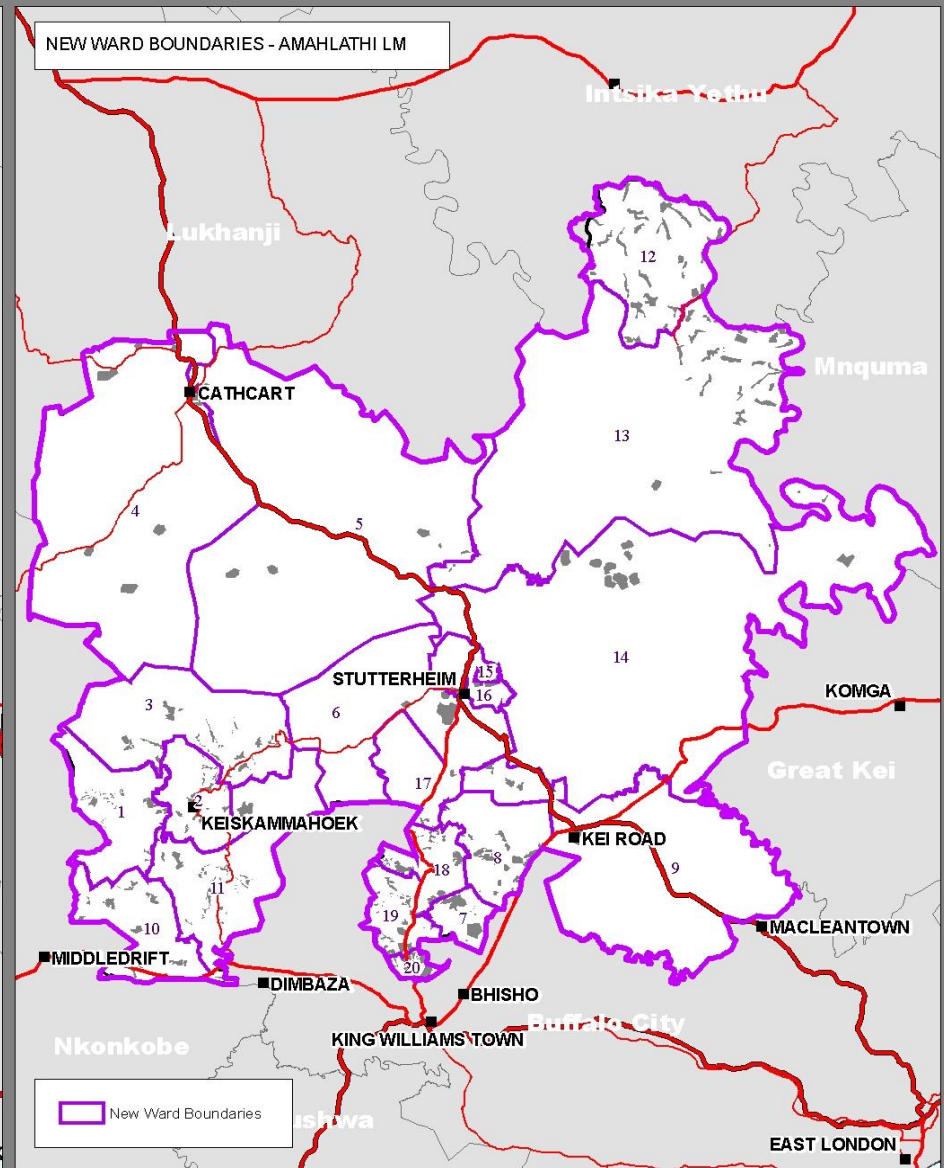
