



**DRAFT REVIEWED INTEGRATED
DEVELOPMENT PLAN
2010/2011**

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ACRONYMS

A/A: Administrative Area
ABET: Adult Basic Education and Training
AG: Auditor General
ART: antiretroviral treatment
ARV: antiretroviral
AsgiSA: Accelerated and Shared Growth Initiative
BBEE: Broad-based Black economic empowerment
CASP: Comprehensive Agricultural Support Programme
CBO: community-based organization
CBP: Community-Based Planning
CIDB: Construction Industries Development Board
CLARA: Community Land Rights Act
CLO: community liaison officer
CTO: Community Tourism Organisation
DEAET: Department of Economic Affairs Environment and Tourism
DEAT: Department of Environmental Affairs and Tourism
DLA: Department of Land Affairs
DHLGTA: Department of Housing, Local Government & Traditional Affairs
DM: District Municipality
DoA: Department of Agriculture
DoE: Department of Education
DORA: Division of Revenue Act
DoRT: Department of Roads and Transport
DPLG: Department of Provincial and Local Government
DME: Department of Minerals and Energy
DPW: Department of Public Works
DoSD: Department of Social Development
DSRAC: Department of Sports, Recreation, Arts & Culture
DTI: Department of Trade and Industry
DTO: District Tourism Organisation
DWAF: Department of Water Affairs and Forestry
ECDC: Eastern Cape Development Corporation
ECDoH: Eastern Cape Department of Health
ECSECC: Eastern Cape Socio Economic Consultative Council
ECTB: Eastern Cape Tourism Board
ECPB: Eastern Cape Parks Board
EIA: Environmental Impact Assessment
EPWP: Expanded Public Works Programme
ESTA: Extension of Security of Tenure Act
EU: European Union
GGP: Gross Geographic Product
GRAP: General Regulations on Accounting Practice
HCW: Health care worker
HDI: Human Development Index
HR: Human Resources
ICASA: Information & Communications
ICT: Information and Communication Technologies
IDP: Integrated Development Plan
IDT: Independent Development Trust
IGR: Intergovernmental Relations
IMATU: Trade Union

ISETT: Information Systems, Electronics and Telecommunications Technologies
ISRDP: Integrated and Sustainable Rural Development Programme
IWMP: Integrated Waste Management Plan
JIPSA: Joint Initiative on Skills Acquisition
KPI: Key Performance Indicator
LED: Local Economic Development
LM: Local Municipality
LRAD: Land Redistribution and Agricultural Development
LUPO: Land-use planning ordinance
LTO: Local Tourism Organisation
MAFISA: Agriculture Microcredit Fund
M&E: Monitoring & Evaluation
MFMA: Municipal Finance & Management Act
MHS: Municipal Health Services
MIG: Municipal Infrastructure Grant
MoU: Memorandum of Understanding
MTEF: Medium Term Expenditure Framework
NAFCOC: National African Federation of Chambers of Commerce
NEMA: National Environmental Management Act
NSDP: National Spatial Development Perspective
OTP: Office of the Premier
PDI: Previously Disadvantaged Individual
PGDP: Provincial Growth and Development Plan
PHC: Primary Healthcare
PIMSS: Planning and Implementation Management Support Service
PMS: Performance Management System
PMTCT: Prevention of Mother to Child Transmission
PPP: Public-Private Partnership
RDP: Reconstruction and Development Plan
RSS: Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
SACOB: South African Chamber of Business
SAHRA: South African Heritage Resources Agency
SALGA: South African Local Government Association
SAMAF: South African Microcredit Apex Fund
SANRA: South African National Roads Agency
SAPS: South African Police Services
SAWEN: South African Women's Entrepreneurship Network
SCM: Supply Chain Management
SDBIP: Service Delivery and Budget Implementation Plan
SDF: Spatial Development Framework
SEDA: Small Enterprises Development Agency
SETA: Sector Education and Training Authority
SLA: Service Level Agreement
SMME: Small, Medium & Micro Enterprises
SPU: Special Programmes Unit
TEP: Tourism Education Programme
TB: tuberculosis
THETA: Tourism & Hospitality Education & Training Authority
UFH: University of Fort Hare
UPE: Universal Primary Education
VCT: Voluntary Counselling & Testing
WSDP: Water Sector Development Pla

TABLE OF CONTENTS

TABLE OF CONTENTS	4
FOREWORD: M.P NONJOLA, MUNICIPAL MANAGER	8
INTRODUCTION.....	10
EXECUTIVE SUMMARY	11
CHAPTER ONE:	13
INTEGRATED DEVELOPMENT PLANNING PROCESS	13
6.1 DEVELOPMENT CONCEPT.....	13
6.2 LEGISLATIVE FRAMEWORK.....	14
6.3 MECHANISM AND PROCEDURES FOR PUBLIC PARTICIPATION.....	17
6.4 MECHANISM AND PROCEDURES FOR ALIGNMENT	17
7. CHAPTER TWO:	20
INTERNAL AND EXTERNAL SITUATIONAL ANALYSIS.....	20
CHAPTER THREE:	83
DEVELOPMENT STRATEGIES	83
9.1 THIS SECTION DEALS WITH THE FOLLOWING AREAS:.....	83
9.2 MALETSWAI'S VISION	85
9.3 MALETSWAI'S MISSION	85
9.4 MALETSWAI'S STRATEGIC GOALS.....	86
9.5 ALIGNMENT OF THE 6 STRATEGIC GOALS BETWEEN UKHAHLAMBA DM IDP, MALETSWAI REVIEWED IDP AND THE ECPGDP	86
9.6 DEVELOPMENT OBJECTIVES AND STRATEGIES	87
9.7 SETTING OBJECTIVES AND STRATEGIES IN TERMS OF THE KEY PERFORMANCE AREAS OF THE 5-YEAR LOCAL GOVERNMENT STRATEGIC AGENDA	87
9.8 THE MACRO/ OVERARCHING STRATEGY-	88
9.9 INSTITUTIONAL REFORMS: STRATEGIES.....	89
9.10 FINANCIAL STABILITY AND VIABILITY	90
9.11 BASIC SERVICE DELIVERY (BSD).....	92
9.12 STRATEGIC PROJECTS AND PROGRAMMES	96
CHAPTER FOUR:.....	136
SPATIAL DEVELOPMENT FRAMEWORK.....	136
10.1 SPATIAL DEVELOPMENT FRAMEWORK.....	136
10.2 STATUS OF THE SPATIAL DEVELOPMENT FRAMEWORK	136
<u>11. CHAPTER 5 : BUDGETS AND PROJECTS (INTEGRATION)</u>	144
CHAPTER SIX: SECTOR PLANS AND SECTOR INVOLVEMENT	151
12.1 PRIORITY 1	151
12.2 PRIORITY 2.....	153
12.3 PRIORITY 3.....	153
12.4 ALIGNMENT TO SECTOR PLANS.....	153
12.5 SOCIAL DEVELOPMENT SERVICES.....	154
12.6 RECREATION AND SPORT SERVICES	154
12.7 COMMUNITY FACILITIES – MULTIPURPOSE HALLS	154
12.8 DEPT OF ROADS AND TRANSPORT	154
13.1 MALETSWAI IDP: ARRANGING PROGRAMMES & PROJECTS	155

CHAPTER SEVEN: FINANCIAL PLAN	159
14.1 INTRODUCTION.....	159
14.2 MUNICIPAL BUDGET ALIGNMENT TO IDP	159
14.3 BUDGET ASSUMPTIONS	159
CHAPTER EIGHT:	166
ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM.....	166
15.1 PERFORMACE MANAGEMENT.....	166
15.2 MONITORING AND REVIEW.....	166
15.3 THE LEGAL CONTEXT FOR PERFORMANCE MANAGEMENT AND IDP ANNUAL REVIEW	168
15.4 MONITORING, EVALUATION AND REVIEW OF IDPS	171
REFERENCES	173



FOREWORD: CLLR ZE PUNGWANI, MAYOR

This annual Integrated Development Plan is presented by the Council of the Maletswai Local Municipality with the realization of the enormous challenges that await us amidst limited resources in achieving the broad vision and mission of the Municipality.

We entered the planning process guided by a broad consultative process which has been undertaken throughout the municipal area and within an ever changing environment of municipal transformation, which present new and more challenges that are directed towards local government in the country. We have been to all the areas which constitute the Maletswai Local Municipality in fostering consultation and encouraging public participation in governance, we even gone as far as doing the door to door to get the needs of our communities.

This, however, has been done with the aim to bring about meaningful change in the delivery of basic services to the residents of Maletswai within the limited resources, with an acknowledgement that a wish list will not assist the process of development as had happened in the past, but we have emphasized in our numerous encounters and fora with our stakeholders that we need to come up with meaningful and realistic priorities per ward, which will enable us to develop and concentrate our efforts on projects which will have a meaningful and positive impact in bettering the lives of our people, resulting in a credible (implementable) IDP at the end of the day.

We should strive to assist the process to do all that is within our power to focus on programmes and projects that will assist to unlock our economic potential, improve our systems so as to allow us to better collect revenue, whilst we should strive to subscribe and contribute towards the national and provincial priorities and objectives in our contribution towards shared economic growth, with particular reference to the encouragement and contribution to Broad Based Black Economic Empowerment and ASGISA Programmes, skills development with reference to the Joint Initiative for Priority Skills in South Africa (JIPSA) and

strive towards identifying our contribution in the growth and development objectives identified in our Provincial Growth and Development Plan.

The Ukhahlamba District Growth and Development Summit held towards the end of February 2007, further strengthened our resolutions as municipalities, government departments, business, labour and civil society to commit ourselves in our programmes in the fight against poverty, delivery of basic services and working towards growth and development, but to further revitalize the Aliwal North area within Maletswai as the economic hub of the District. This in effect means that the eight focus areas as identified in the GDS process need to underpin development within the Ukhahlamba District.

FOREWORD: M.P NONJOLA, MUNICIPAL MANAGER



The IDP is in its second annual review process and will continue to guide the developmental mandate of the Maletswai Local Municipality over the short to medium term. Local Economic Development and poverty eradication underline the strategic thrust that will drive service delivery in 2010/2011.

More emphasis is being placed on accountability for the 2010/2011 financial year and the ward based Service Delivery Budget Implementation Plan will be measured by performance indicators and predetermined quarterly output targets.

This process will culminate in the development of an Annual Performance Report, which will be open to public scrutiny. Based on the interactive IDP Engagement Session (Provincial Planning Forum-December 2007) and influenced by the Developmental State concept and the Election Manifesto of the ruling party, the **African National Congress**, the Maletswai Local Municipality has decided to reinforce the basic principles guiding strategic planning for the 2010/2011 IDP review process.

The shift is intended to promote an integrated planning approach that will facilitate effective-

- setting of key development priorities and objectives;
- localising government strategies and integrating programmes into projects;
- resource allocation;
- Implementation and monitoring of all development projects undertaken within the boundary of Maletswai Local Municipality.

In order to achieve the intended outcome it was important to integrate sector programmes and broaden community participation so that ward based needs, problems and causes could be determined.

We wish to express our gratitude to all those who gave input into this process. Likewise, existing statistics (Census 2001) have been updated by the Community Survey completed in November 2007, which was released at the end of March 2008, and incorporated in the commenting phase. Existing statistics (mostly from the Census 2001) were analysed to determine trends and further used to develop appropriate and realistic strategies taking into account the institutional, financial, capacity and local economic constraints and potentials facing the municipality.

The focus of the IDP under review remains largely unchanged, although it is now recognized that focused attention needs to be placed on improving sector

participation and institutional reforms, particularly financial sustainability and capacity development.

INTRODUCTION

The five-year IDP document, which was compiled in 2007 has, through a comprehensive and participatory review process, been amended to ensure that this new IDP, while it remains a strategic document, takes a pragmatic approach in identifying and screening key and anchor interventions underpinning the IDP and that the document itself remains compliant with relevant legislative requirements, particularly those of the Department of Provincial and Local Government (DPLG) and National Treasury.

The annual review of Integrated Development Plans (IDP) is a process required by Section 34 of the Municipal Systems Act, and relates to assessing the Municipality's performance against organisational objectives as well as implementation delivery. The review process is intended to ensure the relevance of Municipality's Strategic Plans and ensure alignment of these plans with both the broader operation objectives of the municipality and the changing local circumstances, while also informing other components of the Municipal Business Process including institutional and financial planning and budgeting.

Important also, in the development of an IDP is to ensure that the document provides a fresh, clear and responsive guidance on institutional issues, by assessing the municipality's structural suitability to implement its own IDP and give effect to the identified strategic interventions projects and programmes, otherwise the IDP becomes a wish list, despite the integrated approach to policies, strategic interventions and sector plans.

Based on IDP Review Guidelines by DPLG, review may become necessary as a result of specific comments by the MEC, or due to amendments in response to changing circumstances, improving the IDP in terms of institutional preparedness as well as process and content changes and finally as a result of the legislated requirement to inform the cyclical inter-governmental planning and budgeting of the District Municipality.

EXECUTIVE SUMMARY

CHAPTER 1: Integrated Development Planning Process

This section outlines the planning process that was undertaken by Maletswai Local Municipality to compile a revised Integrated Development Plan (IDP). The planning process is critical to guiding the compilation of the IDP in ways that reflect legislative and policy requirements. Chapter 1 provides the reader with an understanding of the process followed by Maletswai Municipality in compiling the revised Integrated Development Plan.

CHAPTER 2: Internal and External Situational Analysis

Chapter Two provides a concise summary of the Municipal Vision, Mission and Values and presents a detailed analysis of the current situation. It aims to present a “picture” of the municipality in a way that obviates linkages in terms of cause and effect relationships.

The first three sections of the situational analysis are dealing with the state of development and service delivery in the municipal area whereas the last two sections deal with the state of the municipality as an organisation.

CHAPTER 3: Objectives, Strategies and Project Programs

This part of the document provides a detailed breakdown of objectives, strategies and proposals for projects and programmes formulated for each of the 4 clusters. The tables for cluster objectives and strategies include Indicators, Measurement Source and Frequency, Baseline, Targets, and Accountable Officials. Project Programs and tables for each of the clusters include Project Title/Description, Estimated costs and possible Sources of Funding.

CHAPTER 4: High Level Development Framework SDF

This chapter deals with high level development, spatial development framework. Issues of land use management and other pertinent issues are covered in this chapter.

CHAPTER 5: Sector Plans and Programmes

This chapter provides a summary of sector plans and streamlining programmes for the municipality. These include Tourism sector plan, spatial development framework, Local economic development, HIV/AIDS and sector programmes for interest groups.

CHAPTER 6: Implementation Plan

Chapter Six provides Maletswai Municipality’s financial situation, Strategies, Medium Term Expenditure as well as the proposed budget for the 2010/11 financial year.

CHAPTER 7 Projects

Chapter Seven provides a framework for monitoring institutional performance in relation to IDP implementation and service delivery. It also sets out a system of review mechanism for the Maletswai Municipality

CHAPTER 8: Financial Plan

The funding strategy of the Maletswai is briefly discussed in this chapter.

CHAPTER 9: Performance Management System

This chapter covers the performance management system of the institution and outlines the manner in which the municipality measures its performance.

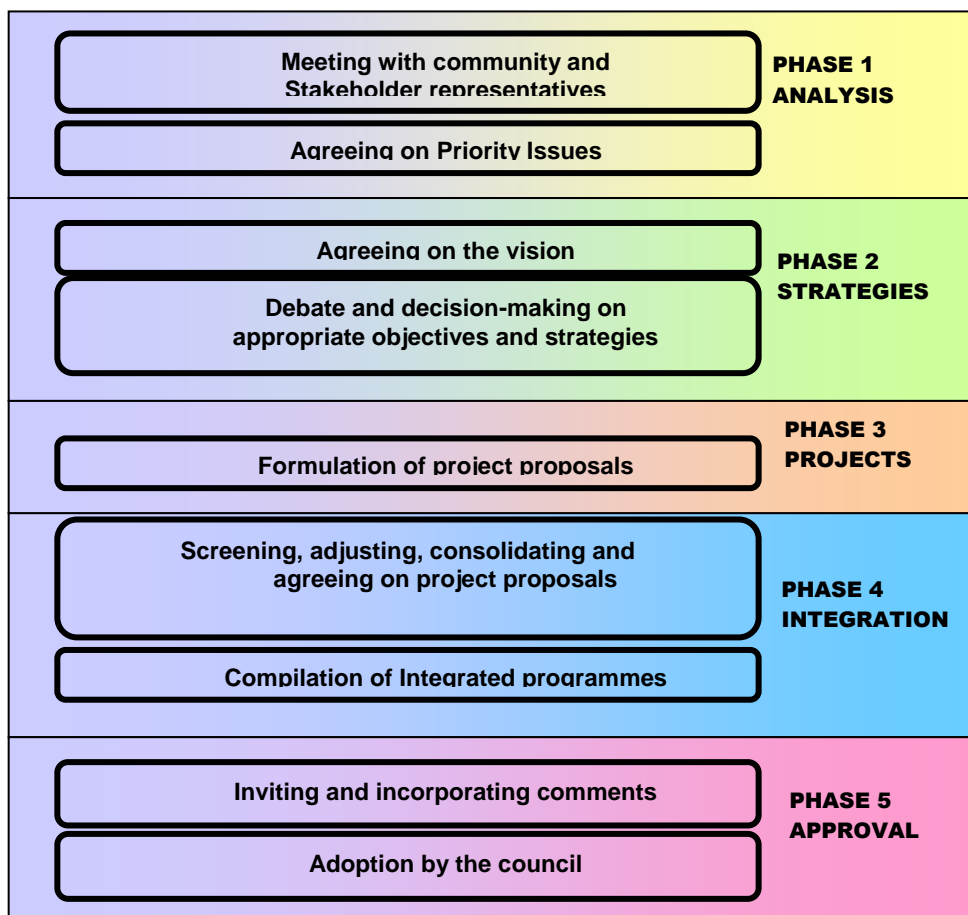
CHAPTER ONE:

INTEGRATED DEVELOPMENT PLANNING PROCESS

11.1 DEVELOPMENT CONCEPT

The methodology followed in the IDP process is based on the DPLG model or approach which is staged over 5 phases: Analysis, Strategies, Project Formulation, Integration and Approval as illustrated in Figure 1.1 below.

