

EC 135

Intergrated Development Plan 2009-2010

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GLOSSARY OF TERMS

ABET	Adult Based Education and Training
ABSA	Amalgamated Banks of South Africa
AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CMIP	Consolidated Municipal Infrastructure Programme
CPF	Community Policing Forum
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of South Africa
DEAT	Department of Tourism, Environment and Economic Affairs
DFA	Development Facilitation Act No 67 of 1995
DHS	District Health System
DLA	Department of Land Affairs
DLGH& TA	Department of Local Government, Housing & Traditional Affairs
DM	District Municipality
DME	Department of Mineral and Energy
DoA	Department of Agriculture
DoE	Department of Education
DoH	Department of Health
DoSD	Department of Social Development
DoT	Department of Transport
DPLG	Department of Provincial and Local Government (National)
DPSS	Department of Public Safety and Security
DPWRT	Department of Public Works, Roads and Transport
DSACST	Department of Sport, Arts, Culture, Science and Technology
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
ES	Equitable Share (grant)
FBO	Faith Based Organisations
ECDC	Eastern Cape Development Corporation
ECPGDS	Eastern Cape Provincial Growth & Development Strategy
EXCO	Executive Committtee
GGP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
IT	Information Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
JOC	Joint Operational Centre
LDO	Land Development Objectives
LED	Local Economic Development
MEC	Member of the Executive Committee
MIG	Municipal Infrastructure Grant

MFMA	Municipal Finance Management Act
MSIG	Municipal Support & Institutional Grant
MSyA	Municipal Systems Act, 2000
MStA	Municipal Structures Act, 1998
NDC	National Development Corporation
NEMA	National Environmental Management Act
NER	National Electrification Regulator
NGO	Non Governmental Organizations
NSS	National Sanitation Strategy
PATA	Promotion of Administrative Justice Act
PIMS	Planning and Implementation Management Support
PMS	Performance Management System
PPP	Public Private Partnership
RDP	Reconstruction and Development Programme
REDs	Regional Electricity Distributors
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANDF	South African National Defence Force
SAPS	South African Police Service
SGB	School Governing Body
SMME	Small, Medium and Micro Enterprises
STDs	Sexual Transmitted Diseases
TB	Tuberculosis
TLC	Transitional Local Council
TRC	Transitional Rural Council
USAID	United States Agency for International Development
UYF	Umsobomvu Youth Fund
VAT	Value Added Tax
VIP	Ventilated Improved Pit (dry sanitation facility)
WSDP	Water Services Development Plan
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BDS	Business Development Services
CASP	Comprehensive Agriculture Support Programme
CHARTO	Chris Hani Regional Tourism Organisation
CHD	Chris Hani District
CHDM	Chris Hani District Municipality
RTP	Responsible Tourism Planning
SMME	Small Medium and Micro Enterprises
SOE	State Owned Enterprises
SoR	State of Environment Report

EXECUTIVE SUMMARY

1.1 INTRODUCTION

In line with the requirements of the Local Government Municipal Systems Act (MSA) 32 of 2000 which prescribes for the review of municipal integrated development plan (IDP), Intsika Yethu LM presents its revised IDP 2009/10.

The process plan for the formulation of this IDP was prepared and adopted by Exco in 2008. The IDP review focused on the following key aspects:

- Updating of the planning baseline information and assumptions based on new ward needs, revised analysis etc
- Improving readability (structure) of the document in order to make it accessible and meet revised DPLG credible IDP assessment format
- to respond to the comments made by LGHTA in the MEC assessment of last IDP
- to respond to queries by Auditor General relating to IDP and PMS linkages

This document has nine chapters covering the planning process, the situation analysis, Vision & Strategy, Programs & Project list, Budget & Organogram, Sector Plans, Integration & Alignment, Monitoring & Evaluation AND Approval as well as annexures.

1.2 DEMOGRAPHIC PROFILE

The population of Intsika Yethu is estimated to be 194 246 people living in 44 768 households. This population size also implies that 22% of the Chris Hani district population resides in Intsika Yethu. The average household size in the municipality is 4 people per household.

There are still major challenges ahead given that over two thirds (76%) of the population is indigent with unemployment estimated over 50%. About 53% of our population is females while males account for only 47%.

About 60% of our population is children in the school going age group (0 – 19 years). About 7% falls within the pension age group. Only 33% are in the working age group (20 – 64 years). This means that there is high dependency ratio as the 67% of the population depend on the 33% workforce in the area.

1.3 SERVICE DELIVERY PROFILE

Water & Sanitation

While we are neither an authority nor provider in these functions we regard them as strategic to our development and have therefore resolved to make them priority number one for 2009/10. Our current backlogs are high. Anecdotal estimates by officials of the water services authority reflect that Intsika Yethu has a backlog of between **45% and 46% for water and sanitation, respectively.**

Electricity & Alternative energy solutions

The municipality supports initiatives to explore alternative energy solutions such as solar energy sources as well as initiatives aimed at managing current levels of energy demand in our areas. Eskom is a sole provider of electricity services in the Intsika Yethu jurisdictional areas. An estimated **56%** of households in Intsika Yethu have access to household electricity connection. As part of our indigent policy, the municipality provides subsidy in the form of free paraffin supplies to poor households residing in its jurisdictional areas.

Roads, Stormwater & Transport

The municipality is responsible for the construction, maintenance and upgrading of local access roads and stormwater infrastructure. In fact, roads & stormwater are part of the top ten priorities for 2009/10 in the municipality. We have developed a clear 3 year infrastructure investment plan which will guide our interventions. A significant amount of investments from the municipality's MIG has gone to improving access roads over the last two years.

Land & Housing services

A draft housing sector plan is in place and will be finalised in the due course of 2009/10. A formal housing waiting list is maintained by the Municipality which indicates that there are in excess of **2000 families which require housing**. The municipality has initiated housing projects which should generate 3743 sites. However, the following demand was identified;

- In situ upgrade: currently 3401 units located in Wards 9 and 14
- Income group < R3500 : 500 units required to be located in wards 4
- Income group R3500 – R7500 : 142 units required in Ward 9

In addition, there are 120 houses awaiting repairs from disasters which occurred during 2007. Many other homes are still not repaired from disasters which occurred prior to 2007.

The number of households in the municipal area earning below R3500 is estimated to be in excess of 75% of the total number of households. The IDP states that the anticipated population growth rate over the following ten years is likely to be level. However more recent estimates suggest that the population is declining. This would also imply that there could be expected to be a decline in housing demand over time.

Municipal commonage land is available for future housing development. The existence of communal and informal land ownership systems in the rural parts of the municipal area is a major challenge to development because it locks strategic resources (land) which is needed for improving the lives of rural people. There is a commitment by the Department of Land Affairs to transform land tenure so that rural households living in traditional or communal lands can have access to land ownership.

Refuse Removal & Waste Management

According to recent statistics only 2% of households have access to weekly refuse removal service. Another 1% receives regular but adhoc collections from the municipality. A further 1% utilises communal dumps while **36%** is

underserved. About **60%** in mostly rural areas, utilize own means such as burning waste or disposing it within their yards.

Education, Safety & Health

In terms of schooling facilities, the district office of education in Cofimvaba claims that there are 304 public schools active in 2006 within the Intsika Yethu with approximately 79 464 learners. The key challenge for education is the continued poor performance by most local schools.

According to local SAPS crime is not at alarming levels in many areas of Intsika Yethu but there are notable increases in incidences of domestic abuse, late night assaults and theft reported to local police stations. CPFs have been established in most wards but they need training and capacity building.

HIV/Aids is a major challenge and we shall continue to play our role in the fight to reduce its impact on our people and economy. In this regard we have developed and adopted a work place HIV/Aids plan.

Community facilities & Cemeteries

There are 16 community halls situated within the Intsika Yethu Municipality. It is the intention of the Municipality to provide each ward with a community hall. There are no libraries in Intsika Yethu. Provision of libraries is very vital as the absence of such facilities deprives the community of self- upliftment and access to information.

There are a total of 146 unlicensed cemeteries distributed within most of the wards in the municipality. It should be stated that most of these cemeteries have not undergone geo-technical investigation to avoid the likelihood of underground water contamination. Overtime, and with resources allowing it is intended that cemetery facilities will be better organized and adequately provided jointly by the district and the local municipality. The municipality intends to approach the district during 2009/10 about the logistics of this arrangement

1.4 ECONOMIC DEVELOPMENT & ENVIRONMENT

LED and Environment form part of the top ten priorities in 2009/10. A **LED strategy** is in place and the municipality has committed to implementing its proposals in 2009/10. An environmental and conservation sector plan is earmarked for development in 2009/10 with support from DEAT.

We still need to build capacity to do our environmental management tasks. Until such time, we shall lobby the DM and DEAT to support us with environmental management services in our areas.

1.5 INSTITUTIONAL DEVELOPMENT, TRANSFORMATION

- Our municipality has committed to revising our institutional design in line with our Macro Strategy WHICH encourages us to focus on our assigned powers and functions mandate before we can do all other

functions that are not assigned to us. We are serious about transforming our municipality to meet all its obligations and play its role in national transformation. The documents identified skills development, training, capacity building, review of PMS & Workplace HIV/Aids strategy, suite of HR policies and organogram as well as the implementation of equity plan as critical areas to advance this objective.

1.6 FINANCIAL VIABILITY

Financial viability is a priority focus areas for 2009/10. We have a capacity challenge with regards to fully meeting the requirements of MFMA and other important legislation. Our statements are not GRAP compliant, asset register not fully developed, and have not managed to achieve a clean audit. These are challenges identified in this document for attention in 2009/10. In particular the document also identifies critical areas of intervention including, among others:

- drafting of a 3 year capital budget and operational budget
- review of SDBIP
- review and updating of an Indigent Policy and credit control & revenue strategy
- development of a risk management plan
- establishment of a fully fledged an Internal audit function

1.7 GOOD GOVERNANCE

We have prioritized good governance and are committed to ensuring a culture of good governance and corruption free environment in our municipality.

We also aim to improve our capacity to perform regulatory functions by developing and adopting together with communities relevant by-laws and policies in the critical areas of pound management, street trading, environment, business compliance inspections and public nuisance control.

It is our intention to continue to engage our communities on all aspects of our planning and service delivery via IDP representative forum, Mayoral Imbizo and Ward committee support as well as CDWs. This is aimed to enhance public participation at all levels of the municipal operations.

We also plan to revitalise our intergovernmental relations by fostering strong links between our municipality and other government levels via the IGF.

1.8 CONCLUSION

This document once adopted after proper consultations and comments period will be our final IDP Review 2009/10 and shall be implemented together with the adopted 2009/10 budget with effect from 01 July 2009. It is a culmination of a long consultative process of planning involving all our stakeholders. We therefore, encourage all affected and interested development agencies to rally their support behind our council and defending and implementing the chosen vision.

The challenge that confront us all, has been defined in the situation analysis and a clear Vision and Macro strategy to help us navigate a path towards addressing the needs of our communities has been laid out. Given all the constraints and limitations, available resources (budget) have been wisely deployed on chosen priorities. What is left is for us to implement, monitor and report on our progress regularly.

We would like to acknowledge the support of our communities, councillors, officials and partners who have played a role in making this review process a success.

CHAPTER – 1: PLANNING PROCESS

2 INTRODUCTION

This document represents a revised integrated development plan for implementation during the financial year 2009/10. It has been produced after a series of consultative processes held with municipal stakeholders aimed at:

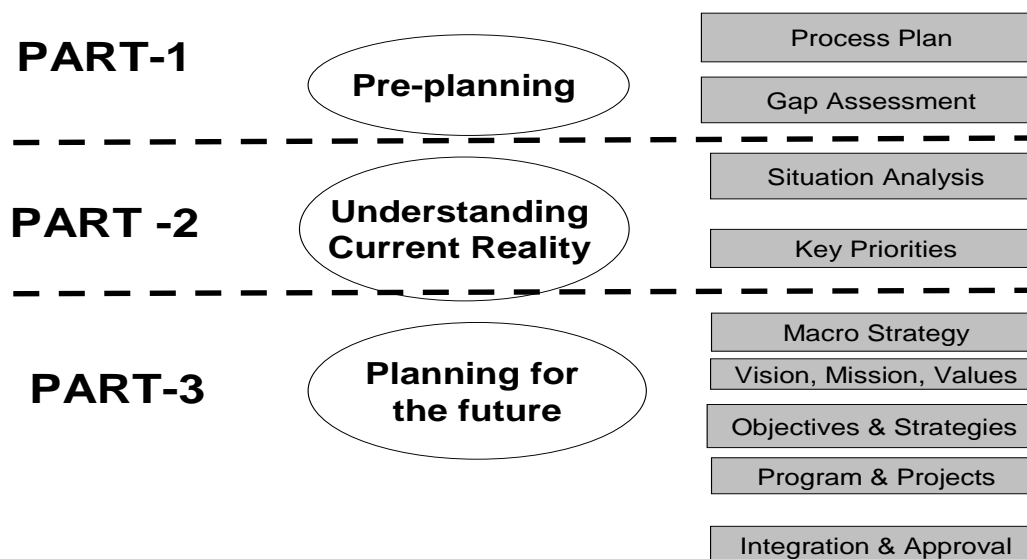
- a) Improving the planning data with new information received after the assesment of backlogs and municipal statistics
- b) Updating information relating to new objectives and strategies to be pursued in responding to the revised set of key priorities – mandate
- c) Improving information on key projects and programmes to be implemented and ensuring strong linkages to budget and changes in the 5 year plans of sector departments
- d) Incorporating a suite of sector plans that were not completed by the time the previous IDP was adopted by council
- e) Making the document more accessible and compliant with IDP Assessment model issued by EC-DPLG in the manner that it is laid out and presented. Amount other things this issue will ensure that an executive summary is included in the final draft

2.1 Structure of the document

As part of improving accessibility of the document, the layout of the report will commence with an executive summary then proceed to its main body which will be maintain the THREE part structure. This is illustrated in the diagram below:

STRUCTURE OF THE REVISED DOCUMENT – IDP 2008

EXECUTIVE SUMMARY



2.1.1 The planning process

Part-1 of the document comprise of the activities that are undertaken to prepare the environment for planning processes to take place smoothly. It is focused mainly on the process planning events and gap assessment based on the current IDP.

2.1.2 Understanding current reality

Part-2 outlines the current state of development prevailing in the municipality. The main objective of this section is to:

- analyse available data in order to build a better understanding of the composite set of development challenges facing the municipality
- identify and quantify where possible community needs, development issues and resources available to address those issues
- in consultation with all relevant stakeholders via IDP structures designed for engagement, outline agreed set of key priorities on which limited available development resources should be deployed

2.1.3 Planning for the future

Part-3 is about "forward planning". It begins by defining the vision and broad objectives committed by the council for the development of Intsika Yethu. Further, the section outlines the Macro Strategy as well as operational strategies to be pursued in realising the committed development vision and objectives.

In this section, a package of programmes and priority implementation projects for the MTEF period 2009/10 to 2011/12 are discussed and listed.

The section also addresses alignment and integration of this IDP with other municipal planning processes, including but not limited to:

- budgeting
- performance management system
- sector plans (Environmental, Waste, SDF, LED, Aids, Institutional Design, Work place skills plan, Employment Equity Plan, Housing, HR and Finance related etc)
- District IDP framework
- Intergovernmental Forum
- Sector departmental 5 year programmes

Lastly, this section outlines the steps taken in ensuring legitimate approval and adoption of the IDP document so that it binds on all constituencies of a municipality.

2.2 IDP formulation methodology

The formulation of this IDP follows a strategic planning methodology or approach which seeks to:

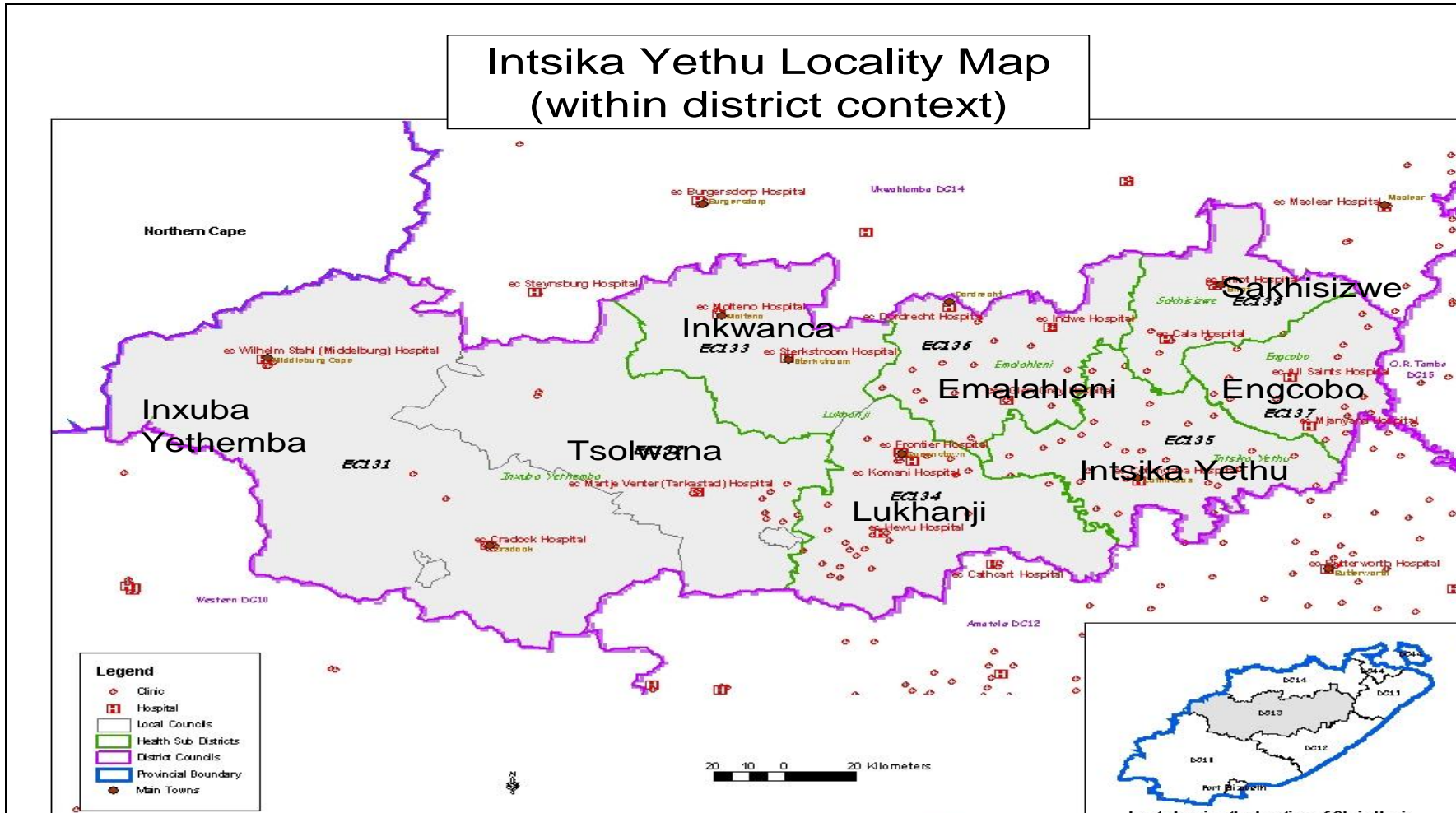
- a) **Identify the problem statement:** this is done by first defining the process to be followed and resources to be deployed. Thereafter, conduct a gap analysis using the existing IDP and interviews with key stakeholders who are using it as basis for guiding their development implementation decisions. The aim of the exercise being to determine the extent to which changes in the municipal situation warrant a review. It also looks at what works and what doesn't in the current IDP.
- b) **Analyse current reality:** this is done in order to understand and appreciate the extent of the development achievements, challenges and quantify their implications for the municipality. This involves analysing issues relating to the demographic profile, state of service delivery, state of economic development, environmental, institutional and financial profiles. Through a consultative process at the level of steering committee and the representative forum, these issues are raised, analysed and debated to arrive at a set of key priority focus areas for the municipal council to pursue during its term of office.
- c) **Review the development vision, objectives and macro strategy:** this is done through consultative process at the level of steering committee and representative forum wherein available options to deal with the state of current reality defined in the situation analysis are debated at length and Vision for municipal development is agreed upon. The departure point of this forward planning exercise is a common appreciation of a macro strategy to guide municipality's efforts of addressing the identified set of key priority focus areas. It involves a facilitated agreement on the Intsika Yethu development vision, mission and guiding values (principles) to be followed.

- d) **Identify clear objectives and agree on a set of supporting operational strategies and programmes / projects** to be implemented in pursuit of the agreed development vision.
- e) **Integrate and align all sector plans:** this is done as part of the IDP process and its aim is to ensure smooth and effective implementation. It involves a careful synchronization of deliverables in the various planning processes. This process assumes that departmental sector plans are available and therefore will only be incorporated and aligned for implementation purposes. Therefore, it focuses on only those that are known and available at time of adoption by council.
- f) **Obtain by-in** of the plan: this is done by allowing a 21 day scrutiny of the IDP document by interested and affected parties including public through the consultation meetings before it is finalised for council approval as 2009/10 IDP review and submission to MEC
- g) **Document and market the plan:** compile a final IDP document and print copies for distribution, implementation, lobbying of resources from development agencies and submission to MEC. The intention is for the final version of the IDP to be further marketed by the municipality to relevant development agencies and internal operational structures via the adopted implementation clusters.

3 LOCALITY CONTEXT

Intsika Yethu is a local municipality situated within the Chris Hani District Municipality in the Eastern Cape Province. The municipality was established in terms of the Municipal Structures Act, of 1998, consisting of two main towns namely Cofimvaba and Tsomo. The rural component of the municipality is composed of 213 villages with 23 wards, including villages extracted from the neighbouring municipalities of Sakhisizwe (Cala), Emalahleni (Lady-Frere), Ngcobo, Mbashe (Dutywa) and Mngquma (Ngqmakwe) during the re-demarcation process. The following figure below shows the locality of Intsika Yethu local municipality within the Chris Hani District municipal context.

Intsika Yethu Locality Map (within district context)



4 The process plan

The process plan for the formulation of this IDP was prepared and adopted by Exco in 2008. In terms of the process plan the following institutional arrangements were adopted.

4.1 Organisational arrangements

4.1.1 Intsika Yethu Municipal Council

The Municipal Council is chaired by the Speaker. Its role in the IDP formulation process shall include the following:

- Oversee the development and review of the IDP
- Adopt the Integrated Development Plan and Budget

4.1.2 IDP Manager /Municipal Manager: Mr. Z Shasha

The Municipal Manager, Mr. Shasha will manage the Municipal IDP. The Municipal Manager will utilise the Section 59 (Chapter 7, part 3) provisions of the MSA: 2000 to delegate the responsibility to the Economic Deleopment & Planning Acting Manager Mr Gobeni. In terms of the process the IDP manager is tasked to:

- Ensure that the Process Plan is drafted and adopted by the Municipal Council;
- Manage the local municipal IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources;
- Encourage an inclusive participatory planning process and compliance with action programme
- Facilitate the horizontal and vertical alignment of the various internal and external departmental programmes
- Ensure that the planning process outcomes are properly documented
- Manage service providers engaged in the municipal IDP process
- Chair the IDP Steering Committee
- Nominate persons in charge of different roles.
- Responds to comments on the draft reviewed IDP from the public.
- Adjusts the IDP in accordance with the comments of the MEC for local Government.
- The Municipal IDP Manager will coordinate with various government departments and other HODs to ensure that all the projects,

strategies and objectives of the local municipality are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa

4.1.3 The Senior Managers

Acting CFO Mr Landingwe, Mrs Nkuhlu, Acting LED head Mr. Gobeni, Ms, Mniki and Mr. Koyo will:

- Provide technical, sector and financial information for analysis for determining priority issues.
- Contribute technical expertise in the finalisation of strategies and identification of projects.
- Provide departmental operational and capital budgetary information.
- Responsible for the preparation of project proposals, integration of projects and sector programmes
- Responsible for amendments on the reviewed IDP for submission to Council for approval and MEC for local government

4.1.4 IDP Steering Committee

The IDP steering committee will be two-fold comprising an internal structure composed mainly of senior managers and IDP Manager –Chair Mr. Z. Shasha, Acting CFO Mr Landingwe, Mrs. Nkuhlu, Acting LED head Mr Gobeni, Mr. Koyo, Ms Mniki, Ms. N. Mrwetyana, Mr.B.M.Qongqo, Mr. M. Seyisi, , Ms Bekebu, Mr. L. Kweletyeni, Mr. Hewu, Ms Somdyala & Mr. Kalipa There will also be a broad Steering Committee structure composed of both internal and external members who would mainly come from Regional/District Heads representing sector departments operating within Intsika Yethu Municipality. These will include:

Dept Agriculture	- Mr. Zono
Dept Public Works	- Mr. Kerwan
Dept Education	- Mr. Godlo
Dept Health	- Mrs. Williams
Social Development	- Ms. Giyose
S.A.P.S	- Mr. Speelman
Dept Land Affairs	- Mr. Ruiter / Saki
Dept of Water Affairs & Forestry	- Mr. Sigwela
Correctional Services	- Mr. Ndimma

Dept Home Affairs	- Mr. Galada
Economic Affairs	- Mr. Ngetu
Sport Arts & Culture	- Mr. Kwanini
Dept of Labour	- Mr. Pakade

The task of the steering committee will be to:

- Provide technical and advisory support to the IDP Manager
- Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the Municipal Council
- Commission feasibility studies and business plans for projects
- Commission in depth studies
- Interact with the Local steering committee local members regarding local projects.
- Prepare, facilitate and document meetings
- Act as the secretariat for the IDP Representative Forum.

Meetings shall be held as per the action programme or when considered necessary by the chairperson. During cluster (project task team) meetings the official who is Municipal Head of relevant department dealing with the issue will lead a task team.

4.1.5 Secretariat

Mayor's personal assistant, Municipal Managers personal assistant and secretary in the Economic Development directorate, IDP Data Capturer shall provide secretariat services and take minutes and ensure that all IDP meetings are fully documented.

4.1.6 IDP Representative Forum

The IDP representative forum will be chaired by the Mayor, Mr. S.D.Plata It will be composed of:

- Secretariat of IDP steering committee
- EXCO members
- Traditional leaders
- Ward Councilors
- Members of business
- Members of youth formations

- Rate payers
- Agricultural Union
- Members of women associations
- HIV/Aids council
- Members of people with disability organisation
- NGO's
- Government Departments
- IDP Steering Committee
- Ward committee members
- Community development workers
- Ministers fraternal

The task of the representative forum shall be to:

- Represent the interest of various constituencies in the IDP planning process
- Provide an organizational platform and mechanism for discussion, negotiation and decision making between stakeholders
- Provide a communication mechanism for the exchange of ideas and opinions among the various stakeholder interest groups
- Participate in the setting up of key performance indicators including the monitoring thereof in line with the performance Management Manual of the Local Municipality
- Monitor the performance of the planning and implementation process

4.1.7 Intergovernmental Forum

The municipal interdepartmental forum approach is proposed which will receive information from clusters which comprises of members of executive committee, senior managers and heads of sector departments. The task of the intergovernmental forum is to:

- Facilitate and co-ordinate strategic planning and alignment of programmes
- Information sharing
- Integrated budgeting
- Discuss matters of mutual concern
- Provide a mechanism for monitoring the implementation of national , provincial and municipal policies

- Ensure integration of project and programme emanating from various clusters

This structure convenes at least once every quarter. The IGF clusters will include:

- Finance, Governance and Administration - by Mr Shasha
- Economic Development and Planning - by Mr Gobeni
- Infrastructure Development - by Mr Koyo
- Social Needs - by Ms Mniki

Clusters shall be convened by senior managers of the relevant departments that constitute a cluster. Convenors will also provide secretariat services to their clusters.