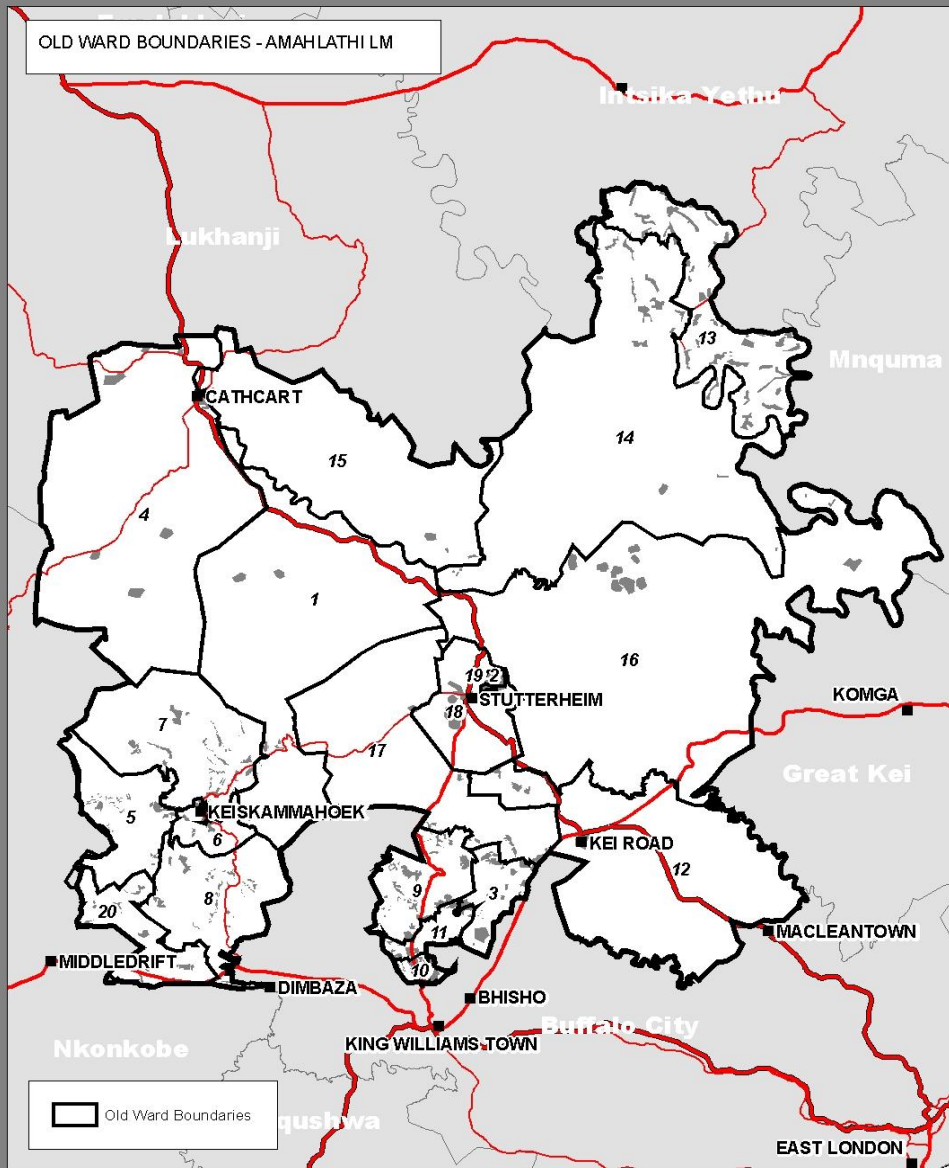
**Legend**