Figure 1: The Generic IDP Process



While the guide packs propose a systematic process of IDP preparation based on typical systems theory, the reality of planning in the Maletswai area is more similar to incremental planning and constant shaping of a concept, until consensus is reached. As such, even the final approved IDP document is likely to change over the subsequent years as external and internal factors impact and reshape strategic focus. Consequently, in the Maletswai area, the IDP is seen as a living document that can and must respond to changes in the development environment over time.

The theory is aimed at achieving faster and more effective service delivery and to provide a framework for economic and social development in Maletswai Municipality. The integrated context strives to create a planning environment that allows for the integration and alignment of government's delivery priorities and objectives and is geared towards eliminating the development legacy of the past.

In summary the development concept's main objective is as follows:

- Eradicating the development legacy of the past
- Making the notion of developmental Local Government work
- Laying the foundation for community building
- Fostering co-operative governance

1.2 LEGISLATIVE FRAMEWORK

The impact and success of these changes is discussed below. The under mentioned Acts regulate the legal context within which all municipalities are expected to function:-

- Municipal Demarcation Act;
- Local Government: Municipal Structures Act;
- Local Government: Municipal System Act;
 - Municipal Planning and Performance Management Regulation (MPPMR) (Regulation No. R796, 24 August 2001); and
- Municipal Finance Management Act.

The Constitution of the Republic of South Africa, 1996 set the foundation for the transformation of local government. The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution. The Constitution sets forth the aims of local government in terms of democratic accountability, provision of sustainable services, social and economic development, environmental care, and community involvement.

The Municipal Demarcation Act, 1998 provided for the demarcation of municipal boundaries by an independent Municipal Demarcation Board (MDB). The Constitution contains the imperative of creating a 'wall-to-wall' system of inclusive and viable municipalities.

On the other hand the Municipal Structures Act, 1998 provided a legal framework for the establishment of local government institutions. It established two modes of local government: single-tiered metropolitan municipalities in large urban areas, and a two-tiered system of district and local municipalities throughout the rest of the country. It further provided a framework for the internal functioning of municipalities.

The Act further gave district municipalities the responsibility for integrated development planning for the district municipality as a whole, including a framework for integrated development plans for all local municipalities. In other words, district municipalities have a responsibility for inter-local co-ordination, and for links with provincial and national departments. While each local municipality and the district municipality produces their own plan, and conducts their own participatory processes, the role of the district municipality is to ensure that there is a joint district strategy, that the IDPs within the municipality are aligned with each other, and with the district IDP.

The Municipal Systems Act, 32 of 2000 defines IDP as one of the core functions of a municipality, and defines minimum requirements for the contents and processes followed in developing an IDP

Section 25 (1) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provisions of this Chapter; and
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation”.

In terms of Section 24(1) of the Municipal Systems Act “The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution”.

The Municipal Financial Management Act, 2003 (MFMA) aims to modernise budget and financial management practices by placing local government finances on a sustainable footing. The Act also puts in place a sound financial governance framework by clarifying and separating the roles and responsibilities of the Mayor, executive and non-executive councillors and officials.

The MFMA argues for the development of IDPs that are supported by sound budget preparation. Section 21(1) states that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revision of the IDP and budget-related policies are mutually consistent and credible.

The Maletswai IDP for 2007 to 2012 is reviewed in terms of section 34 of the Local Government: Municipal Systems Act and will be tabled to Council as prescribed in the Municipal Planning and Performance Management Regulations.

Maletswai IDP Process Plan was adopted by council after being aligned to the Ukhahlamba IDP Framework Plan.

The Process Plan outlines the IDP review process in detail and addresses the following issues-

- The legal framework guiding the IDP process;
- The roles and responsibilities for the various role-players;
 - Local municipality
 - Council
 - Ward Councillor/Ward Committee
 - Municipal Manager
 - HOD and Officials
 - Community
- Institutional arrangements to manage the IDP process;
 - Council (Must ensure the development and adoption of the IDP)
 - Municipal Manager
 - IDP Steering Committee
 - IDP Cluster/Standing Committees
 - IDP Representative Forum (residents, communities and other stakeholders)
 - Joe Gqabi district Municipality
 - Provincial Government Departments
- Mechanism and procedures for community and stakeholder participation;
 - Participation Mechanism
 - Participation Mechanism for different Phases
 - Language use
- Mechanism and procedures for alignment within the district;
- Monitoring and evaluation of the process. (Accountability);
- Binding Legislations

Table 1: Key compliance milestones

Milestone	Timeframe
Schedule of Key Deadlines – aligned to District Framework;	31 August 2010
Table draft IDP 2010/2011 Review to Council;	31 March 2011
Publish draft for comments;	by no later than 5 April 2011 for a period of 21 days
Copy of draft IDP to be submitted to the MEC	10 April 2011
Consider comments	From 27 April 2011 / May – (amend where necessary)
Table final IDP to Council for adoption;	31 May 2011
Place on website:	June 2011
Submit a copy of the adopted IDP to MEC for Local Government.	10 June 2011

The draft IDP was tabled to Council for consideration, on 30 March 2010, before being published for public comment for a period of 21 days.

The Accounting Officer (Municipal Manager) is required in terms of Chapter 8 Section 68 (a) (b) of the MFMA to assist the Mayor in performing the above-mentioned functions. (Confirm)

1.3 MECHANISM AND PROCEDURES FOR PUBLIC PARTICIPATION

The Municipality has established appropriate mechanisms, processes and procedures to consult the local communities in terms of Chapter 4 of the Municipal Systems Act 32 of 2000.

Ward Based Planning meetings were held during October 2009 and ward consultation meetings were also held during October 2009 and in February 2010 and ward needs were documented and used in the prioritization process.

After the adoption of the draft reviewed IDP, the document will be published for public comments and the political leadership “councillors” will conduct ward hearings so that projects can be measured against community expectations.

It was agreed in the District Mayors Forum to embark on a joint public participation approach, whereby the District would attend selected Maletswai ward committee meetings, together with ward councillors, in support of local initiatives and outreaches.

This collaboration continued during 2008/2009 and will be strengthened during the 2009/2010 and 2010/2011 financial year.

This approach has assisted with the flow of information between the local and district spheres, and the submission of development needs from Wards to the local (Maletswai and District (Joe Gqabi) municipality).

1.4 MECHANISM AND PROCEDURES FOR ALIGNMENT

Maletswai’s Process Plan was aligned with the District Framework Plan during July 2009. This is the first milestone to ensure District alignment of the IDP.

Joe Gqabi district municipality also held bilateral meetings with sector departments, and municipalities to agree on integration procedures to facilitate alignment between the District, Local and Provincial Department in respect of programmes and projects.

Maletswai is represented on the Joe Gqabi district IDP Representative Forum and attended the first, second and third District IDP Rep. Forum meetings, held during August 2009, November 2009 and February 2010. At these district consultative meetings discussions revolved around perceptions, needs, areas of prioritisation, objectives, alignment of projects and accountability issues within the context of the planning and implementation processes.

In November 2009 a district-wide Provincial IDP Engagement meeting was held where Provincial Sector Departments presented their location specific proposed projects and indicative budget allocations for the MTEF period. The Minister for National Treasury presented his Budget Speech in February 2010 and the Division of Revenue Bill has been enacted.

One joint follow-up meeting were held between the district and local municipalities, to confirm measurable objectives, re-evaluate the functionality of strategies, review content, format, and align projects.

However sector departments operating in Maletswai Municipality are not consistent in attending the municipality's IDP representative Forum with only few departments that are always keen to participate in the IDP Rep forums of the municipality. This weakens any initiative to integrate resources of departments to ensure that service delivery is sustainable and impactful.

1.4.1 INTERGOVERNMENTAL STRUCTURES

Maletswai is represented on the following District IGR structures:

- District Intergovernmental Mayors Forum (DIMAFO);
 - Both Political and Technical meetings.
- CFO' s Forum;
- District Wide Corporate Services Working Group;
- District Health Advisory Council; and
- District Social Needs Cluster.

Joe Gqabi district Municipality represents the local municipalities (including Maletswai) in the District area, in the following Provincial IGR Clusters meetings:-

- Governance and Administration Cluster;
- Social Needs Cluster; and
- Economic Growth and Infrastructure

1.4.2 INTERGOVERNMENTAL CHALLENGES

Regional demarcation of numerous government departments does not necessarily align with municipal boundaries; as a result some municipalities in the District are serviced by more than one district offices of the same department.

In some cases mandated officials do not attend or do not send relevant replacements to inter-Sectoral and IDP Representative Forum meetings. This problem seems to be consistent in occurrence, as even in this review certain sector departments did not attend to the localised intergovernmental meetings that are organised by the municipality. The municipality even went to the point of developing a pledge to be signed by all departments. However only few departments responded to the call and signed the pledge as was requested in support of integrated development.

1.4.3 CREDIBLE INTEGRATED DEVELOPMENT PLANNING PERSPECTIVE

Over the past few years, the Presidency has emphasized the need to create a Developmental State by progressive development and integrated goals. To achieve their stated development objectives, all spheres of government must collaborate in areas of prioritisation, resource allocation and implementation. An intergovernmental development planning approach is required that will close the gap between development priorities, fiscal intent and implementation realities, whereby all spheres prioritise and focus on national and provincial objectives and recognise local needs.

Accordingly, it is intended that the integration of the Strategic Plans and Budgets of different spheres of government through the IDP, focusing on commonly identified areas of impact, will better enable the mobilisation of state resources in pursuit of key development objectives.

1.5 IMPLEMENTATION AND MONITORING MECHANISM

The Integrated Development Plan is the Strategic plan of the municipality. It contains the municipality's priorities, strategic objectives and targets.

The budget (is an enabler) gives effect to the strategic priorities of the municipality, as determined in the IDP, and is not a management or implementation plan.

The Service delivery and Budget Implementation Plan gives effect to the IDP and budget. The SDBIP is the management, implementation and monitoring tool, which must ensure that appropriate financial information and key performance indicators are developed for purposes of monitoring the execution of the budget and performance of senior management in achieving strategic objectives adopted by council in the IDP.

Ultimately the SDBIP will enable Council to monitor the performance of the organization by monitoring quarterly targets on service delivery, which have been designed to address the priorities and strategic objectives in the IDP.

2. CHAPTER TWO: INTERNAL AND EXTERNAL SITUATIONAL ANALYSIS

2.1.1 EXTERNAL SITUATIONAL ANALYSIS: STUDY AREA

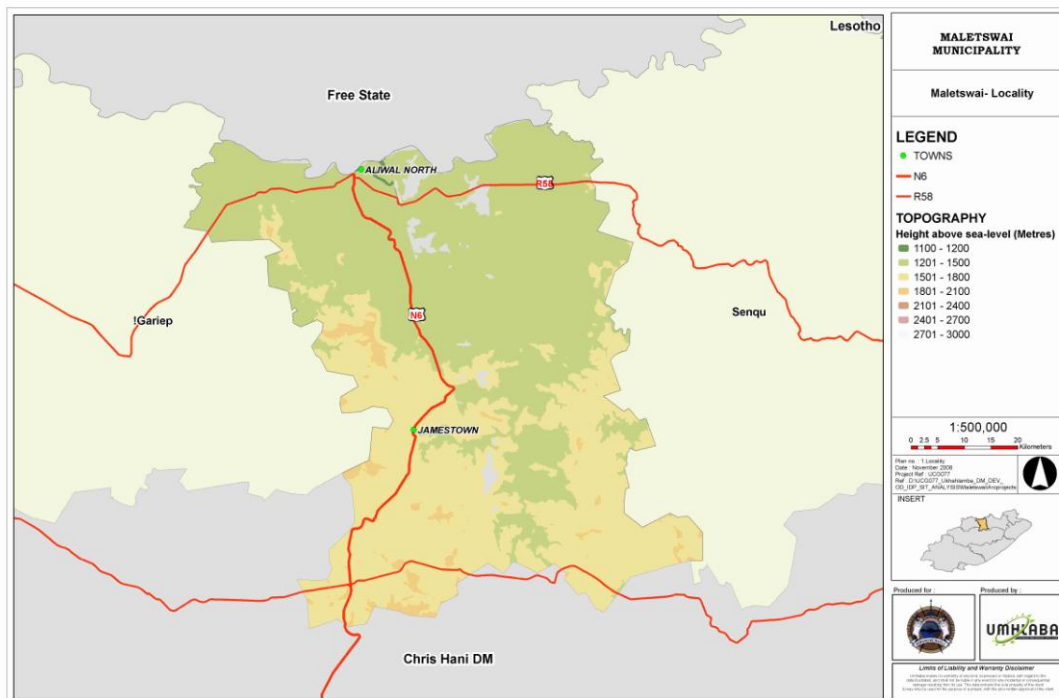
In this report the study area looks at geographical area of Maletswai local Municipality.

2.1.1.1 GEORAPHICAL DESCRIPTION

The Maletswai Municipal area is located in the centre of the Joe Gqabi District Municipality. Maletswai Local Municipality shares boundaries with the following local municipalities: Gariep to the west, the Orange River and the Free State Province to the north, Senqu to the east and Inkwanca and Emalahleni to the south.

Maletswai Municipality covers an area of 4,358km².

Table 2: Maletswai Map



Maletswai has two towns namely Aliwal North and Jamestown and is characterized by predominantly commercial farmland.

The R58 runs through Venterstad, Burgersdorp and Aliwal North and the N6 runs from East London through Queenstown and Jamestown and Aliwal North to Bloemfontein in the Free State.

2.2 DEMOGRAPHIC ANALYSIS

2.2.1 POPULATION DENSITY

According to the revised population estimates based on the Community Survey 2007 (Statistics South Africa, 2007), the Maletswai LM has a population of approximately 42,846 (compared to the 2001 Census estimate of 37,307) people residing in 11,444 households (compared to 9,487 households (Census 2001)). This population accounts for 13.89% of the total population residing in the Joe Gqabi District, making it the second least populous local municipality in the district after !Gariep.

(Refer to table below)

Table 2: Total Population and Household Figures (2007 Community Survey)

Name	Population	Population as % of District	Population as % of Province	No. of Households	Households as % of District	Households as % of Province
Joe Gqabi District Municipality	308 363	100.00%	4.72%	90 312	100.00%	5.69%
Maletswai Municipality	42 846	13.89%	0.66%	11 444	0.13%	0.07%

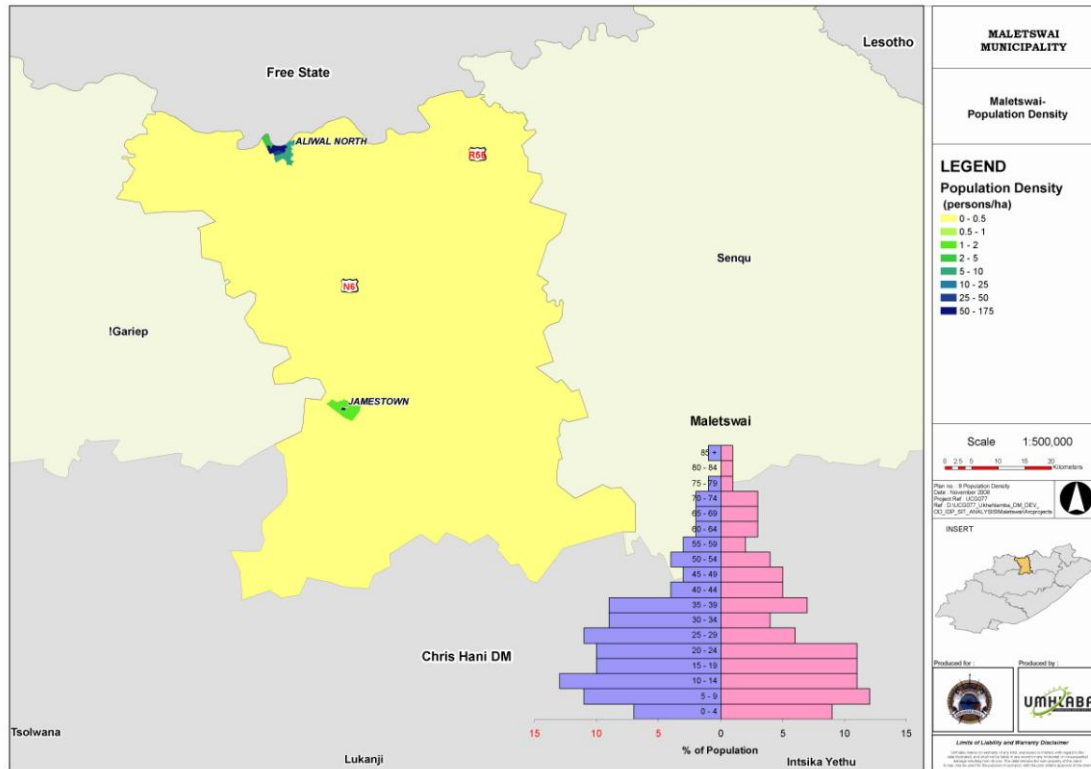
2.2.1.1 RURAL vs. URBAN POPULATION

According to the 2001 Census 83% of households are urban in nature, compared to 32% of the district.