Cluster shall:

- Discuss and give guidance to IDP implementation
- Provide technical and advisory support to Local IGF
- Provide and analyse information in their area of expertise in order to present it to the IGF
- Assist with alignment of integrated planning of projects and resources

4.1.8 Mechanisms and procedures for public participation

Community participation

Community participation is pivotal to the sustainability of the entire IDP review and implementation process and will occur in the following manner as outlined in the table below:

PARTICIPATION MECHANISMS
<ul style="list-style-type: none"> ▪ Use of IDP Representative Forum to verify data & add additional data ▪ Use of IDP representative forum to ensure that community priorities are adequately reflected in the IDP. ▪ Use of Councillors to call meetings to keep communities informed on the IDP progress ▪ Publish Annual reports on municipal progress ▪ Newspaper advertisements to inform communities of the process ▪ Pamphlets/summaries on IDP's ▪ Making the IDP available for public comment ▪ Making the IDP document accessible to all members of the public

a) Appropriate Language Usage

The most appropriate language to be used will be local language *isiXhosa*. In areas where people are not using the local language, interpreters will play a part in this process. As most of the people are illiterate, mass meetings and radio are the most effective way of gathering and disseminating information. Facilitators of meetings and broadcasters have to ensure that they use simple language in explaining concepts so that people can understand the process and become empowered to participate in the IDP process.

b) Appropriate Venues, transport and refreshments

Meetings will be held in Cofimvaba and transport will be provided for those in the outlying regions. Refreshments will be provided for those who travel far and as an incentive for people to attend meetings.

4.1.9 Public participation/ Consultation Meetings

Additional workshops were held with all wards during May and June 2008 to ensure maximum participation in the process by our communities. The following table gives a schedule of meetings and dates.

WARDS	COUNCILLORS	DATE	VENUE	TIME
1,2,3,8,9	Clr Hewu, Clr Magaga, Clr Tsomo, Clr Dyushu & Mbotoloshi		Cofimvaba Town Hall	10h00
4,5 & 7	Clr Mbebe, Clr Papiyana & Clr Kaspile		Zimele Community Hall	10h00
13,14,15 & 19	Clr Mahali, Clr Mboniswa, Clr Mafanya & Tayitile		Tsomo Town Hall	10h00
16 & 17	Clr Ntshanka & Clr Mbabiso		Ganya Community Hall	10h00
18,20 & 21	Clr Bizana Clr Dangazele & Clr Rigala		Gxojeni Community Hall	10h00
06,22 & 23	Clr Qayiya, Clr Yamile & Clr Voloki		Lubisi Community Hall	10h00
10,11 & 12	Clr Nqandela, Clr Mkhumbuzi & Clr Myataza		Mgxobhozweni Community Hall	10h00

4.1.10 Mechanisms and Procedures for Alignment

The IDP Manager will be responsible for ensuring smooth coordination of the municipal IDP development and its alignment with the district IDP review

through the use of workshops and bilateral discussions with affected sector departments.

Inter-departmental Forum will be utilized as a mechanism for alignment of programmes and projects.

PHASE	ALIGNMENT ON CROSS CUTTING ISSUES	WITH WHOM	BY WHEN
2. Strategies	<ul style="list-style-type: none"> ▪ Technical input on objectives and goals of programmes ▪ Local and wide strategic debates 	<ul style="list-style-type: none"> • Affected Gov Departments 	Beginning Feb – Mid-Feb 2009
3. Projects	<ul style="list-style-type: none"> ▪ Technical input on projects ▪ Input on budgets ▪ Cross cutting projects e.g. HIV/Aids 	<ul style="list-style-type: none"> • Affected Gov Departments 	Mid- Feb – End-Feb 2009
4. Integration & Alignment	<ul style="list-style-type: none"> ▪ Technical input ▪ Sector alignment & integration 	<ul style="list-style-type: none"> • Affected Gov Departments 	Beginning Mar – Mid Mar 09
5. Approval	<ul style="list-style-type: none"> ▪ Submission; Comments on revised IDP's 	<ul style="list-style-type: none"> • Affected Gov Departments 	End March – End April 2009

4.2 Binding legislation

The Intsika Yethu Municipality's IDP formulation and implementation processes will be bound by the following set of legislations (the inventory in the table below is not exclusive of other applicable legislation that may be omitted for lack of information or other reason):

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
GENERAL MANAGEMENT	
Constitution of the Republic of South Africa 1996	To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Local Government: Municipal Systems Act, 2000	<p>To give effect to "developmental local government"</p> <p>To set principles, mechanisms and processes to promote social and economic upliftment of communities and to ensure access to affordable services for all</p> <p>To set a framework for planning, performance management, resource mobilisation and organisational change and community participation</p>
Local Government: Municipal Structures Act, 1998 as amended	<p>To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems</p> <p>To regulate internal systems, structures and office-bearers</p>
Consumer Affairs (Unfair Business Practices) Act, 1996	To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers
Local Government Cross-boundary Municipalities Act, 2000	To authorise the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Municipal Electoral Act, 2000	<p>To regulate municipal elections</p> <p>To amend certain laws and to provide for matters connected therewith</p>
Organised Local Government Act, 1997	To provide for the recognition of national and provincial organisations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc,
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinated
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	and functions of municipalities and actions of officials and councilors
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	<p>To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment</p> <p>To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith</p>
FINANCE	
Appropriation of Revenue Act, 2000	To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith
Businesses Act, 1991	<p>To repeal certain laws regarding the licensing of businesses</p> <p>To provide for the licensing and operation of certain businesses, shop hours and related matters</p>
Debt Collectors Act, 1998	To provide for controlled debt collecting
Income Tax Act, 1962	To provide for the payment of taxes on incomes of persons and taxes on donations
Insolvency Act, 1936	To consolidate and amend the law relating to insolvent persons and their estates
Local Authorities Capital Development Fund Ordinance, 1978 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Municipal Accountants' Act, 1988	To provide for the establishment of a board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession
Municipal Consolidated Loans Fund Ordinance, 1952 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier
Local Government Municipal Finance Management Act, 2003	To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith
Pension Benefits for Councilors of Local Authorities Act, 1987	To provide for pension benefits for councilors
Public Finance Management Act, 1999	To regulate financial management in the national and provincial governments and, inter alia, provincial public entities
Prescribed Rate Of Interest Act, 1975	To prescribe and regulate the levying of interest from debtors
Reporting by Public Entities Act, 1992	To provide for the reporting to Parliament by public entities
Value-added Tax Act, 1991	To provide for the taxation in respect of the supply of goods and services
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Local Government: Property Rates Bill 2000	To regulate general property valuation
ADMINISTRATION / CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Expropriation Act, 1975	To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto
Housing Arrangements Act, 1993	To provide for the establishment of a National and Regional Housing Board(s) and the abolition of certain existing

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	boards.
Rental Housing Act, 1999	To define the responsibility of Government in respect of rental housing
Residential Landlord and Tenant Act, 1997	To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province.
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of Certain Land for Settlement, 1993	To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereon.
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Ordinance 113 and LUPO (land use planning ordinance)	To control the land use rights within the former black areas
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalise development tribunals for evaluating applications
Physical Planning Act, 1991	To provide guidelines for the drafting of urban development Plans
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
Subdivision of Agricultural Land Act, 1970	To control the subdivision of farm land and agricultural holdings
Land Use Management Bill, 2002	To establish a uniform land use management system.
Planning Professions Act, 2002	To provide for the training and registration of professional Planners
ENVIRONMENT	
Environmental Conservation Act, 1982	To provide for environmental impact assessments and exemptions, noise control areas etc
Environment Conservation Act, 1989	To provide for the effective protection and controlled utilisation of the environment and for matters incidental thereto
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide for matters connected therewith
ENGINEERING / TECHNICAL SERVICES	

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans
SAFETY AND SECURITY	
Criminal Procedure Act, 1977	To consolidate and regulate procedure and evidence in criminal proceedings
Disaster Management Act, 2002	To provide for an integrated, co-ordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
National Land Transport Bill, 1999	
National Land Transport Interim Arrangements Act, 1998	To make arrangements relevant to transport planning and public road transport services
Urban Transport Act, 1977, as amended 1992	To promote the planning and provision of adequate urban transport facilities
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
Road Traffic Management Corporation Act, 1999	To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
Regulation of Gatherings Act, 1993	To control public gatherings and procession of marches
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Policy For Health Act, 1990	To provide for control measures to promote the health of the inhabitants of the republic and for matters connected thereto
HUMAN RESOURCES	
Employment Equity Act, 1998	<p>To promote the constitutional right of equality and the exercise of true democracy</p> <p>To eliminate unfair discrimination in employment</p> <p>To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population</p>
Basic Conditions of Employment Act, 1997	<p>To give effect to the right to fair labour practice</p> <p>To provide for the regulation of basic conditions of employment</p>
Compensation of Occupational Injuries and Diseases Act, 1993	To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees
Labour Relations Act, 1995	<p>To regulate the organisational rights of trade unions, the right to strike and lock-outs</p> <p>To promote and facilitate collective bargaining and employee participation in decision making</p>

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	To provide simple procedures for labour disputes
Skills Development Act, 1998	To provide for the implementation of strategies to develop and improve the skills of the South African workforce, to provide for Learnerships, the regulation of employment services and the financing of skills development
Skills Development Levies Act, 1999	To provide for the imposition of a skills development levy and for matters connected therewith
South African Qualifications Authority Act, 1995	To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance Act, 1966	To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of unemployment
ELECTRICITY	
Electricity Act, 1987	To provide for and regulate the supply of electricity and matters connected thereto

Provincial Policy Planning Framework

- Eastern Cape Provincial Growth & Development Plan (PGDP)
- Eastern Cape Spatial Development Plan
- Eastern Cape top priorities as identified by Exco
- Rural economic development zones (REDZ)
- Integrated sustainable rural development programme (ISRDP)
- Revised dplg CREDIBLE IDP assessment tool 2009

CHAPTER – 2: SITUATION ANALYSIS

5 DEMOGRAPHIC PROFILE

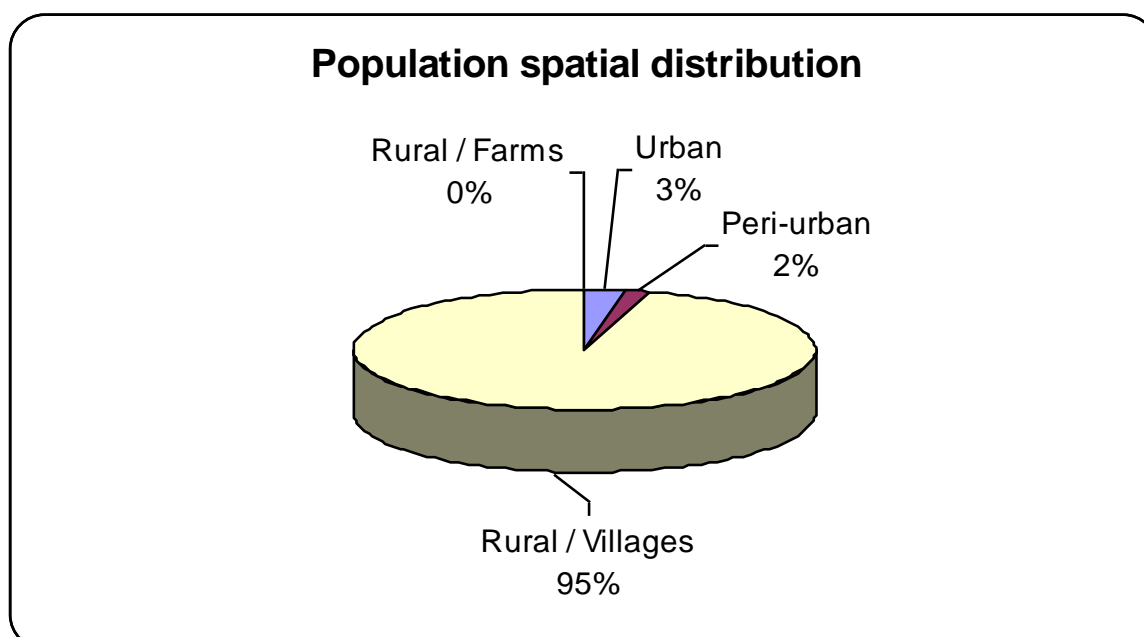
This section deals with the demographic profile of the municipality. It builds a picture of the demographic characteristics of the Intsika Yethu municipal population by quoting statistics from sources such as Global Insight, ECSSEC, RSS and the Bureau of Market Research and Stats SA to complement the analysis in this document as well as to try and update planning information in this review where this is possible.

Where alternative sources are quoted other than national census 2001, references will be made and sources credited.

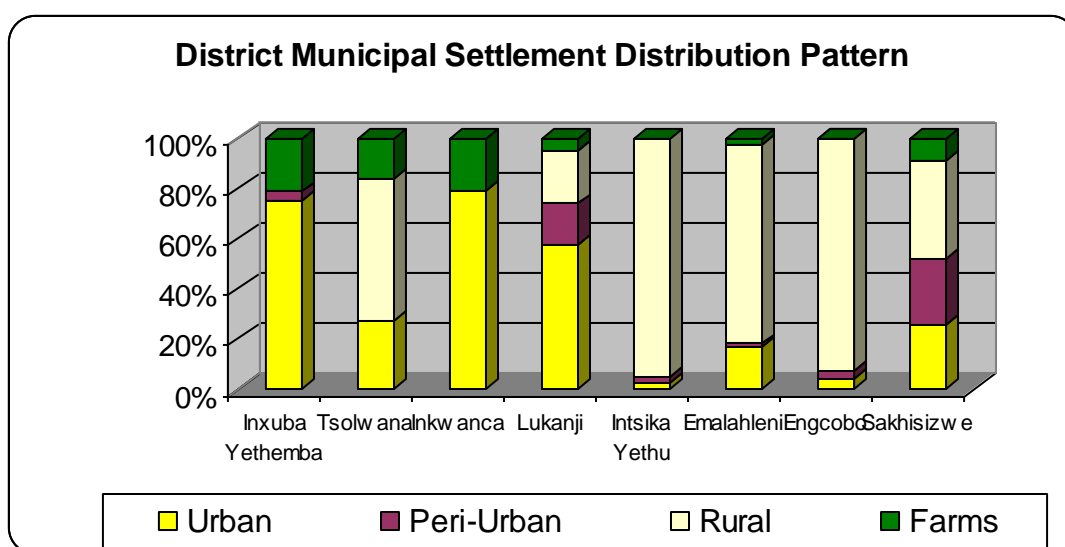
5.1 Population size & distribution

While new information from Global Insight 2008 citing National community survey 2007 indicates decline in our estimated population size from 194 246 last year to an estimated 167 050 people, a decision was made to maintain the existing estimate of 194 246 as it was felt that it reflected current situation more accurately. Given a population size of 194 246 people living in 44 768 households, the average household size is about 4 people per house. This population size also implies that 22% of the Chris Hani district population resides in Intsika Yethu.

The figure below gives a population spatial distribution for Intsika Yethu.



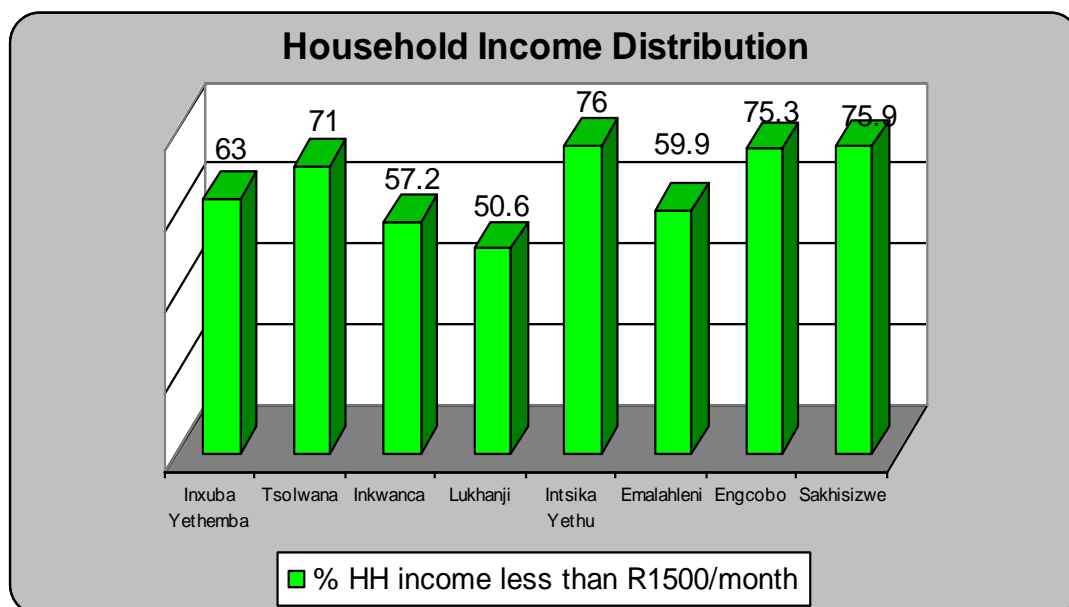
In the above figure it is shown that 95% of households live in rural (villages) settlements, 3% in formal urban (main town) while another 2% come from urban informal settlements. When compared to other municipalities in the district, Intsika Yethu remains the largest and most rural municipality within the Chris Hani area. The figure below uses statistics from Stats SA to illustrate this point.



Understanding settlement patterns is important for planning and has a direct bearing and relevance for a rural municipality like Intsika Yethu where consideration for urban-rural equity in distributing available limited resources is critical.

5.1.1 Household Income distribution

Household income is a useful proxy for understanding levels of poverty. The analysis (RSS 2006) of monthly household income distribution within the Intsika Yethu municipality shows that an estimated 76% of households can be regarded as poor with gross monthly incomes of less than R1500. The figure below compares the household income distribution of the Intsika Yethu with other municipalities in the district.

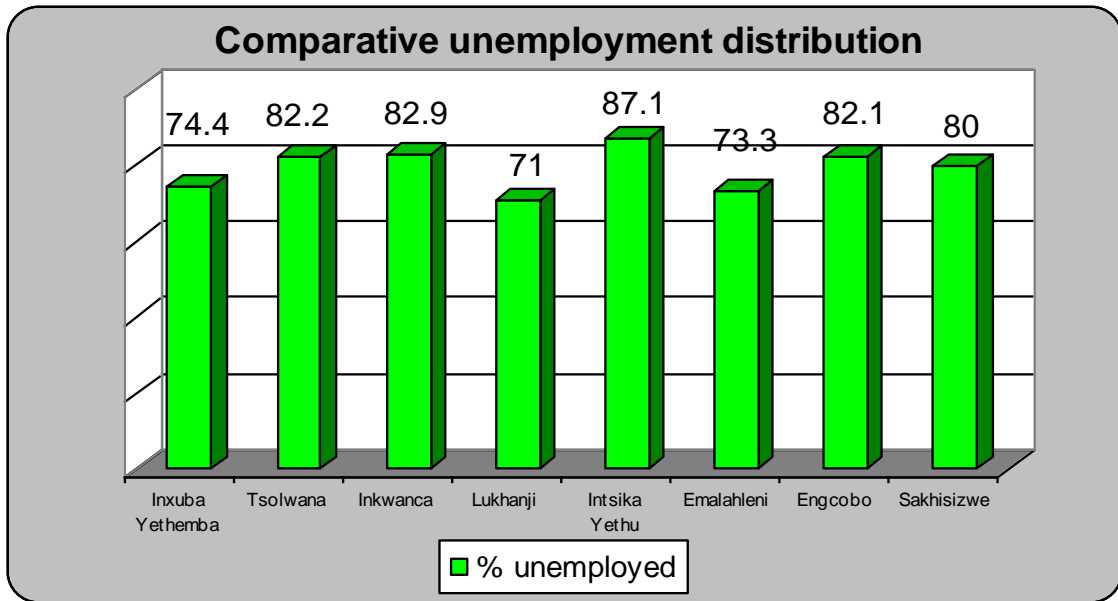


It shows that Intsika Yethu has the highest number of households receiving incomes of less R1500 a month within the district. This implies the need for the municipality to invest in building its local economy so as to create income generating opportunities and livelihood security nests for its communities.

5.1.2 Unemployment

Even though the economy of Intsika Yethu has shown positive growth of up to 50% over the last 10 years, due to thinness of the size of the overall economy very little improvement has occurred in the fight against unemployment. There is an urgent need to invest in sustainable economic growth and poverty alleviation to relieve local residents of the agony of poverty and unemployment. Recent survey by RSS (2006) estimated unemployment rate of Intsika Yethu to be as high as 87.1%.

When compared to the district as whole, our municipality remains the worst affected. The figure below shows a comparative picture.

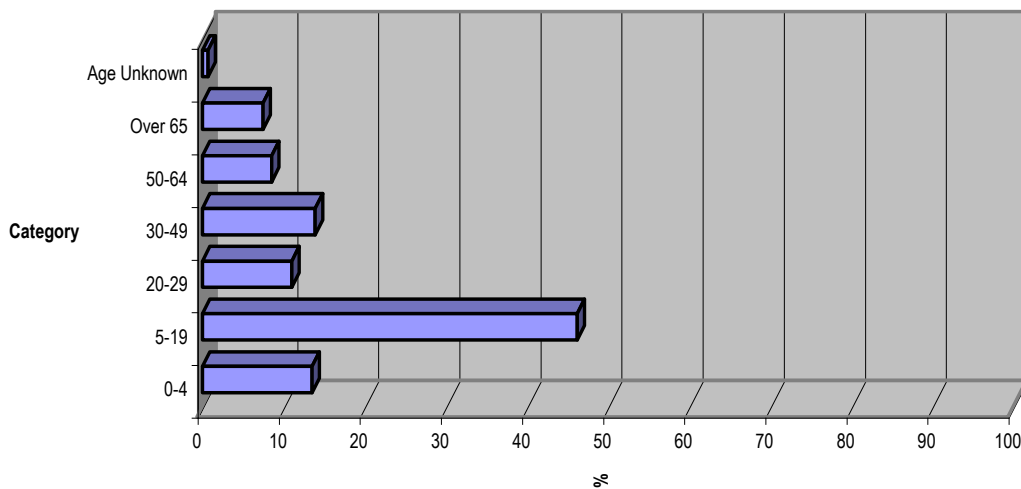


5.1.3 Age and Gender Distribution

Global Insight 2008 statistics indicates that 53% of the municipality’s population is females, whilst 47% are males. The disparity is more than that of the national average of 49% male and 51% female.

Since females form the greater portion of our overall population it will be strategic for the municipality to invest in increasing their participation in local governance and decision making issues.

A study of the age structure revealed that the bulk of the population, about 60% is children in the school going age group (0 – 19 years). About 7% falls within the pension age group. Only 33% are in the working age group (20 – 64 years). This means that there is high dependency ratio as the 67% of the population depend on the 33% workforce in the area. This is indicated in the chart below.



6 INFRASTRUCTURE & SERVICE DELIVERY

6.1 Water & Sanitation

Chris Hani District municipality is a water services authority and a water services provider for all the areas under the Intsika Yethu municipality. This means that the primary responsibility to ensure that local people have access to water and sanitation services & infrastructure rests with the district. Intsika Yethu municipality is neither responsible for operation nor maintenance of water services infrastructure in all its areas. However, as a developmental local government assigned powers to plan for its development the municipality has default responsibility to monitor provision and household access to basic services and lobby relevant authorities to deliver such services at required quantities.

6.1.1 Water Supply

While backlogs for water supply are still unmet Chris Hani Municipality has reduced them significantly over the last few years. In terms of the water supply arrangements in the Intsika Yethu the district has appointed rural water scheme maintenance contractor – Maluti GSM – to operate and maintain rural schemes while the DM provides on its own in the town areas of Cofimvaba and Tsomo.

Accurate statistics on water supply backlog is lacking due to poor primary data collection. More efforts are needed to ensure proper monitoring, quality assuring and reporting on new connections so as to change backlog estimates. However, anecdotal discussions with the water supply agencies in Intsika Yethu estimate the current water backlog to be around **45%**.

6.1.2 Sanitation

Sanitation backlogs are estimated to remain higher than that of water supply in especially the rural areas. A figure of **46%** was given as a safe estimate for current sanitation backlogs.

6.2 Electricity and energy supply sources

Eskom is a sole provider of electricity services in the Intsika Yethu jurisdictional areas. The municipality's role is currently to facilitate the

implementation and communicate with Eskom regarding areas of priority for connections. Backlogs in electricity connections remain high for most areas in the municipality. The municipality supports all initiatives to research, develop and implement alternative energy solutions.

The backlog for electricity household connections is estimated by RSS survey of 2006 to be equal to 44% of households. The survey revealed that only 56% households currently have household electricity connections.

As part of our indigent policy, the municipality provides subsidy in the form of free paraffin supplies to poor households residing in its jurisdictional areas.

6.3 Roads, Stormwater & Transport

The municipality is responsible for the construction, maintenance and upgrading of local access roads and stormwater infrastructure. Other roads are a responsibility of the District, Province and National department of Transport.

The entire road network of mainly gravel roads is generally in poor conditions and in dire need upgrading and maintenance. There is an estimated 50km² of tarred roads which are largely main distributor level roads such as R61 linking major towns of Queenstown and Umtata as well as the newly resurfaced route linking R61 through Tsomo to N2 going to East London. Off the tarred roads length about 5km or so are urban access roads running within towns of Cofimvaba and Tsomo.

A significant amount of investments from the municipality's MIG has gone to improving access roads over the last two years. However, lack of funding for maintenance tended to undermine the gains and work done in this area as most gravel roads have fallen victim to terrestrial rains.

6.4 Land and Housing

The municipality is not a housing authority. However, as a developmental LG it intends to develop its own internal competencies for Land Administration and housing development so as to build its capacity for its vital facilitative role of ensuring that its citizens are adequately provided with housing and also that sector planning to guide prioritization of housing implementation is done. The municipality is yet to formalise Land Administration and Housing function. There is a need to further develop the function and clarify the mechanisms necessary to deliver this function.

The housing sector plan is in a draft form and will be developed and adopted by council. It will quantify more accurately housing backlogs. It is hoped that once a local housing sector plan is concluded, better information will be available to quantify extent of housing need in the municipality.

The existence of informal land ownership systems in the municipal areas is a major challenge to development because it locks strategic resources (land) which is needed for improving the lives of rural people. There is a commitment by the department of land affairs to transform land tenure so that rural households living in traditional or communal lands can have access to land ownership. Other initiatives involve transfer of public land parcels to the municipality's ownership.

Housing Need / Demand

A formal housing waiting list is maintained by the Municipality which indicates that there are in excess of 2000 families which require housing. The municipality has initiated housing projects which should generate 3743 sites. However, the following demand was identified;

- In situ upgrade: currently 3401 units located in Wards 9 and 14
- Income group < R3500 : 500 units required to be located in wards 4
- Income group R3500 – R7500 : 142 units required in Ward 9

In addition, there are 120 houses awaiting repairs from disasters which occurred during 2007. Many other homes are still not repaired from disasters which occurred prior to 2007.

The number of households in the municipal area earning below R3500 is estimated to be in excess of 75% of the total number of households. The IDP states that the anticipated population growth rate over the following ten years is likely to be level, however more recent estimates suggest that the population is declining. This would also imply that there could be expected to be a decline in housing demand over time.

Housing Supply / Type.

The municipality is characterized by a largely rural settlement character. These settlements are clustered on ridges and along the roads with a variety of housing structures built out of mud brick, block and brick walls. Roofing varies from thatch to tiles or to corrugated iron. In the two towns of Tsomo and Cofimvaba, there are informal structures and back yard shacks behind larger houses built from brick and blocks.

The table below is a summary of the statistics found on the Statistics South Africa website. (The number of private ship/boat is queried as to its source)

House or brick structure on a separate stand or yard	8 293
Traditional dwelling/hut/structure made of traditional materials	29 561
Flat in block of flats	1 266
Town/cluster/semi-detached house(simpex; duplex; triplex	91
House/flat/room in back yard	573
Informal dwelling/ shack in back yard	206
Informal dwelling/ shack NOT in back yard	322
Room/flatlet not in back yard but on shared property	151
Caravan or tent	23
Private ship/boat	2
	40 488

(Source - Statistics South Africa - Census 2001)

It is a characteristic of this area that many settlements are located at the foot of hills and mountains. Problems are experienced with storm water run off and flooding due to the steep hill sides. Some of the soils have a clay content which affects structural strength of walls and floors. In areas close to the hill sides, large rocky outcrops result in high costs for the provision of services..