- Amahlathi Ward Boundaries
- Amahlathi
- Main Towns
- Settlement
- National Route
- Trunk Road
- Main Road
- railway
- Dams
- Major Rivers

Date : February 2006  
 Project Ref : UCC006  
 Ref : D:\UCC006\_Amahlathi\_IDP\Arc\_Projects\locality

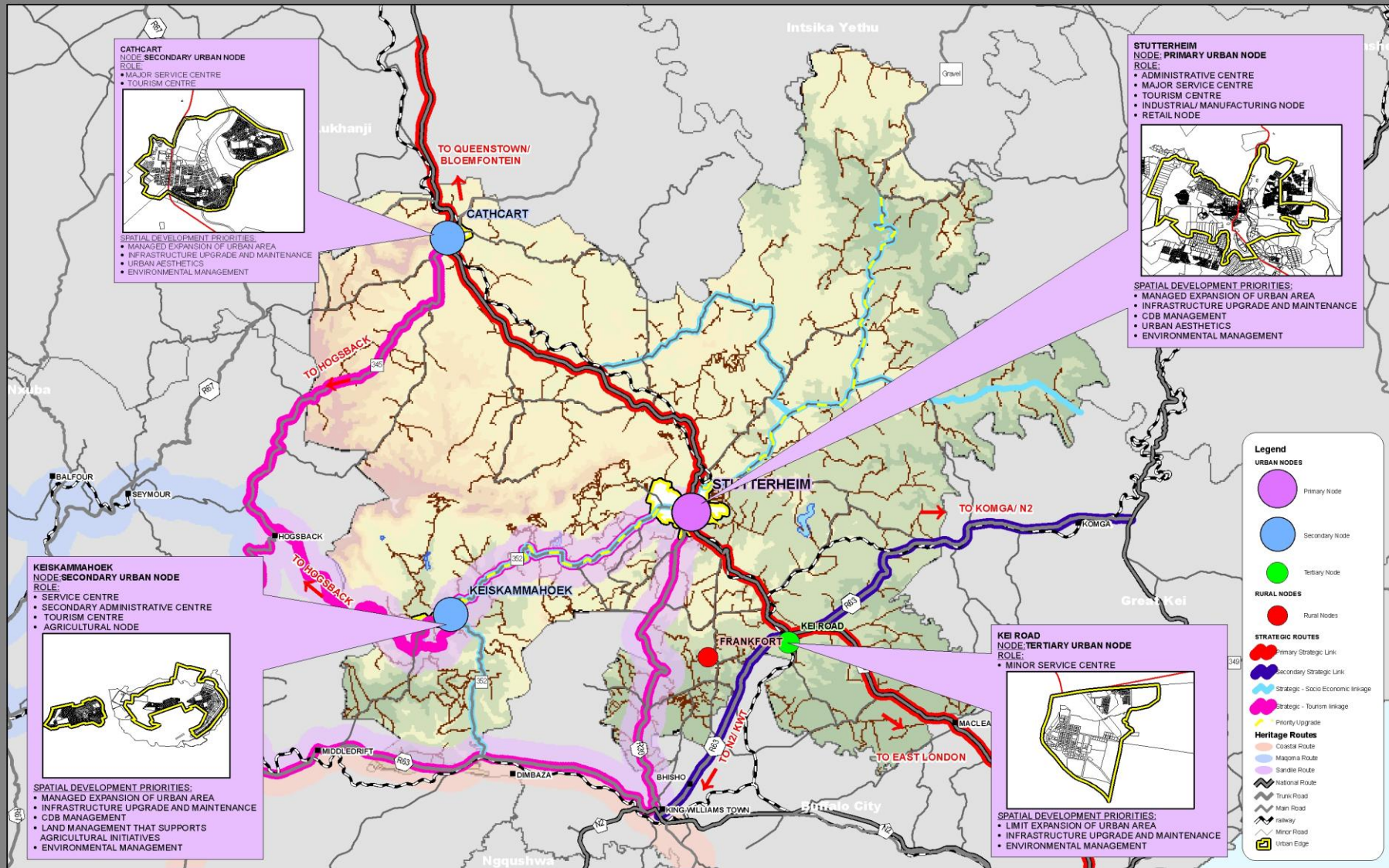






Date: February 2006  
 Project Ref: UC50005  
 Ref: D:\UC0000\_AmaNathi\_SDF\Arc\_Projects\Wards





**CATHCART**  
NODE: SECONDARY URBAN NODE  
ROLE:  
• MAJOR SERVICE CENTRE  
• TOURISM CENTRE

**SPATIAL DEVELOPMENT PRIORITIES:**  
• MANAGED EXPANSION OF URBAN AREA  
• INFRASTRUCTURE UPGRADE AND MAINTENANCE  
• URBAN AESTHETICS  
• ENVIRONMENTAL MANAGEMENT