Table 3: Table indicating urban and rural household information (2001 Census)

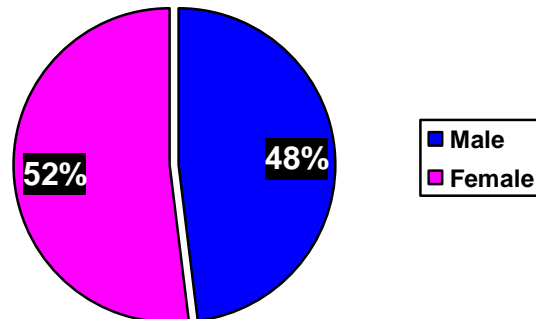
Name	No. of Rural households	% of total households	Rural hh as % of province	No. of Urban households	% of total households	Urban hh as % of province	Total No. of Households
Joe Gqabi District Municipality	58325	68 %	6.86%	26373	32%	3.98%	84698
Maletswai Municipality	1590	16.76%	0.19%	7897	83.24%	1.19%	9487

The plan overleaf indicates the spatial representation of the population density and the chart indicates age and gender for the Maletswai Municipality.



2.2.1.2 GENDER DISTRIBUTION

Figure 2: The overall male – female ratio is 47.7% male to 52.3% female.
(See figure below)



2.2.1.3 RACIAL DISTRIBUTION

Table 4: The majority (80.64%) of the population are Black Africans.

Black African	80.64%
Coloured	11.38%
Asian/ Indian	0.22%
White	7.77%

2.2.1.4 AGE DISTRIBUTION

Approximately 51.08% of the municipal population falls in the 20-65 age categories which can be seen as the economically active sector of the population, with 42.10% of the population below the age of 20. This suggests continuing population growth in the area with a need for educational facilities and a focus on education and skills training. Distribution

Figure : Figure indicating Age and Gender– Maletswai Municipality

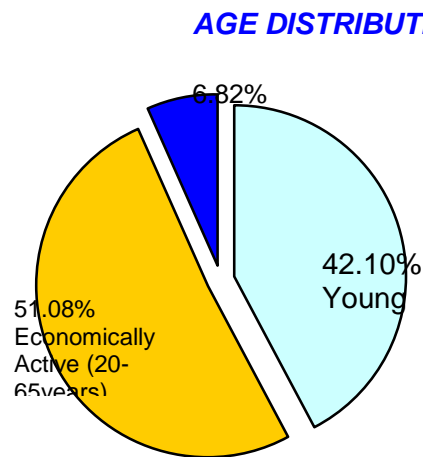
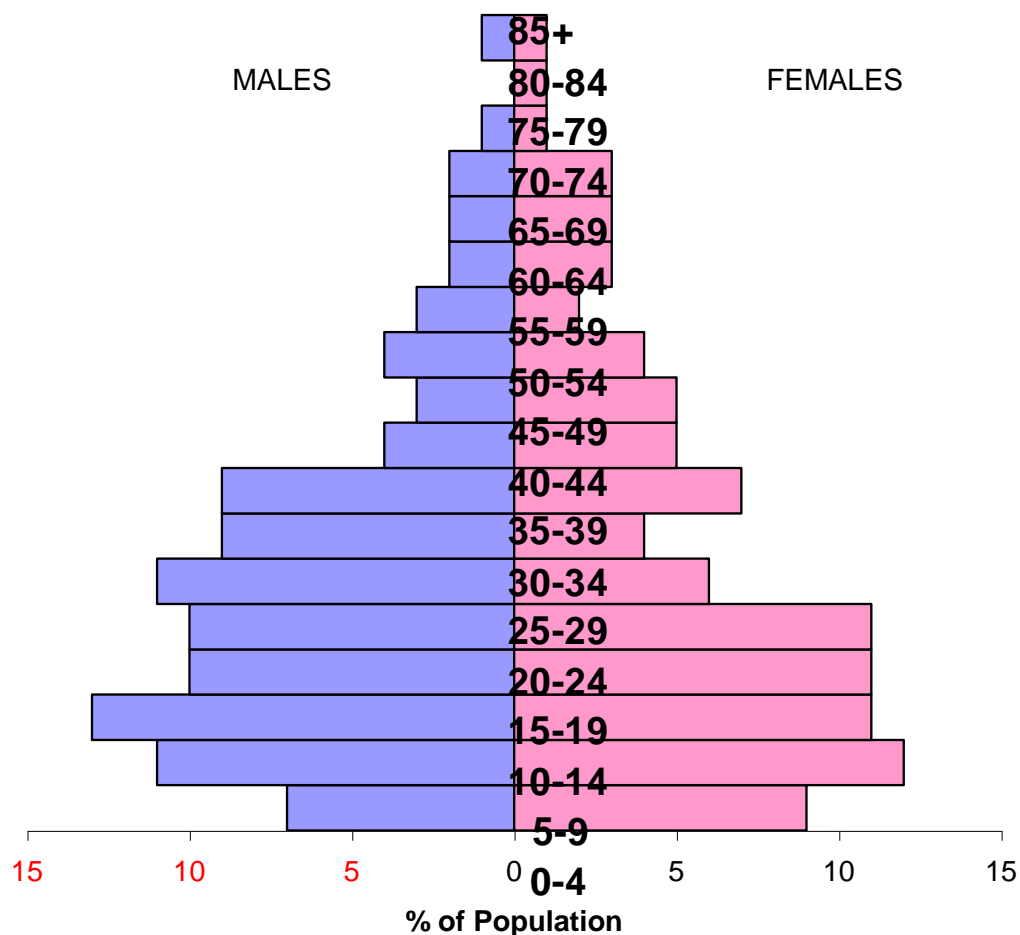


Figure :



2.2.1.5 DISABILITY

Table 5: The disability status according to 2001 data from the Municipal Demarcation Board's website is given in the table below:

Description	2001
No disability	35,475
Sight	416
Hearing	224
Communication	72
Physical	478
Intellectual	127
Emotional	235
Multiple	276

2.3 SOCIO-ECONOMIC ANALYSIS

2.3.1 UNEMPLOYMENT LEVELS

Data from the 2007 Community Survey indicates that the average unemployment rate of the Maletswai Municipal area is 22%. (See Table below) This only includes people that are actively searching for work. The percentage of people who are unemployed but not looking for work is 35%, compared to 54% for the district and 48% for the province.

There are 8 929 people employed in Maletswai (33.58% of the population), compared to 25% in the district and 29% in the province.

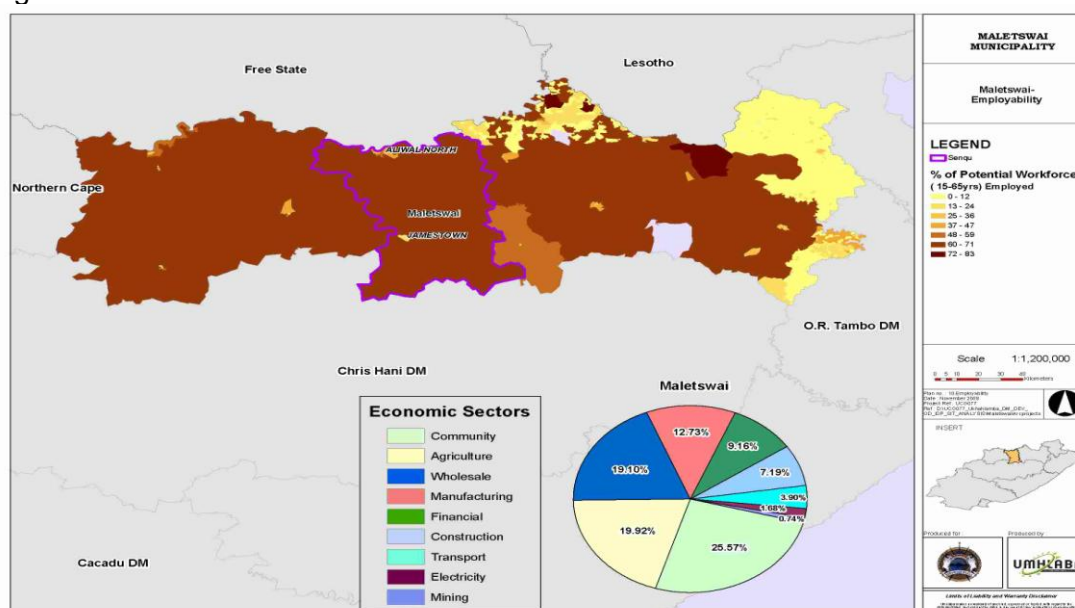
Table 6: Employment – Maletswai Municipality

	Number of People	% of Elundini	% of District	% of Province
Employed	8,929	33.58%	25.28%	29.34%
Unemployed	5,925	22.28%	17.14%	19.19%
Not economically active	9,378	35.26%	53.58%	47.75%
Unspecified	2,060	7.75%	2.78%	2.13%
Institutions	301	1.13%	1.21%	1.60%
Total	26593	100%	100%	100.00%

Employment is predominantly in the agriculture, wholesale and service sectors.

The plan overleaf is based on data from the 2001 Census, and indicates the percentage of the potential workforce (i.e. those aged 15 to 65) who are employed across the district. It is clear that in 2001 Maletswai had the highest percentage of employment, and this picture has remained much the same with the updated data from the Community Survey 2007.

The pie chart indicates the economic sectors for employment in Maletswai Municipality, with Community Services accounting for 26% of the employment, followed by agriculture with 20% and wholesale with 19%.



2.3.2 HOUSEHOLD INCOME AND POVERTY LEVELS

The data from the Community Survey 2007 indicates that 37.86% of the population of Maletswai earn no income and that a further 25.52% earn between R1 and R1600 per month. This is compared to 50.58% of the district population with no income and 59.34% of the provincial population with no income.

Table 7: Income categories – Maletswai Municipality

	Number of People	% of Maletswai	% of District	% of Province
No income	10,067	37.86%	50.58%	59.34%
R 1 - R 400	883	3.32%	4.69%	4.46%
R 401 - R 800	1,955	7.35%	5.58%	5.14%
R 801 - R 1 600	3,949	14.85%	13.66%	12.52%
R 1 601 - R 3 200	1,590	5.98%	2.98%	3.81%
R 3201 - R 6 400	1,531	5.76%	2.81%	3.58%
R 6 401 - R 12 800	969	3.64%	2.32%	2.77%
R 12 801 - R 25 600	330	1.24%	0.57%	0.97%
R 25 601 - R 51 200	46	0.17%	0.06%	0.32%
R 51 201 - R 102 400	25	0.09%	0.16%	0.11%
R 102 401 - R 204 800	0	0.00%	0.00%	0.10%
R 204 801 or more	0	0.00%	0.01%	0.03%
Response not given	4,943	18.59%	15.38%	5.24%
Institutions	301	1.13%	1.21%	1.60%
Total	26,589	100.00%	100.00%	100.00%

This has implication with regard to affordability of services and the sustainability of these services. Many people are dependent on social grants.

The Community Survey 2007 indicates that 63.38% of the Maletswai population earn no income or between R1 and R1600 per month, compared to 74.51% of the population of the district and 81.46% of the province.

Table 8: Number of people earning less than R1600 per month – Maletswai Municipality

	Maletswai Population	% of Maletswai	Ukhahlamba Population	% of District	Provincial Population	% of Province
No income	10,067	37.86%	84,407	50.58%	2,242,203	59.34%
R 1 - R 400	883	3.32%	7,824	4.69%	168,535	4.46%
R 401 - R 800	1,955	7.35%	9,312	5.58%	194,119	5.14%
R 801 - R 1 600	3,949	14.85%	22,797	13.66%	472,921	12.52%
TOTAL		63.38%		74.51%		81.46%

The dependency ratio indicates the ratio between those who are not economically active by virtue of their age (i.e. either younger than 19 or older than 65 and thus economically dependent) to those who are within the economically active age of between 20 and 65.

In Maletswai the dependency ratio is 96:100, which means that for every 100 economically active people, there are 96 people who are dependent.

2.3.3 DEPENDENCY ON SOCIAL GRANTS

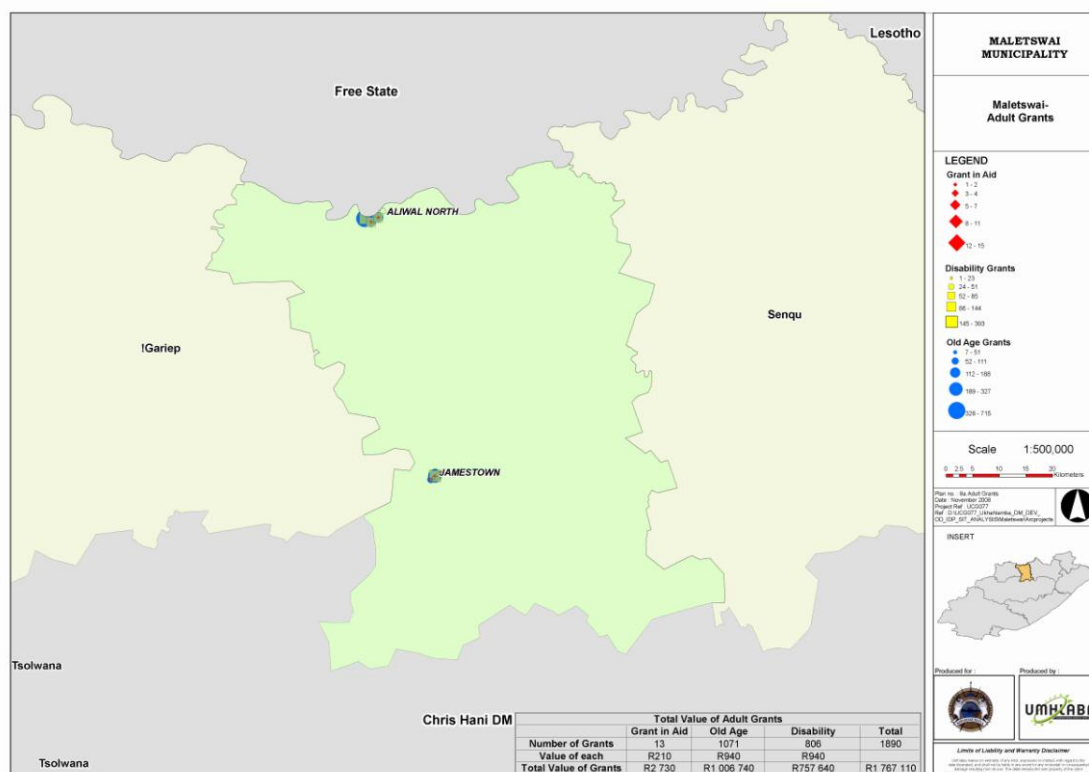
Data from SASSA (August 2008) indicates that the total value of state support in the form of grants to the Maletswai Municipality is R2, 707,574 per month. This is 6.7% of the total value of state support to the district (at R40, 301,044 per month)

Table 9: Social Grants for Maletswai (paid monthly)

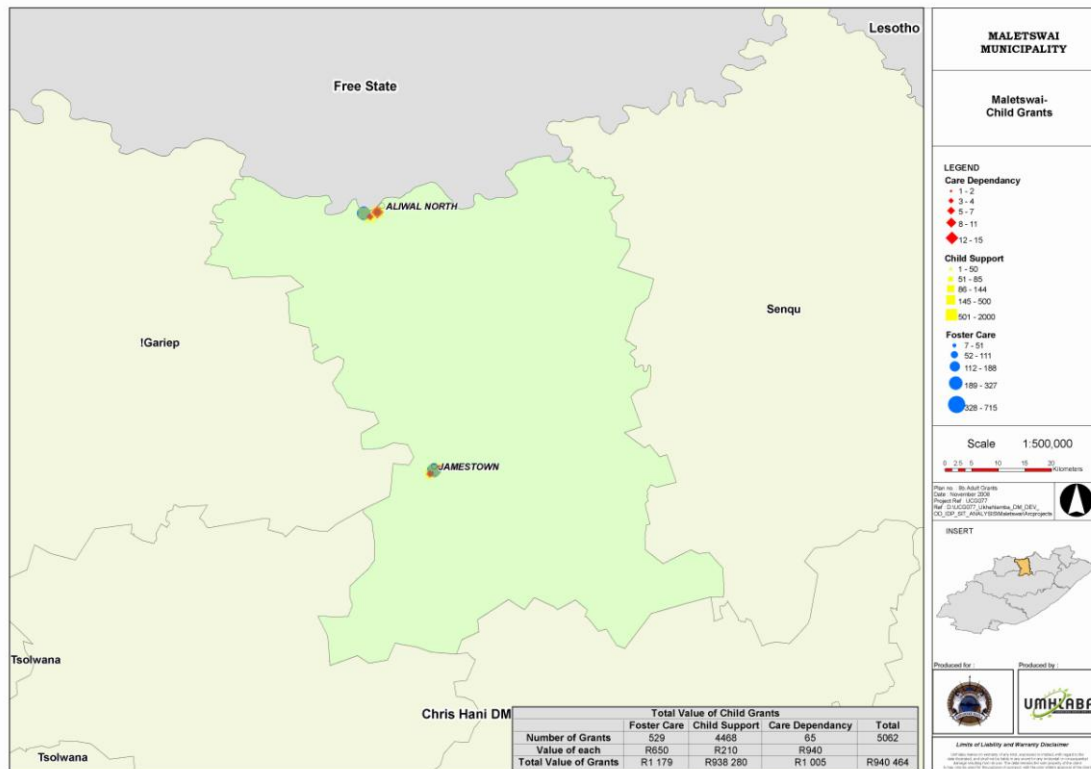
Total Value of Child Grants				
	Foster Care	Child Support	Care Dependency	Total
Number of Grants	529	4468	65	5062
Value of each	R650	R210	R940	
Total Value of Grants	R1 179	R938 280	R1 005	R940 464

Total Value of Adult Grants				
	Grant in Aid	Old Age	Disability	Total
Number of Grants	13	1071	806	1890
Value of each	R210	R940	R940	
Total Value of Grants	R2 730	R1 006 740	R757 640	R1 767 110
Total Value of State Support (Maletswai)				R 2,707,574
				Taken for the period of August 2008

The plan below provides a spatial representation of the adult grants paid out in Maletswai Municipality.