Land Availability

Municipal commonage land is available for future housing development. The existence of communal and informal land ownership systems in the rural parts of the municipal area is a major challenge to development because it locks strategic resources (land) which is needed for improving the lives of rural people. There is a commitment by the Department of Land Affairs to transform land tenure so that rural households living in traditional or communal lands can have access to land ownership.

Current Housing Projects

The municipality has initiated 11 housing projects which will generate 3 743 residential sites to supply an identified waiting list of 2 000 households and upgrade shacks occupied in informal settlements. However many of these projects are stalled for a variety of reasons, including the moratorium on funding by the Department of Housing, land tenure problems and infrastructure capacity in certain areas. According to the information provided housing subsidies have been approved for the St Marks project which is under construction.

The following schedule indicates housing proposals in this regard. Some are approved townships, whilst others are beset with matters such as Section 28(1) Certificates and non approval of housing funds ;

- Enyanisweni : 431 proposed sites : Township register opened : Funds not approved
- Ekuphumleni : 820 proposed sites : project funding insufficient
- Thabo Village : 348 proposed sites : Planning and Survey funded
- Ext 7 : planning and survey initiated - no funding

- Tsomo Ext.2 : application submitted to DoH
- Tsomo Ext.3 : application submitted to DoH
- Tsomo Ext4 : 300 sites planned : application being prepared for Tonships Board
- Lubisi Housing Development : 1000 proposed sites : submitted to DoH
- St Marks housing : 500 approved subsidies : Infrastructure being constructed
- Joe Slovo : 587 subsidies awaited; Tachy Survey completed but delayed due to the land not being transferred from DWAF to the municipality;
- Ext.1 Cofimvaba: 142 proposed sites : approval of Townships Board awaited

Planned Housing Projects

The municipality plans on submitting a project proposal for Mahlubini Thabo village for 348 subsidies. The project is in the layout planning phase.

6.5 Waste Management & Refuse Removal

Intsika Yethu municipality is responsible for providing refuse removal service to its areas of jurisdiction. Since the establishment of Intsika Yethu municipality in 2000, this service has generally been provided to urban areas of Cofimvaba and Tsomo only. Rural areas are generally using a range of temporary mechanisms such as own dump within the yard, illegal damp sites and mobile tankers.

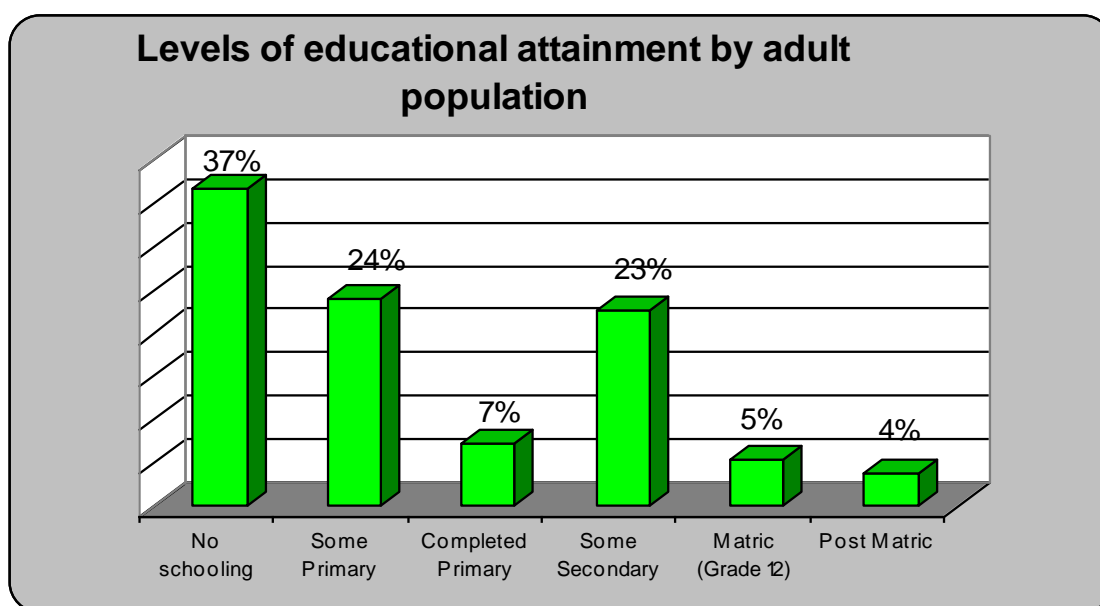
According to recent statistics only 2% of households have access to weekly refuse removal service. Another 1% receives regular but adhoc collections from the municipality. A further 1% utilises communal dumps while **36%** is underserved. About **60%** in mostly rural areas, utilize own means such as burning waste or disposing it within their yards. The latter two categories can be defined as clear backlog for waste removal service in Intsika Yethu.

6.6 Education

The role of the Intsika Yethu municipality in Education is to facilitate and cooperate with the Department of Education for the provision of schools, education programs as well as directly provide for erection of early childhood learning facilities like crèches. In particular the municipality needs

to communicate information to relevant authorities in terms of key priority areas needing education infrastructure and services.

The municipality also has direct interest in the monitoring of skill levels among its economically active population so as to ensure adequate supply of critical skills needed for growing the local economy. The figure below indicates levels of educational attainment by adult population.



In the above figure it is shown that levels of schooling among adult population in the municipal area are generally low. This situation presents huge challenges for economic development such as low levels of supply for sufficiently skilled workforce.

In terms of schooling facilities, the district office of education in Cofimvaba claims that there are 304 public schools active in 2006 within the Intsika Yethu with approximately 79 464 learners. The key challenge for education is the continued poor performance by most local schools. This challenge is also exacerbating the issue of backlogs for critical skills needed to grow the economy. Due to this problem and low levels of enrolments the department has reduced the number of schools in the district from 309 in 2005 to 304 by January 2006. The schools affected by closure are Mdeni JSS, Mfanta SSS, Upper Qombolo JSS, Mkhuthukeni SPS and Nobuhle SPS.

Because of the decision to close these facilities communities in the affected villages will have to send their children to neighbouring village schools. This may require support with transportation of children to the nearby schools.

6.7 Safety and Security

Intsika Yethu does not have its own municipal police force therefore the responsibility for providing safety and security services in its areas rests with the South African Police Services Department (SAPS).

According to local SAPS crime is not at alarming levels in many areas of Intsika Yethu but there are notable increases in incidences of domestic abuse, late night assaults and theft reported to local police stations. District sergeant from the Cofimvaba police station that participated in the IDP representative forums raised concerns about lack of community amenities such as high mast lights, proper pavements in towns and recurring problems of accidents involving stray animals especially along the R61 route. According to their assessments, these are issues that should find redress within municipal and other governmental department's mandates.

In terms of policing facilities there are at least three police stations located in Cofimvaba, Tsomo, Bridge camp and Bolotwa. The municipality participates in local community policing forums aimed at mobilising all affected stakeholders against incidences of crime.

In an attempt to involve communities in the reduction of crime and resolution of disputes in the area, Community Policing Forums (CPF) were established. Research shows that the CPF's are not active in some areas due to lack of training on safety and security techniques. In order to maintain low levels of crime in Intsika Yethu, more safety and security services such as mobile police services need to be provided. CPFs also need to be well equipped with training to achieve their maximum effectiveness. These vital measures are to be taken if Intsika Yethu municipal area is to be perceived as a safe and secure environment for all.

6.8 Health

Primary health is a competence of the Provincial department of Health. Chris Hani DM is responsible for municipal health. The department of Health through its district health office located in Cofimvaba is currently implementing the following programmes in the Intsika Yethu Municipal areas.

- HIV/ Aids monitoring and management

- Mother Child Women's health
- Management of the spread of Tuberculosis
- Mental Health
- Health and Hygiene promotion in schools
- Conducting of environmental health surveys and tests
- Nutrition programme implementation at schools

HIV/Aids is a public health concern that the municipality should to at least monitor and proactively contribute to the reduction of the impact and the spread of HIV/Aids among its communities.

Recent survey by RSS (2006) found that Intsika Yethu is adequately served with clinics. The survey shows a figure of 72.3% household access to clinics. When considering the total population of 194 000 and the planning standard of 1 clinic per 10 000 households Intsika Yethu is adequately serviced with primary health care facilities. It has 37 clinics, 4 mobile service points supporting 86 points and a single district hospital. The main challenge is for the department to improve the quality of the health service (ie availability of specialist doctors and reliable supply of medication in the local health facilities). For example, the national benchmark for nursing staff provision is 12 nurses per 100 000. Intsika Yethu health facilities have a much lower supply of nursing staff per 100 000 which is estimated at 2.5 by ECSECC (2006). Again, when considering the quality of service using number of beds per population, it shows that Intsika Yethu's ratio of 1: 1482 falls behind national benchmark of 1 : 750. The table below gives a picture of gaps in the health service provision using common national indicators.

QUALITY OF HEALTH CARE SERVICE INDICATOR	NATIONAL BENCHMARK	INTSIKA YETHU HEALTH CARE SERVICE & FACILITIES
Access to health facilities (clinics)	1: 10 000 households	19.4 clinics needed. Performing excellent with 37 clinics
Access to health	1 : 750	1 : 1482 (not doing well but

QUALITY OF HEALTH CARE SERVICE INDICATOR	NATIONAL BENCHMARK	INTSIKA YETHU HEALTH CARE SERVICE & FACILITIES
facilities (Hospital)		not worse off)
Nurses per 100 000 population	12 / 100 000 population	2.7 nurses / 100 000 population (doing badly)
Hospital beds per 1000 population	2.5 / 1000 population	1 bed per 1482 population (need improvements)
Emergency Medical Vehicles per 100 000 population	5-8 vehicles / 100 000 population	(figure not yet known but research shows that it takes as long as 3 hours to receive response from emergency calls)

6.9 Sports and Recreation

Sports arts and cultural heritage services are a primary competence of the Department of Sports, Arts and Culture. Intsika Yethu municipality plays a facilitative role in the identification of needs and cooperates with the Department of sports arts and culture in the implementation of such services. Consultative discussions at the Representative Forum level established that the majority of sports fields in the municipal areas are in a poor state. Urgent attention needs to be given to renovations and repairs of the fields if the standard of sports facilities is to be raised.

6.10 Community Facilities & Halls

Providing community facilities and amenities is a responsibility of the municipality. Some of the amenities are a joint responsibility between the LM and the DM or the LM and other spheres (eg. Libraries, museums are responsibility of department of Sports, Arts and recreation). Intsika Yethu households have fair access to amenities and community facilities like sports, community halls. The challenge is the quality of these facilities and lack of maintenance thereof.

There are 16 community halls situated within the Intsika Yethu Municipality. It is the intention of the Municipality to provide each ward with a community hall. There are no libraries in Intsika Yethu. Provision of libraries is very vital as the absence of such facilities deprives the community of self-uptment and access to information.

6.11 Cemeteries

The cemetery service in Intsika Yethu needs some improvement and requires to be re-organised to ensure effective delivery. One of the challenges is to support communities in rural areas and maintain cemeteries.

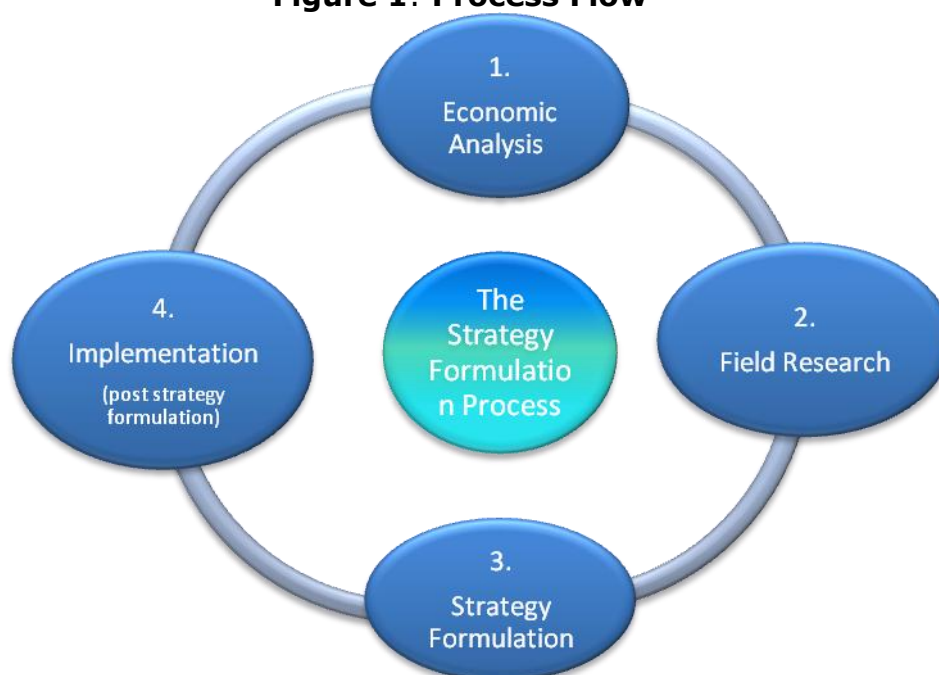
There are a total of 146 unlicensed cemeteries distributed within most of the wards in the municipality. It should be stated that most of these cemeteries have not undergone geo-technical investigation to avoid the likelihood of underground water contamination. Overtime, and with resources allowing it is intended that cemetery facilities will be better organised and adequately provided jointly by the district and the local municipality. The municipality intends to approach the district during 2009/10 about the logistics of this .

7 ECONOMIC & ENVIRONMENT & CONSERVATION

7.1 State of local economy

The municipality has concluded and adopted its LED Strategy which is aimed at guiding the decisions around the strategy for investing and encouraging growth in the local economy. The strategy is ready for implementation and among proposed projects under the LED cluster, is those proposed in the strategy for 2009/10.

The development of the LED Strategy is a product of an extensive process of consultation and stakeholder engagement. Through the Integrated Development Plan (IDP) processes a need to develop a Local Economic Development Strategy for the municipality was identified. The process adopted in facilitating the LED Strategy entailed undertaking a detailed economic analysis, field research, consultation and workshops. The economic analysis focused on two main areas: (1) ward level map of resources and assets and (2) economic research and analysis. Stakeholders that were consulted and briefed through this process include local business, church groups and local traditional leaders.

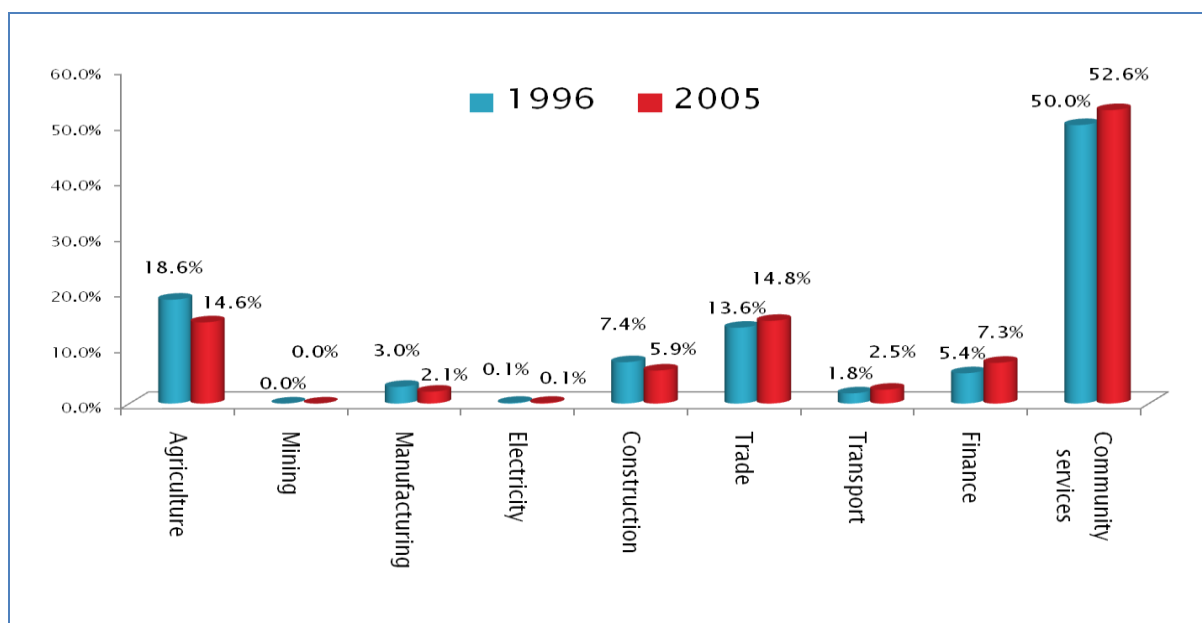
Figure 1: Process Flow

The development of the LED strategy was done through a stakeholder workshop which included the participation of local business representatives, civil society representatives as well as various government departments. Figure 1 illustrates the process that was followed.

The size of the IYM economy grew by 41% from R540 million in 1996 to R766 million in 2005, at current prices. The community services sector remains the largest sector in the local economy at more than 52% followed by trade which accounted for 14,8% and agriculture at 14,6%. The Gross Value Added (GVA) of the municipality indicates that finance, trade and community services are the only sectors that have increased in size between 1996 and 2005 as illustrated in figure 2.

Agriculture, one of the potential mainstays of the local economy has shrunk in its contribution to the local economic structure from 18, 6% to 14, 6%. Manufacturing is one of the sectors that is currently playing an almost negligible contribution in the local economy with a contribution of only 2, 1% in 2005 from a marginal levels of 3% in 1996. An interesting trend that has been observed in the IYM albeit, from a low base is the growth of the transport sector both in terms of size and performance from 1, 8% in 1996 to 2, 5% in 2005.

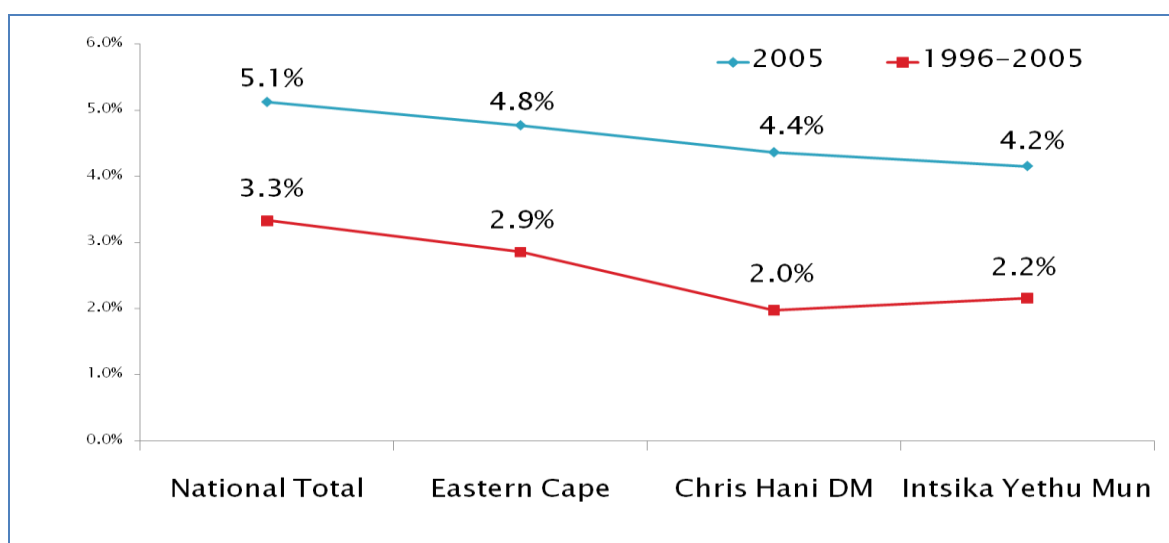
Figure 2: GGP, Current Prices.



Source: Global Insight

The average annual growth rate in 2005 was 4, 2%, a marginal improvement from the average annual growth rates of 2, 2% experienced over an eleven year period between 1996 and 2005. The average low economic growth rates pose a huge challenge for the municipality given its very low economic base.

Figure 3 illustrates that IYM’s performance was lower than the national average of 5, 1%), provincial average of 4, 8% and district average of 4, 4% thus indicating serious challenges for the municipality in terms of job creation and poverty alleviation. The fact that the municipality is moving from a very low economic base poses additional challenges for the municipality.

Figure 3: Average annual GVA Growth Rate

Worsening the SDM situation are the high unemployment rates which average 70% and acute poverty levels that average more 80% in most rural areas. About 32 000 people live on less than \$1 a day. The IYM Human Development Index (HDI), a measure of the level of development, is the lowest in the country at 0, 46 compared to the national average of 0, 59. This illustrates a need for major intervention in the municipality, which should extend beyond the customary call for private sector investments. Government, private sector, donor community and civil society all have a role to play in reversing the state of under development, poverty and unemployment that characterises the area.

Recognising all these challenges and informed by a new desire and energy to move the municipality to a new trajectory for sustained economic growth and development a vision for the local economy has been developed, pillars and drivers for economic growth and development and principles underpinning strategy implementation have been identified.

Economic Vision

The municipality has adopted the following vision for its economy.

A growing, diverse and Inclusive economic hub characterised by its sustainable job creating & value adding activities

Linked to this vision are the following broad strategic goals.

- *To grow the local economy by a minimum of 10% annually by 2020;*
- *To reduce poverty by half in 2014 as defined in the Millennium Development Goals; and*

- To reduce unemployment to levels below 30% by 2020.

Binding Constraints

The municipality recognizes that there are constraints that will inhibit the attainment of this vision. Consequently, eight (8) Binding Constraints were identified and are listed.

- Lack of Skills
- Poor and underdeveloped infrastructure
- HIV/AIDS and High Levels of Dependency
- Limited Capacity and Project Packaging and Limited Funding
- Poor monitoring and evaluation
- Lack of Planning and Land Availability
- Limited Private Sector Investment
- High Levels of Dependency

Pillars and Drivers for Economic Growth and Development

To achieve its vision the municipality identified the following are Strategy Pillars/Goals adopted as key to sustained economic growth and development in the municipality.

- a) Agro-Processing
- b) Forestry Development & Timber Processing
- c) Tourism Development
- d) Human Development
- e) SMME Development
- f) Governance & Institutional Capacity
- g) Sustainable Villages

Principles Underpinning Strategy Implementation

The principles that will underpin the implementation of the strategy include the following.

- a) Beneficial Partnerships
- b) Good Governance and Leadership
- c) Targeted Poverty Alleviation and Job Creation

- d) Focus on Positive Mindset Change
- e) Entrepreneurship
- f) Plugging Leakages
- g) Sustainability and Research

Strategic Objective and Programmes

Aligned to each pillar were a number of strategic objective and strategies which are indicated in the table below.

Table 1: Summary of Strategic Objectives and Programmes

GOAL 1: Coherent Agrarian Reform that promotes agro-processing	
Strategic Objectives	<ol style="list-style-type: none"> 1. To identify agro-ecological areas for high value crops through research and technical planning. 2. Facilitate processes that will ensure that all IYM rural farmers realise the economic value of their livestock through targeted support and improved market access by 2010 3. Through targeted interventions, high value crop production and value adding activities ensure that existing irrigation schemes and production nodal areas is improved and contributes to more than 50% of the agricultural sector's Gross Value Added by 2010 4. Targeting high potential areas ensure that more than 100 hectares is under stone fruits by 2009.
Programme or Projects	
<ol style="list-style-type: none"> a) Co-ordinated and sustained research and development b) Expansion of the Nguni Beef Production Programme to ensure economies of scale c) Wool and mutton production d) Support poultry and piggery projects with processing potential e) Goat Production Project f) Feed lot establishment and marketing/auction pans g) Productive maize production through Massive Food production h) Targeted high value crops production at Ncora, Qamata, Bilatye, and selected nodal areas targeted intensive farming. i) Establishment of the Fruit Cluster 	

GOAL 2: Plugging Leakages through SMME and Co-operative Development and Support	
Strategic Objectives	<ol style="list-style-type: none"> 1. Through appropriate Village based programmes, SMME and Co-operative development and support programmes ensure increased retention and circulation of money locally by more than 5 times (plugging leakages) by 2010 2. Ensure that the small manufacturing sector contribution to the local economy (Gross Value Add) improves by 10% annually by 2010
Programme or Projects	
<ol style="list-style-type: none"> a) Sustainable Village Market development b) Audit and existing SMMEs and Cooperatives and Development of an 'Intsika Yethu SMME and Co-operative Information and Support Programme' c) Targeted Procurement and ongoing review of Procurement Policies d) Development and support of the informal sector e) Feasibility Study and Development of an Incubator and/or Local Industrial Park f) Refurbishment and proper management of former TRANSIDO Units g) Develop a Small Mining Support programme in partnership with DME 	
GOAL 3: Institutional Innovation and Good Governance	
Strategic Objectives	<ol style="list-style-type: none"> 1. By 2010, the municipality will be rated as best governed municipality that is characterised by well informed communities that actively participate and benefit in all its programmes 2. To ensure that by 2010, the municipality has a well capacitated and resourced planning and research unit
Programme or Projects	
<ol style="list-style-type: none"> a) Communication and Marketing Strategy Development b) Establish an Investment and Development Advisory Committee c) Establish Functional Stakeholder Forums d) Organisational Development e) Spatial Development Framework and Land Use Planning f) Local based Land Use Plans developed targeting nodal and growth points g) Town regeneration strategies and Operation Clean Towns h) Establish a fully fledged planning unit 	
GOAL 4: Expansion of Forestry Plantations and Timber Processing	

Strategic Objectives	<ol style="list-style-type: none"> 1. To facilitate processes that will ensure that the area under commercial plantation is increased by 50% in 2020. 2. Facilitate the rehabilitation and transfer of Category B and C plantation to community owned entities 3. To ensure that 90% of local timber is processed locally by 2020 and value adding business activities are identified.
Programme or Projects	
<ol style="list-style-type: none"> a) Dissemination of information to communities b) Mapping of potential areas and issuing of licences to communities c) Facilitate funding and partnerships for forestry development d) Transfer of Categories B & C Plantations e) Establishment of a Pole Treating Plant and Sawmill/Small scale Nursery f) Development of forestry value adding activities: <ul style="list-style-type: none"> • Charcoal Production • Beekeeping (Honey making) • Small scale furniture making ventures 	
GOAL 5: Tourism Development, Sport and Recreation	
Strategic Objectives:	<ol style="list-style-type: none"> 1. Position Intsika Yethu Municipality as a recognised Tourist destination that boasts of its rich heritage with linkages to sport and recreation
Programme or Projects	
<ol style="list-style-type: none"> a) Tsomo Prison Tourism Centre b) Chris Hani Statue Memorial Lane c) Mbulu Waterfalls d) Amabele Ntombi Mountains e) Mngqanga Massacre (Hills) f) Ncorha Tourist Tunnel g) Qutsa Ehashini h) King Sarhili Home i) Lubisi Tourism Development 	
GOAL 5: Development of Human Capacity and Increased Skills base	
Strategic Objectives	<ol style="list-style-type: none"> 1. By 2020, the skills base of the Intsika Yethu municipality will have a productive skills base that responds industry and development challenges and opportunities

Programme or Projects

- a) Develop a Skills Needs Analysis of the municipality
- b) Undertake an audit of skills required by the key sectors in the municipality: tourism, agriculture, forestry, small scale manufacturing, retail and services.
- c) Establish linkages and partnerships Institutions of Higher Learning and SETAs

7.2 Environmental & Conservation management

Most of the Intsika Yethu Local Municipality is located in the grassland biome with limited forest areas. The geology is predominantly sandstone, underlain by silt and mudstones.

The area is characterised by valleys and hilltops which are of similar altitude. It has got perennial rivers and four dams namely Xonxa, Tsojana, Ncora and Lubisi. Most of the soils are sandstone derived.

The climate of Intsika Yethu is warm with hot wet summer and cool dry winters. Rainfall is between 700-800mm and is evenly spread except for early summer months when dry spells can be expected. (Source: IDP 2004). The temperature is moderate with frost occurring only from May to September. Spring is dry and windy and the long dry spells commonly experienced in the spring are followed by heavy summer rains, making the soils highly vulnerable to erosion. The mean temperature in summer is approximately 19 degrees. The dominant winds are berg winds and south-easterly winds to south-westerly winds prevailing during winter months. Wind is however not regarded as a restricting feature in the region.