**STUTTERHEIM**  
NODE: PRIMARY URBAN NODE  
ROLE:  
• ADMINISTRATIVE CENTRE  
• MAJOR SERVICE CENTRE  
• TOURISM CENTRE  
• INDUSTRIAL/MANUFACTURING NODE  
• RETAIL NODE

**SPATIAL DEVELOPMENT PRIORITIES:**  
• MANAGED EXPANSION OF URBAN AREA  
• INFRASTRUCTURE UPGRADE AND MAINTENANCE  
• CBD MANAGEMENT  
• URBAN AESTHETICS  
• ENVIRONMENTAL MANAGEMENT

**KEISKAMMAHOEK**  
NODE: SECONDARY URBAN NODE  
ROLE:  
• SERVICE CENTRE  
• SECONDARY ADMINISTRATIVE CENTRE  
• TOURISM CENTRE  
• AGRICULTURAL NODE

**SPATIAL DEVELOPMENT PRIORITIES:**  
• MANAGED EXPANSION OF URBAN AREA  
• INFRASTRUCTURE UPGRADE AND MAINTENANCE  
• CBD MANAGEMENT  
• LAND MANAGEMENT THAT SUPPORTS AGRICULTURAL INITIATIVES  
• ENVIRONMENTAL MANAGEMENT

**KEI ROAD**  
NODE: TERTIARY URBAN NODE  
ROLE:  
• MINOR SERVICE CENTRE

**SPATIAL DEVELOPMENT PRIORITIES:**  
• LIMIT EXPANSION OF URBAN AREA  
• INFRASTRUCTURE UPGRADE AND MAINTENANCE  
• ENVIRONMENTAL MANAGEMENT

**Legend**

**URBAN NODES**

- Primary Node (Purple circle)
- Secondary Node (Blue circle)
- Tertiary Node (Green circle)
- Rural Nodes (Red circle)

**STRATEGIC ROUTES**

- Primary Strategic Link (Red line)
- Secondary Strategic Link (Blue line)
- Strategic - Socio Economic linkage (Cyan line)
- Strategic - Tourism linkage (Magenta line)
- Priority Upgrade (Yellow line)

**Heritage Routes**

- Coastal Route (Orange line)
- Magnesian Route (Light blue line)
- Sandstone Route (Light purple line)
- National Route (Black line with 'N' shield)
- Trunk Road (Black line with 'R' shield)
- Main Road (Black line with 'M' shield)
- Minor Road (Black line with 'M' shield)
- Urban Edge (Yellow outline)