The plan below provides a spatial representation of the child grants paid out in Maletswai Municipality.



2.3.4 EDUCATION

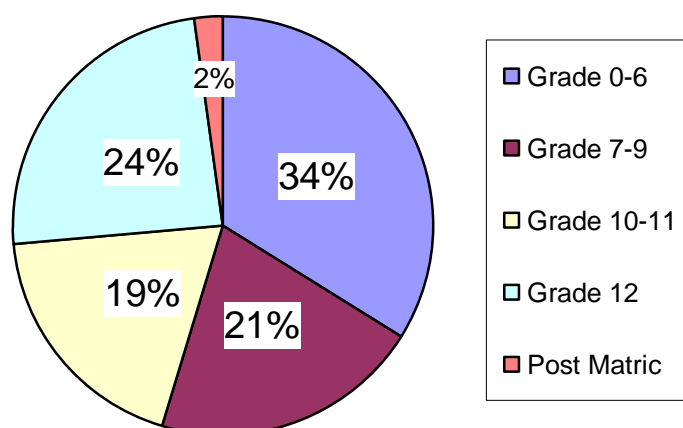
The Maletswai LM has 12 primary schools, 6 secondary schools and 2 special schools. The lack of education facilities is further exacerbated by dilapidated conditions of present, facilities especially some of the farm schools and a number of high schools in the area.

The table overleaf is obtained from the Community Survey 2007 and indicates that 34% of the Maletswai population has received education up to Grade 6.

11.85% have received no schooling and a small percentage has some form of tertiary education.

Level of education – Maletswai Municipality

Figure indicating Highest Level of Education Achieved in Maletswai LM



2.3.5 HOUSING AND SETTLEMENT ANALYSIS

2.3.5.1 SETTLEMENT PATTERNS

Maletswai local municipality is predominantly urban with the majority of the people residing in the 2 main towns.

The prevalence of extensive farming in the district historically resulted in the formation of service centres, i.e. Aliwal North and Jamestown along the main transport routes. These urban centres offer services and retail facilities to the surrounding rural hinterland.

With urban settlement growth there is also a need to improve the central business districts of these areas so that they can enable growth (usually retail and manufacturing).

There is also a demand for housing (low cost and middle income) in these areas. The past five years have only resulted in housing for lower income communities being provided resulting in a significant shortage of middle income housing especially in the secondary towns.

2.3.5.2 TENURE

The tenure status according to the 2001 data from the Municipal Demarcation Board's website is indicated in the table below:

Table 10:

Description	2001
Owned, fully paid	2306
Owned, not paid	1246
Rented	2633
Occupied rent free	3301
Not applicable	329

2.3.5.3 HOUSING TYPES

The Community Survey 2007 provides data on the types of main dwelling for the Maletswai Municipality. There are 7834 households, or 68.46% of the population who live in a house or brick structure on a separate stand or yard.

Table 11: Type of main dwelling – Maletswai Municipality

	Households	% of Maletswai	% of District	% of Province
House or brick structure on a separate stand or yard	7834	68.46%	46.34%	46.78%
Traditional dwelling/hut/structure made of traditional materials	343	3.00%	41.10%	36.67%
Flat in block of flats	433	3.78%	4.25%	4.30%
Town/cluster/semi-detached house (simplex: duplex: triplex)	75	0.66%	0.26%	1.17%
House/flat/room in back yard	52	0.45%	1.61%	2.04%
Informal dwelling/shack in back yard	562	4.91%	1.42%	1.63%
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	1935	16.91%	3.89%	6.41%
Room/flat let not in back yard but on a shared property	69	0.60%	0.25%	0.43%
Caravan or tent	66	0.58%	0.39%	0.10%
Private ship/boat	0	0.00%	0.00%	0.02%
Workers hostel (bed/room)	57	0.50%	0.14%	0.16%
Other	18	0.16%	0.36%	0.29%
Total Households	11444	100.00%	100.00%	100.00%

2.3.5.4 HOUSING BACKLOGS

The demand for housing is increasing due to increased immigration from the farms, neighboring towns and other parts of the province as a result of government departments locating in Aliwal North. Some farm workers have to leave the farms due to retirement or loss of jobs and need homes of their own. They therefore relocate to towns in search of job opportunities. The municipality is regarded as the economic hub of the district, with Aliwal North being one of the towns which provide more commodities as well as employment opportunities.

It is estimated that the municipality would need to provide at least three thousand nine hundred and twenty five (3925) households for all wards in order to keep up with the current demand. However, keeping up with the current housing needs remains a great challenge due to capacity constraints and dilapidated bulk infrastructure.

Table 12: The following table presents a summary of all the spatial proposals:

Housing Type	Town	Location	Type of Project	Estimated No. of sites
Low Cost/ Subsidy Housing/ In Situ Upgrading / Formalisation	Aliwal North	Block H, Hilton, Phola Park and Chris Hani		550 infill sites
	Aliwal North	Joe Gqabi Ext.		2143 units
	Aliwal North	Scattered to cover, 440 sites-(ptn of Area 13), 276 sites and 459 IDT sites and Block H	Subsidised housing	1550 units
	Jamestown	250	Subsidised,	250
	Aliwal North and Jamestown	Dukathole, Hilton and Masakhane	Rectification	736
BNG	Aliwal North	South of Joe Gqabi	BNG (Incl middle to high)	4000
Middle to High Income residential	Aliwal North	Bird's Eye View	Private Developer	284 units
	Aliwal North	Abbor View	Private Developer	24 units
Emergency Houses	N/A	N/A	N/A	N/A
Rental Housing	Ward 5 (To be deleted)	Train houses	Rectification	234
Rural Housing	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A
Social Housing	N/A	N/A	N/A	N/A
Special Needs Housing(HIV, Orphans, Farm workers etc)	N/A	N/A	N/A	N/A

Whilst some of the above projects are still in the early planning stages, they are part of and have been identified by the IDP and SDF. This indicates that the municipality is planning ahead. However the categories or housing types that are being planned for are rather few and need to be increased. A healthy variety of categories is one of the crucial elements towards attaining sustainable human settlements.

According to the Multi-Year Housing Development Plan Data prepared by Urban Dynamics for the DHLG in 2003, Maletswai Municipality has the highest number of household still residing in informal dwellings

Table 13:

ITEM	NUMBER OF HOUSEHOLDS
Households in formal dwellings Aliwal North	13,229
Households informal dwellings Aliwal North	2,155
Households in formal dwellings Jamestown	2,308
Households informal dwellings Jamestown	0

The following table represents the level of informal housing in Maletswai Local Municipality.

Table 14:

Level of Informal housing in Maletswai		
	Census 2001	RSS 2006
	% households	% households
Eastern Cape	10.9	5.7
Ukhahlamba	6.9	5.0
Maletswai Local Municipality	30.5	19.6

This table only reflects informal housing in urban areas and does not take into account traditional houses in rural areas.

Nine housing projects, consisting of 3,450 units, have been approved to the value of R85, 684, 074.00 in the Maletswai area, and the have also been completed.

The table below reflects the subsidies that were received by Maletswai municipality:

Table 15:

Project/Town	No. houses	Total amount	Balance at 31 Dec 2007	Comments
Aliwal North Area - 5 R/L 1 project no 425	1,218 units	R29,197,400	R27,799	Completed
Aliwal North: Hilton – R/L 2	89 units	2,675,375	82,011	Completed.
Aliwal North: Dukathole project no. 040	330 units	5,958,072	366,070	Completed
Aliwal North: cons.	90 units	765,000	654,500	Rectification
Aliwal North: Dukathole	87 units	1,392,000	1,000,500	Rectification
Aliwal North: Dukathole Cons. Project no. 757	100 units	3,898,400	3,898,400	Completed
Aliwal North: Area 13.	300 units	10,546,437	135,000	Completed
Jamestown	359 units	6,141,780	365,048	Completed
Masakhane R/L 2 Project no. 509 -	858 units	25,109,6109	113,500	Completed
Dukathole	743 units			Under Construction

2.3.6 BIOPHYSICAL ENVIRONMENTAL ANALYSIS

2.3.6.1 TOPOGRAPHY

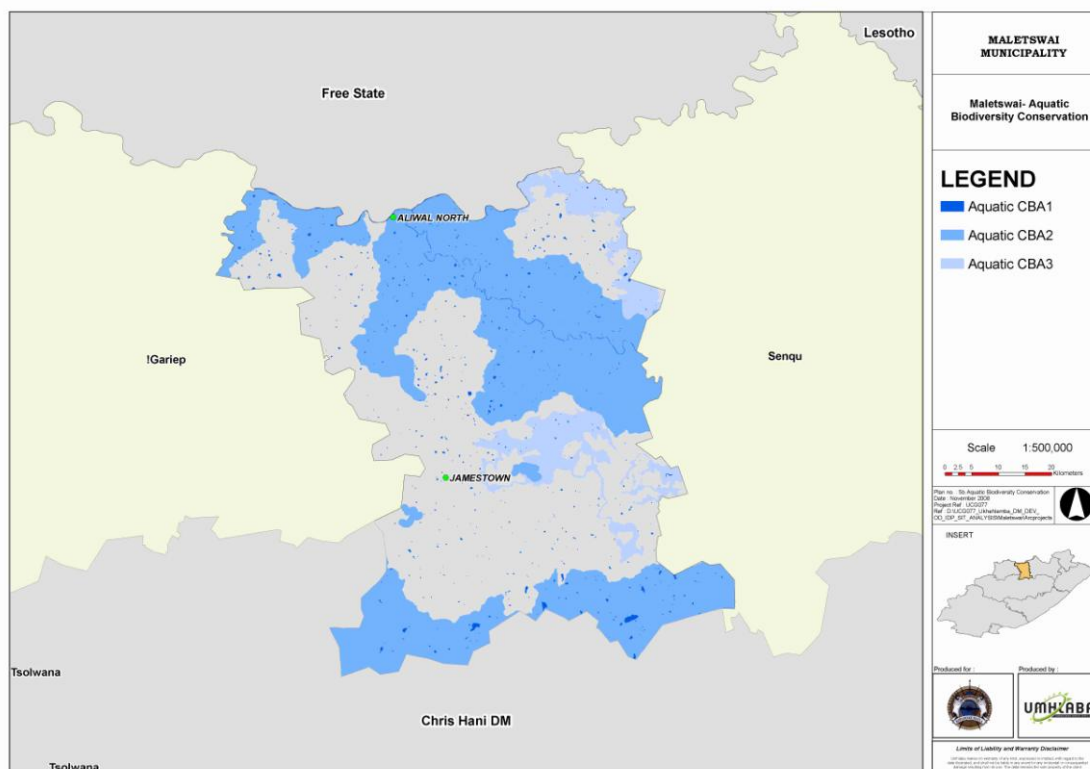
From Aliwal North westwards large flat plains of land are interspersed with steep mountains and hills. Although very little land is suitable for cultivation, much land can be used for grazing.

Topography dictates/ influences the type of land use activities that occur i.e. the type of agricultural activities. Agriculture is limited to specific land pockets. The mountainous terrain also limits accessibility and therefore hampers service and infrastructure delivery in the region.

The Orange River is the most important source of water in the District, and the Orange River catchment area covers most of Gariep, Maletswai and Senqu. This catchment area drains towards the Atlantic Ocean.

Small dams provide the Municipality with water, both for agricultural purposes and human consumption. Dams have a secondary usage and potential for recreational and other economic purposes. Jamestown uses boreholes for all its water requirements. Many commercial irrigation ventures are fed from groundwater.

The plan below indicates the areas of sensitive hydrology within Maletswai Municipality.



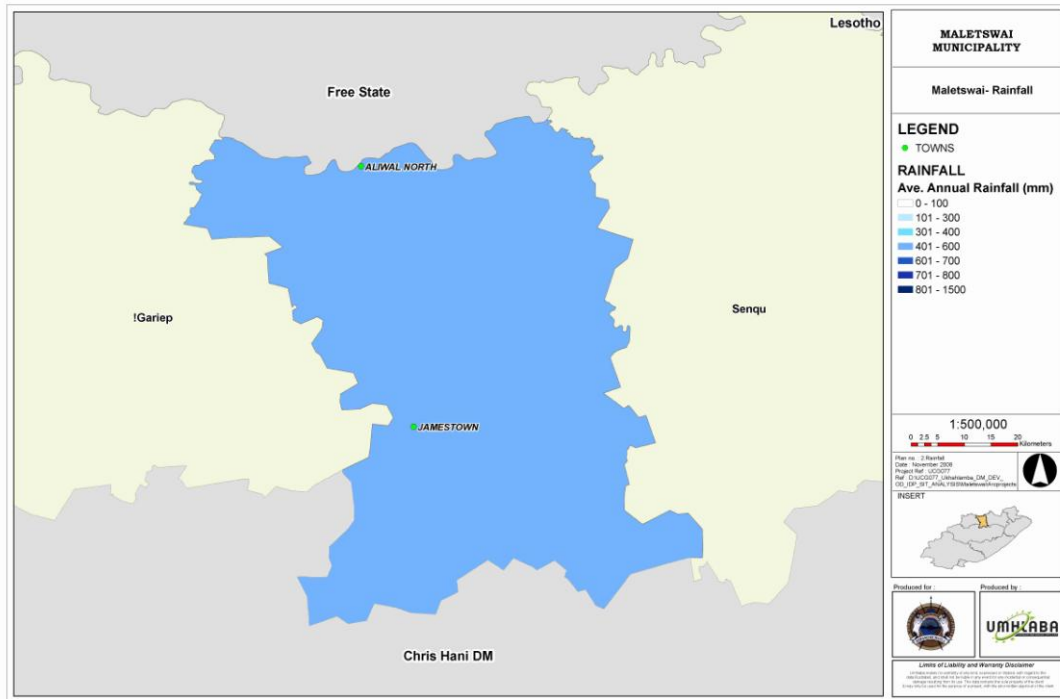
2.3.6.2 CLIMATE

The region is well known for its temperature fluctuations with temperatures ranging between 36°C and - 5°C. On average there are 100 days of frost during the year, usually between March and November and winter snow in the higher lying areas of Maletswai. The Municipality is affected by unseasonable frost and cold that has a negative impact on agriculture.

2.3.6.3 RAINFALL

The Maletswai area has between 400mm and 600mm of rain per year. Half a metre of rain a year is regarded as the minimum amount required for sustainable (dryland) crop production.

The rainfall for Maletswai is indicated in the plan below.