Intsika Yethu municipal area has some of the most erodible soils in South Africa. Overstocking, poor veldt management and uncontrolled veldt fires are some of the factors underlying this environmental degradation of the municipality. The veldt fires are a threat to property as well as to human and animal life. All these factors deteriorate the landscape leaving huge dongas and a vegetation cover of inedible grasses.

Surfaced Run-off pollution – the Directorate of Engineering Services of Chris Hani District Municipality has observed that surface run-off pollution within the area is at an unacceptable level. However, a formal study of the level of pollution is yet to be carried out in the district and there is none for Intsika Yethu municipality itself.

There are also a large number of informal burial sites in the area. This, together with the use of the unlined pit latrine sanitary systems, holds a high potential for the contamination of underground water.

Overflow of raw effluent into rivers from sewage treatment plants – this is a problem for the Chris Hani District as a whole and not specific to Intsika Yethu. According to the Water Services Development Plan (WSDP) of the district, several sewage treatment works within the district area discharge final effluent that does not comply with DWAF regulations or periodically overflow into natural water courses due to power failure, neglect, etc. This is an issue that needs urgent attention.

Drainage of effluent from informal settlements into water courses – the lack of services in both informal and rural settlements is causing both health and pollution risks. The assessment of future planning with regard to the servicing of informal settlements is therefore necessary.

Environmental degradation reduces the region's economic potential through the loss of tourist appeal soil fertility. These have negative effects on the quality of life of its inhabitants. Intsika Yethu's environmental assets have to be protected and the environmental problems have to be addressed. This calls for formulation of local environmental management plan(s) to assist in addressing the adverse environmental issues.

Geological formation and soil types

The geology of the area consists of some volcanic intrusions and sandstone cliffs of the Clarens group which is resistant to erosion. Below the sandstone are the red and purple mudstones and shale, also sedimentary in origin. Rocks in this formation can mostly be seen on the denuded slopes below the sandstone.

The soils are mainly as a result of parent material, climate and topography. Generally the soils are shallow to moderately deep and highly weathered. There is very little grass cover overall due to overgrazing. The poor land management practices make the soils vulnerable to erosion, which in turn results in nutrient loss and diminished biodiversity.

Intsika Yethu Municipality has not been mapped at a detail that would allow proper determination of specific locations of soil types and land cover status. The different forms of degradation that have occurred over time have resulted in removal of substantial amounts of soils, resulting in extensive areas of bare rock and trampled and compacted grassland areas. Overgrazing especially by goats is common, and the unrestricted removal of vegetative cover has resulted in destruction of soil structure, which makes it vulnerable to erosion.

Biophysical baseline

The unpredictable weather patterns pose strict limits on the agricultural suitability of the study area. Throughout the municipal area, high stocking rates of domestic animals (mainly sheep and goats) and a poor range management system leads to excessive grazing pressure, reduced basal cover and poor grassland composition. The soils are not very stable given their light texture and the low amount of organic matter contained in them.

Rainfall occurs predominantly between October and April, often in the form of storms. The rainfall and the soil exposure and instability, combined with the high grazing pressure exerted on the land, have led to serious land degradation (mainly soil erosion due to rainfall runoff). The extent of disturbance and degradation are particularly severe adjacent to communities where most of the livestock is grazed.

8 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

8.1 Organizational review analysis

This section will determine the organizational capacity of Intsika Yethu Local Municipality to meet its service delivery obligations, by assessing whether:

1. the powers and functions that have been allocated to it in terms of legislation;
2. the extent to which the organizational design at Intsika Yethu Local Municipality is responding to the allocated powers and functions; and
3. to examine the gaps that are apparent through this analysis.

8.2 Constitutionally Allocated Functions

The table below illustrates the powers and functions that have been allocated to local government in terms of Part B of Schedules 4 and 5 of the Constitution.

Part B of Schedule 4	Part B of Schedule 5
1. Air pollution	16. Beaches and amusement facilities
2. Building regulations	17. Billboards and display advertisement in public places
3. Child care facilities	18. Cemeteries, funeral parlors and crematoria
4. Electricity and gas reticulation	19. Cleansing
5. Fire-fighting services	20. Control of public nuisance
6. Local tourism	21. Control of undertakings that sell liquor to the public
7. Municipal airport	22. Facilities for the accommodation care and burial of animals
8. Municipal planning	23. Fencing and fences
9. Municipal health services	24. Licensing and controlling of undertakings that sell food to the public
10. Municipal public transport	25. Local amenities
11. Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping	26. Local sport facilities
12. Municipal public works only in respect of the needs of the municipalities	27. Markets
13. Storm water management system	28. Municipal abattoirs
	29. Municipal parks and recreation

Part B of Schedule 4	Part B of Schedule 5
14.Trading regulations 15.Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	30.Municipal roads 31.Noise pollution 32.Pounds 33.Public places 34.Refuse removals, refuse dumps and solid waste disposals 35.Street trading 36.Street lighting 37.Traffic and parking

Powers and functions that Intsika Yethu Local Municipality is authorised to perform

Part B of Schedule 4	Part B of Schedule 5
1. Air pollution 2. Building Regulations 3. Child-care facilities 4. Fire-fighting 5. Local tourism shared with DM (recommended by 2005 MDB report to be given to DM only) 6. Municipal airport 7. Municipal planning 8. Municipal public transport 9. Pontoons and ferries 10.Storm water management system 11.Trading regulations	12.Beaches and amusement facilities 13.Billboards and display advertisement in public places 14.Cemeteries, funeral parlors and crematoria – including the DM function 15.Cleansing 16.Control of public nuisance 17.Control of undertakings that sell liquor to the public 18.Facilities for the accommodation care and burial of animals 19.Fencing and fences 20.Licensing of dogs 21.Licensing and controlling of undertakings that sell food to the public 22.Local amenities 23.Local sport facilities 24.Markets 25.Municipal abattoirs 26.Municipal parks and

Part B of Schedule 4	Part B of Schedule 5
	recreation 27.Municipal roads 28.Noise pollution 29.Pounds 30.Public places 31.Refuse removals, refuse dumps and solid waste disposals – including the DM function 32.Street trading 33.Street lighting 34.Traffic and parking 35.Municipal public works

Functions currently being performed by Intsika Yethu Local Municipality

Part B of Schedule 4	Part B of Schedule 5
<ol style="list-style-type: none"> 1. Building Regulations 2. Child-care facilities 3. Local tourism shared with DM (recommended by 2005 MDB report to be given to DM only) 4. Municipal planning 5. Municipal Health (NB: no SLA) 6. Storm water management system 7. Trading regulations 8. Water (no SLA) 9. Sanitation (NB: no SLA) 	<ol style="list-style-type: none"> 10.Billboards and display advertisement in public places 11.Cemeteries, funeral parlors and crematoria – including the DM function 12.Cleansing 13.Control of public nuisance 14.Control of undertakings that sell liquor to the public 15.Facilities for the accommodation care and burial of animals 16.Fencing and fences 17.Licensing and controlling of undertakings that sell food to the public 18.Local amenities 19.Local sport facilities 20.Municipal parks and recreation

Part B of Schedule 4	Part B of Schedule 5
	21.Municipal roads 22.Noise pollution 23.Pounds 24.Public places 25.Refuse removals, refuse dumps and solid waste disposals – including the DM function 26.Street trading 27.Street lighting 28.Traffic and parking

While the municipality is authorized to perform 35 functions, existing capacity only allow for only 28 to be performed. There is therefore a need to invest in building internal organizational capacity for undertaking of the other core functions including:

- By-law formulation and enforcement
- Fire fighting
- Environmental planning, monitoring and management
- Land Administration and Housing
- Public transport

It is also noted that while the municipality has thin capacity and resources, these are often stretched to functions that are not assigned. A policy will need to be made in the strategy phase as to the extent to which current municipal resources can be utilized on unassigned functions without service level agreements with relevant authorities especially in the context of limited resources and existence of gaps in fulfilling assigned powers and functions. Examples of these functions are highlighted bold in the table above.

8.3 Organisational assessment

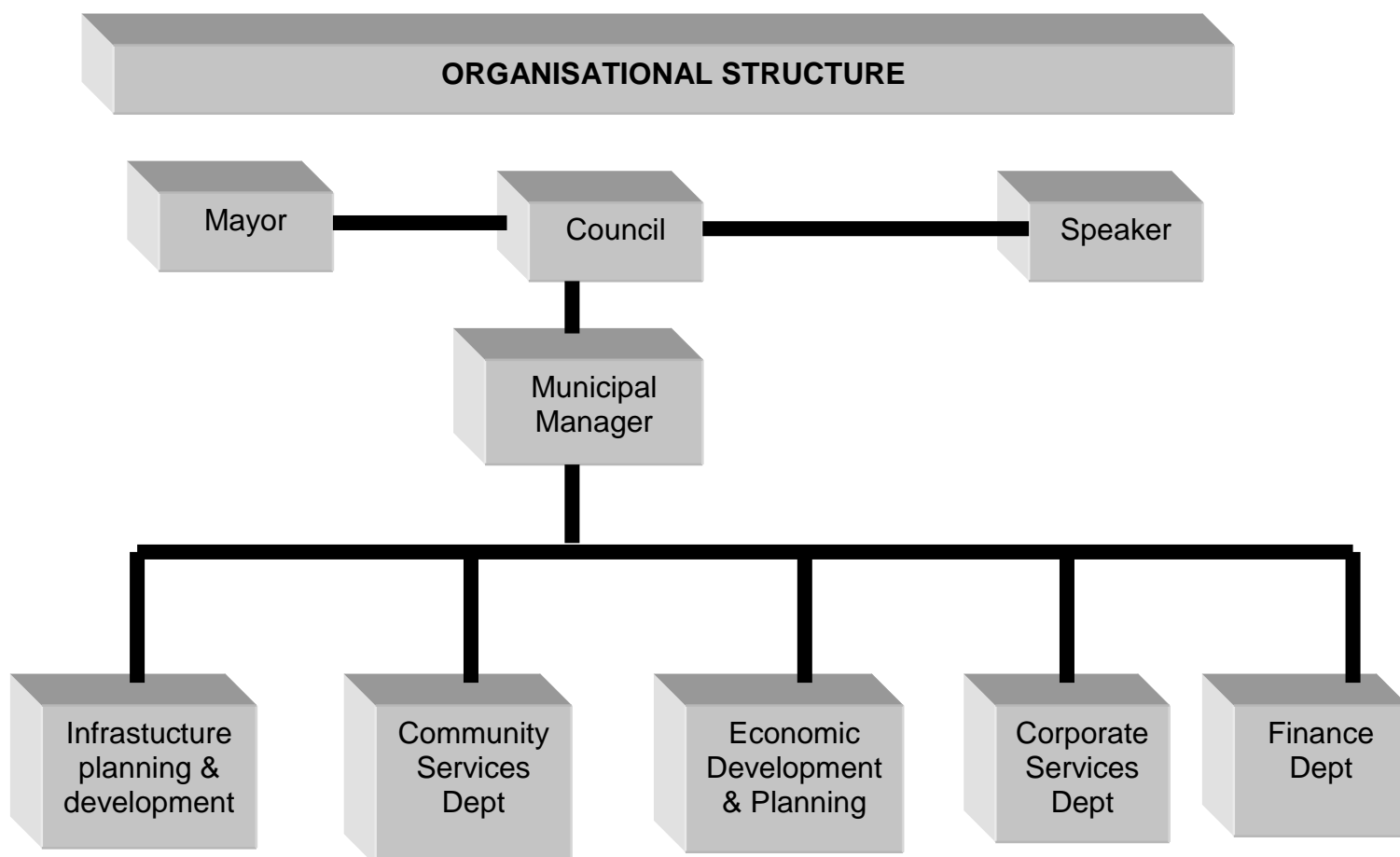
Analysis of the organisational capacity and their implications for effective administration, governance and effective delivery of services reflect the following observations:

- For purposes of administration the organisation is structured into five key departments including Municipal manger's office, community services, corporate services, finance, economic development & planning and technical services department. Each department is further divided into units or line functional divisions.
- These departments are staffed by a combined sum total of 161 employees
- For purposes of governance the organisation is lead by its council which is supported by the executive committee, offices of mayor and speaker. Councillors taken from the executive committee are

allocated to departments as portfolio heads giving policy leadership to departmental management.

- Council is made up of 46 councillors including positions of Mayor, Speaker and Chief Whip. For each department, there are portfolio councillors allocated to support governance of the department and serve as link between that department and council structures
- When looking at the distribution of staff by level of authority and divisions, the following observations are noted;
 - There is a fair amount of middle managers to provide for a system of delegation to take place smoothly. However, the managerial experience and skill in the municipality is very thin.
 - There is a fair decentralization of responsibility at lower levels with an estimated average of 8 workers per supervisor
- The municipality lacks capacity in terms of management support systems (ie- functional IT system, Municipal website, performance management, knowledge management etc)
- Human resource policies have now been developed, however there is a need for effective implementation.
- Lack of capacity to undertake mandated powers and functions in the areas of environmental management, and by-law enforcement. There is generally not enough capacity for taking-up regulatory functions.

The diagram below gives an illustration of the organogram.



The table below gives an overview of the distribution of staffing by various departments within the Intsika Yethu local municipality.

Category	Office of the Municipal Manager	Econ Dev & Planning	Corporate Services	Community Services	Infrastructure planning & dev	Finance Department	Total Per Category
Senior Management	1	1	1	1	1	1	6
Middle Management	2	1	1	1	2	2	8
Professionals	3	4	2	12	5	5	30
Administration support Services	2	2	7	5	2	6	24
Supervisors	-	-	1	3	1	1	6
General workers	-	-	11	50	25	-	86
Total Per Department	8	8	23	72	36	15	161

9 FINANCIAL VIABILITY

Financial Management overview

The municipality is faced with a number of financial challenges and has made financial viability one of its top priorities in 2009/10. We depend heavily on grants from National treasury, Province and District municipality for all our operations and service delivery. This dependency makes it difficult for us to expand services to all our needy areas especially rural areas. We have adopted a strategy to use our limited resources as a lever to stimulate interest from strategic organizations whom we aim to enter into partnerships and service level agreements for helping with service delivery, skills development and improvements of our financial systems.

Institutional level

While the municipality strives to improve how it manages its current financial resources and assets, there are a number of observed financial management and viability challenges that require immediate attention during this financial year. These include among others the following:

- Appoint a full-time CFO
- Improve our financial reporting and management tools to comply fully with GRAP, MFMA and DORA requirements

- The need to respond decisively to auditor general's queries and constantly improve on financial reporting and achieve a clean audit statement (some audit queries relate to operational inefficiencies in the systems)
- Financial reporting and billing as well as revenue systems need further improvements
- A comprehensive risk & asset management plan must be updated and improved
- The need to empower and support non-financial managers with financial information and understanding necessary to manage departmental resources
- The municipality is still dependant of grant funding and needs to improve its own revenue by creating sustainable alternatives. The LED & revenue collection strategies are expected to jointly provide guidance in this regard
- The organisational structure has not been revised in a long period and observations are that a new process of aligning organisational structure to current set of functions being performed is necessary in order to ensure smooth and effective administration. The need to revise organogram was identified as a critical project to among other resolve issues of accountability and placement of key functions like Property Valuation, Land Administration and Housing. Also cater for creating capacity to undertake regulatory functions. A separate project is necessary to achieve this objective.

Auditor General's Report

As part of our resolve to better our financial management systems and improve our situation with regards to the specific issues raised in the AG report, we have developed an action plan which will become a tool by which we resolve, monitor, report and track effectiveness of responses via our PMS - on the items that need to be fixed within our systems and processes of financial management. In this regard, we acknowledge that we shall need a lot of help from our partners in the district municipality and EC Provincial department of local government. We shall in due course be lobbying for the formalization of a support arrangement with the province or DBSA to aid us in this regard. Our target is to achieve a clean audit report in two years.

10 GOOD GOVERNANCE

Good governance is a key priority focus for 2009/10. The municipality has identified the following areas to improve its good governance:

- Enhance public participation and transparency in all its dealings
- Implement effective employment equity plan and monitor and report on the effectiveness of the plan in achieving the desired outcomes
- Improve the effectiveness of the intergovernmental forum so as to increase understanding and cooperation between the municipality and other spheres of government when delivery respective development mandates in our areas of jurisdiction

- Support the operations of community development workers and increase training support for ward committees in order to enhance service delivery and democracy at ward level
- Identify critical areas of our functions where we are delivering services on behalf of other authorities by negotiating and concluding relevant service level agreements
- Put in place mechanisms for promoting customer care relations by establishing a dedicated centre

11 SPATIAL DEVELOPMENT FRAMEWORK (Summary)

11.1 Spatial Overview

A framework to guide spatial development was adopted by the municipality in line with the requirements of section 26(e) of the Municipal Systems Act (Act 32 of 2000). This framework forms part of the sector plans dealt with later in this document. The assessment of the spatial attributes and character of the municipality reflects the following key observations:

- The majority (95%) of households in Intsika Yethu are rural households. This implies that the municipality is rural and therefore should design its service delivery systems in a manner that empowers rural communities.
- The western portion of the municipality rests on a drainage basin which is a potential strength for supporting agricultural and tourism development
- There is uneven distribution of municipal services between rural and urban areas and this requires urgent attention
- Economic activity is largely concentrated in the towns of Tsomo and Cofimvaba
- Key issues relating to Intsika Yethu spatial development are listed below:
 - Dispersed Settlement Pattern: Pockets of developed urban centres surrounded by scattered undeveloped rural villages, which implies great costs to fulfil every basic human right to basic infrastructure and services.
 - Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas over time (phased development approach which will

optimise on existing capacity and resources to generate the most spin-off effects from investment).

- A strategic approach is required, which enables geographic areas to be prioritised for different levels of investment to ensure ongoing sustainable development and which will have the most spin-off effects for continued economic growth in the Intsika Yethu Area.
- Limited economic activity outside of urban centres
- Need to build on the agricultural and tourism potential of the area and target investment to other LED related initiatives and programmes taking place outside of the urban centres that have potential for growth and to generate economic spin-off.

11.2 Current land use

Prevalent land uses in the Intsika Yethu Local Municipality include residential, commerce, light industrial and agriculture. Due to the poor condition of arable soils mostly attributable to previous poor management, most of the arable land has been left fallow for several seasons and livestock is moving freely through these areas. Though tangible data is lacking, it is likely that domestic livestock within Intsika Yethu are at or near ecological carrying capacity based on the land degradation observed. This heavy stocking has transformed the majority of the grasslands to sparse very short grasslands and dwarf shrublands.

Heavy stocking and overgrazing has also resulted in little soil protection, which due to the nature of the soil has caused noticeable erosion to the extent that the soil stock is shrinking. The combination of grazing pressures on the grasslands and the high level of erosion has resulted in the gradual and continuous attrition of the soil and rangeland resources.

Current land use in Intsika Yethu falls within the following broad classes:

- Veld and grazing
- Subsistence agriculture (includes dryland agriculture and all year grazing)
- Transition area (comprising settlements and more intensive/commercial and agriculture)
- Settlements and towns

It is worth noting that presently there are no protected areas

11.3 Settlement configuration

Settlements are divided into two distinctive types namely rural and urban. Around the urban settlements there is relative visibility of urban sprawl. The rural settlements are also sparsely scattered all over the Municipal area with the largest concentration of pockets found along the main access routes. Surrounding the villages are huge tracts of bare arable land. There is need to create compact rural villages which will facilitate and economical provision of services and infrastructure.

11.3.1 Land Use Management Guidelines

A land policy needs to be adopted which promotes an economically constructive and socially harmonious relationship between people and land resources. In this regard, deliberate efforts are required by the authorities and key stakeholders to initiate a participatory process among all stakeholders to address the land use issues responsible for the deterioration of the Intsika Yethu resources. Clearly, there is a need to revisit legislation and determine whether it is being applied, and if, in its present form, it adequately addresses the present environmental conditions.

Guidelines to be adopted should emphasise the following:

- holistic planning and management strategies,
- local ownership and control of resources,
- supportive national and provincial and local policies,
- balance between resource flows and decision-making,
- integrating local knowledge and external knowledge,
- infrastructure development appropriate to fragile environments,
- reinvesting tourism revenues into conservation,
- equitable distribution of tourism benefits and opportunities,
- organizational capacity building,
- skill-based training and awareness-raising,
- full integration of women,
- partnerships, and continuing exchange of experiences and ideas.

12 LAND DEVELOPMENT PROPOSALS

The Spatial Development Framework analysis phase has formed a basis for identification of the needs and demands in terms of land based on the following principles:-

- Development to be done with maximum use of existing resources
- Promotion of efficient, functional and integrated settlements
- Development should not have a negative effect on the natural environment
- Land use development opportunities must be made available to previously disadvantaged communities

The following land uses have been proposed:-

❖ Cofimvaba

- An area between the prison and pilot housing has been identified for middle income housing. This is done in the interest of compacting the town. There were also proposals for taxi rank development. Further discussions and decisions would have to be taken in that regard.
- Across the river, to the south of the town, there is land suitable for agricultural development. Expansion of this land will also increase agricultural opportunities (small holdings).
- The vacant municipal land adjacent to the hotel is suitable for further industrial sites. More land is earmarked for industrial development, to the east of ext 3, along the R61 road.

- Housing in a form of flats mixed with business development is being proposed along the road to Queenstown, on vacant municipal land. All informal settlements have to be upgraded (Magwala, adjacent to Slovo Park and towards the solid waste site)
 - Sewerage ponds have been proposed. Engineers will have to be involved to identify suitable land and suitable locations for sewerage and solid waste disposal. Usually these would need to be at the edge of the town.
 - Expansion of the existing cemetery has also been proposed
 - The large piece of land across the hospital is under utilised and has been earmarked for institutional development (schools , churches etc)
- ❖ **Tsomo**
- The town does not seem to be growing as fast as Cofimvaba. The proposed taxi rank across the road for Extension 3 is currently under discussion.
 - The existing sewerage ponds and solid waste disposal sites have to be further investigated and approved by Engineers
 - Land between the existing town and Ext 3 is proposed for infill sites (densification)
 - Further densification of the town will develop between the existing town and Ext 2

13 SPECIAL DEVELOPMENT AREAS

The SDF process has identified some special development areas (nodal areas) and further identified priority nodal areas for priority spending by the municipality. These areas have existing potential which need to be improved and already have some facilities to promote integrated development. They are strategically located at points of accessibility, where higher order community facilities can be clustered to ensure that a number of rural settlements are served in a more efficient manner.

13.1 Tsomo and Cofimvaba towns

These are considered the most important nodal areas within the municipality. Some specific projects have been identified to improve the functioning of these towns. These are very critical as they serve as service centers for the surrounding rural settlements. Upgrading of infrastructure will ensure provision of a higher level of services. Many people still commute to Queenstown to buy high order goods and for banking facilities.

13.2 Prioritised Secondary Nodes

These are rural nodes where the focus would be on development planning for livelihoods support an agricultural development. They are key target areas for land reform and rural housing development projects. These rural settlements were not formally planned and the need for rationalisation has been identified.

13.2.1.1 Ncora

- The area has a history and is being earmarked for agricultural development. There is a need for mobilisation of funding of irrigation schemes
- There is existing infrastructure which could be improved and utilised for training, research and development of skills for the nearby communities. There is a need for funding to improve existing irrigation schemes
- Fish farming will have to be investigated
- Suitable for large scale production of field crops and irrigated vegetables
- T- road between Ncora- close to Nomadambe Forest has potential for establishment of a high altitude nature reserve with wild life

13.2.1.2 Qamata

The area has lots of agricultural potential and will be developed for:-

- Tourism
- Historical and Cultural
- Construction of shearing sheds
- Piggery
- Establishment of community gardens
-
- The need for Environmental Impact Assessment as part of planning for all proposed developments which have potential to change the current land uses as well as upgrading of infrastructure
- Protection and preservation of natural vegetation is suggested. There is also a need to investigate possibilities of a game reserve coupled with proper management and fencing

13.2.2 Bilatye

The area is being earmarked for wheat production and development of an agricultural village. Other projects like construction of dipping tanks and piggery will add value to the livelihood of the community. The following has to be considered:-

- Electricity to be provided
- Assessment of the available resources like dams and making proper use for the proposed development
- Investigations of possible land suitable for wheat production

13.2.3 Lubisi (Tourism Potential)

- Promotion of fish farming - there is need for coordination with the Department of Economic Affairs and Environment for the municipality to be able to deal with the project based on the current legislation and requirements.
- The provisions for all relevant environmental legislation would have to be complied with.
- Dipping tank.

13.2.4 Sabalele

Has potential for tourism development but has to be improved through the proposed national Monument. Other tourist attraction areas will have to be identified and developed to ensure a holistic tourism route

13.2.5 Ngudle (and Emahlubini)

- Maize production –will need constant monitoring
- Livestock upgrading programme

Extensive open land has a potential for dry land agriculture. No visible source of water (to be investigated). Proposed Dipping tank.

14 INTRODUCING THE CLUSTER CONCEPT

The municipality has resolved to utilise the clustering approach to IDP implementation and facilitation. In terms of this approach, four clusters will be convened as follows:

- Finance, Governance and Administration - by Mr. Shasha
- Economic Development and Planning - by Mr. Gobeni
- Social Needs - by Mrs. Mniki
- Infrastructure Planning & Development - by Mr. Koyo

Each convener will be tasked to facilitate the drafting of a cluster programme and ensure that the cluster meets and discuss relevant issues at least once every quarter.

All clusters will have a programme of actions which builds from the SDBIPs and performance scorecards. In these programmes, managers must convene and discuss issues relating to accelerating implementation on committed areas in the IDP and produce relevant reports to inform council structures such as standing committees and Executive committee.

15 KEY PRIORITIES AGREED

The following are agreed as top ten development priorities for Intsika Yethu in 2009/10

- 1. Economic growth**
- 2. Roads and Storm water**
- 3. Water & Sanitation**
- 4. Financial viability** (including budgeting, reporting, revenue & risk management)
- 5. Good governance and Leadership development**
- 6. Capacity building** (including all training, recruitment & skills retention)

7. Special Programmes implementation**8. Poverty Eradication & Fighting HIV/Aids****9. Provision of sustainable community services**

Further to the list above is a list of other functions that must still be undertaken as part of the municipality's broad mandate. These are given in the section below according to their respective clusters.

15.1 Finance, Governance & Admin Cluster

- a) Functional administration / Administrative oversight
- b) Intergovernmental Relations
- c) Policies & By-laws
- d) Public participation
- e) Support to council political leadership and CDWs
- f) Financial viability
- g) Budgeting
- h) Financial reporting and credit control
- i) Property valuation and billing systems
- j) Risk & Asset Management plan
- k) HR policies
- l) Indigent policy
- m) Work Place Skills plan
- n) Equity plan and Transformation
- o) Telecommunication

15.2 Economic Development & Planning Cluster

- a) Local Economic development
- b) Poverty alleviation
- c) Markets
- d) Street trading
- e) Local Tourism

- f) Fencing
- g) Environmental Management
- h) Municipal planning (IDP, SDF, PMS, SDBIP & LED)

15.3 Social Needs Cluster

- a) Waste Management
- b) Refuse removal & transfer stations
- c) Cleansing
- d) Disaster Management - Fire fighting
- e) Municipal Health – Health & Hygiene promotion
- f) Special Programmes (including Aids, Disabled, Youth & Women)
- g) Education – early childhood & adult learning programmes
- h) Cemeteries
- i) Pound Management
- j) Public Safety & Traffic
- k) Public spaces and Parks
- l) Community facilities (Halls, pay points, libraries, museums etc)
- m) Licensing of dogs
- n) Control of liquor selling outlets
- o) Control and inspection of food selling outlets
- p) Public transport

15.4 Technical Services Cluster

- a) Water supply provision
- b) Sanitation service provision
- c) Electricity
- d) Street lighting
- e) Roads and Stormwater
- f) Land Administration and Housing
- g) Municipal Public Works
- h) Facilitation of EPWP implementation

CHAPTER – 3: VISION & DEVELOPMENT OBJECTIVES & STRATEGIES

16 VISION

“A vibrant developmental municipality that seeks to provide sound governance and ensure sustainable development of its economy and people in an effective and efficient manner”

16.1 Mission

To achieve the above vision the municipality commits to the mission of ensuring and striving to achieve:

- Effective community participation
- Competent and efficient administration
- Rendering sustainable and affordable services
- Integration of services and activities in order to accelerate delivery
- Sustainable economic growth
- Adherence to sound environmental principles
- Good governance and accountability

16.2 Values

16.2.1 Batho Pele - principles

We subscribe and bind ourselves by the following 8 principles of the “Batho Pele” policy.