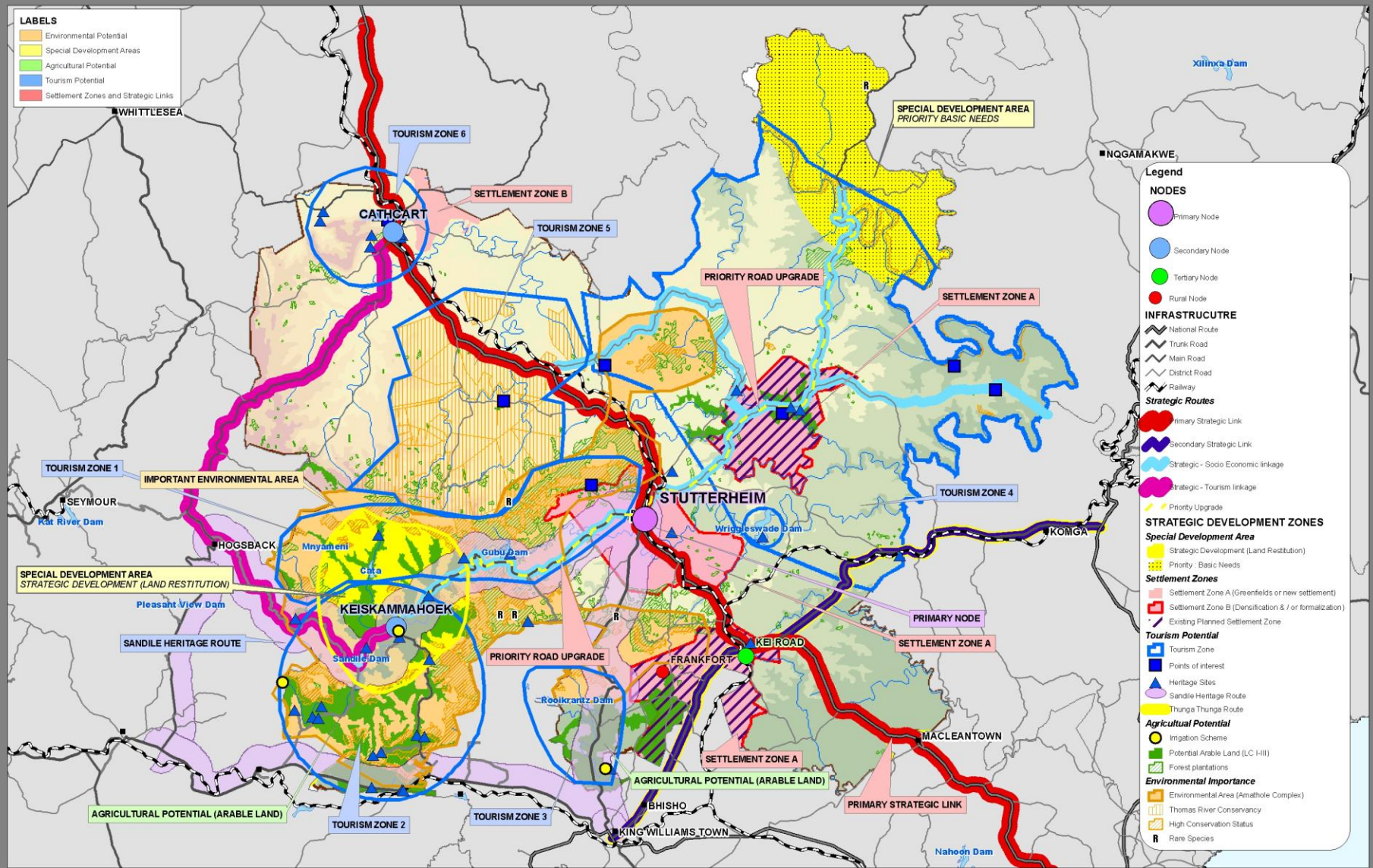




TITLE: SPATIAL DEVELOPMENT FRAMEWORK

# AM AHLATHI SPATIAL DEVELOPMENT FRAMEWORK

PLAN NO.: 5.9



- LABELS**
- Environmental Potential
  - Special Development Areas
  - Agricultural Potential
  - Tourism Potential
  - Settlement Zones and Strategic Links

- Legend**
- NODES**
- Primary Node
  - Secondary Node
  - Tertiary Node
  - Rural Node
- INFRASTRUCTURE**
- National Route
  - Trunk Road
  - Main Road
  - District Road
  - Railway
- Strategic Routes**
- Primary Strategic Link
  - Secondary Strategic Link
  - Strategic - Socio Economic linkage
  - Strategic - Tourism linkage
- Strategic Development Zones**
- Special Development Area**
- Strategic Development (Land Restitution)
  - Priority - Basic Needs
- Settlement Zones**
- Settlement Zone A (Greenfields or new settlement)
  - Settlement Zone B (Densification & J or formalization)
  - Existing Planned Settlement Zone
- Tourism Potential**
- Tourism Zone
  - Points of interest
  - Heritage Sites
  - Sandile Heritage Route
  - Thunga Thunga Route
- Agricultural Potential**
- Irrigation Scheme
  - Potential Arable Land (LC I-III)
  - Forest plantations
- Environmental Importance**
- Environmental Area (Amathole Complex)
  - Thomas River Conservancy
  - High Conservation Status
  - Rare Species

Date: February 2006  
 Project Ref: UC6/006  
 Ref: D:\uc6\006\_Amahlathi\_SDP\Arc\_Projects\Basic\_Overall