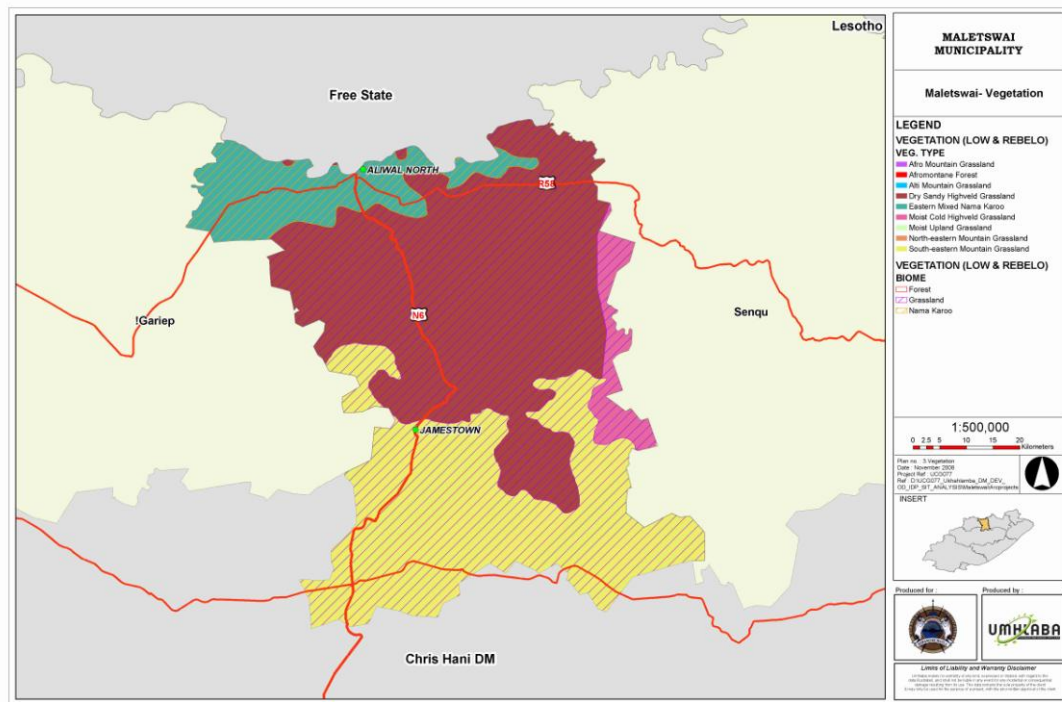


2.3.6.4 SOILS

Soils are generally shallow and weakly developed. Crop and horticultural production in most of Maletswai is severely limited (even with irrigation) due to the dominant soil types.

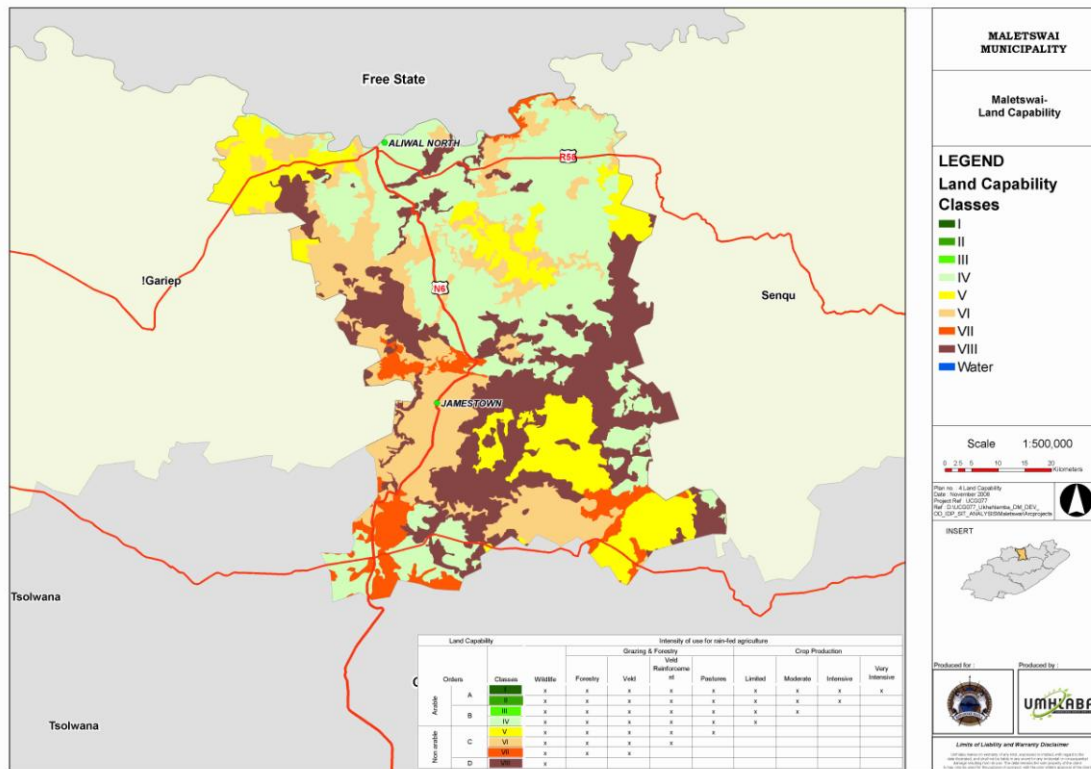
Vegetation types represent an integration of the climate, soils and biological factors in a region and as such are a useful basis for land use and conservation planning. There are four vegetation types found in the Maletswai Municipality, including Eastern Mixed Nama Karoo, Dry Sandy Highveld Grassland, South-eastern Mountain Grassland and Moist Cold Highveld Grassland. The Eastern Mixed Nama Karoo vegetation provided an interest for tourism development.

The different biomes also have an impact on the type of agriculture practiced in the area. The vegetation types are indicated in the plan below.



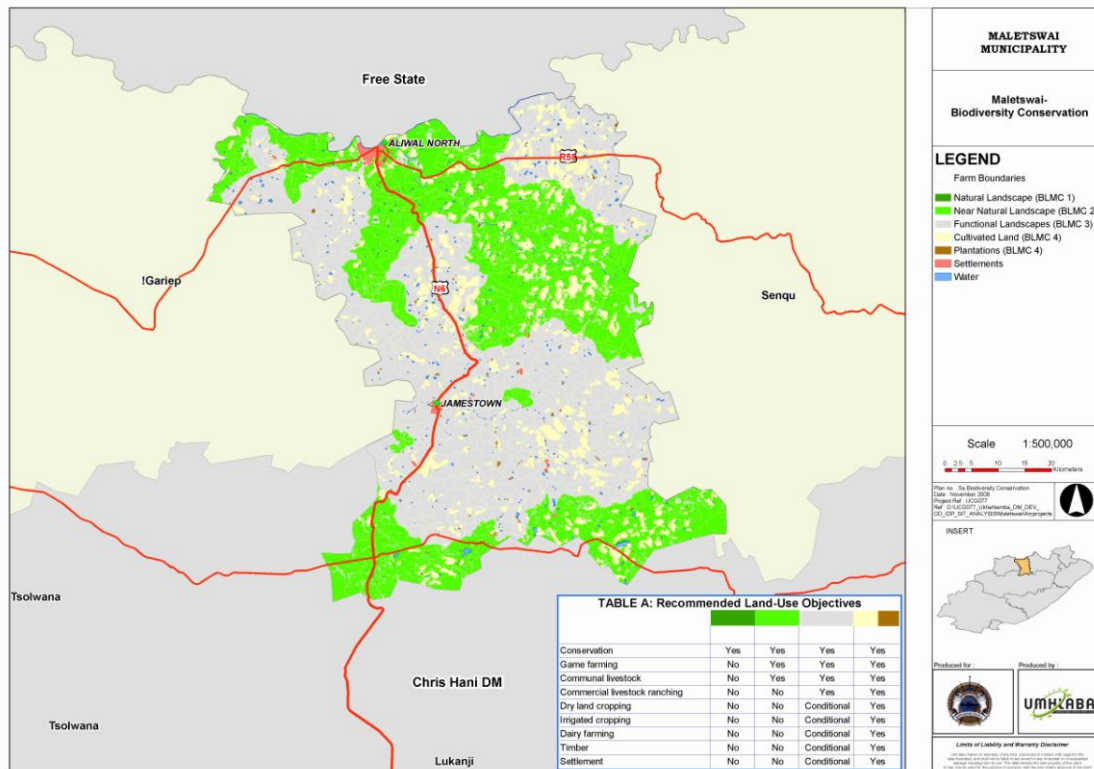
Maletswai has the second highest percentage of arable land (with limitations) in its coverage (32.9%) after Elundini at 42.9%.

The plan overleaf indicates the land capability in Maletswai Municipality, which indicates those areas which are suitable for cultivation and grazing, in accordance with the 8 standards categories of land capability.



There is limited land available that can sustain intensive agricultural practices. It is therefore important that residential and industrial development does not expend these areas. Land identified as prime and unique agricultural land should be presented for agricultural use in the order to enhance food security and therefore economic welfare.

Areas of biodiversity conservation are indicated on the plan overleaf, including natural landscape, cultivated lands and plantations. A large portion of Maletswai Municipality has near natural landscape.



Natural Environment challenges:

- Continued degradation of the land cover and increase in erosion, prevalent in Maletswai where there is an increase of the Karoo scrubland.
- Poor water catchment area management practices
- Pollution of the ground water reserves especially through sewerage spills and poor waste management
- Unsustainable agricultural practices such as increasing irrigation in area of poor soils and or cash crop cultivation in marginal areas
- Very little money is being invested into land care in proportion to the amount of degraded land
- Due to global warming the impact of more severe weather, increase in the violence of storms, increase in snow, increase in drought needs to be taken into account
- Ongoing urbanisation and the growth of informal settlements around urban centres is increasing pressure on the environment and stretching infrastructure beyond capacity limits.
- There is no dedicated person looking at environmental issues
- Fire, especially in the grassland areas.
- Very little investment by government in environmental protection.

Environmental opportunities:

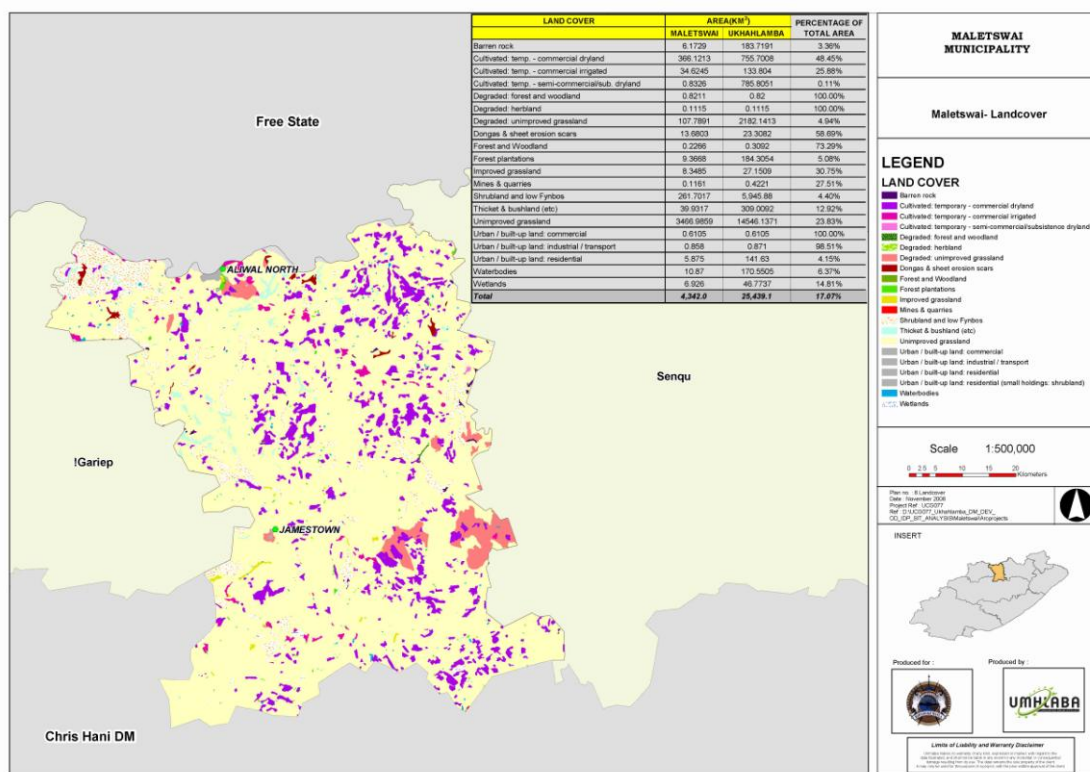
- Scenic beauty of the area
- Areas for prioritized intervention
- Increased land care
- Increased awareness around better land management practices (especially in agriculture and urban management)

- Reduction in the number of sewerage spills
- Reduction in the number of uncontrolled waste management sites
- Improved disaster management systems
- Increased investment in environmental protection and conservation
- Infrastructure maintenance especially roads should correlate to the climatic and topographic conditions of the area

Land Cover

The land cover pattern is largely determined by topographical and climatic factors, however past political engineering, current tenure arrangements and population densities have impacted on the type of land cover. The insert illustrates that Unimproved Grassland dominates the Municipality, followed by cultivated temporary commercial dryland and Shrubland and low Fynbos.

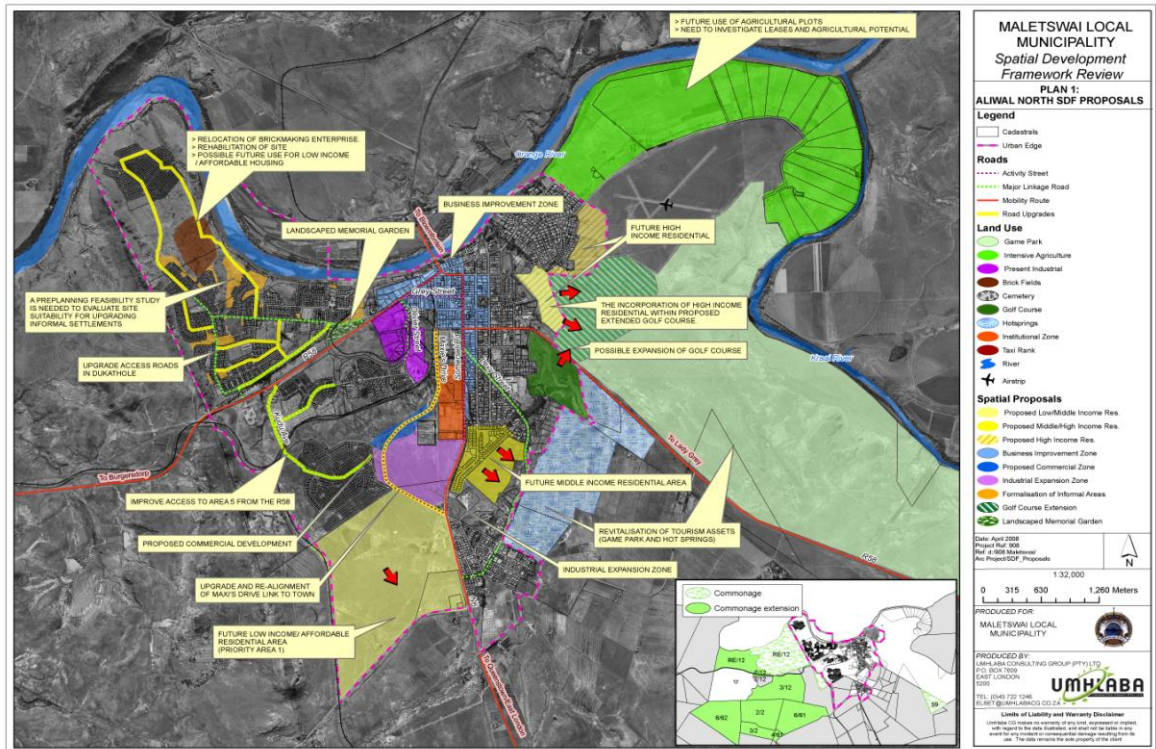
The plan below indicates the land cover for Maletswai Municipality.



2.4 KPA1 SPATIAL DEVELOPMENT FRAMEWORK

The Maletswai SDF adopted its SDF in 2005. This SDF was reviewed in 2008/09 financial year and no dramatic change warrants an immediate review.

2.4.1 MALETSWAI SPATIAL DEVELOPMENT



The Maletswai SDF (2005) identifies certain structuring elements, such as nodal points to guide future planning. The following classes of nodes and corridors, some of which are either existing or proposed, have been identified for the Maletswai municipality, as specific areas or geographic localities where the municipality needs to prioritise its spending, resources and investment:

Table 15:

	Node Type	Geographic Area or Description of Locality
1.	Central Business Districts (CBDs)	<ul style="list-style-type: none"> • Aliwal North • Jamestown
2.	Entertainment Node	<ul style="list-style-type: none"> • Hot Springs/ Aliwal and Islands Spa area (Aliwal North)
3.	Minor Mixed Land Use Nodes	<ul style="list-style-type: none"> • Taxi rank (Aliwal North) • Future Commercial Development along Maxie's Drive near Joe Gqabi township
1.	Activity Streets (refer to Plans 1 – 3)	<ul style="list-style-type: none"> • Somerset Street (Aliwal North) • Robinson Road (Aliwal North) • Barkly Street (Aliwal North) • Maxie's Drive (Aliwal North) • Voortrekker Street (Jamestown)
2.	Mobility Routes (refer to Plans 1 – 3)	<ul style="list-style-type: none"> • N6 East London-Jamestown- Aliwal North –Bloemfontein • R58 Burgersdorp – Aliwal North – Lady Grey
3.	Major linkage roads (refer to Plans 1 – 3) Aliwal North:	<ul style="list-style-type: none"> • Road from Brickworks to Town • Second access road to Dukathole • Main road in Dukathole • Road joining Maxie's Drive and R 58 Road from Aliwal North to Burgersdorp • Young Street

Maletswai Draft Spatial Development Framework, 2005

Nodes comprising of existing and proposed nodal points, are generally described as areas of mixed-use development, usually having a higher intensity of activities involving retail, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located on main transport routes to provide maximum access and usually act as catalysts for new growth and development. Corridors, as complimentary activity spines can provide the critical link between these areas of intense development and activity.