- a) **Consultation:** - Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.
- b) **Service standards:** - Citizens should know what standard of service to expect and should be consulted if promised service standards are to change including development targets set in terms of the IDP.
- c) **Access:** - All citizens should have equal access to the services to which they are entitled. State of exposure to income or poverty should not be reason enough to lack access to a basic level of service.
- d) **Courtesy:** - Citizens should be treated with courtesy and consideration.
- e) **Information:** - Citizens should be given full and accurate information regarding public services they are entitled to receive.
- f) **Openness and transparency:** - Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.

- g) **Redress:** - If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.
- h) **Value-for-money:** - Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

16.2.2 Democracy

We shall respect and put into practice democratic values such as accountability, transparency and freedom of expression to ensure full participation in the affairs of the municipality.

16.2.3 Sound Administration and Financial Systems

We commit ourselves to setting up and maintaining an administrative and financial apparatus that will ensure an effective and efficient delivery of municipal programmes.

16.2.4 Inclusiveness

We shall strive to consider the needs of all the people first when formulating our policies, programmes and budgets irrespective of their sex, class, religion, beliefs, or any other form of social classification.

16.2.5 Responsiveness

We shall Endeavour to respond timeously to service queries, complaints and inquiries by our clients.

16.2.6 Quality Service

The municipality will strive to provide affordable quality service through investing in human resource development.

16.2.7 Partnerships

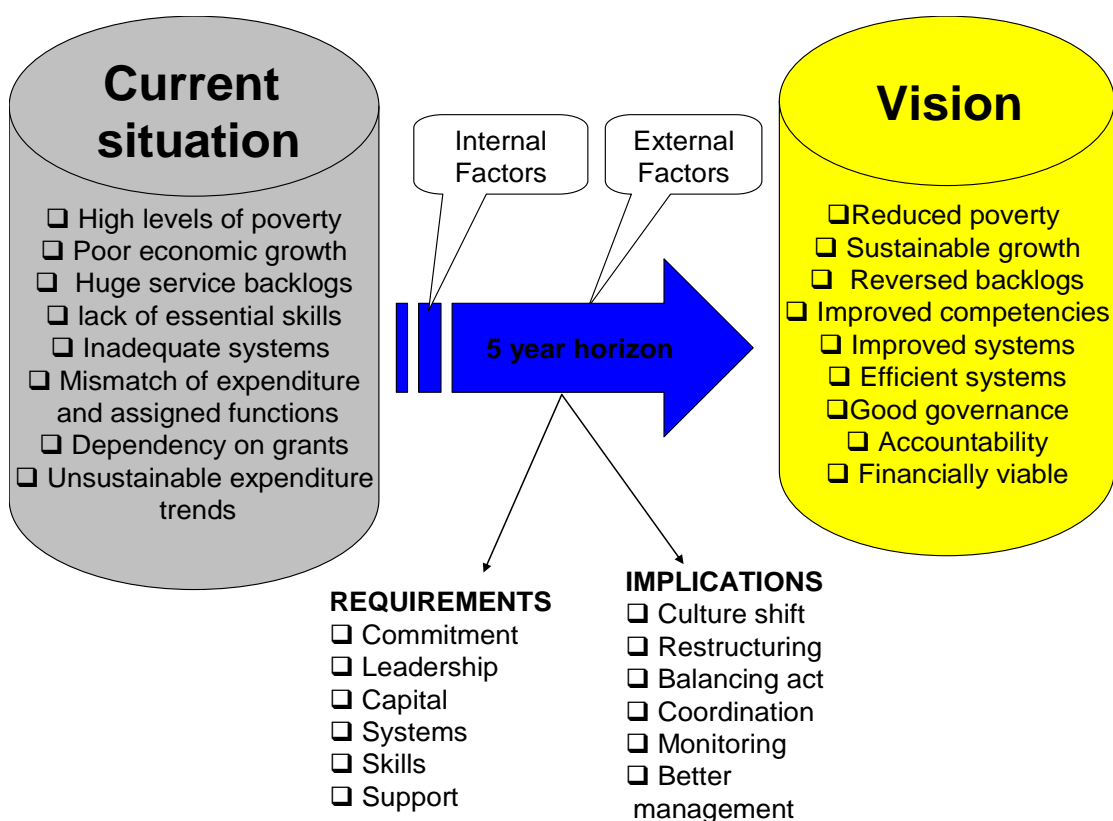
Strategic partnerships will be entered into with private and public entities to ensure that the municipality is able to deliver on its mandate.

17 THE MACRO STRATEGY

It is clear from the situation analysis that the development challenge facing the municipality is massive. There are high and compounding service backlogs co-existing with high levels of poverty and unemployment.

Available resources are unable to keep-up with the pace of compelling and competing development needs from communities. There is consensus among participants in this IDP formulation that such a situation is undesirable and unsustainable.

A cohesive development vision and macro strategy is essential to turn things around and prevent the looming collapse of development. Priorities have been identified and it is clear that there is inherent competition among them. Unfortunately the reality of the situation is that resources are not available for wholesale redress of the key issues emerging from the analysis. Therefore, a macro strategy that informs the approach to any potential interventions towards addressing the challenges is essential. The macro strategy represents a deliberate commitment by the council to leap towards our vision as illustrated in the diagram below.



It is notable from the above diagram that in order to realize the adopted macro development strategy, the organization will have to undergo key changes in the way that it has been going about its business. The decision to follow the strategy has its implication and requirements (listed in the diagram).

The envisaged macro strategy will be firmly based on the following key drivers:

17.1 Balance resource allocation between competing capital and operational expenditure needs

A conscious and cohesive strategy to increase developmental outcome or impact is imperative to turning the current situation around. This requires a committed and concerted effort to incremental growth of the developmental budget which is premised on improving efficiency in the organisation such that greater impact can be achieved with available resources.

As a starting point, a commitment is made in this IDP to work towards achieving the following goals:

- ◆ A split of 50% share of expenditure to be on capital program by 2012.
- ◆ To curb salary bill as ratio of operational expenditure to between 35% and 40% by 2012
- ◆ To curb general expenditure to be around 10% -15% of operational budget by 2010.

Following debate on the representative forum and the steering committee about possible strategic ways of turning the organisational spending trends to align to the envisaged vision, it was accepted that Intsika Yethu must adopt a policy principle that must inform how budgeting or resource allocation decisions must be arrived at starting with the 2009/10 financial year. This proposed policy principle is presented in the figure below.

ADOPTED POLICY PRINCIPLE FOR CLUSTER BUDGETING

Finance, Governance & Admin	<ul style="list-style-type: none"> ▪ Financial Viability, budgets, Organizational Design, Overall Strategy, HR, Council, Corporate support to political structures, skills development, Equity plans, Transformation, Governance, IGR issues, Oversight, etc 	95% - OPEX & 2% CAPEX
Economic Development & Planning	Municipal planning (IDP/PMS/ SDF), LED, Environment, Land Reform & Settlements, Housing, SDF, Markets, Street lighting, Fencing etc	1% - OPEX & 30% CAPEX
Social Needs Cluster	<ul style="list-style-type: none"> ▪ Special Programmes, Traffic & safety, Health, Education, Public Transport, Waste, Disaster –fire fighting, Refuse, cleansing, pounds, Environmental health, Licensing of dogs, Licensing of liquor selling outlets, amenities and sports facilities, etc 	1% - OPEX & 20% CAPEX
Technical Services Cluster	Water, Sanitation, Electricity, Roads, Stormwater, Municipal Public Works, etc	3% - OPEX & 48% CAPEX

In the above diagram, a list of exemplary KPAs is given. This does not imply the exhaustive list of issues and KPAs that could be handled within a cluster.

Clusters will be directly linked to departmental structure for ease of accountability and operation. The cluster formation will also closely resemble institutional arrangements at IGF level so as to synergise and complement efforts of the intergovernmental relations teams.

17.2 Intent to focus the organisation on its mandate first

Notable from the situation analysis is the fact that the municipality is not able to deliver fully on its assigned mandate. Yet, there are numerous examples of competencies and activities that are performed and on which limited available resources are deployed which are not direct competencies or assigned Powers and Functions of Intsika Yethu. While there is nothing necessarily wrong about delivering most of such services, the challenge is that they constitute unfunded mandates and therefore cripple the organisation from performing sufficiently on its own assigned mandates.

As a strategy to deal with this challenge, the organisation commits to reviewing its institutional design in line with its assigned mandate and lobby authorities of the performed but unassigned functions to enter into clear

service level agreements with the municipality to facilitate sustainable provision of such services.

17.3 Build internal organisational capacity

The strategy, in line with the mission statement, recognizes the need to build capacity and sees this as an integral part of the process of development. The organisation commits to continuously empowering its administration and political leadership with necessary skills commensurate with the changing yet dynamic local government environment.

The strategy identifies core areas of emphasis in which capacity must be built as follows: financial management, leadership accountability, management oversight, lobbying and technical competencies & specialized skills in especially among middle managers.

17.4 Grow local economy to expand resource base

With improved capacity to plan and execute sustainable economic development strategies, local economy stands to benefit and should lead to sustainable development of the people and economy. When this happens more resources should flow to the municipality leading to better capacity and even better delivery. This positive feedback loop will deliver the vision the municipality.

CHAPTER 4: PROGRAMS & PROJECTS

18 OBJECTIVES, STRATEGIES & PROJECTS FOR 2009/10 - 2011/12

In line with the new challenge outlined in the situation analysis, the revised vision and macro strategy outlined above, the municipality reviewed its development objectives, strategies and projects. The reviewed development objectives, strategies and projects are summarised in the tables below. They are presented in terms of the four clusters

Finance, Governance & Admin Cluster – Objectives and Strategies

KPA	OBJ NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Financial Reporting	01	To improve financial reporting	By preparing regular monthly and quarterly reports using the eVENUS programme	FG&A – 01
			By producing audited financial statements within three months of financial year end	FG&A – 01
			By complying fully with GRAP and GAMAP reporting formats by end of 2009 financial year	FG&A – 01
			By exposing staff to continuous training and skilling in order to sharpen their competencies in critical areas of financial reporting and control	FG&A – 01
Budget & Expenditure	02	To produce budgets and manage expenditure effectively	By ensuring all departments submit inputs timeously for budgeting, reviews and adjustments	FG&A – 02
			By developing and implementing strict financial control systems in line with GAMAP /GRAP requirements	FG&A – 02
			By performing financial accountability oversight and monitor other managers to ensure strict compliance with financial controls	FG&A – 02
Revenue	03	To increase municipal revenue and maintain health cash flows	By developing and implementing effective revenue raising and collection strategies	FG&A – 03
			By managing cash flows, creditors and debtors effectively to prevent dysfunction and collapse of the institution	FG&A – 03
			By installing meter readers in areas that are not metered	FG&A – 03

KPA	OBJ NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
			By training, monitoring, managing meter readers and conduct quality control of their work	FG&A - 03
			By conducting new valuation and producing a Valuation Roll in line with Property Rates Act	FG&A - 03
			By producing, implementing and revising tariffs in line with 2009/10 budget	FG&A - 03
			By ensuring implementation of credit control policies	FG&A - 03
Good Governance	04	To maintain reputation of the organisation and ensure good governance practice	By producing municipal code of good governance procedure and workshop all staff and councillors	FG&A - 04
			By dealing decisively with members of the organisation who are breaching code of good governance procedure	FG&A - 04
Intergovernmental Relations	05	To establish and maintain effective intergovernmental relations	By reviewing and ensuring effective participation in intergovernmental forum	FG&A - 05
			By establishing partnerships with strategic institutions and organisations (private and public) for effective growth and development of the municipality	FG&A - 05
			By identifying and participating in strategic <i>foras</i> that will enhance our capacity to deliver services and better our skills base	FG&A - 05
Public Participation	06	To ensure effective public participation in all municipal processes of planning and	By supporting Community Development Workers (CDWs) with resources and personnel	FG&A - 06
			By training ward committees and councillors	FG&A - 06

KPA	OBJ NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
		decision making	By empowering representative forum to continuously engage in effective municipal debates on key development planning issues	FG&A – 06
			By holding regular community feedback sessions – Mayoral Indabas etc	FG&A – 06
Support to Council political leadership	07	To provide access to office support	By supporting Councillors and council committees with administration and secretarial needs	FG&A – 07
Performance Management	08	To prepare, implement and review PMS and sector plans	By budgeting for, developing and cascading PMS to lower levels of staff	FG&A – 08
Policies & By-laws	09	To develop local Policies & by-laws and implement them	By building internal capacity to enforce existing by-laws	FG&A – 09
			By developing by-laws and training officers to undertake enforcement responsibilities	FG&A – 09
			By publicizing by-laws for awareness and by-in	FG&A – 09
Competent and Functional Administration	10	To build capacity of the organisation	By implementing agreed organogram	FG&A – 10
			By filling vacant critical positions as agreed by council and budgeted	FG&A – 10
			By ensuring all municipal officers have required competency levels by 2013 in line with Treasury Regulations	FG&A – 10
			By expanding number of assigned Powers and Functions able to perform by acquiring relevant expertise and establishing new units (e.g. Supply Chain Management & Internal Audit Units)	FG&A – 10

KPA	OBJ NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Organisational Development	11	Set up functional admin systems and HR plans	By developing and implementing work place skills plan	FG&A - 11
			By developing and implementing Employment Equity Plan and publicise it	FG&A - 11
			By reviewing the institutional design plan to ensure effective structural response to our powers and functions mandate.	FG&A - 11
			By procuring relevant systems such as IT, website, information systems and PMS.	FG&A - 11
			By building capacity through continuously exposing municipal officials and councillors to courses and training	FG&A - 11
Telecommunication	12	To facilitate and ensure construction & maintenance reliable telecommunication network and systems	To lobby telecommunication service providers like Telkom, Cell C, MTN and Vodacom to provide necessary infrastructure	FG&A -12
			To budget and install functional ICT infrastructure within the municipality	FG&A -12

Finance, Governance & Admin Cluster – Priority Programmes & Projects

KPA	OB J NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Financial Reporting	1	FG&A – 01	N/A	Prepare annual financial statements for auditing	FMG	R 400,000	R -	R 100,000
		FG&A – 01	N/A	Installation of Integrated IT system linked to eVENUS	FMG	R 120,000	R -	R -
Budget & Expenditure	2	FG&A – 02	N/A	Prepare, adjust and monitor implementation of budget 2009/10-2010/11	OPEX	R -	R -	R -
		FG&A – 02	N/A	Develop GRAP compliant asset register	MSIG	R 200,000	R -	R -
		FG&A – 02	N/A	Develop an action plan to deal with Audit queries for last year	OPEX	R 60,000	R -	R -
		FG&A – 02	N/A	Enforce and monitor compliance with financial controls	OPEX	R -	R -	R -
		FG&A – 02	N/A	Provision of free basic services	OPEX	R 5,400,000	R 9,000,000	R 9,500,000

KPA	OB J NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Billing & Revenue	3	FG&A – 03	N/A	Implement the REVENUE enhancement strategy	OPEX	R -	R -	R -
		FG&A – 03	N/A	Implement and update valuation roll	MSIG	R 50,000	R -	R -
		FG&A – 03	N/A	Development of effective debt and cash flow management strategy	OPEX	R -	R -	R -
		FG&A – 03	N/A	Revise tariffs in line with the Property Rates Act + Budget policy	OPEX	R -	R -	R -
Good Governan ce	4	FG&A – 04	N/A	Implement the Anti-corruption strategy	OPEX	R -	R -	R -
			N/A	Development of IGR strategy	OPEX	R 60,000		
			N/A	To set up a dedicated desk for Customer Care Relations	OPEX	R 200,000		
Public Participati on	6	FG&A – 06	N/A	Support of CDW's through the Office of the Speaker	OPEX	R -	R -	R -

KPA	OB J NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
		FG&A – 06	N/A	Support public participation on IDP and BUDGET 09-10	MSIG	R 100,000	R -	R -
		FG&A – 06	N/A	Support public participation by training ward Committees	MSIG	R 150,000		
Support to Council political leadership	7	FG&A – 07	N/A	Provide administrative support to council structures	OPEX	R -	R -	R -
Performance Management	8	FG&A – 08	N/A	Review and cascading of PMS	OPEX	R 200,000	R 100,000	R 100,000
Policies & By-laws	9	FG&A – 09	N/A	Gazetting, monitoring and enforcement of existing policies and By-laws	OPEX	R 50,000	R -	R -
Competent and Functional Administration	10	FG&A – 10	N/A	CPMD Training for outstanding 2 senior managers and addition 3 middle managers	FMG	R 280,000	R 180,000	R 180,000
		FG&A – 10	N/A	Development of accounting tool to manage S&T expenditure	OPEX	R -	R -	R -

KPA	OB J NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
		FG&A – 10	N/A	Training of 3 interns at Finance Department + ICT	FMG	R 130,000	R 80,000	R 90,000
Organisational Development	11	FG&A – 11	N/A	Implement agreed organogram	OPEX	R -	R -	R -
		FG&A – 11	N/A	Training of staff	OPEX	R 224,000	R 200,000	R 200,000
		FG&A – 11	N/A	Training of councilors	OPEX	R 130,000		
		FG&A – 11	N/A	Develop workplace HIV plan	OPEX	R -	R -	R -
		FG&A – 11	N/A	ICT systems, knowledge management system(ICT networks)	OPEX	R 90,000	R 100,000	R 100,000
		FG&A – 11		Complete development, manage and regularly update website	FMG	R 70,000		
Telecommunication	12	FG&A -12	N/A	Lobby telecommunication network operators to supply services in Intsika Yethu	OPEX	R -	R -	R -

Economic Development & Planning Cluster – Objectives & Strategies

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Economic Growth & Development	13	To facilitate economic development and contribute to poverty alleviation	By implementing the existing LED strategy to guide municipal interventions in economic development	ED&P – 13
			By setting up LED forums and capacitating them	ED&P – 13
			By developing and implementing an investment framework for lobbying and persuading investors	ED&P – 13
			By establishing partnerships with strategic institutions in order to mobilise needed resources for economic development and capacity building	ED&P – 13
			By support and empowering SMMEs through favourable and preferable procurement	ED&P – 13
			By facilitating trade and managing growth of markets for locally produced goods	ED&P – 13
Poverty Alleviation	14	To meet the national target of reducing our municipal poverty level by quarter by 2014	By facilitating implementation of poverty alleviation programmes by sector departments and other agencies	ED&P – 14
			By contributing to food security and income generation of poor households	ED&P – 14
Job Creation	15	To address high rate of unemployment	Focus interventions on critical industrial sectors with potential for growth and job creation	ED&P – 15
			By promoting labour intensive methods of infrastructure development through implementing EPWP	ED&P – 15
			By building local skills base	ED&P – 15

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Agric & Forestry	16	To facilitate development of the sectors and their contribution to GDP	By contributing to the development of support infrastructure for Agriculture and Forestry sectors	ED&P – 16
			By promoting PPPs in the forestry sector	ED&P – 16
			By lobbying the department of Agriculture to finance and coordinate the revitalization of agricultural schemes in Ncora, Qamata and Bilatye etc	ED&P – 16
			By promoting and supporting value chain development investments in the forestry and agriculture sectors	ED&P – 16
Fencing	17	To facilitate fencing of grazing lands, arable lands, and community facilities	By lobbying for joint resources from sector departments and implementing fencing projects	ED&P – 17
IDP	18	To prepare, implement and review IDP and sector plans as required by legislation	By building internal capacity for reviewing IDPs and sector plans	ED&P – 18
			By annually revising the SDF in line with IDP changes	ED&P – 18
Environmental & Conservation Management	19	To ensure effective environmental planning, management & conservation	By increasing capacity and lobbying resources from other spheres of government to carryout our mandate	ED&P – 19
			By conserving the environment through implementing strategies for prevention of soil erosion and alien vegetation control	ED&P – 19
Local Tourism	20	To implement local tourism sector plan and align to IDP	By establishing and supporting local tourism organisation	ED&P – 20
			By lobbying resources for implementing the plan	ED&P – 20

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Markets and Street Trading	21	To support, regulate and manage trade and local markets	By developing and enforcing by-laws for street trading and installing support infrastructure in suitable areas	ED&P – 21
			By formalising informal traders into a local forum	ED&P – 21
			By promoting partnerships for linking local produce to markets and improving quality	ED&P – 21
Billboards & Advertising	22	To regulate advertisements and use of billboards in our areas	By auditing existing contracts and monitoring compliance	ED&P – 22

Economic Development & Planning Cluster – Programmes & Projects

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Economic Growth & Development	13	ED&P – 13	23-Jan	Carry out feasibility studies & Business plans for LED strategy projects (Project Initiation)	OPEX	R 550,000	R 600,000	R -
		ED&P – 13	N/A	Establishment of LED Support Structures Operations of the LTO	OPEX	R 50,000	R -	R -
				Intsika Yethu Chamber of business & of	OPEX	R 50,000	R -	R -
				Support to Cooperatives and Hala Development Trust	OPEX	R 50,000	R -	R -
		ED&P – 13	9,14	Facilitation & lobbying for the creation of a functional retail centre and office complex	OPEX	R -	R -	R -
		ED&P – 13	N/A	Formalise strategic investment partnerships with	OPEX	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
				signed MoUs				
Poverty Alleviation & Unemployment	14	ED&P - 14	all	Facilitate implementation of Siyazondla programme	DoA	R 417,559	R -	R -
			all	Facilitate implementation of massive food programme	DoA	R 1,327,166	R -	R -
			17	Zudwana shering shed	DoA	R 420,000	R -	R -
				Masiphathisane livestock farming in Cofimvaba	DoLA	R 364,000	R -	R -
				Kieland and Rocky Nooks group livestock farming in Cofimvaba	DoLA	R 1,000,000	R -	R -
			all	Provide support to Dry land crop production programme	CHDM	R -	R -	R -
			16	Masincedisane Poultry	DoSD	R -	R -	R -
			1	Vukuzenzele Poultry	DoSD	R -	R -	R -
			22	Vuyani Agric & Poultry	DoSD	R -	R -	R -
			8	Kwakhanya Poultry	DoSD	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
								-
			2	Mzingisi Poultry	DoSD	R -	R -	R -
			18	Masiphakame Food Security	DoSD	R -	R -	R -
			16	Qhamani Youth Project	DoSD	R -	R -	R -
			6	Lubisi Youth project (Poultry)	DoSD	R -	R -	R -
			all	Establishment of Orchards (Trees For Food)	DWAF	R -	R -	R -
			Facilitate implementation of DoSD poverty alleviation projects					
			15	Madiba Agric in Mnyamandawo	DoSD	R750 000		
			14	Masimanyane Dev in Qamata	DoSD	R750 000		
			04	Lutho Loncedo women food security in Ntsume	DoSD	R750 000		
			11	Sophakama Youth in Mahlubini	DoSD	R500 000		
			03	Siyazama women in poultry in Ntshingeni	DoSD	R500 000		

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
			15	Masikhulisane dev in Mjulwa	DoSD	R750 000		
			10	Laphumilanga poultry in Qombolo	DoSD	R500 000		
			12	Siyaqhuba community garden in Tsojana	DoSD	R750 000		
			13	Masizakhe poultry in Gcibala	DoSD	R500 000		
Job Creation	15	ED&P – 15	all	Monitor promotion of labour intensive methods of implementation - EPWP	OPEX	R -	R -	R -
Agric & Forestry	16	ED&P – 16	20	Integration and establishment of medium sized sawmill - (rationalizing existing small scale initiatives)	CHDM, DTI, DWAF, ECDC	R 2,500,000	R 2,500,000	R 2,500,000
		ED&P – 16	9	Support implementation of pole treatment plant	CHDM, DWAF, HLG&TA	R -	R -	R -
		ED&P – 16	13,21,22	Re-forestation of Nquqhu and Nomadambe and	DWAF	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
				Luthuli woodlot				
		ED&P - 16	21	Ncora Irrig scheme	DoA-PIG	R -	R -	R -
		ED&P - 16	4	Qamata Irrig Scheme	DoA-PIG	R -	R -	R -
		ED&P - 16	4	Bilatye Irrig Scheme	DoA-PIG	R -	R -	R -
		ED&P - 16	12	Development of Ngudle irrigation scheme	MIG	R -	R 1,000,000	R 1,000,000
		ED&P - 16	14	Tsomo hydroponics project	DEDEA	R -	R -	R -
		ED&P - 16		Construction of dipping tanks	OPEX	R 850,000	R -	R -
		ED&P - 16	19	Complete the unfinished dipping tanks	OPEX	R 700,000	R -	R -
				Construction of a shearing shed in ndlunkulu	CHDM	R -	R -	R -
		ED&P - 16	2,23	Construction of new shearing sheds	OPEX	R 900,000	R -	R -
				Completion of current shering sheds projects in Nyoka and Hoyana	OPEX	R -	R -	R -
		ED&P - 16	16	Zundwana shearing shed	DoA	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
		ED&P – 16		Completion of poultry projects in Mqonci	OPEX	R -	R -	R -
		ED&P – 16	13	Establishment of Goat production project	CHDM	R 1,000,000	R 1,000,000	R 1,000,000
		ED&P – 16	8	Stone Fruit Project	Asgisa EC	R -	R -	R -
		ED&P – 16	13	Entabeni Aloe project	DEDEA, ECDC	R -	R -	R -
Fencing	17	ED&P – 17		Fencing of camps in identified areas	DoA	R -	R -	R -
		ED&P – 17		Fencing of arable lands	DoA	R -	R -	R -
Municipal Planning	18	ED&P – 18	N/A	Formulate and review IDP & SDBIP	OPEX	R 100,000	R 200,000	R 200,000
Environmental & Conservation Management		ED&P – 19	N/A	Lobby funding for implementation of soil conservation projects	OPEX	R -	R -	R -
		ED&P – 19	08	Eradicate alien vegetation INCLUDING Stone fruit and wattle project	DEAT, CHDM, Aasgisa EC	R -	R -	R -
		ED&P – 19	N/A	Lobby funding for implementation of town regeneration & greening project	DEAT	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Local Tourism	20	ED&P – 20	13,14	Establish art and craft centers in Qamata, Tsomo prison and Mbulu	DEAT,	R -	R -	R -
		ED&P – 20	6	Lubisi Dam Tourism Centre	MIG	R 2,647,600	R 2,647,600	R 500,000
		ED&P – 20	N/A	Implement local tourism plan	OPEX	R -	R -	R -
		ED&P – 20	N/A	Chris Hani Heritage liberation route project	CHDM, NHC,DS RAC	R -	R -	R -
		ED&P – 20	5	Qamata Cultural village/ (abathembu)	DEAT	R -	R -	R -
		ED&P – 20	20	Establishment of Cultural village along R61 in ward 20	DEAT	R -	R -	R -
		ED&P – 20	9	Tourism Information centre	DEDEA, ECTB, CHDM	R -	R -	R -
		ED&P – 20		Facilitate Chris Hani Monument	DSRAC	R 100,000	0,00	0,00
		ED&P – 20	all	Promote and support cultural festivities.	DSRAC	0,00	0,00	0,00
Markets and Street Trading	21	ED&P – 21	9,14	Set-up small business development center	SEDA, ECDC	R 500,000	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
		ED&P - 21	4	Establishment of Integrated Energy Centre (IeC)	DME, Petro SA	R 8,400,000	R 200,000	R 200,000
		ED&P - 21	4,9,14,20	Hawker stalls at major strategic points	OPEX	R 300,000	R 300,000	R 200,000
		ED&P - 21	all	Formalise and support local brick makers	OPEX	R -	R -	R -
		ED&P - 21	all	Identify markets and link local producers	SEDA, ECDC	R 100,000	R 150,000	R 150,000
		ED&P - 21	04,21	Upgrade Ncora and Qamata markets	DoA	R -	R -	R -
Billboards and advertising	22	ED&P - 22	N/A	Regulate advertisements and use of billboards in our areas	OPEX	R -	R -	R -

Social Needs Cluster – Objectives & Strategies

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Waste Management	23	To facilitate the provision of reliable, efficient, affordable and sustainable service to residents and businesses	By entering into SLA with CHDM for waste management	SNC – 23
			By facilitating the licensing of the waste site and monitoring compliance with licensing conditions	SNC – 23
Refuse removal & Cleansing	24	To ensure the current backlog of 95% is halved by June 2011 and expand service to rural areas	By increasing basic service extension to peri-urban and rural areas	SNC -24
			By ring-fencing the function of refuse collection and cleansing under one unit for effective management and expanding coverage for refuse collection to rural areas	SNC -24
Disaster Management (Fire fighting)	25	To ensure effective management and prevention of fires and disasters in all areas of the municipality	By lobbying funds from province and district municipality for setting up of fire fighting division and disaster management centre and signing SLAs for fire fighting	SNC - 25
Cemeteries	26	To have formalised and planned cemeteries	By planning, managing and maintaining cemeteries	SNC - 26
Pound Management	27	To ensure effective management of pounds in our areas	By upgrading, maintaining and managing existing pounds	ED&P – 27
			By implementing existing by-laws and policies	ED&P – 27
Public Health	28	To provide regulatory functions for public health and hygien promotion	By developing by-law and enforcing it to regulate and manage food and liquor selling outlets	ED&P – 28
			By carrying out regular scheduled and unplanned inspections to food and liquor selling outlets	ED&P – 28

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
			By lobbying district municipality and department of health district office to offer access to their environmental health officers for the undertaking of environmental health functions	SNC – 29
			By carrying out health and hygiene promotion campaigns in all our wards	ED&P – 28
			By coordinating together with the district health office the activities of the local Aids Council	ED&P – 28
			By supporting initiatives to increase awareness	ED&P – 28
Primary Health	29	To facilitate provision of reliable primary health services and infrastructure in all our areas	By assisting the department of health to implement their 2009/10 infrastructure construction and maintenance commitments for our areas	SNC – 29
Education	30	To facilitate provision of infrastructure for education and training	By lobbying the department of education to implement all commitments for infrastructure construction in their 2009/10 budget	SNC – 30
	31	To provide early child development support	By supporting the establishment and provision of institutions that offer early childhood education and learning – crèches	SNC – 31
Public Safety & Traffic	32	To contribute to the reduction of crime	By participating in community policing & transport forums	SNC – 32
			By lobbying department of SAPS to provide effective service and maintain existing infrastructure	SNC – 32
	33	To contribute to law enforcement on the roads	By enforcing traffic regulations and rules	SNC – 33
			By developing appropriate by-laws to regulate transport and public offences	SNC – 33

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Sports, Recreation amenities and access to social services	34	To facilitate construction and maintenance of sports, local parks and recreation amenities	By lobbying department of Arts, Sports & Culture to provide infrastructure funding and upgrade existing amenities	SNC – 34
	35	To contribute to the maintenance of local parks and amenities	By providing and maintaining community facilities and amenities in our municipal areas	SNC – 35
	36	To ensure access to social services	By facilitating establishment of multipurpose centres and community facilities, and creating easy access to the use of facilities	SNC – 36
Public Transport	37	To facilitate access to effective provision of public transportation	By supporting with basic infrastructure for passenger and public access	SNC – 37

Social Needs Cluster – Priority Programmes & Projects

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Waste Management	23	SNC - 23	09, 14	Operate and manage solid waste site- Cofimvaba and transfer station @Tsomo and lobby SLA with CHDM	OPEX	R 1,735,287	R -	R -
			all	Support waste recycling initiatives	OPEX	R -	R -	R -
			N/A	Review IWMP	OPEX	R -	R -	
Refuse removal & Cleansing	24	SNC - 24	N/A	Collection and disposal of refuse from households and local businesses.	OPEX	R -	R -	R -
		SNC -24	09,14	Cleaning of public streets and open spaces.	OPEX	R -	R 300,000	R 300,000
		SNC -24	09,14	Greening of urban centres	DEAT	0,00	0,00	0,00
Disaster Management (Fire fighting)	25	SNC - 25	all	Develop plan to guide fire emergency services	OPEX	R 100,000	R 75,000	R 75,000
		SNC - 25	9,14	Establishment of disaster satellite centre.	MIG	0,00	R 2,000,000	R 2,000,000
Cemeteries	26	SNC - 26	all	Support planning with &	OPEX	R 5,000	0,00	0,00

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
				maintenance				
		SNC – 26	09,14	Upgrade cemeteries and assist with maintenance.	MIG	R -	R 300,000	R 300,000
Pound Management	27	SNC – 27	09,14	Maintain and manage existing pounds	OPEX	R 15,000	R -	R -
Special Programmes				Facilitate implementation of DoSD projects -Child care protection -Bolotwa Victim empowerment -Care and support to families -Crime prevention -Special Needs PROGRAMME		-(Vuka = 150 000 Magwala = 180 000) -R60000 -Masiphutane R120 000 - R575 000 - Sinenjongo R112 000 - Sinako R282 987 - Sabalele R112 300 - Masincedane R200 000 - TADA R50 400		
Health	28 - 29	SNC – 28 - 29	9,15,20	Construction of clinics at Kuyasa	DoH	R 9,000,000	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
			N/A	Implement outreach programmes for HIV/AIDS and Health & Hygiene promotion	DoH	R 125,000	R 125,000	R 125,000
				Implement DoSD projects: Uncedo HIV/Aids Home based care Malibongwe women consortium Masibambane women		R469 300 R469 300 R469 300		
			7	Uncedo H.B.C (Mcambalala)	DoSD	R -	R -	R -
			10	Ithemba H.B.C (Qombolo)	DoSD	R -	R -	R -
			14	Vuka Mission Safe Home (Mission)	DoSD	R -	R -	R -
			8	Malibongwe Consortium (Woodhouse)	DoSD	R -	R -	R -
			8	Magwala Foster Home	DoSD	R -	R -	R -
			8	Matshona Creative Arts (magwala)	DoSD	R -	R -	R -
			8	Sinako Adult Association	DoSD	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
			23	Masinedane Mawushe Dissabled	DoSD	R -	R -	R -
			1	Sabalele Dissabled	DoSD	R -	R -	R -
			10	Sinenjongo Adult Centre (Mahlubini)	DoSD	R -	R -	R -
			5	Bholothwa victim empowerment programme	DoSD	R -	R -	R -
			23-Jan	Environmental health services including circumcision programme.	DoSD	R -	R -	R -
			23-Jan	Child protection register	DoSD	50 000	50 000	50 000
			23-Jan	Implement inspections of food & liquor selling premises.	CHDM / DoH	R -	R -	R -
Education	30-31	SNC 30 -31	all	Support department in implementing their 5year plan commitments.	DoE	R -	R -	R -
			all	Early childhood development project	DoE / DoSD	R -	R -	R -
Public Safety & Traffic	32 - 33	SNC 32 - 33	09,14	High Mast and Street lighting in priority CRIME spots (St Marks, Tsomo, Cofimvaba, & Jo)	MIG	R -	R 2,500,000	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
			09,14	Incorporate vehicle road worthy testing in the Cofimvaba Testing Centre	MIG	R -	R 3,000,000	R 1,000,000
			18	Crime prevention skills development programme.	DoSD	R -	R -	R -
			08,09,14	Construction of guard houses in Cofimvaba & Tsomo stadium	OPEX	R -	R 40,000	R 40,000
Sports, Parks & Recreation amenities and access to social services	34 - 36	SNC - 34-36	0	Construction of community facilities	MIG	R -	R 900,000	R 900,000
			09,14	To build and support the upgrading of sports facilities (Tsomo)	MIG	R -	R -	R -
			14	Facilitate construction of Tsomo library by DSRAC and Intsika Yethu	MIG	R 2,055,791	R -	R -
			09	Facilitate construction of Cofimvaba library by DSRAC	DSRAC	R 7,000,000	R -	R -
			01,04,09	Establishment of community parks in Zigudu Mission, Maya & Cofimvaba.	DEAT	R -	R -	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Public transport	37	SNC - 37	23-Jan	Construct bus and taxi shelters.	DoRT	R -	R -	R -
Environmental Management	38	SNC - 38	N/A	Develop integrated Environmental Sector Plan	OPEX	R 75,000	R -	R -

Infrastructure cluster – Objectives & Strategies

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Water	38	To facilitate 50% reduction in current backlogs by June 2012	Lobby the district to accelerate delivery of basic water service and infrastructure in all our areas	IC 38
			By providing free basic water supply to poor households (6kl/m)	IC 38
Sanitation	39	To facilitate 50% reduction in current backlogs by June 2010	Lobby the district to accelerate delivery of basic sanitation service and infrastructure in all our areas	IC 39
			By providing poor households with free basic sanitation services	IC 39
	40	To monitor and prevent contamination of underground water sources	By providing water borne systems to minimise underground water contamination through over reliance on VIPs	IC 40
Electricity	41	To facilitate 50% reduction in current backlogs by June 2012	Lobby the Eskom to accelerate delivery of basic electricity service and infrastructure in all our areas	IC 41
			By providing free basic energy support to poor households living outside of GRID areas	IC 41
			By providing community lighting in priority areas	IC 41
	42	To facilitate supply of reliable electricity service to residents and businesses	Lobby Eskom to maintain and provide reliable electricity supply to residents and businesses in all our areas	IC 42
Roads & stormwater	43	To ensure provision of effective and sustainable roads and stormwater service	Construct fully surfaced & gravel access roads leading to community facilities and major settlements	IC 43
			Construct and maintain stormwater channels in our areas	IC 43
			Maintain and upgrade local access roads	IC 43

KPA	OBJ. NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
Infrastructure (Mun. Public Works)	44	To ensure construction and maintenance of municipal buildings and other infrastructure assets	By budgeting, planning and executing public works projects (buildings, roads and maintenance)	IC 44
Planning & Development control	45	To regulate and control erection of building structures in line with local by-laws, national building codes and planning schemes	By developing building control by laws and enforce them	IC 45
		To oversee land use management and town planning matters	By developing and implementing a spatial development framework	IC 45
Housing and Land reform	46	To facilitate delivery of mixed housing developments	By developing and implementing a housing sector plan	IC 46
			By facilitating processing of housing subsidy applications on behalf of our beneficiaries	IC 46
			By lobbying the departments Land Affairs & Housing and local Government to support financially in implementing planning and survey projects	IC 46
Project Management	47	To establish a dedicated unit and provide effective monitoring and management of municipal infrastructure contracts, programmes and projects	By setting-up a PMU and building internal capacity to monitor, manage and regularly report on MIG commitments	IC 47

Infrastructure Cluster – Priority Programmes & Projects

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Water	38	IC - 38	11,12, 14,16, 17,18	Implement all water supply projects on behalf of CHDM	CHDM	R -	R -	R -
Sanitation	39	IC - 39	9	Implement all SANITATION projects on behalf of CHDM	CHDM	R -	R -	R -
Electricity	41	IC - 41		Cooperate with Eskom to ensure implementation of all commitments for 2009/10		R -	R -	R -
				Banzipoort39, Mbulu20 and Qutsa 38 ELECTRIFICATION	Eskom	R 24,791,667		
				Cofimvaba rural areas electrification	Eskom	R 48,530,020		
				Mbinzana15, Rodana, Bolotwa, Ncambalala,, Lower Mncuncuzo, Sutheyville and Mcambalala ELECTRIFICATION	Eskom	R 22,070,020		
				Cofimvaba town electrification	Eskom	R 120,000		

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
				Xonxa electrification	Eskom	R 34,827,701		
				Mahlubini 31, Mhlahlane 32, Mthsabe 33, Xume30 in Tsomo electrification	Eskom	R 19,560,500		
				Gqogqorha 29, Ndunkilu 1, Nobokwe7, Qwebeqwebe2, Upper Makwababa6, Upper Qitsi 13 in Tsomo electrification	Eskom	R 33,326,000		
	42	IC - 42		Solar Ligthing Programme	Eskom	R -	R -	R -
				Community lighting	MIG	R -	R 3,000,000	R -
Roads, Stormwater & Bridges	43	IC - 43		Facilitate delivery of road, stormwater and bridges infrastructure by DoRT and DPW	DoRT	R -	R -	R -
			09, 14	Tarring & paving of Main streets in Cofimvaba and Tsomo	MIG	R 5,000,000	R -	R -
				Tarring & paving of Main streets in Cofimvaba and Tsomo	DBSA	R 15,000,000		
			1	Boomplaas access road	MIG	R -	R 1,070,080	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
			2	Mangunkone access road	MIG	R -	R 1,000,000	R -
			10	Bolana access road	MIG	R -	R 1,400,000	R -
			14	Lutshabeni access road	MIG	R 2,112,680	R -	R -
			11	Mvelase access road	MIG	R 2,735,769	R -	R -
			20	Qumanco access road	MIG	R 2,668,361	R -	R -
				Maintenance of 189km of gravel roads	OPEX	R -	R -	R -
			All	Construction of roads and stomwater drains	DoRT	R -	R -	R -
			All	Construct bridges	DoT, DPW	R -	R -	R -
			All	Construction of foot bridges	DoT	R -	R -	R -
Infrastructure (Mun. Public Works)	44	IC - 44	23-Jan	Construct and maintain municipal infrastructure as required by other departments - buildings, roads, bridges, laying of pipes, etc	OPEX	R -	R -	R -
				Construction of Cofimvaba Taxi Rank	MIG	R 1,144,250	R 3,432,750	R -

KPA	OBJ NO.	STRATEGY CODE	WARD NO	PROJECT DESCRIPTION	FUND SOURCE	FUNDING YEAR		
						2009/10	2010/11	2011/12
Building control & Regulations	45	IC - 45	All	Scrutinise and process building plans	IYM	R -	R -	R -
Housing and Land reform	46	IC - 46	All	Implement housing sector plan	DHLG&TA,CHDM,	R -	R -	R -
				Support implementation of Vuyisile, Chris Hani Heritage and Lubisi Rural Housing PROGRAMME by Land Affairs	DoLA	R -	R -	R -
Project Management	47	IC - 47	All	Implement PMU functions	MIG	R 966,550	R -	R -
				Establishment of water and sanitation division	OPEX	R 6,000,000	R -	R -
				Conduct municipal backlog studies	OPEX	R -	R -	R -
Spatial & Town Planning		IC 48	N/A	Formulate and review Spatial Development Framework	OPEX	R 250,000	R -	R -

CHAPTER 5: BUDGET & ORGANOGRAM

19 ADOPTED BUDGET

19.1 2009/10 BUDGET

PERSONNEL	Projected 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011	BUDGET 2011/2012
Basic Salary Councillors	6,719,491	6,719,491	7,391,440	8,130,584
Refund Salaries paid by CHDM	312,000	0	0	0
Travelling allowance Councillors	2,102,690	2,102,690	2,312,959	2,544,255
Cellphone Allowance Councillors	510,126	510,126	561,138	617,252
Vehicle allowance	3,176,985	3,176,985	3,494,683	3,844,151
Perfomance Bonus	426,032	426,032	468,636	515,499
Basic Salary Employees	13,036,727	13,036,727	14,340,399	15,774,439
Medical Aid Employees	1,511,919	1,511,919	1,663,110	1,829,421
Vehicle allowance	209,600	209,600	230,560	253,616
Cellphone Allowance employees	196,399	196,399	216,039	237,643
Pension Fund employees	2,301,093	2,301,093	2,531,202	2,784,322
Housing Subsidy	942,760	942,760	1,037,036	1,140,740
Skills Development Levies(UIF/SDL)	338,344	338,344	372,179	409,397
Long Service Awards	10,180	10,180	11,198	12,318
Leave Encashment	56,449	56,449	62,094	68,303
Bargaining Council Levies	6,672	6,672	7,339	8,073
Workmens Compensation	270,000	270,000	297,000	326,700
Relief Personnel	54,000	21,600	23,760	26,136
Overtime	442,896	442,896	487,186	535,904
Annual Bonus	1,100,213	1,100,213	1,210,234	1,331,258
In - service training	0	0	0	0
SALGA	125,541	151,394	166,533	183,186
Shift Allowance	106,024	106,024	116,626	128,289
Night Shift Allowance	141,518	141,519	155,671	171,238
Water Services Employee Costs	0	6,140,537	6,754,591	7,430,050
Total	34,097,659	40,231,649	44,254,814	48,680,295
GENERAL EXPENSES				
Accomodation & Meals	208,678	400,000	440,000	484,000
Advertising Fees	72,400	100,000	110,000	121,000
Annual Report	54,000	75,000	82,500	90,750
Annual Audit Committee fee	36,000	75,600	83,160	91,476
Audit Fees	470,880	470,880	517,968	569,765
Bank Charges	75,600	90,000	99,000	108,900
Books & Publication	3,780	120,400	132,440	145,684
Catering	54,000	172,000	189,200	208,120
Cleaning Material	54,000	54,000	59,400	65,340
Conference Fees(Strat Plan)	10,800	179,000	196,900	216,590
Consulting Fees & Prof Fees	0	63,240	69,564	76,520

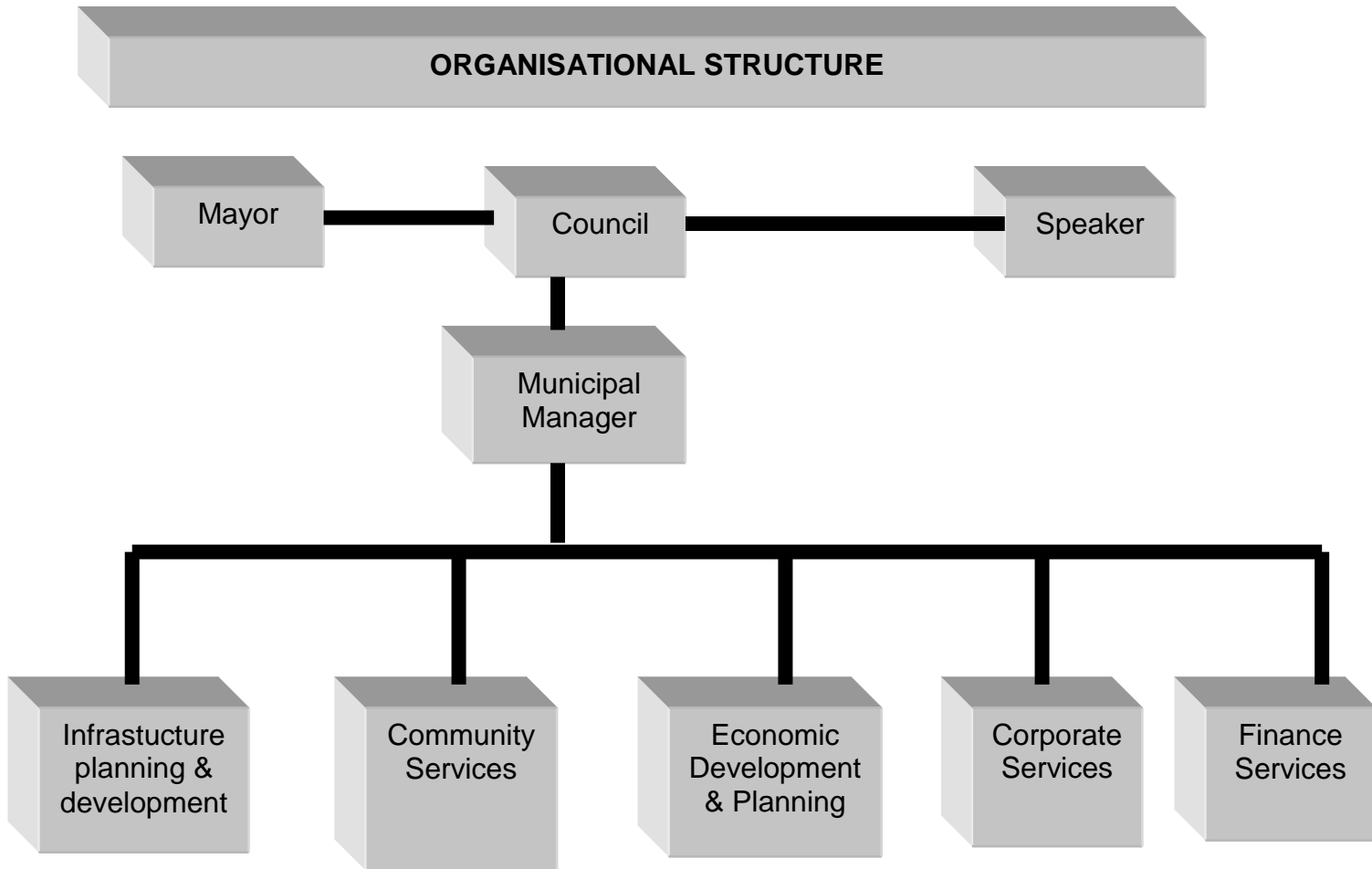
PERSONNEL	Projected 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011	BUDGET 2011/2012
Conveyance Expenses	5,400	15,000	16,500	18,150
Electricity	108,000	150,000	165,000	181,500
First Aid	540			
FMG				
Financia Statements		400,000	440,000	484,000
Intergrated IT System (eVenus)		120,000	132,000	145,200
CPMD (2 S. M's & 3 M.Managers)		280,000	308,000	338,800
Interns 3 (Training and appointment)		130,000	143,000	157,300
Website		70,000	77,000	84,700
MSIG				
Asset Register	200,000	200,000	220,000	242,000
Valuation Roll	190000	50,000	55,000	60,500
Public Participation (IDP & BUDGET)		100,000	110,000	121,000
Training of Ward Committes(Support)	345,000	150,000	165,000	181,500
Fuel & Oil(Motor Vehicles)	250,000	250,000	275,000	302,500
Fuel & Oil(Plant & Mach)	500,000	2,500,000	2,750,000	3,025,000
Hire of Equipment & Vehicles	50,989	171,789	188,968	207,865
ICT Networks	0	90,000	99,000	108,900
Insurance	291,600	350,000	385,000	423,500
Kitchen Utensils	324	10,000	11,000	12,100
Legal Fees	140,400	500,000	550,000	605,000
Licence & Registration	80,000	180,000	198,000	217,800
Loan Repaymnet(DBSA)	763,547	763,547	839,902	923,892
Mayor's Credit Card	0	0	0	0
Material & Stores	10,800	150,800	165,880	182,468
Membership Fees (Membership Fees)	5,400	35,500	39,050	42,955
Office Equipment Rental	470,475	526,636	579,300	637,230
Office Equipment Repairs	16,200	33,700	37,070	40,777
Office furniture & equipment	46,710	282,400	310,640	341,704
Postage	5,400	7,675	8,443	9,287
Pound Costs	10,000	15,000	16,500	18,150
Printing & Stationery	86,400	98,800	108,680	119,548
Protective Clothing	43,200	130,500	143,550	157,905
PMU(5%)	745,450	966,550	1,063,205	1,169,526
PMS		100,000	110,000	121,000
Provision for Depreciation of Assets	3,350,332	3,424,769	3,767,246	4,143,970
Provision for Bad Debts	3,424,769	3,350,332	3,685,365	4,053,902
Repairs & Mantainance Buildings	37,800	800,000	880,000	968,000
Security Services	102,357	100,000	110,000	121,000
System Security	61,336	0	0	0
Social needs	20,000	100,000	110,000	121,000
Software Licence & Registration	10,800	10,800	11,880	13,068
Subsistance & Travelling	225,000	410,700	451,770	496,947
Telephone	580,000	350,000	385,000	423,500
Tourism		0	0	0
Training Expense	250,000	224,000	246,400	271,040
Uniform	32,400	37,500	41,250	45,375
Vehicle Repairs & Mantainance	195,000	2,500,000	2,750,000	3,025,000
Water Services other Costs	0	15,305,614	16,836,175	18,519,793
Water Services Office Space	0	700,000	770,000	847,000
Water Services MV & Plant	0	3,890,000	4,279,000	4,706,900

PERSONNEL	Projected 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011	BUDGET 2011/2012
Water Purchases	85,946	0	0	0
Corporate Branding	0	100,000	110,000	121,000
Wellness, - Day & HIV/AIDS	0	100,000	110,000	121,000
OHS & EAP(Occupational health Safety and Employee Assistant Programme)	0	20,000	22,000	24,200
Disaster	0	100,000	110,000	121,000
Intergrated Energy Centre	0	50,000	55,000	60,500
Tourism Development	0	50,000	55,000	60,500
Chamber of Business	0	50,000	55,000	60,500
Co-operatives	0	50,000	55,000	60,500
I-Grant and other programmes	4,695,998			
Government Funded Programmes	2,621,000			
DATA LINE RENTAL		0	0	0
TOTAL	21,098,711	42,351,732	46,586,905	51,245,596
FREE BASIC SERVICES				
Free basic Services	5,958,488	5,400,000	5,940,000	6,534,000
Free basic electricity	2,996,322	0	0	0
TOTAL	8,954,810	5,400,000	5,940,000	6,534,000
MAYORAL POLITICAL FUND				
Discretionary Fund	231,237	250,000	275,000	302,500
Entertainment	54,000	70,000	77,000	84,700
Imbizo	356,400	250,000	275,000	302,500
Mayor's Cup	237,600	250,000	275,000	302,500
National day Celebration	54,000	100,000	110,000	121,000
Offical Activities	54,000	150,000	165,000	181,500
Pauper Burial	32,400	30,000	33,000	36,300
SPU	378,000	250,000	275,000	302,500
Twinning Arrangments	54,000	50,000	55,000	60,500
TOTAL	1,451,637	1,400,000	1,540,000	1,694,000
SPEAKER'S POLITICAL FUND				
Advance Councillor Training	54,000	50,000	55,000	60,500
Capacity Building	54,000	80,000	88,000	96,800
Corporate Identity	54,000	100,000	110,000	121,000
Ward commitees Subsistance	54,000	303,600	333,960	367,356
Public Participation	54,000	0	0	0
Ward Committee	339,120	0	0	0
TOTAL	609,120	533,600	586,960	645,656
TOTAL OPERATING EXPENDITURE	66,211,937	89,916,981	98,908,679	108,799,547
CAPITAL EXPENDITURE				
COMM. SERVICES				
Waste Bins	100,000	70,000	77,000	84,700

PERSONNEL	Projected 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011	BUDGET 2011/2012
Compact Truck	1,000,000			
Guard House	100,000			
Repairs to damaged Comm Halls	100,000			
Land fill and Transfer(maintenance & operation)	0	1,735,287	1,908,815	2,099,697
LED				
Unfinished Dipping Tanks *6		700,000	770,000	847,000
New Shearing Sheds	800,000	900,000	990,000	1,089,000
Construction of New Dipping tanks	800,000	850,000	935,000	1,028,500
Renovations to Dipping Tanks	100,000			
LED Projects	1,400,000			
IDP		100,000	110,000	121,000
Hawker Stalls		300,000	330,000	363,000
Shearing sheds Equipment		50,000	55,000	60,500
Road Maintenance		2,500,000	2,750,000	3,025,000
Municipal Workshop &Stores		500,000	550,000	605,000
Municipal Accomodation		650,000	715,000	786,500
MIG Projects				
Mjanyane Access Road	2,622,730			
Xonya Access Road	2,556,220			
Thornville Access Road	1,795,370			
Zingquthu Access Road	2,156,200			
Dipini Access Road	600,000			
Market Stalls	2,464,600			
Ntabeni Comm Hall	856,144			
Mhlahlane Comm Hall	856,144			
Nkomfeni Comm Hall	856,144			
Road Maintenance	400,000			
Tarring of Cofimvaba		5,000,000	5,500,000	6,050,000
Lutshabe Access Road		2,112,680	2,323,948	2,556,343
Mvelase Access Road		2,735,769	3,009,345	3,310,280
Qumanco- Nqgwarhu Access Rd		2,668,361	2,935,197	3,228,717
Lubisi Dam(Tourism Center)		2,647,600	2,912,360	3,203,596
Cofimvaba Taxi Rank		1,144,250	1,258,675	1,384,543
Tsomo Library		2,055,791	2,261,370	2,487,507
Total Capital Expenditure	19,563,551	26,719,737	29,391,710	32,330,881
TOTAL EXPENDITURE	85,775,488	116,636,717	128,300,389	141,130,428
REVENUE				
Administration Fees	250,000	250,000	275,000	302,500
Business Licence	10,000	10,000	11,000	12,100
Cemetery	5832	5,000	5,500	6,050
CIMP Fund	0	0	0	0
Connection Fees	0	0	0	0
Equipment Hire	50,000			
Equitable Share Investment(74045339170)	15,422,725	0	0	0

PERSONNEL	Projected 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011	BUDGET 2011/2012
Equitable Share/Fund	42,464,013	54,631,000	60,094,100	66,103,510
FMG	250,000	1,000,000	1,100,000	1,210,000
IDP(CHDM)	125,000	125,000	137,500	151,250
I-Grant (Financing of New Servers)		526,636	579,300	637,230
Interest on Rates	140,555	140,555	154,611	170,072
Interest Received	3,259,418	3,259,418	3,585,360	3,943,896
Land Sale	840,000	840,000	924,000	1,016,400
Savings - Internal Sources	-	2,257,395	2,483,135	2,731,448
Internal sources (Land Fill)	-	1,735,287	1,908,815	2,099,697
Loan DBSA	2,193,467	0	0	0
MIG	14,909,000	19,331,000	21,264,100	23,390,510
MSIG	735,000	500,000	550,000	605,000
Plan Approval Fees	10,000	10,000	11,000	12,100
PMS - CHDM	70,000	70,000	77,000	84,700
Plant Hire	400,000	450,000	495,000	544,500
Pound Auction charges	42,000			
Pound Fees	25,000	30,000	33,000	36,300
Rates Receipt	1,500,000	40,000	44,000	48,400
Receipt of Licences & Reg (Agency Fees)	450,000	100,000	110,000	121,000
Reconnection Fees	17,496	17,496	19,246	21,170
Refuse Receipt	170,000	170,000	187,000	205,700
Rent Buildings	444,887	500,000	550,000	605,000
Sanitation Receipt	45,000	45,000	49,500	54,450
SARS	722,240	2,259,857	2,485,843	2,734,427
Septic Tank	1,243	1,243	1,367	1,504
Sports field	3,000	3,000	3,300	3,630
Tender Receipt	60,000	60,000	66,000	72,600
Town Hall Hire Receipt	24,000	22,680	24,948	27,443
Traffic Fines	600,000	100,000	110,000	121,000
Water Services Grant(CHDM) SLA	-	26,036,151	28,639,766	31,503,743
Water Receipt	400,000	400,000	440,000	484,000
LG - Seta	110,000	110,000	121,000	133,100
Vending & Hawking	25,612	0	0	0
TOTAL	85,775,488	116,636,718	128,300,389	141,130,428
NET PROFIT(DEFICIT)	0	0	0	0

20 ADOPTED ORGANOGRAM



CHAPTER 6: SECTOR PLANS

20.1 Financial Viability Plans

The municipality has compiled a suite of financial plans and policies to guide its interventions aimed at ensuring financial viability. There are key projects identified in terms of these plans for implementation during 2009/10. The suite of currently available plans and policies include:

- Credit control policy
- Revenue Management strategy
- Indigent policy
- Fleet Management policy
- Overtime policy & leave register
- Risk Management & Asset register

The main challenge is to improve capacity to implement, monitor and report on the progress achieved by these policies and plans. Improvement in these areas would ensure reduction of some of the pertinent audit queries that we have received for 2005/6 and 2006/7 from Auditor General.