An area 13 housing development is intended to support the development of an economic growth centre on the site of the present brick works. All sector departments need to take stock of the fact that sector activities need to be focused here to ensure sustainable human development.

2.5 KPA 2 SERVICE DELIVERY

2.5.1 SERVICE DELIVERY AND INFRASTRUCTURE

2.5.1.2 WATER AND SANITATION

2.5.1.2.1 Water provision

In terms of the adjustment of powers and function between district and local municipalities, Joe Gqabi District Municipality is the Water Services Authority and therefore the provision of water and sanitation is a district function. In terms of section 80 and 81 of the Systems Act, Joe Gqabi District municipality has assigned the provision of water and sanitation to the Maletswai municipality. This arrangement is formalised by a signed Service Level Agreement.

Most of the population living on commercial farms provide for their own water needs.

The extent of water and sanitation service delivery backlogs can be gauged from the DWAF Reference Framework for the number of people served to RDP standards:
RDP Water Services Backlogs in UkDM

Table 16:

Local Municipality	Total Population	WATER					
		Population			Percentage		
		No Water	Below RDP	Above RDP	No Water	Below RDP	Above RDP
Elundini	123,634	12,205	59,339	52,090	9.9%	48.0%	42.1%
Senqu	118,174	15,586	21,330	81,258	13.2%	18.0%	68.8%
Maletswai	42,846	355	277	42,214	0.8%	0.6%	98.5%
Gariep	23,709	529	311	22,869	2.2%	1.3%	96.5%
TOTAL	308,363	28,676	81,257	198,431	9.3%	26.4%	64.3%

Notes:

Source: StatsSA Community Survey 2007

Source: UkDM GIS Department

In estimating these water backlogs, the following assumptions have been applied:
People sourcing water from springs, rainwater tanks, streams, rivers, dams or water vendors are deemed to be unserved; and
People with piped and borehole water within 200m are deemed to be served.

2.5.1.2.2 Water challenges

- Old infrastructure like reticulation pipes need to be replaced;
- There is a lack of sufficient contingency plans to accommodate new bulk infrastructure with old connecting infrastructure. Replacement costs are extremely high due to lack of sufficient budget on O&M
- Limitation and capacity constraints at local level to provide water services.
- How to include the indigent in the Free Basic Services scheme, currently farm workers are excluded;
- New housing development is placing an enormous strain on old and over utilized infrastructure.

Upgrading of the water works in Aliwal North is planned.

2.5.1.2.3 Water infrastructure maintenance

Jamestown is getting water from the boreholes. Due to the fact that the township has grown the water provision to reach all residents remains a challenge. Currently the high laying areas of Masakhane still do not get water. The water trucks are currently being used to cart water to areas that do not have water. The development of additional borehole in Jamestown was approved by Joe Gqabi District Municipality. The contractor was appointed at the beginning of April 09. A borehole yielding 5l per sec. was discovered, tested, cleaned and developed. During the month of February 2010 the technical team discovered that water in the Jamestown dam is at least sufficient enough to be purified through a new chemical plant and distributed to the consumers. Technical calculations were therefore done for worst case scenario that available water will at least last for 416 days when the chemical purification plant is running 24 hrs

The Joe Gqabi District Municipality is driving the process of ensuring that as soon as possible the plant should be operational, which means employment of operators, training, commissioning of electrical equipment.

2.5.1.2.4 Sanitation provision

Table 17: RDP Sanitation Services Backlogs in UkDM

LM's	Total	SANITATION			
		Population		Percentage	
	Population	Served	Unserved	Served	Unserved
Elundini	123,634	45,001	78,633	36.4%	63.6%
Senqu	118,174	65,034	53,140	55.0%	45.0%
Maletswai	42,846	29,908	12,938	69.8%	30.2%
Gariep	23,709	21,775	1,934	91.8%	8.2%
TOTAL	308,363	161,717	146,646	52.4%	47.6%

Notes:

Source: StatsSA Community Survey 2007

Source: UkDM GIS Department

The following assumptions have been applied in estimating sanitation backlogs:
People with flush toilets, septic tanks, chemical toilets or VIP latrines are deemed to be served; and
People using unventilated pit latrines, buckets or no infrastructure are deemed to be unserved.

2.5.1.2.5 Sanitation infrastructure maintenance

The Sewer Treatment Works at Aliwal North was refurbished in 2002 and 2005. The critical challenges are experienced with regard bulk sewer and reticulation, especially Dukathole, Springs and some areas in town. This is being seen from regular blockages being seen and experienced throughout the operation and maintenance. The Municipality has temporarily stopped additionally sewer household's connection in Springs area and some sections of the town due to the incapacity of pipes to carry the sewer flow even on off peaks. This process has negative impact on the economic growth of the town. The WSA has been notified about the Dukathole sewer challenges and registered a project on MIG as a result. The project is currently awaiting DWAF approval on technical report, which was submitted to Maletswai for comments and we are confident that should funds be made available sewer crises would be substantially reduced. Construction of sewer pump station adjacent to Orange River, bottom Block F is the primary objective.

The Dukathole sewer reticulation is worse of that in one month we experience about 40 to 60 sewer blockages. This leaves us with an obvious fact that reticulation should be upgraded and this needs huge capital injection. The new housing development that is underway and other housing projects that are imminent will certainly exert more stress to the reticulation system.

Jamestown was upgraded by Ukhahlamba from bucket system to a conservancy tank system. This initiative exerted pressure on operation and maintenance. Since there is insufficient water in Jamestown conservancy flush system is not effective as anticipated due to water shortages. As a result about 11 households resorted to re-use bucket system as is more convenient for them as opposed to the new installed system. There are no clear plans from the Water Services Authority as to what will happen about the Jamestown sewer upgrading to full sewer water borne system.

2.5.2 ROADS AND STORMWATER

For purposes of this report Maletswai has divided roads into 4 categories namely, national roads, provincial roads, access roads and streets. These categories are discussed briefly below.

2.5.2.1 National Roads

National roads are the responsibility of SANRAL. The "friendly" N6 is the only national road traversing the District and according to the most recent survey its condition is generally good as it has been rehabilitated in the recent past. The road between Jamestown and Aliwal North was recently upgraded by SANRAL and is completed.

2.5.2.2 Provincial Roads

2.5.2.3 Tarred roads

The provincial trunk road that links Aliwal North to Burgersdorp is in a fairly good condition, however certain sections need improvement.

The road linking Aliwal North, Lady Grey, Barkly East and Elliot is rapidly deteriorating from lack of regular maintenance, the only section that was upgraded through Maletswai Municipality initiative is Young Street, this road was done in Dec-07 by a contractor appointed by the Municipality, but only \pm 1km from N6 was done funded by DoRT. To aggravate the situation, this area has the second highest rainfall figures in the region and has had to have the road scraped in severe snow, and this has led to the deterioration of the road. This road forms an integral part of the east-west linkage

across the District and a key element of the Madiba Corridor, linking Port St Johns, Mthatha (N2) through to the N1 at Colesburg.

The provincial roads do have the grass cut at the sides of the roads and have had their crash barriers repaired in a number of places. Patching of potholes has however not been at the pace necessary to prevent accidents and unnecessary wear and tear on vehicles.

2.5.3.4 Gravel Roads

Most of provincially maintained gravel roads have deteriorated significantly to the level where they would desperately need regravelling rather than occasional patchwork. The general mode of distress is potholing and corrugation caused apparently by inadequate drainage systems.

In the past there hasn't been enough funds allocated for any rehabilitation of the roads and so all that could be done was just filling of potholes and general patching. This has resulted in most of the top surface of roads being eroded to the road bed. Poor drainage leads to roads being impassable in wet weather.

There are a number of schools, clinics and key economic activities that have been significantly affected by the poor state of roads. Medical samples cannot be transported on some roads, police cannot access some areas for crime prevention, and agricultural transport cannot collect livestock, wool, wood and maize which have a significant economic impact on commercial farmers.

2.5.3.5 Access Roads

Access Roads are maintained by municipalities in terms of the Municipal Structures Act; however there is a significant challenge around capacity, knowledge, resources and magnitude of the backlogs for them to effectively implement such service.

The Municipality bought Grader and tipper truck in 2008 with intentions of internally repairing roads that are mostly in residential areas. The farm roads are being done by Joe Gqabi District Municipality. There are road maintenance teams based in different areas of the District repairing farm roads as stand alone farm roads programme

2.5.3.6 Streets

Streets within towns are the responsibility of the relevant local authority. To improve streets upgrading service delivery, the Municipality bought 5 in 1 TLB in 2007, Grader and Tipper truck in 2008 particularly for streets upgrading and maintenance. In 2007 the Municipality embarked on the programme of resurfacing the Aliwal North Streets funded by DBSA through loan Maletswai Municipality made. The MIG funded some of the projects in Maletswai e.g. Dukathole taxi/bus route and storm water.

Through the regravelling programme at DIMAFU meeting in Joe Gqabi District Municipality March-09 a programme of accelerated delivery was launched. The regravelling of roads was done in Maletswai Municipality by both District and local Municipality. Streets in Hilton Township were resurfaced by the Municipality in April-09 through internal funding.

Jamestown roads were constructed in 2008. The main road in Masakhane was funded by SANRAL and other surfaced roads in town were funded by MIG. All gravel roads in town were constructed.

2.5.3.7 Areas for prioritized intervention

Significantly improved system of road maintenance of gravel roads

Improved maintenance of key mobility corridors

Resolution around road classification

Source funding for improved road maintenance

Road maintenance can in some instances be labour intensive and this provides an opportunity for poverty alleviation

The maintenance of roads does have an economic impact both through the actual maintenance (where local contractors could be involved) through the spin-off of increase income for agriculture and tourism.

2.5.3.8 Projects which are proposed include:

- The upgrading of Streets in Aliwal North and Jamestown = R 100, 000, 000
- Upgrading main Street to Hilton = R 3.500, 000 *internal and external,*
- Joe Gqabi Taxi/Bus route upgrading = R 5,124,000.00 *mig, and this project is being implemented*
- Maletswai storm water upgrading = R 3,300,000 *mig and this project was completed in 2009/10 financial year.*
- Dukathole Taxi/bus route upgrading = R 4,500,000 *mig*

2.6.1 ELECTRICITY AND ENERGY

The Maletswai Municipality has electricity distribution licence for Aliwal North. Jamestown is distributed by Eskom.

To upgrade the electrical net work and substation the application was made to DME. An allocation of R 26, 2000,000 was made and gazetted by DME for MTEF period for the construction of the sub station which currently underway.

A contractor was appointed in 2007 to build R 27,000,000 substation. Subsequent to the completion of the substation the upgrading of electricity network will commence.

For free basic energy: Council approved 100 household for alternative energy to be piloted. The procurement has been done green gel and stoves have been purchased.

In most urban settlements the municipality is responsible for the electrical reticulation and the service however in the rural areas and some of the townships Eskom is the supplier. The Commercial Farming Community as well as the urban areas enjoys a relatively high level of access to electricity.

There are significant challenges where the municipality is the service provider mainly over the systems of maintenance. A poor electrical service has a significant impact on the economic development of the area.

Table 18: The following table represents the energy source for lighting at Maletswai Municipality:

Energy sources for lighting in Ukhahlamba and the Province for 2001 – 2006										
	Electricity		Gas		Paraffin		Candles		Solar and other	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%
Eastern Cape	49.7	67.1	0.3	0.4	23.3	14.0	25.9	18.3	0.8	0.2
Ukhahlamba District	43.1	59.8	0.3	0.2	18.9	15.7	36.7	24.1	1.1	0.1
Maletswai	57.5	70.7	0.3	0.0	22.7	27.4	19.0	1.9	0.4	0.0

Some 13.2% of households in Maletswai have been linked to the electricity grid between 2001 and 2006. The households electricity connections in Maletswai between 2001 to 2006 is close on 71% which is above the district average of 60%

The backlog in Maletswai is 3971 households at a cost of R10, 530,000.

Government's target is to achieve universal access to electricity by 2012. Maletswai is responsible for electrical reticulation in the urban area of Aliwal North and Jamestown is supplied through Eskom. The Department of Mineral and Energy have undertaken to upgrade the electrical network at Aliwal North from 11Kv to 22 Kv, at an initial cost of R30m. An additional R10m has been earmarked to complete the project.

Construction of Aliwal North substation and upgrading of Aliwal North's electrical Network is also planned.

Electrical challenges

Supply in the rural areas is not at a capacity to support large scale economic growth

The implementation of free basic services for electrical supply is still a challenge

Some areas will need to be supplied with non- grid electricity

There are a number of schools, clinics and other social facilities that do not have a regular supply of electricity (if any supply at all) and this has an impact on the service they can offer.

2.6.1.2 Electrical opportunities

There are significant social and economic spin-offs from the improved supply of electricity to communities.

All the nodes as identified in the spatial development plan (rural and urban nodes) must be effectively supplied with an efficient service

2.7 CITIZEN COMMUNITY SERVICES

2.7.1 SOLID WASTE MANAGEMENT

Waste management consists of collection, transportation and disposal of solid waste. In both Aliwal North and Jamestown, waste management services are rendered on a weekly basis to most residents in the urban areas.

Maletswai municipality acquired two tractor/trailer combination and this has contributed to a more improved and effective service delivery.

2.7.1.1 Social Acceptability of waste management

Maletswai municipality manages two solid waste disposal sites. One is situated in Jamestown and the other in Aliwal North. Both have been registered with the Dept. of Economic Development and Environment Affairs and are operated in terms of prescribed permit conditions. Both sites have Manual Operational Plans. However the permit for the Jamestown waste disposal site is still awaited.

2.7.1.2 Achievements

Last year (2009) Maletswai Municipality was nominated the greenest town in the, District and have won the competition which culminated to the municipality taking part in the greenest municipality competition Provincially and again the municipality emerged victoriously after it was named the greenest municipality in the Eastern Cape Province for the year 2009.

The municipality is now competing at the National Level for the Greenest municipality competition.

2.7.1.3 Compliance with legislation

The solid waste site does not fully comply with either its applicable permit conditions or national legislation or both, e.g. at Aliwal North the cells are filled with raw waste (not incinerated) and set alight.

2.7.1.4 Waste Challenges

The exclusion of farm areas in respect of this service;

Partial adherence to the permit conditions applicable to the waste disposal sites.

Solid Waste removal remains a primary area of prioritised intervention

Shortage of skilled personnel with relevant qualifications

Lack of capacity in terms of waste minimization

The design of the site does stand up to the capacity of waste disposed on daily basis, and thus has negative implication on the life span of the site

There is no weigh bridge to measure the weight of the waste that disposed as it is required by the National Waste Management Act 59 of 2008 (www.wastepolicy.co.za)

The waste disposed is not incinerated as it is required by the National Waste Management Act 59 of 2008 (www.wastepolicy.co.za)

2.7.1.5 Waste Opportunities

The management, collection, control and disposal of waste can be an economic activity with spin-offs for poverty alleviation and improved environmental management. This could be done if there is separation at source i.e. recycling (which is current ly running) and reuse. In 2009 the Department of Economic Development and Environmental Affairs has received an amount of R2million Rands for Solid Waste Recycling Project.

2.8 ENVIRONMENTAL HEALTH

In terms of the powers and functions, Environmental Health Services is a function of the District Municipality. The focus is on issuing business licences, overgrown erven, enforcement of the national legislation regarding smoking in public places and any environmental health projects.

2.9 DISASTER MANGEMENT

This function is the competency of the district however there is a satellite office which services Aliwal North and Jamestown. Maletswai local municipality endeavours to support the district when the need arises.

2.10 TELECOMMUNICATIONS

According to the 2001 census more than 50% of the population has access either to a private telephone or one nearby but there is still a section of the population that has no access to a telephone at all. Urban areas receive the best service. Parts of the commercial farming areas and rural areas are provided with telephone services based on radio linkages to towers, driven by solar panel technology. The reliability of this service is sometimes a problem as spares are not always available, there is market for the solar panels resulting in theft, the service cannot effectively cope with Internet, and it is affected by weather conditions (especially cold).

It must be noted that most communities (99%) have access to telecommunication either in the form of land lines, public phones or cell phones.

2.11 PUBLIC TRANSPORT

2.11.1 Economic growth and public transport

The road improvement taking place of the N6 between Aliwal North and Jamestown is likely to result in increased passenger transport and commuter traffic passing through the Maletswai area from Johannesburg to East London.

Related to provision of public transport is the need for basic essential services such as water, sanitation and shelters at key facilities.

2.11.2 Public transport facilities

Taxi facilities have been constructed at Aliwal North (town). There is however a need for the sanitation facilities at the taxi ranks to be improved

2.11.3 Railway services

The weekly railway transport passenger services between Johannesburg and the Western Cape is accessible at Burgersdorp, which is 60km from Aliwal North. The by-passing of Aliwal North detracts from Maletswai's obvious potential as the main commercial and tourism centre in the district. Furthermore the high poverty levels in Maletswai, limits the benefits as many residents cannot afford the commuting costs to Burgersdorp. It is believed that if the use of the line between Burgersdorp, Aliwal North through to Barkly East could be reinstated it could boost the tourism trade, by creating a direct transport link between the Western Cape and Johannesburg commuters. If effectively maintained, managed and marketed it will stimulate local economic development, not only in Aliwal North but in most of the district area.

2.11.4 Road worthy and licensing

Maletswai has a Vehicle Testing Station in Aliwal North, that provides a road worthy and vehicle licensing service.

The municipality has 9 fulltime traffic officers i.e. 2 Vehicle examiners, 1 Drivers Licence Examiners, 3 Traffic Officers, 1 Learners Licence Examiner, 1 Management Representative and 1 Chief Traffic Officer. Plans are underway to enhance the performance levels of the staff as it has demonstrated an ability to augment municipal revenue.

It should be noted that this service is done by the municipality on agency basis.

2.12 HEALTH

There are three (3) hospitals situated in the Maletswai's area of jurisdiction namely St. Francis in Dukathole; Aliwal North Hospital in Aliwal North and Jamestown Hospital in Jamestown. There are four clinics in Aliwal North and one in Jamestown. In addition there is one Home Base Care Centre in Aliwal North and one in Jamestown.

2.12.1 Priority Health promotion

The priority programmes are HIV and AIDS, TB and mother and child services

There are community based initiatives aimed at prevention of disease and promotion of healthy lifestyles. The district area is implementing the 5 priority health promotion campaigns of nutrition, substance abuse, tobacco, use of healthy environments and risks.

There is an intention to provincialise all primary health care services (not municipal health) by July 2007. This will result in municipal clinics being taken over by the province. Until to date, this matter is being procrastinated by the unions who are looking at the best interests of their members.

2.12.2 Health challenges

- Poor infrastructure – roads, water, sanitation, electricity, communication, health care buildings, health care equipment
- No corporate service centre in the district for Dept of Health and this impact on staff and HR issues within the sector
- Inadequate budget
- Mobile services not equitable – mobile fleet ageing
- Poor communication infrastructure
- No 24 hour PHC facilities
- Procurement processes delay the accessing of key supplies and equipment
- ART roll out has been very slow
- High number of staff vacancies – managerial and professional and scarce skills and these impacts on the quality and type of services that can be offered
- Clinic committees and hospital boards not receiving stipends and are not fully functional across the district
- There are long queues at fixed clinics
- Poor quality of health services – drugs and essential clinic supplies not available
- Poor emergency services

2.12.3 Health opportunities

- Professional staff are committed
- Good community participation structures do exist
- Good policies and procedures around health care
- There has been an improvement in key health statistics over the passed 5 years
- Introduction of VCT, PMTCT and ART services is occurring across the district

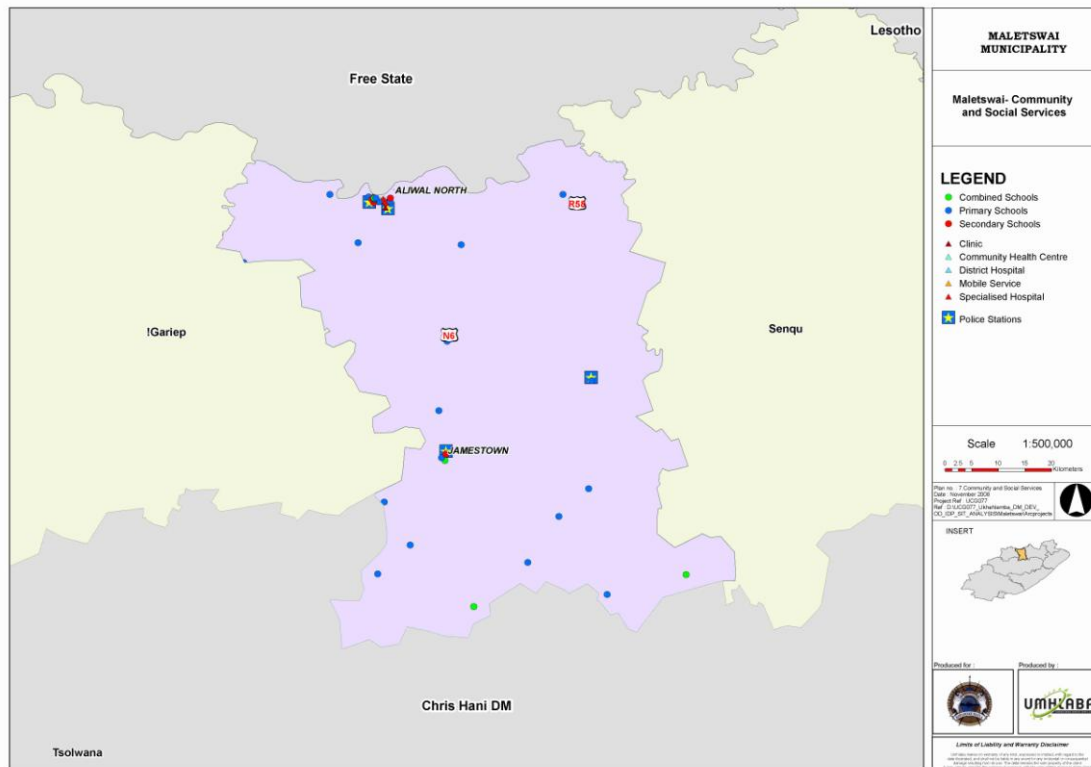
2.12.4 Health development prioritised areas for intervention

- Improved access roads
- Plans to recruit scarce skills and train locals, incentives to attract staff
- Mobile services – replace fleet and increase to provide equitable services
- Build new clinics and renovate existing clinics where deemed necessary
- 24 hour PHC services
- Improve the Emergency services customer care
- Availability of drugs and clinic supplies
- Roll out of ART programme

2.12.5 Municipal Health

All Municipal Health Services apart from malaria control and the control of substances are the function of Joe Gqabi District Municipal Health Services.

2.13 COMMUNITY FACILITIES



2.13.1 Security Facilities

There are fully manned police stations at Jamestown and Aliwal North. The crime rate is relatively low especially when compared with larger cities in the Eastern Cape.

The Department of Safety and Liaison plays an active role in assessing the effectiveness of Policing in the Maletswai municipal area. Safety and Security is the responsibility of the South African Police Force and as such has been selected as a secondary area of intervention.

2.14 SPORT AND RECREATION FACILITIES

In Jamestown there is one small athletic circuit, four tennis courts and one netball court, but all are in poor condition.

In Aliwal North there are seven sport facilities, with four applied for upgrading. It is also noted that there is evidence of parks and public recreation opportunities in the strip along the Orange River. An amount of R1000 000 00 has been set aside to upgrade the Sara Moorosi Sports field in Jamestown.

A site is available at Dukathole. Over the years the infrastructure on the site has deteriorated and is now in serious need of upgrading with the estimated costs of up to R30million.

Sports and Recreation Facilities remain an area of prioritised intervention in Maletswai.

2.15 COMMUNITY HALLS

Community halls contribute in encouraging community participation and play an important role in the development of sustainable human settlements.

Table 19: The community halls in Maletswai Municipal area are indicated hereunder:-

Ward No.	Area based Current status	Need identified
Ward 2	Hilton	Has been renovated
Ward 2	Springs, Joe Gqabi	Has been renovated
Ward 5	Greenslade	Has been renovated
Ward 6	Mzingisi Bhilisho (Chris Hani section)	Paving and PA system.
Ward 1	Masakhane	Has been renovated
Ward 3	Joe Slovo	Completed

A community hall was built for Ward 3 in 2009/10 financial year and is completed.

2.16 LIBRARIES

This service is a competency of the district. The municipality is running this service on behalf of the province on an agency basis. Maletswai Municipality has 2 libraries one in Jamestown and one in Aliwal North. However there is a constant outcry by the community to have more libraries especially in the townships.

In 2008 the municipality won the best library in the district and in 2009 the best librarian in the province.

2.17 HIV & AIDS

According to Ukhahlamba IDP (2007), the Eastern Cape Department of Health (ECDOH) programme for HIV/Aids in the district include the following priorities:

Increasing the HIV testing rate to 83%;

Improving VCT services by training counsellors and fill vacant posts in clinics;

Targeting 70% of antenatal clients to reduce mother to child transmissions;

Increase the rate of male condoms distribution from 11 to 15%

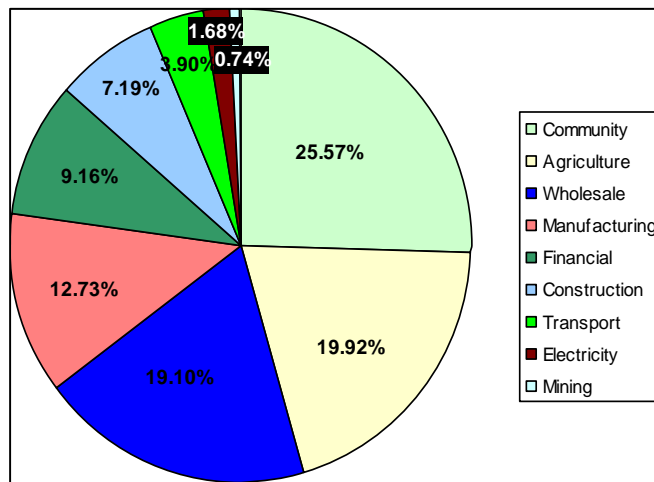
The mainstreaming of HIV and Aids continues to be an area of prioritized intervention.

2.18 KPA 3 LOCAL ECONOMIC DEVELOPMENT (ECONOMIC GROWTH AND DEVELOPMENT ANALYSIS)

2.18.1 MALETSWAI LOCAL ECONOMIC OVERVIEW

In general, skills levels are low, with the majority of residents reliant on government/community services for employment or primary economic activities such as agriculture (see figure below).

Figure indicating employment per sector – Maletswai Municipality



On average, 40% of Maletswai's work force is made up of elementary workers, virtually the same as the district, with 10% of the work force with professional skills. The less densely populated parts appear to have more skilled people: in Maletswai, 15% of working people are skilled although low levels of senior management and technical staff exists. This corresponds with low levels of education in the area, and indicates a need for skills development and education programmes.

Table 20: Table indicating Skills (Occupation) Source: Municipal Demarcation Board, 2000

Municipality	Senior Management		Professional		Technical		Clerks		Service Related		Skilled		Craft & Trade		Plant Machinery		Elementary
		%		%		%		%		%		%		%		%	
Maletswai	209	3	642	10	288	4	388	6	611	9	939	15	606	9	205	3	2581
Ukhahlamb a	957	3	4165	14	1135	4	1296	4	2251	8	3471	12	2986	10	1367	5	12373

2.18.2 IDENTIFICATION OF POVERTY POCKETS AND LOCAL ECONOMIC TRENDS

Within the Government sector there is limited opportunity for growth and no real sustainable wealth creation for people who live in Maletswai. In the community/social and other personal services, again there are limited opportunities for growth and no sustainable wealth creation.

These two sectors rely on people being employed usually by the state, but they as institutions or sectors themselves do not create significant spin-off that lead to the area prospering.

On the other hand the Agriculture / forestry sector does have significant growth potential.

The Trade/Catering and Accommodation sector also has good potential for growth. With the improved road linkages and possible changes to the macro level transport routes (as discussed under the spatial analysis) there will be an opportunity for trade and the catering/accommodation sector to grow. There is still a relatively untapped tourism market and areas of unspoilt natural beauty, coupled with a variety of leisure and recreation facilities and historic value.

2.18.3 SECTORAL OVERVIEW

7.7.1 TOURISM

The Tourism Sector Plan for Maletswai was developed in 2005 to provide a strategic framework for the promotion and development of the local tourism sector as an integral programme for local economic development. The Tourism Sector Plan recommends:

The vision for tourism in Maletswai – “to develop the Maletswai area in a responsible and sustainable manner as a tourist destination with unique historical tourism assets, as well as an important en-route location to destinations in the Eastern Cape, for both foreign and domestic tourists in order to realize benefits for all its people”

Strategic objectives to achieve the aforementioned vision:

- To increase the length of stay of visitors to the area: to 2 days for foreign visitors and 3 days for domestic visitors;
- To increase the average spends per visitor to the area by 6% (real growth) between 2005 and 2010;
- To establish Maletswai as a primary en-route stop along the N6;
- To stimulate and facilitate investment into the tourism industry;
- To maximise economic benefits from tourism to minimize leakages;
- To integrate PDI communities into the tourism industry;

Core development strategies centred on:

Strategy 1: Developing Maletswai as a primary tourist destination through the development, enhancement, improvement and marketing of the following tourism products: historical and heritage experiences, Aliwal and Islands Spa visits, Conferences, General nature experiences and soft adventure experiences.

Strategy 2: Maintaining the existing market segments (foreign and domestic) to the Maletswai area through marketing of a convenient en-route destination on the Friendly N6 Route.

Tourism product developments consisting of the following mix:

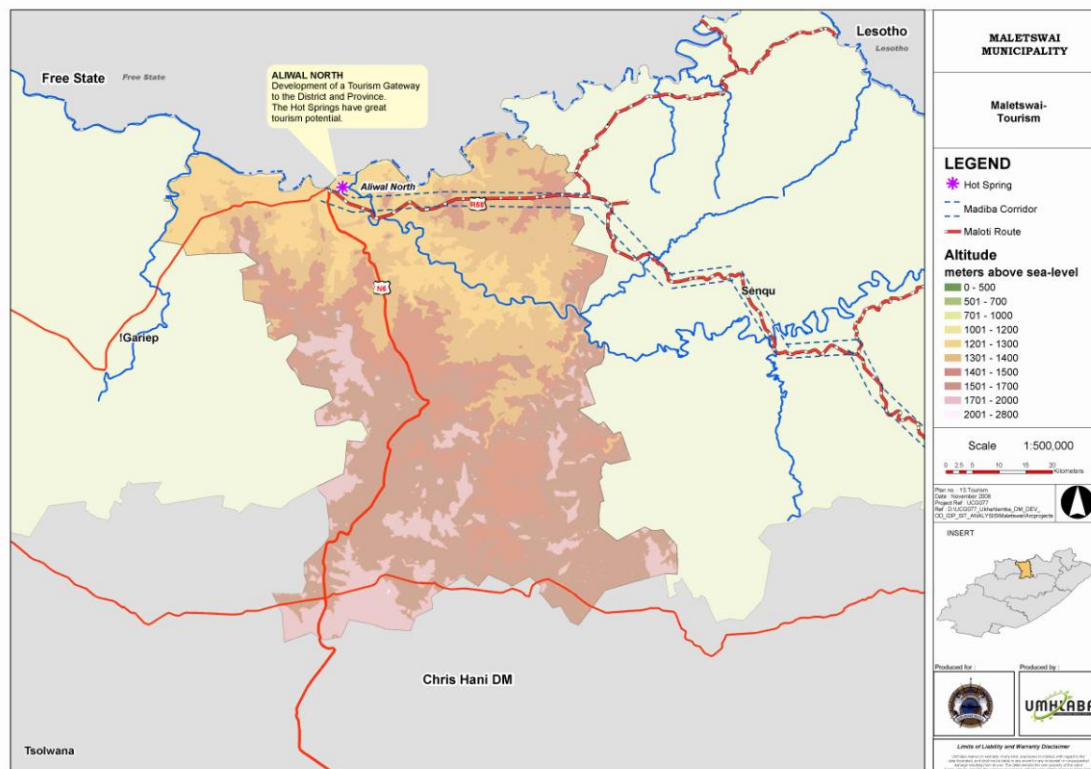
- A convenient transit stop
- A general interest stop
- A day at the Aliwal and Islands Spa

- An overnight visit to the Aliwal Spa
- General Holiday
- Historical Experience
- Concentration Cape Historical Experience
- Scenic / rural holiday
- Shopping
- Conference
- Training course
- Children's school events
- Special Interest Holidays:
- Soft Adventure Holiday
- San Rock Art viewing
- Anglo-Boer War history tours
- Liberation Struggle history tours
- General nature experience
- Victorian Architecture experience.

Investments into tourism infrastructure consisting of the following:

- Redevelopment / Revitalization of the Aliwal Spa
- Upgrading of specific roads infrastructure to improve accessibility;
- Existing sewerage reticulation system needs upgrading;
- There is need to ensure reliable and cost-effective electricity;
- Expand the Aliwal north.net websites and create of an electronic booking;
- Development of historical Tours in Aliwal North
- The Aliwal Bridge Tourism Toll Project
- Improve tourism signage across the area

The tourism opportunities are indicated on the plan below:



Maletswai is sometimes used as an overnight stay between Gauteng and the Eastern Cape coast. This kind of accommodation tends to be easily accessible and Aliwal North benefits from this. In Aliwal North (but also in some limited other venues) there is a government sector market for people attending meetings and conferences. This tends to be during the week.

The Friendly N6 stretches from Bloemfontein in the Free State through the Joe Gqabi District to East London.

In the past it has been expected that the Aliwal North Spa would provide a key part of the tourism development of the District. This programme has been fraught with challenges and it has not proceeded as expected. The Mthombo Sediba Development Agency was established in Maletswai to oversee the development of this asset.