20.2 Work Place Aids Plan

The municipality has compiled and adopted a work place HIV/Aids policy aimed at facilitating a comprehensive response to the impact of HIV/Aids among its own members. This plan is in place but needs to be supported and marketed to all members.

There is intention to mainstream our activities with those of the local Aids Council.

20.3 Waste Management & Refuse collection Plan

The municipality is not an authority for waste management even though we are tasked with the competency for refuse collection. We do however have a waste management plan adopted. It identifies key intervention projects to address our waste management needs for 2009/10.

20.4 Disaster Management Plan

Disaster Management is not our primary competence and we have not planned to have a localised disaster management plan but rather adapt the DM plan with specific focus on strategies for fire fighting and coordination of responses to disasters in support of the district.

20.5 Work Place Skills Plan

There is an adopted work place skills plan but we have identified key challenges relating to its implementation which must be taken care of in 2009/10. These would include:

- Regular conducting and updating of baseline information of skills audit
- Audits for training needs and learnerships
- Regular reporting to Department of Labour in order to meet legislation requirements and qualify for tax rebates.

20.6 Employment Equity Plan

We have an adopted EEP and are monitoring and reporting on our targets. All members of the municipality at various levels of the structure are BLACK and come from historically disadvantaged groupings.

20.7 HR Policies

The municipality has developed and adopted a suite of operational policies and plans to complement its efforts for managing human resources. Among available policies and plans are the following:

- Code of good practice manual
- HR Standard Operating Procedures Manual
- Telephone policy
- Social policy
- Acting Allowance policy

20.8 Governance & By-laws

In terms of governance, we have identified the need to revitalise the intergovernmental forum as the platform for regular engagement with sector departments.

We have also identified the need to develop and implement key strategic by-laws and policies aimed at amplifying our capacity to regulate and govern activities of our citizens and business entities operating in our jurisdiction.

20.9 LED Strategy

The municipality has a fully fledged LED strategy which has been adopted by council and we have identified key intervention projects to implement in 2009/10 as part of rolling out the strategy. The strategy extracts are given in the situation analysis chapter and will not be repeated in this section. Our aim is to focus on mobilising resources and coordinating efforts by ourselves and our partners including sector departments in to realise the goals of the adopted LED strategy.

20.10 Intergrated Environmental Management Plan

Environmental management is one of the areas that we have identified for building capacity. We do not have environmental management officers to undertake our key functions in this area.

We are in the process of conceptualising our services and mobilising resources to establish a dedicated unit to respond to our mandate and formulate the relevant integrated environmental management sector plan. For 2009/10 our plan is to lobby the DM to assist with these functions until such time that we have internal capacity.

20.11 Tourism Sector Plan

The Tourism Sector Plan is in place and has been adopted and is to be implemented during 2009/10. Key intervention projects have been identified for implementation in 2009/10. These include the setting up of a Local Tourism Office which is in place.

20.12 Housing sector plan

Currently a draft Housing sector plan is in place. This plan will be finalised in the course of the year and is aimed to guide all municipal interventions and projects relating to housing service provision.

20.13 Spatial Development Framework

A spatial development framework is in place. It has been recently reviewed and will be implemented in 2009/10. The summary of the SDF is given in the situation analysis.

CHAPTER 7: MONITORING & EVALUATION

21 PERFORMANCE MANAGEMENT SYSTEM POLICY

INTRODUCTION

The performance management system is expected to provide a basis for a culture that accelerates high performance for the Municipality and unleash employee potential and talent within the Intsika Yethu Municipality.

The Batho Pele White Paper notes that the development of a service - oriented culture requires the active involvement of the wider community. Municipalities need constant feedback from service – users if they are to improve their operations. The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government as a tool to ensure Developmental Local Government. It concludes that:

“Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development I their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands. It will enable them to direct resource allocations and institutional systems to a new set of development objectives.”

The White Paper adds that:

“Involving communities in developing some municipal key performance indicators increases the accountability of the Municipality...”

The Municipal Systems Act, Act 32 of 2000 requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the Councillors, staff, the public and other spheres of Government; and

- Involve the community in setting indicators and targets and reviewing municipal performance.

21.1 WHAT IS PERFORMANCE MANAGEMENT?

Performance Management is an on - going process to identify, evaluate and develop employees to ensure that the Intsika Yethu Municipality meets its strategic and operational objectives effectively and efficiently.

This is a method whereby all employees can be:

- Proactively given constructive feedback for the purpose of development;
- Assisted in developing and growing their career in the Municipality by expanding their scope of work through multi-skilling;
- Positioned for excellent performance by proactively identifying weaknesses and correcting them through training, mentoring, counseling and / or role fitting; and
- Rewarded for excellent performance.

Performance management is a continuous management process that is applied by all managers, supervisors, officers and assistants at all times during the execution of daily management and operational tasks.



Note: Performance Management is not:

- A tool to get back at employees for things they have done wrong.
- A once a year activity that needs to be done quickly.
- Aimed at addressing employees once a year for things they have done in the past year.
- About what the manager / supervisor thinks or feels about their subordinates.

"you measure that which is visible (behaviour and not a thought) and consistent".

22 GUIDING PRINCIPLES

The following principles are used in the development of a Competency Based Performance Management model, as specified in the Public Service Regulations 2001:

- Alignment of team and individual behaviour to the Intsika Yethu Municipality's strategic goals and IDP;
- Provision of effective response to inadequate performance and recognition and rewarding of outstanding / excellent performance;
- Focus on competencies that lead to outstanding performance (performance that exceeds expectations rather than baseline performance);
- Establishment of pre-defined, observable and quantifiable performance measures that supports the positions;
- Provision to link performance to human development and remuneration;
- Provision to link performance to a defined competency model for the Intsika Yethu Municipality; and
- Performance management system that is transparent, conducted through consultation and simplicity in its administration.

4. COMPETENCY BASED PM (CBPM) OVERVIEW

The introduction of a CBPM for the Intsika Yethu Municipality is key in ensuring that the Municipality achieves unleashed potential and improved performance. The model is designed to help improve human performance and to maximise the Intsika Yethu Municipality's investment in its employees. People are the most important business asset, and how people are managed has a direct impact on organizational performance. CBPM will ensure that the Intsika Yethu Municipality build a work force that is capable, competent and motivated.

Competency Based Performance Management (CBPM) is a performance management system integrated with a set of **competencies** and linked to development and remuneration. It is a set of competencies to manage employees' performance within the organization. It is also an integrated approach to manage employee over a long period of time using a common set of competencies that are linked to business goals and strategies. CBPM is systematic because it breaks down individual performance into logical and sequential performance factors. CBPM includes key competencies required for excellent performance in a specific job situation. These include the performance factors that primarily drive excellent performance.

The Intsika Yethu Municipality CBPM is intended to guide and encourage individuals to continue to build and maintain critical skills needed throughout their career. It also provides a framework for managing people. The CBPM designed for the Intsika Yethu Municipality consists of four building blocks, which are discussed below.

5. COMPETENCY BASED PERFORMANCE MANAGEMENT BENEFITS

CBPM provides a holistic view of people matters (human resources). Competency-based performance management:

- Provides opportunities for communication between the manager / supervisor and employee;
- Provides role clarity and agreement between the manager / supervisor and employee on annual goals and objectives of the position;
- Enhances individual's contribution to the Intsika Yethu Municipality's goals;
- Creates empowerment and accountability in individual's and teams;
- Identifies area of performance concerns and initiate remedial action as they arise;
- Provides a framework in which each employee understand their contribution to the objectives of their work area and in turn, those of the Intsika Yethu Municipality;
- Highlights developmental and training needs for employees;
- Reviews achievement of agreed performance factors and measures;
- Assists employees to plan their career;

- Encourages self assessment and self development;
- Supports a common culture that accelerates performance excellence; and
- Supports rewards and promotion decisions.

23 SCOPE / APPLICATION OF PERFORMANCE MANAGEMENT SYSTEM

CBPM on this policy will apply to the following levels (positions):

- Municipal Manager; and

- Managers.



Note: The Competency-based performance management does not include employees without a performance contract in the Municipality.

23.4 INTSIKA YETHU MUNICIPALITY'S COMPETENCY BASED PERFORMANCE MANAGEMENT FACTORS

The Intsika Yethu Municipality's CBPM is divided into four performance factors:

- **Professional Performance Factors (PPF):** Qualities, characteristics and behaviours required to develop the desired Intsika Yethu Municipality's culture that accelerates performance. PPF will equally apply to all employees of the Municipality. (See *Appendix A* for the PPF directory).
- **Managerial Performance Factors (MPF):** Qualities that enable the employee to direct, control and manage work and others. There are two levels of MPF – one that applies to managers and supervisors and one that applies to officers and assistants. (See *Appendix B* for the MPF directory).
- **Functional Professional Factors (FPF):** Skills, knowledge and personal attributes needed to be effective in a specific job. (Refer to the blueprint file relevant to the business unit).
- **Values:** Qualities and characteristics that are required by the employees to create a good organization image and culture. Values equally apply to all employees of the Municipality. See *Appendix C* for the directory).

24 APPLICATION OF PERFORMANCE FACTORS

The performance management factors are applied differently across the managers / supervisors and officers. The professional performance factors and values apply equally across all positions in the Intsika Yethu Municipality. Managers and Supervisors will be assessed on all managerial performance factors while Officers and Assistant will be assessed on the selected managerial performance factors.

- **Managers / Supervisors:** The managers will require a high level of professional performance factors. Professional performance will be assessed to reinforce the desired organizational culture. Managerial performance factors are required to ensure that strategy is translated into action plans. Managers require a high level of functional performance factor to provide expert advice.
- **Officers and Assistants:** The officers will be assessed on all professional performance factors identified for Intsika Yethu Municipality. Officers require a small percentage of managerial performance factors. Functional performance factors are the underlying assessment factors for the officers.

25 RESPONSIBILITIES IN THE IMPLEMENTATION

Four parties are responsible for the effective functioning of the CBPM.

16.6.1 Managers / supervisors' responsibilities include the following:

- Provide guidance on performance.
- Assist employees in creating performance goals and targets.
- Evaluate achievement of the goals and targets.
- Create performance standards.
- Provide constructive feedback to the employees.
- Identify employees' training and development needs.



Note: The managers/ supervisors who have received appropriate training in performance management will conduct performance management interviews. Managers / supervisors will conduct performance management meetings in an objective and constructive manner.

16.6.2 Employees are responsible for the following:

- Identify realistic short and long-term goals.
- Provide evidence of performance against agreed goals.
- Act on constructive feedback from the managers / supervisors.

- Provide feedback on progress or work done to their managers / supervisors.



Note: Although the Municipality will provide an opportunity to train, develop and provide other job opportunities to an employee, it still remains the responsibility of an employee to learn (develop).

16.6.3 Moderator's responsibilities include the following:

In the event of a serious conflict between the employee and the supervisor / manager during the performance review session, the moderator can be appointed by Corporate Services to intervene by monitoring the just, objectiveness and fairness of the review session. The moderator, upon appointment will:

- Address any issue of performance / conflict which may arise from the process.
- Acts as a facilitator during the performance review process.

The moderator must be neutral and credible to the employee and the manager / supervisor. The moderator must know and understand the performance management process. The moderator can be nominated from any level, as long as the above mentioned requirements are met.

16.6.1 Corporate Services Business Unit responsibilities include the following:

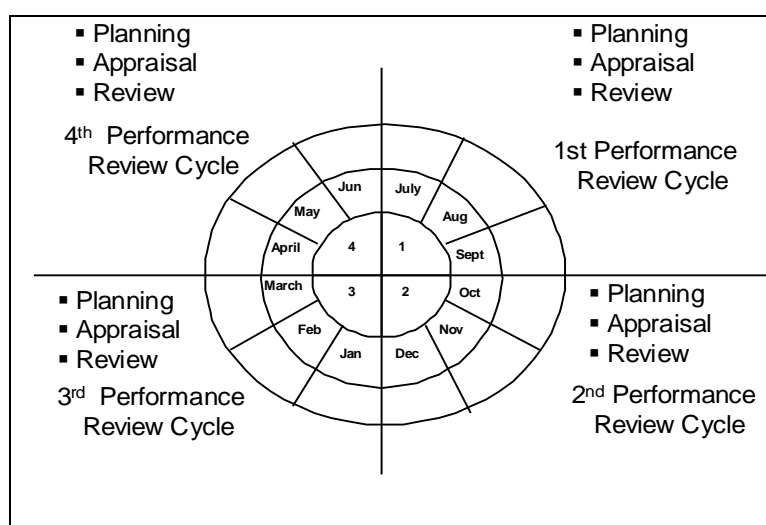
- Monitor the effectiveness of performance management.
- Train managers, supervisors and employees on how to conduct performance management.
- Develop and review performance management policy and procedures and all other applicable human resources policies.
- Maintain the CBPM.
- Establish performance management forums.
- Appoint a moderator in the event where there is serious conflict between the employee and the supervisor / manager.



Note: In the event of a serious conflict between the manager / supervisor and the employee in a performance review session, Corporate Services should be notified for actions to be taken. One of the actions could include the appointment of a moderator to monitor the just, objective and fairness of the session.

26 PERFORMANCE MANAGEMENT CYCLE

The performance management cycle runs through a twelve months period as indicated in the diagram below. The cycle will begin in July and end in the June (the following year).



In a full year, a standard performance cycle will be as illustrated below:

- July to September is the first performance review cycle.
- October to December is the second performance review cycle.
- January to March is the third performance review cycle.
- April to June is the fourth performance review cycle.



Note: Performance Management cycle will close on 30 June each year.

16.7.1 Performance Planning

The performance planning is a mutual understanding between the Manager and the employee as to what is expected from the individual and how performance will be assessed. The purpose of the performance planning session is to:

- Agree on performance factors (professional, managerial, functional and values).
- Establish employee goals, targets and career aspirations.
- Discuss employee expectations of their role and supervisor upfront.
- Discuss supervisor / manager's expectations of their subordinates upfront.
- Clarify the Intsika Yethu Municipality's goals and how they relate to the employee's position.
- Stimulate a dialogue on expectations in terms of what must be accomplished and how.

Effective communication skills on the part of the participants will enhance a good performance plan. It is very important for the participants to be open with each other during this process.

16.7.2 Quarterly Performance Review Meeting

Employees' performance should be reviewed periodically by the supervisor / manager and the employee to establish progress made since the performance planning session. Completion of the performance appraisal will be done through ratings on the performance factors. These ratings will indicate the proficiency level of the employee. The purpose of the quarterly performance review meeting is to:

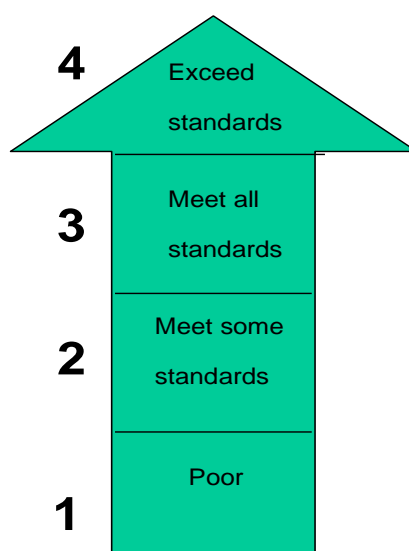
- Review progress in terms of the identified performance factors.
- Detect problems and jointly provide accurate solutions.
- Provide corrective action on poor performance. This could be through scheduling training, mentoring, counseling or job fitting.
- Provide formal recognition on good performance.
- Link past performance to future objectives.

16.7.3 Performance Appraisal Meeting (Concluding Review Meeting)

This is the concluding review session. The purpose of this meeting is to assess achievement in terms of the agreement made during the cycle. This also lays the basis for the next phase of the cycle. The rating will be completed to establish the proficiency level that the person is operating in.

26.8 PROFICIENCY LEVEL

Proficiencies are levels of ability attained in the performance factors. Proficiency levels are used to assess performance levels. This information will help identify what form of development the employee should engage in.



- **Proficiency level 1 – Poor Performer**

This is the lowest level of performance. At this level, the person is unable to perform the performance factors identified for the position. The person requires intensive supervision or assistance to ensure that the output delivered adheres to the specific standards as determined for proficiency level 3. The person requires intensive development to be effective in the job. Employee who scores on this level is not eligible for salary movement through the range but requires extensive development.

1.0 – 1.4 range is categorized as proficiency 1.

- **Proficiency level 2 – Meet some standards (Novice Performer)**

This refers to novice level of performance. At this level, the person requires close supervision and has limited exposure to the area. Some of the output delivered conforms to the performance standards set. The employee still needs development on various performance factors. The employee who scores on this level is not eligible for salary movement through the range, but requires development.

1.5 – 2.4 range is categorized as proficiency 2.

- **Proficiency level 3 - Meet all standards (Average Performer)**

This refers to intermediate level of performance. At this level the employee has a very good grasp of the competency factors and applies concepts with minimal supervision and coaching. Employee who scores on this level is not eligible for salary movement through the range but requires some development to prepare them for eligibility.

2.5 – 3.4 range is categorized as proficiency 3.

- **Proficiency level 4 – Exceed standards (Excellent Performer)**

This refers to the highest level of achievement of all performance factors and works beyond her / his scope of work. The employee is a specialist or an expert at this level. The employee has an extremely good knowledge, skill and personal attributes of all performance factors and can work independently. The employee delivered on all performance factors and all performance measures were achieved beyond set proficiency. The employee can learn any new items regarding their work out of own will and can easily find ways of applying the knowledge and skills. It is a norm that not more than 25% of individuals within a unit, team or work cell will be operating at this proficiency level.

3.5 – 4.0 range is categorized as proficiency 4.



Note: Competency-Based Performance Management focuses on competencies that lead to outstanding performance. That is performance that exceeds expectations rather than baseline performance. This will mean that employees who score on the proficiency level 4 will be the only ones eligible for salary increase.

26.9 PERFORMANCE BASED REMUNERATION

Performance based Remuneration is remuneration that is driven primarily by the performance of each and every individual employee within the team, business unit and organisation.

It is based on the formular:

Current Base Salary (Bso) + Rate of Inflation (CPI) + Performance Value (Pr)

Where:

Bso - Current Base Salary. This will remain the same (changes from year to year with the adjustment to the inflation rate).

CPI - Current Rate of Inflation (Adjustments to Bso are done in respect of the rate, this does not in any way constitute an increase.)

Pr - Performance Value (Based on Performance Score from previous Cycle as per the individual employee's performance.)

BSn - New Base Salary (To revert back to the Bso at the end of the Performance Cycle).

This approach will be TEC Based like its predecessor.

Performance remuneration qualification:

Proficiency Level	Proficiency Range	Proficiency Name	Qualification
1	1.0 – 1.4	Poor Performer	No performance increase
2	1.5 – 2.4	Novice Performer	No performance increase
3	2.5 – 3.4	Average Performer	No performance increase
4	3.5 – 4.0	Excellent Performer	Performance increase

Level of training and supervision:

Proficiency Level	Proficiency Range	Training Level	Supervision Level
1	1.0 – 1.4	Highly concentrated	Intensive

		and intensive training	supervision
2	1.5 – 2.4	Intensive and focused training	Close supervision
3	2.5 – 3.4	Minimum basic training	Minimum supervision
4	3.5 – 4.0	Not required	No supervision required

- Review cycle 1, review cycle 2 and review cycle 3 and 4 will provide an averaged proficiency range which will indicate proficiency on **MPF, PPF, FPF** and **Values**.
- A proficiency level of 4 gained in 3 performance cycles qualifies an employee to be selected within a **pool of promotion candidates**.
- Only these individuals within a pool of promotion will be eligible for promotion.

26.10 COMPLETING PERFORMANCE APPRAISAL FORM

Performance Management Item	What to complete
A: Personal Details	Complete the name and surname and personnel number in the name field. Complete the role of the employee in the role, field. Complete the Business Unit in this field. Complete supervisor's name in the appraiser's field...
B: Performance Management Session	Review Dates: Insert the dates on which the performance meeting was held. Status: Tick on the appropriate box to indicate if the performance meeting did commence. Appraiser's Name: Enter the name of manager / supervisor conducting the appraisal.
C: Career Aspirations, Goals and Targets	Employment goals: Complete the employee's goals in this field. Goals should be realistic and attainable. Targets: Complete the completion date for the each goal set.
D: Performance Factors	D1. Managerial Performance Factors are qualities and characters required to manage and control work and others. Rate the employee's on a proficiency scale of 1 to 4. D2: Professional Performance Factors are qualities and characteristics required to build the desired organizational image. Professional performance factors apply equally across all employees of the INTSIKA YETHU MUNICIPALITY. Rate the employee on the proficiency scale of 1

Performance Management Item	What to complete
	<p>to 4.</p> <p>D3. Functional Performance Factor: are task-specific areas, which each employee requires to be competent in a specific role. Rate the employee on the proficiency level of 1 to 4.</p> <p>D4: Values are qualities and characteristics required to build a good organizational culture. Rate the employee on the proficiency scale of 1 to 4.</p>
E: Development Area:	<p>Development Area: Performance Management process will identify development needs of the employee.</p> <p>Area: Capture the training needs of the employee based on the performance evaluation.</p> <p>Action Plan: Capture what should be done to achieve the identified developmental needs.</p> <p>Target date: Capture the estimated date for the completion of training / or intended developmental action.</p> <p>Status: Capture the progress made in the identified development areas.</p> <p>Responsibility: Capture the person responsible to ensure that the developmental action is completed. However the employees are responsible for their own learning.</p>
F: General Comments	<p>F1: Performance Plan: Both the employee and the supervisor should give comments in the space provided at the end of each cycle. Both the employee and the supervisor should sign the performance plan session to acknowledge the information contained in.</p> <p>Signature: The manager / supervisor and officers should sign the form at the end of each session. The signature indicates that both the supervisor and the employee read the appraisal and the discussion between both of them has taken place. If the employee refuses to sign the appraisal form, the manager should make a note to that effect and notify Corporate Services.</p>
G: Corporate Services	This section is for Human Resources use only.

26.11 GUIDELINE ON ADMINISTRATION OF THE APPRAISAL FORM

Copies of the appraisal forms will be available from Corporate Services.

After each review meeting a copy of the form should be retained by the manager / supervisor and filed in a secure place. Only the manager / supervisor of the business unit will have access to the form. A copy of the appraisal form should be given to the employee for record keeping. The copy could be used as a guide for improving performance and for professional development.

After the final review the original form will be filed on the employees' personal file in Human Resources. The employee and the department / unit should retain a copy in a secure and confidential area. The appraisal forms are confidential once completed. The outcomes may be discussed with the human development manager for the identified development area.



Note: The form should be forwarded to Corporate Services at the end of the performance cycle for processing and salary adjustments.

The section on development area should be forwarded to the Corporate Services Manager for recording of employee development needs.

26.12 NEW APPOINTMENTS

The performance evaluation of new appointee should commence 9 months after joining the organization. The employee should complete three review cycles to be eligible for performance based remuneration.

DEALING WITH CONSISTENTLY POOR PERFORMANCE

According to the Public Service Regulation 2001 if the performance of the employee is unsatisfactory the manager should:

- Provide systematic remedial or developmental support to assist the employee to improve her or his performance.
- If the performance is unsatisfactory and the desired improvement cannot be effected, consider steps to discharge the individual for unfitness or incapacity to carry out his or her duties. Public Service Regulation 2001.

The employees whose performance is unsatisfactory for two consecutive performance cycles (8 review cycles) will be dismissed. However the manager should have evidence of remedial action taken to improve employee's performance. The judgement should be given in writing and include reason for the judgement.

27 DEALING WITH CONSISTENTLY EXCELLENT PERFORMANCE

There will be employees who are excellent performers but whom there is no clear career path option available within their business unit to sustain that proficiency. If the employee performance is rated as excellent for three consecutive years, the employee is eligible to be placed in a pool of excellent performers. If there is an opening in the next level of employment, only those employees in the pool of excellent performers will be considered for promotion.

28 WAY FORWARD

The framework for performance management has been established. The next step is to automate and pilot test the CBPM system.

The Public Service Regulation 2000 VIII B.1 states that:

Before utilising a performance management and development system – “pilot the system on groups of employees in all occupational categories sufficient to enable reasonable validity”.

FREQUENTLY ASKED QUESTIONS

Questions and Answers

Q: Why does the INTSIKA YETHU MUNICIPALITY need performance management?

A: The Batho Pele White Paper notes that the development of a service - oriented culture requires the active involvement of the wider community. Municipalities need constant feedback from service – users if they are to improve their operations. The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government as a tool to ensure Developmental Local Government. It concludes that:

“Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development I their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands. It will enable them to direct resource allocations and institutional systems to a new set of development objectives.”

The White Paper adds that:

“Involving communities in developing some municipal key performance indicators increases the accountability of the Municipality...”

The Municipal Systems Act, Act 32 of 2000 requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the Councillors, staff, the public and other spheres of Government; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

Performance management is required to encourage a culture of high performance within Intsika Yethu Municipality. It is a formal development process, which provides an opportunity for recognition and development of each and every employee. The Performance management is linked to competency, development and remuneration. Performance Management will benefit Intsika Yethu Municipality in the following manner:

- Identify training and development needs;
- Provide constructive feedback;
- Encourage performance that exceed the expected standard;
- Enhance performance, which is consistent with Intsika Yethu Municipality goals.

Q: If I conduct a performance appraisal session, how am I expected to conduct one without knowledge to do it?

A: Managers and supervisors will undergo training prior implementation of performance management. Managers and supervisors will be trained on various topics focused on conducting performance management interviews. Employee will receive training on performance to clarify their roles in performance management.

Q: Will CBPM system promote previously disadvantaged individuals (PDI)?

A: In accordance to the Employment Equity Plan, supervisors / manager should be sensitive to the developmental needs of individual staff from PDI groups.

Q: Will the CBPM system be fair and just?

A: Performance management interview should be conducted in an objective, fair and just manner. During the performance management interview the supervisor needs to ensure that fairness, objectivity and equity are promoted. At the end of each meeting the employee should sign in the space provided in the form to acknowledge that they are satisfied with the process.

Q: If I do not agree with the ratings given to me by my manager / supervisor, what do I do or who do I speak to?

A: You must disprove the rating by communicating to your manager / supervisor on actions / behaviours / output done that negates the ratings.

Q: How do I handle disagreements with my manager / supervisor?

A: You must disprove the rating by communicating to your manager / supervisor on actions / behaviours / output done that negates the ratings.

Q: Who should complete my appraisal form?

A: Your immediate manager / supervisor whom you report to – the one working closely with you.

Q: Who kick-starts the performance appraisal session?

A: Corporate Services will communicate the commencement date to all units. It is your duty and your immediate supervisor to kick-start the session.

Q: Will I get a performance increase if I have not completed my appraisal form?

A: All employees should go thorough all the review sessions before they can be considered.

Glossary

Term	Definition
○ Employee	The person whose performance is managed.
○ Supervisor / Manager	The person who manages employee performance.
○ Goals	These are statements that describe the desired outcome of any activity.
○ Targets	These are agreed timelines to aim for.
○ Key Performance Areas (KPA)	Those areas critical in a job.
○ Functional Performance Factors (FPF)	Qualities and characters specific to the job.
○ Professional Performance Factors (PPF)	Qualities and characters required to build desired organisation image and professional standard.
○ Managerial Performance Factors (MPF)	Qualities and characters required to control, direct and manage work and others.
○ Values	Qualities and characters required for good organisation image.
○ Performance Cycle	Spans over a period of a year from July to June of the next year.
○ Development areas	Areas where proficiency standards are not met.
○ Proficiency levels	Standard level of performance.
○ Performance Plan	This is the initial performance management session where the supervisor / manager mutually agrees on performance factors, set goals and targets and identify developmental needs.
○ Performance Review	This is the interim performance session to assess employees.
○ Performance Standards	Criteria, which describe how well work must be done. They are used to clarify the performance factors of the job by describing what doing well means.
○ Competency	A competency is a broad-based logical grouping of associated knowledge, skills and personal attributes. Competencies describe the knowledge, skills and personal attributes an individual needs to add value to work.
○ Performance Management	Is an ongoing process to identify, evaluate and develop employees to ensure that the Municipality meets its strategic objectives.

<ul style="list-style-type: none"> ○ Competency-based performance management 	<p>Is an application of a set of competencies to manage human performance. It is a model, which integrates human performance to competencies and remuneration.</p>
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28.16 APPENDIX A

28.17 PROFESSIONAL PERFORMANCE FACTORS (PPF)

Professional Performance Factors are defined as the behaviours required in developing the desired Intsika Yethu Municipality's organisation culture. These are the underlying characteristics, values and habits of an individual expected of all personnel to elicit and which are related to superior performance.

PPF Name	Innovative and Initiative
Definition	Applies initiative and innovative ideas to get things done.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Takes ownership and accountability of work; • Makes an effort to improve work quality and maximizes contribution in current role; • Seeks to understand expectations set by others; and • Takes a proactive stance and is a self-starter.
PPF Name	Communication
Definition	Listens and communicates effectively both orally and in writing.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Writes and speaks clearly, logically and concisely; • Listens and seeks to understand others' point of view; • Provides feedback; • Responds to questions in a positive manner without becoming defensive; • Delivers timely responses that demonstrate understanding; and • Uses language that denotes respect for others.
PPF Name	Quality Orientation
Definition	Produces quality service.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Identifies internal customers and external claimants and their needs / requirements; • Participates in quality improvement effort and activities; • Adheres to quality goals and performance measures on assignments; • Looks for areas of improvement in immediate area of responsibility; and • Implements improved Intsika Yethu Municipality processes within functional area.

PPF Name	Professionalism
Definition	Demonstrates behaviours consistent with the Intsika Yethu Municipality's value / ethical norms amongst employees and claimants.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Acts in accordance with organisation's culture and values; • Maintains organisation appearance in accordance with the work environment; • Begins work on time; • Ensures work responsibilities are delegated when absent or on official business; • Arrives at meetings and appointments on time; • Does not participate in activities that are subversive / malicious in nature; and • Does not spread rumours or intrigues, which places others in a bad light.
PPF Name	Computer Literacy
Definition	Able to use windows based computer applications to produce properly structured documents.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Uses the keyboard, mouse and other hardware components; • Uses basic software applications e.g. MS Office (Ms Word, Excel, PowerPoint, Exchange); and • Manipulates data to compile graphics, presentations, reports etc. (Relevant for Managers and Supervisors).

29 APPENDIX B

MANAGERIAL PERFORMANCE FACTORS (MPF)

Managerial Performance Factors represent the knowledge, skills and aptitudes associated with leading and managing. This type of competency is required from individuals holding managerial or supervisory positions.

PPF Name	Strategic Thinking
Definition	Develops objectives and sets priorities consistent with Intsika Yethu Municipality's long-term strategies. Adjusts strategic policies and plans in response to change, both internal and external.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Maintains a strategic perspective in identifying issues and resolving problems; • Aligns own unit's / department's operations to the Intsika Yethu Municipality's strategic objectives; • Identifies issues and opportunities that may impact on own department; and • Applies a long-term perspective, develops key strategies to respond to them.
MPF Name	Vision Alignment
Definition	Articulates and actively supports the Intsika Yethu Municipality's vision in a way that causes employees at all levels to understand the organisation's goals, values, and strategies.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Clearly understands the Intsika Yethu Municipality's vision; • Respects and accepts what the Intsika Yethu Municipality defines as important; • Sets priorities to meet the Intsika Yethu Municipality's needs; and • Cooperates to achieve the Intsika Yethu Municipality's objectives.
MPF Name	Knowledge of the INTSIKA YETHU MUNICIPALITY
Definition	Has an understanding of the environmental factors affecting the business.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Knows government legislation, regulations and procedures applicable to the Intsika Yethu Municipality; and • Understands the stakeholders and claimants of the Intsika Yethu Municipality.
MPF Name	Planning and Organising
Definition	Plans and organises work to ensure business unit objectives.

<i>Proficiency 3</i>	<ul style="list-style-type: none"> Assesses needs of the Intsika Yethu Municipality and own area; Establishes and measures goal of own unit or department, teams and individuals; Formulates long term action plans to obtain overall objective of own unit or department, teams and individuals; Stays abreast of potentials issues and situations that might affect goals and plans and creates action plans to deal with them; Establishes review process for evaluation of goals, processes and systems within own division; and Creates and reshapes planning in order to support organisational goals.
MPF Name	People Management
Definition	Demonstrates self-awareness, listens, gives feedback and assesses performance, understands and values diversity, develops and coaches staff and prevents and resolves conflict.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> Applies policies and procedures that affects subordinates fairly, justly and equitably; Clarifies and communicates performance expectations, objectives and roles; Appraises employees performance; Provides employees with continual feedback; Supports people's efforts to develop skills, knowledge and abilities that contribute to the Intsika Yethu Municipality's objectives; Recognizes subordinates for their contribution to the success of the unit / department; and Demonstrates an understanding of diversity and value differences.
MPF Name	Managing Work
Definition	Defines, plans, manages time and efforts of others needed to achieve goals and objectives in a productive, timely and cost effective manner.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> Defines activities and draws work plans or to-do lists; Delegates responsibility and accountability; Proactively defines issues affecting teams' progress; Reports alterations in the work plan and scope of work; and Uses simple management tools and concept.
MPF Name	Team Building
Definition	Contributes to team development and performance to achieve team and organisational goals.

<i>Proficiency 3</i>	<ul style="list-style-type: none"> Identifies own role as team beneficiaries and own needs, strength, and development; Aligns own efforts toward accomplishing team performance goals; Shares relevant information, ideas, opinions, and feelings with other team beneficiaries; Contributes to and supports team decision-making; and Is a helpful, reliable and high-energy team beneficiary.
MPF Name	Selection and Interviewing
Definition	Staffs any position that needs to be filled, applies the staffing strategy.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> Assist in identifying the relevant competencies required in the position; Assist in structuring interview questions to probe into the required competencies; Assist in conducting the interview together with the panel; Assist in using appropriate selection and scoring processes; and Assist in selecting appropriate employee for the job.
MPF Name	Interpersonal
Definition	Demonstrates well-developed interpersonal skills and ability to relate to and build lasting relationships with claimants, service providers and colleagues.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> Shows consideration for the needs and feelings of others; Relates with others in a respectful manner; Builds productive working relationship; and Communicates with sensitivity and tact.
MPF Name	Problem Solving
Definition	Anticipates and solves problems promptly. Problem solving provides innovative options, using a proactive and open approach.
<i>Description</i>	<ul style="list-style-type: none"> Assesses issues accurately; and Collects and analyses necessary data.
MPF Name	Performance Evaluation
Definition	Evaluates the employee's ability to complete task-specific competencies within the job.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> Identifies appropriate levels of performance; Identifies training and development needed to achieve levels of performance; Provides coaching throughout the performance cycle to support competency (skills, knowledge and personal attributes) development; and Prepares performance plans (agreements).
MPF Name	Providing Feedback
Definition	Gives constructive feedback on work performance.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> Adapts the style of communication used to best meet the needs; Uses different ways of conveying a message to add clarity and meaning to communication; Ability to obtain information from others; and Ability to differentiate the person from the performance.

MPF Name	Negotiation
Definition	Facilitates win-win situations.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Builds consensus through give and take; • Facilitates win-win deals; and • Gains co-operation from others to obtain information and accomplish goals.
MPF Name	Discipline and Grievance Handling
Definition	Handles grievances effectively. Maintains discipline.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Knowledge of legislation, policies and procedures relating to discipline and grievances; • Deals effectively with grievances from employees; and • Maintains discipline in own unit or department.
MPF Name	Conflict Management
Definition	Resolves interpersonal and inter-group conflict constructively through self-management.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Recognises conflicts that arise between individuals and within teams and acts to bring these out into the open; and • Assists in mediating between team members to resolve conflicts.
MPF Name	Counseling
Definition	Counsels employees who need assistance.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Listens with sensitivity; • Seeks to understand others from their own frame of reference; • Probes to understand unexpressed or poorly expressed thoughts, concerns or feelings; and • Accurately assesses root causes of behaviour.
MPF Name	Result Orientated
Definition	Overwhelming desire to achieve results through bias for action and the desire to rise to challenges and opportunities quickly.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Knows what results are important, focusing resources to achieve them; • Assures that effective controls are developed and maintained to ensure the integrity of the organisation; • Holds self and others accountable for rules and responsibilities; and • Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.
MPF Name	Motivate and Develop People
Definition	Creates a positive work environment that fosters professional growth and development.

<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Creates an organisational culture that encourage others to provide the quality of service essential to high performance; • Develops staff by identifying competency (skills, knowledge and personal attributes) gaps and implements the necessary interventions; • Delegates challenging tasks and provide the necessary support; • Enables others to acquire the tools and support they need to perform well; and • Influences others toward a spirit of service and meaningful contributions to mission accomplishment.
MPF Name	Facilitation
Definition	Facilitates workshops and meetings in a way that ensure that objectives are met.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Provides agendas to all participants on notification of the workshop or meeting; • Leads meetings and workshops to ensure that objectives are met; • Gets input from participants; and • Records minutes of meetings.
MPF Name	Stress Management
Definition	Manages stress effectively.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Knows the basic principles on how to reduce stress levels; • Deals with stressful situations; • Manages personal wellness in the face of ongoing and significant stress; and • Applies special techniques or plan ahead of time to manage stress and emotions.
PPF Name	Leadership
Definition	Takes ownership and lead by example.
<i>Proficiency 3</i>	<ul style="list-style-type: none"> • Makes decisions that are aligned with the vision, mission, goals and values of the Intsika Yethu Municipality; • Places organisation's best interest before own best interest; thinks holistically; • Communicate and sell the vision to others; and • Demonstrates integrity in decisions, communication, and treatment of others.

30 APPENDIX C

Value Name	Democracy
<i>Proficiency 3</i>	
Value Name	Sound Administration and Finance
<i>Proficiency 3</i>	
Value Name	Inclusiveness
<i>Proficiency 3</i>	
Value Name	Responsiveness
<i>Proficiency 3</i>	
Value Name	Partnerships
<i>Proficiency 3</i>	
Value Name	Batho Pele Principles
<i>Proficiency 3</i>	

31 Service Delivery Budget Implementation Plan (SDBIP) Framework

31.1 Introduction

In line with the requirements of the Local Government Municipal Finance Management Act 56 Of 2003 (hereinafter referred to as the MFMA) read in conjunction with circular No-13 published by the Department of Provincial and Local Government (**dplg**) in February 2005, Intsika Yethu Local Municipality embarked on a process of formulating its service delivery and budget implementation plan (SDBIP).

The SDBIP is an important pillar of our municipal performance management system and therefore forms part of the tools utilized to measure, monitor and report on the performance of the municipality against set strategic development objectives and targets in our IDP. Put succinctly, our SDBIP 2009/10 serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months while also providing the mechanisms for measuring performance in service delivery against end-of-year targets and implementing the budget. The detailed SDBIP is available as a separate document accompanying this IDP.

31.2 The concept

Our SDBIP provides for measurement of performance at two key levels, namely,

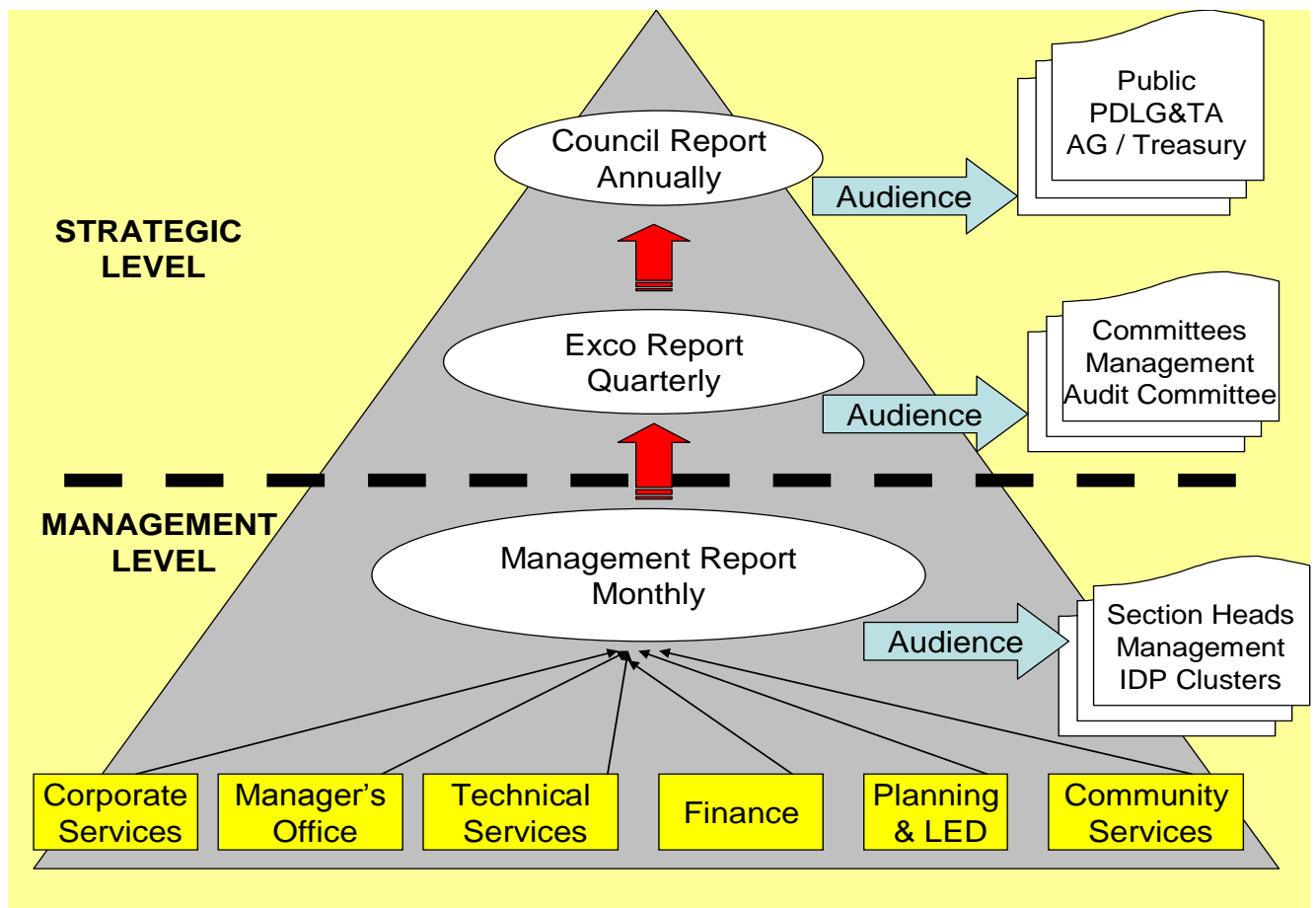
- a) **Strategic Level** – Key Result Areas identified as strategic pillars to realising our 5 year IDP vision. These include the following set of 10 key priorities identified as fundamental pillars of the development agenda mapped for the next 5 years by the ruling council. They are:
 - Economic growth
 - Roads and Storm water
 - Water & Sanitation
 - Financial viability (including budgeting, reporting, revenue & risk management)
 - Good governance and Leadership development
 - Capacity building (including all training, recruitment & skills retention)
 - Special Programmes implementation
 - Poverty Eradication & Fighting HIV/Aids
 - Provision of sustainable community services

- b) **Management Level** – Key Result Areas detailed according to existing municipal line functional departments and covering all functions performed that have been allocated a budget to implement projects during 2009/10 financial year.

In terms of our SDBIP concept information will be gathered regularly on all projects being implemented and reported by field workers to relevant managers who must in turn analyse, quality assure and prepare and report for monthly management meetings based on the information received. The tools and templates for packaging information (report on progress against set targets) for purposes of consistency and aggregation to upper levels have been predetermined.

The monthly reports that will be generated out of management meetings will be aggregated every quarter into a report that must be submitted to Exco to allow Exco to review progress performance against key set targets for the strategic level KRAs. Similarly, quarterly reports will be aggregated to an annual report which must be produced and aligned to overall municipal performance review results before tabled to council for adoption and then forwarded to relevant authorities for compliance reporting of the municipality. The annual report will be packaged such that it becomes one composite set dealing with overall municipal performance and therefore should also include result of performance reviews done in terms of scorecards and audited by the Audit Committee of the municipality prior to its adoption by council and forwarding to AG, PDLG& TA and Treasury.

The diagram below illustrates the SDBIP concept for Intsika Yethu LM.



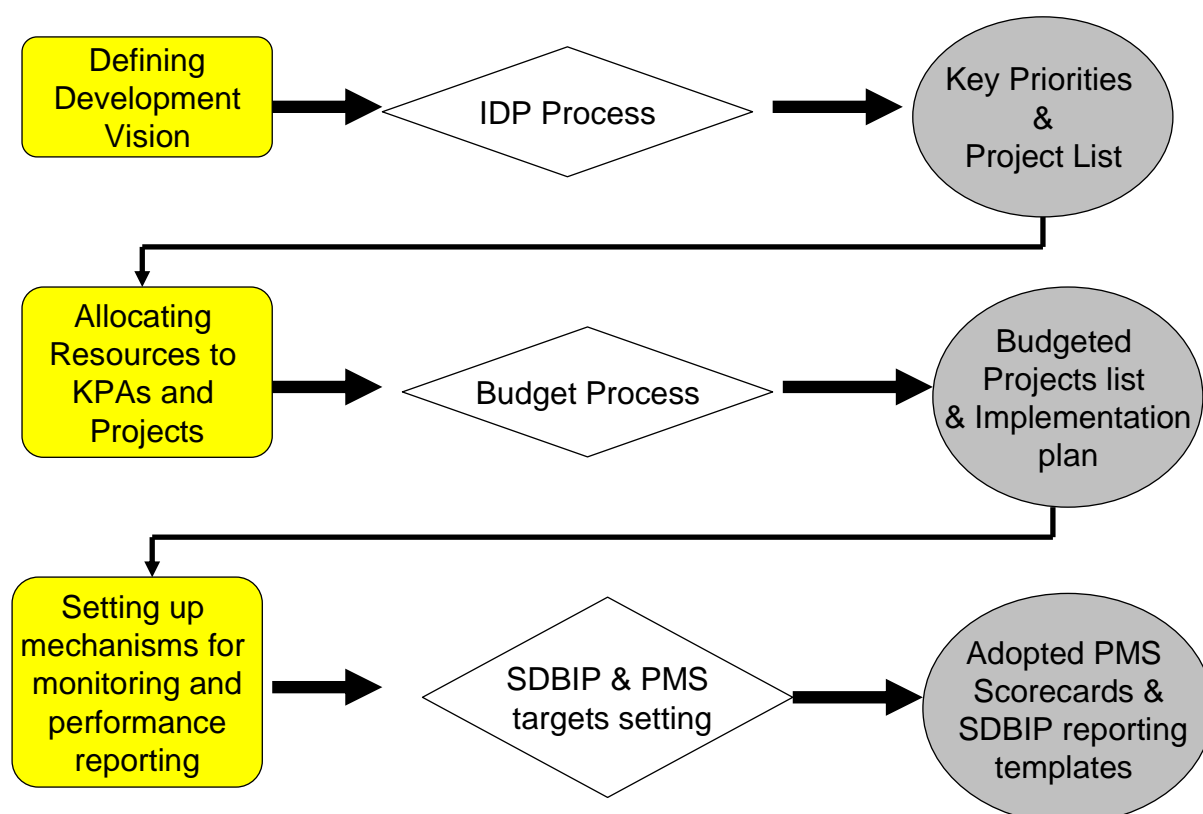
The envisaged SDBIP reports will at least capture the following key elements of information:

- Monthly projections of revenue to be collected for each source of funds
- Monthly projections of expenditure (operating and capital) and revenue for each project
- Expenditure by each vote
- Quarterly projections of progress on service delivery targets and performance
- Ward information for expenditure and service delivery
- Detailed capital works plan broken down by ward over twelve months
- Progress report against National KPIs

31.3 Process followed in formulating our sdbip

The following diagram illustrates the process followed in arriving at our final SDBIP and links the SDBIP formulation to IDP and PMS.

PROCESS FOLLOWED IN DEVELOPING SDBIP



31.4 Principles underpinning our sdbip

Intsika Yethu commits to the following key principles in its implementation of the SDBIP. That the process:

- ◇ Must be developmental in nature, not punitive
- ◇ Must be used as a management tool and incorporated into existing ways of managing performance in the municipality

-
- ◇ Measurement must be based on clearly defined targets and agreed timeframes
 - ◇ Must align strategic organisational development goals and budget prioritisation linked to community needs and resource constraints
 - ◇ Must provide for measurement of progress against IDP commitments
 - ◇ Only focus on budgeted projects
 - ◇ Must ensure measurement of performance against National KPIs
 - ◇ Must promote use as an early warning system
 - ◇ Must focus on outcomes (development impact achievements)
 - ◇ Must provide clarity to all employees on their role in the achievement of municipal and departmental targets.

CHAPTER – 8: INTEGRATION & ALIGNMENT

17.1 Integration and alignment with other spheres of government

INTEGRATION AND ALIGNMENT WITH OTHER SPHERES OF GOVERNMENT		
	PROGRAMMES & GUIDELINES	RESPONSES
National	Legislation & Policies	Process Plan recognises the list that informs our IDP approach
	National Spatial Development Perspective	Resolved to revise its SDF to incorporate objectives of NSDP
	Millenium Development Goals	Have set target for water & sanitation backlogs - which must be facilitated with Chris Hani DM
	National LED Framework	Will utilise the framework as guide in its current process of formulating LED Strategy
	National KPAs	Incorporated and mainstreamed into adopted KPAs + form part of PMS
Province	Provincial Growth & Development Strategy	Have identified key strategic localised projects in response to the EC Provincial 24 PRIORITIES
	Provincial Spatial Development Framework	Have adopted the hierachy principle in determination of nodal areas
Sector Departments	5 Year plans	Have acknowledged all key projects that are budgeted and conformed for implementation in 2009/10 within areas.
		Formal letters of confirmation of commitments to be issued by Mayor as part of lobbying departments to act on their commitments - 2009/10
District	IDP Framework	Informs our Process Plan activity schedule
	Water services Development Plan	Informed by our target priorities for meeting millenium goals - lobby DM to implement
	Disaster Mangement Plan	Informs our localised fire fighting responses - work closely at operational level
	Waste Management Plan	Informs our localised refuse collection strategies - work closely at operational level
	LED Strategy	Key district commitments relating to the DM Economic summit to be reinforced

31.2 Integration & Alignment of sector plans / policies 2009/10

Integration & Alignment of sector plans / policies 2009/10					
CLUSTER	Department	Sector Plan / Policy	Status of sector plan / policy		
			Exist. IMPLEMENT & MONITOR	Exist. NEED REVIEW	Does not exist. FORMULATE
Finance & Institutional	Finance	Credit control & debt collection	X		
		Indegent policy		X	
		Budget 2009/10			X
		Asset register			X
		Risk Management plan			X
	Corporate services	HR Manual & Policies	X	X	
		Organisational design plan			X
		Employment equity plan	X		
		Workplace skills plan	X		
	Office of Municipal Manager	Performance Management Policy	X	X	
		Service Delivery Budget Implementation Plans	X	X	
	Economic & Environment	Planning & Economic Development	Integrated deveopment plan	X	X
Spatial Dev Framework				X	
LED Strategy			X		
Environmental sector plan					X
Tourism sector plan			X		
Community servies & social needs	Community services	HIV/ Aids workplace strategy			X
		Waste management sector plan			X

Integration & Alignment of sector plans / policies 2009/10					
CLUSTER	Department	Sector Plan / Policy	Status of sector plan / policy		
			Exist. IMPLEMENT & MONITOR	Exist. NEED REVIEW	Does not exist. FORMULATE
		(adapt DMs plan)			
		Disaster management plan (adapt DMs plan)			X
Infrastructure	Technical services	Capital Investment plan	X	X	
		Housing sector plan			X

CHAPTER – 9: APPROVAL

Following receipt of comments from various interests groups and local communities' vai ward consultative engagements and mayoral Imbizos, inputs were considered and drafted into this FINAL document. This IDP Review 2009/10 will be tabled to council for adoption on 28 May 2009.

The final document will be reproduced and marketed to all relevant audiences to ensure continuous buy-in and support for IDP Review 2009/10 implementation.

Copies will also be forwarded to relevant authorities such as MEC for local government in the province, the District and other development agencies that will be lobbied to contribute to the development agenda of municipality.

DECLARATION OF ADOPTION

The IDP was adopted by council through a resolution on 28 May 2009.

SIGNATURES

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Z. Shasha
MUNICIPAL MANANGER

.....
DATE

.....
S D Plata
MAYOR

.....
DATE

32 ANNEXURES

32.1 Record of public consultation processes

32.2 Municipal Performance Management Scorecard