Tourism Activities and events

- Ecotourism (including hunting, trout fishing, private game reserves, hiking trails)
- Agritourism and Farm stays
- Cultural tourism (Anglo Boer, Xhosa history, Ancient Rock Art, Fossil Sites)
- Events Tourism (Fly fishing events, Mountain Biking races, cross country marathons, motor bike rallies, music festivals, agricultural Shows, passion play, etc.)
- Adventure Tourism (4 x 4 trails, horse trails, mountain biking)

Tourism threats and challenges

- Accessibility and linkage challenges
- The biggest challenge facing the development of tourism is the quality of roads and the areas accessibility.
- Tourism organisations have overtime emphasized this point and have appealed for improved road maintenance and accessible airfields.
- Poorly maintained roads limits access to facilities, events and attractions which then limits the type of tourist that comes to the area and the amount of time they spend in the area.
- Air (Accessibility) tourism could be a way to attract more of the Gauteng market (affluent market) and not have the impediment of long distances to travel.
- Maletswai is far from the main tourist destinations as well as the main markets

Structural challenges

Few community based tourism enterprises have succeeded and been sustainable, mainly due to a lack of skills, a lack of market, high establishment costs and community challenges. Very little has been done around the marketing of the products or creating outlets for the produce of community projects (arts and craft projects being one of the biggest problem areas)

There is limited coordinated marketing which impacts on the linkages and integration between various tourism products and programmes. There are large distances between places that offer tourism information, these are not well maintained, linked or coordinated resulting in the tourist not getting access to the information they need. Generic marketing material is limited.

There is very little being invested to stimulate tourism development. Where there has been investment by government in tourism development it has not necessary been sustainable, well planned and or executed.

Tourism structures are fractured and are not meeting the desired output of a stimulated tourism industry

The role of local and provincial government in tourism is still unclear and this is increasing the lack of direction in the sector.

There is limited knowledge of the tourism value chain. Most people are focusing on accommodation and not looking at the wider issues of products, programmes, destinations and activities.

As tourism is a new and underdeveloped sector there is not much money available within the industry, nor within the public sector to currently ensure that it is viable and sustainable. Investment tends to be in "projects" and not in the development of the industry as a whole. Without there being a large tourism market, the viability of especially community projects is compromised.

There is also the need for higher income tourism establishments

Safety and security for tourists while not currently a significant issue is one that needs to be addressed. This requires a coordinated programme as well as good links to the awareness programmes and capacity programmes.

There is a lack of activity based tourism products that encourage tourists to stay longer as there is more to do.

There is a lack of complimentary services catering for tourists and travellers such as garages, restaurants, public toilet facilities, health practitioners, and banking services

There is a general lack of awareness on tourism related issues within communities

Maletswai has a very low profile with little or no presence at main tourism marketing shows and exhibitions.

Tourism evaluation is not taking place whereby it can be determined as to what are the needs of the market and the expectations of the tourist visiting the area

Institutional challenges

As tourism organisations are usually run by volunteers and the tourism industry is not yet a large money generator, it is difficult to keep people involved and driven, especially for issues that may not directly benefit their own tourism establishment. Lack of long term commitment to tourism is a significant serious challenge

There is a significant lack of skilled people - due to illiteracy level and this has an impact on the quality and type of tourism products. Related to this there is a vast need for capacitation. Linked to this should be a mentoring system so that skills are continually built and that there is a support system in place to assist those entering the market for the first time

The public sector has still a limited involvement of in the industry and they do not have a track record of developing the institutional side of tourism

There is poor communication between structures and their constituencies leading to a lack of knowledge and coordination

There are few leaders within the tourism industry at present and a number of followers. The followers often lack inspiration and drive to develop

Networking between product owners could be improved, but this also links to the need for improved commitment, integration and collaboration of plans

Government challenges

Government as a whole plays a very limited role in the development and sustenance of tourism in the Maletswai area. Few departments see that they have a role to play and many are very unaware of the role they could be playing. Linked to this is that those that are involved do not attempt to integrate their programmes with those of the tourism industry or their colleagues resulting in disjointed programmes

The Municipality has not contributed much to the development of tourism in its area despite local tourism being one of its powers and functions. Tourism seems to have to compete with funding for other "more important" budget items get is a basis for the development of the economy

This lack of investment in tourism by municipalities and government is resulting in the deterioration of infrastructure and buildings which are National Monuments, heritage sites and or general tourist attractions;

Government investment is often piecemeal and tourism needs continuity of investments such as in events and programmes as it take time to market and create a market for such events and programmes

Marketing of the area by government seems to have deteriorated. ECTB seems to be focusing on the coastal areas

Poor quality basic services such as water, sanitation, electricity and waste removal impact on the overall impression tourists have of the area as well as the quality of service that can be provided

The introduction of low-cost flights between Johannesburg and East London could result in fewer people driving through the area

Tourism Opportunities

Aliwal North is situated at the confluence of the Orange and Kraai Rivers and lies on the N6 arterial road (promoted as the friendly N6) that links East London to

Bloemfontein. The town's location suggests that it is ideally positioned as a gateway and economic centre that will support the growth of tourism within the Joe Gqabi District. It lies on an agricultural plateau 1,370m above sea level and has a fine, bracing climate with a population of 32,142. It is the largest town in the District. Maletswai has an entity that was developed mainly to promote development in the area called Mthombo Sediba Development Agency. This agency has been tasked with overseeing the development of the Aliwal Spa which is one of the main attractions in Maletswai, but is also responsible for other economic development in the area

The tourism institutional framework within Maletswai is based on the structures advocated in the white paper on tourism development (1996). There is an LTO structure which is run by volunteers and several CTO's (Dukathole, Hilton and Jamestown) also run by volunteers. These structures have been formed so as to assist with the implementation of the tourism sector plan. They are busy with branding of Maletswai tourism.

Tourism opportunities in Maletswai include:

There is an opportunity of strengthening the linkages with existing tourism routes such as the Friendly N6 and the Maloti Route;

Linking with neighbouring towns where tourism is already well established, i.e. Lady Grey, etc.

Strengthening existing tourism products and developing new tourism products, particularly around history and heritage;

The Aliwal Spa is well known despite it not being well used;

The area is easily accessible on the N6;

The area has many National Monuments and other historical and heritage sites in the Maletswai area

Aliwal Museum has a newspaper archive with local newspapers from 1897

Aliwal North area has a variety of established accommodation establishments;

Maletswai is very scenic and also has two major rivers flowing through it;

The area is in relative close proximity to two metropolitan areas, namely Bloemfontein (208 km) and East London (376 km);

Aliwal North is the gateway to other tourism destinations within the Eastern Cape from the Free State and Gauteng;

Many government departments are establishing District offices in Aliwal North;

The Eastern Cape Tourism Board has an office in Aliwal North;

There are a number of people in town who volunteer their time and labour to maintain the heritage sites of the area.

Tourism prioritized areas of intervention

Tourism awareness within the district area focusing on a number of different stakeholders: schools and colleges, government departments, municipalities, complimentary service providers (restaurants, garages, doctors etc)

Marketing of the area to be a preferred destination and not only a gateway to other areas

Improving access to information around tourism including improved and additional tourism information centres.

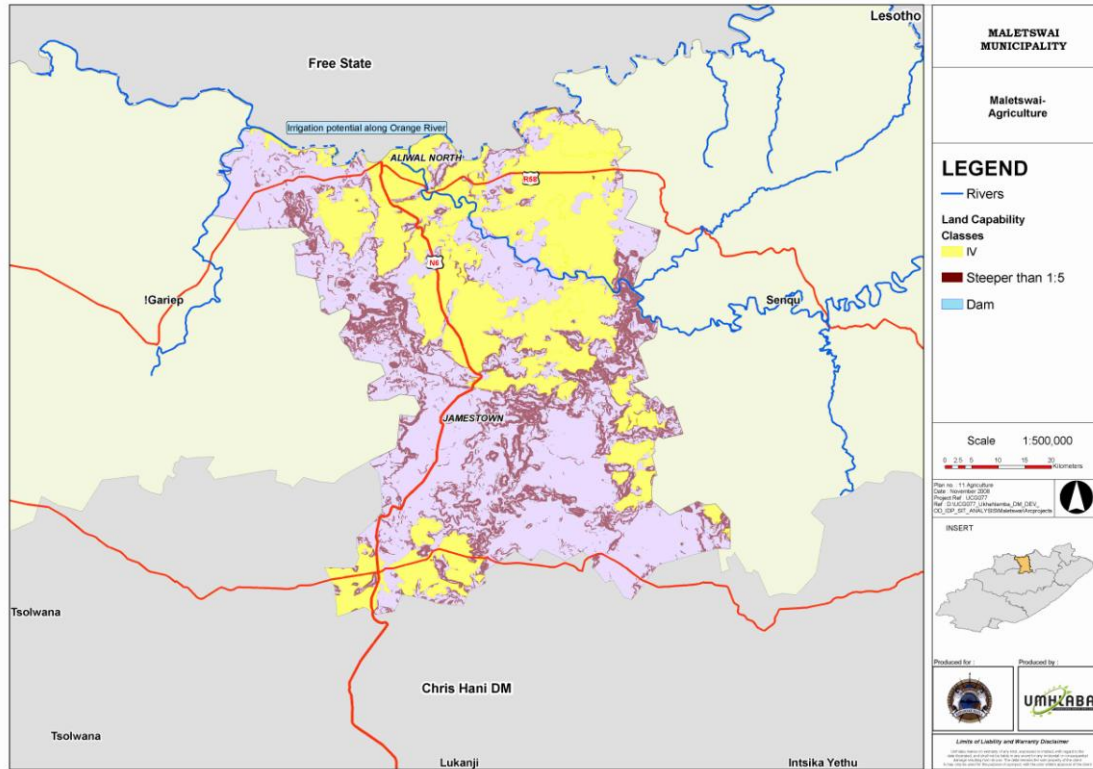
Strengthening of relations between tourism stakeholders

Focused capacity building and skills development in the broader tourism value chain area focusing on the competitive advantages of the area

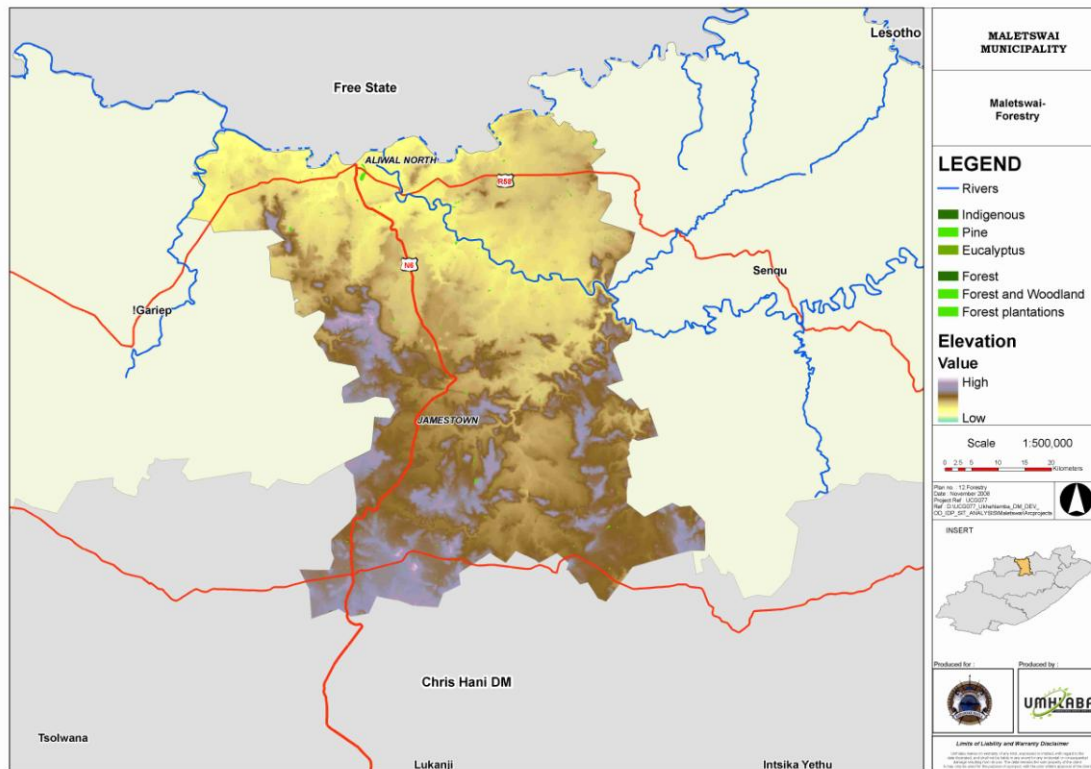
Improvement in waste management and disposal, telecommunications (especially in the rural areas) water and sanitation.
 Significant improvement in roads accompanied by improved road signage

7.7.2 AGRICULTURE

The plan below indicates the agricultural potential in Maletswai



The plan overleaf indicates the forestry potential in Maletswai



Commercial Farming and Forestry

In Maletswai, commercial farmers are mainly small stock farmers (sheep and limited numbers of goats) but there is also some cattle farming. There is also some game farming especially to the west and this has positive synergies with the conservation areas of the Nama Karoo.

Semi-Commercial/ Subsistence Farming

The support and further development of agriculture is viewed as an important strategy for the sustained economic and social upliftment in the rural areas as well as increased agricultural income and food security.

Agricultural characteristics: commercial farm areas

Livestock in the area is veldt reared, resulting in a good quality product. Animals that are not sold directly via marketing agents for slaughter often leave the area for feedlots close to the main markets of South Africa. Most livestock is sold to markets outside of the District. The continued incidence of stock theft (and deaths due to small predators) has resulted in many farmers changing their focus from small stock to large stock (cattle) and game which require fewer input costs and are relatively easier to manage.

There is very little processing of agricultural produces in the district area. Niche markets are starting to develop but are still in their infancy such as walnuts along the Orange River.

Farmers having obtained land through land reform are struggling. They lack farm infrastructure, often carry large debts, cannot afford input costs, are fearful of risks involved in agriculture, do not carry sufficient stock to make the enterprise viable and often lack skills and experience. The Department of Agriculture's CASP programme has not complimented the land reform processes sufficiently due to their own funding constraints.

Agricultural skills

Agricultural skills within the established commercial farming sector are quite extensive; however there are few skilled middle level workers and a large proportion of unskilled labour. There are no public agricultural training facilities within the area, and people need to leave the area in order to get skills. A low skill level impacts on productivity and efficiency and therefore on profitability.

Agricultural Challenges

A significant challenge for all agricultural goods produced in the area is the distance to markets. This impacts on profitability and is exacerbated by the quality of roads. The deterioration of the road infrastructure is having a negative impact on the agricultural community. It is difficult to get produce to the markets, storage and processing plants. Large livestock vehicles struggle on some roads, which mean they are no longer able to provide services to some areas. Poor roads impact on taxi fares to the rural areas, which have impacts on agricultural workers. The general wear and tear on vehicles is high which is placing extra burdens on the agricultural sector.

Small farmers are often unable to absorb market fluctuations. This also negatively impacts on new farmers who still have large loans or lack resources. It has become noticeable that agricultural practices need to be done on a larger scale in order for them to be profitable.

Farmers are employing less labour on the farms and often have to seek alternative incomes. Many farms now have a secondary enterprise as a method to generate sufficient income.

The condition of equipment on farms is deteriorating mainly due to the age of the equipment and the very high cost of new equipment that is mainly imported into the country. This may have a long-term negative impact on the agricultural community.

Agricultural Opportunities

- Partnerships between established commercial agriculture and smaller farmers
- Niche markets could provide some additional income

Agricultural prioritized areas of intervention

- Reduction of overgrazing and retrogression in the commonage areas
- Support to new farmers through infrastructure, advice and mentoring
- Improvement of marketing initiatives
- Improvement of roads

8.1 GOOD GOVERNANCE KPA 4

8.1.2 POLITICAL STRUCTURE

The Maletswai council consists of 12 Councillors, including the Mayor, and both the political and the administrative seat is situated in Aliwal North.

There are six ward committees, with 60 members, which contributes to the participatory interface between the community and council;

Council, as part of their political mandate, ensures that the needs of the community are reflected in the IDP and that these are prioritized and translated into strategic objectives and strategies, which inform the development projects for implementation in the SDBIP.

The Mayor holds office as a full time public office bearer, which enables political leadership and direction.

Political and executive authority is vested in the council, where developmental decisions are made to meet the needs and improve the quality of life of the citizens living in Maletswai.

Council meetings are open to the public. Ordinary Council meetings take place at least four times per annum. Special Council meetings are convened; when important issues arise that require urgent attention.

The standing committees of council were established and being reviewed from time to time, to strengthen the oversight role of the council on the performance of the administration.

8.1.3 IDP –REVIEW PROCESS 2010/2011

IDP Representative Forum

This forum meets at least 4 times a year to discuss progress achieved on implementation as well as to give direction around the needs and requirements for the future. The provincial departments and some national departments participate in this forum.

Maletswai still struggles to get relevant departments (from the area) to attend and there is often inability of these departments to influence their departments programmes.

8.1.4 COMMUNITY AND PUBLIC PARTICIPATION

The Municipality has through appropriate mechanisms, processes and procedures consulted the local communities in terms of Chapter 4 of the Municipal Systems Act 32 of 2000.

Ward Based Planning meetings were held during November 2009, and community outreaches were held in October 2009 and February 2010. The February Imbizo's were combined with the councils greening programme as well as the councils door to door, which was done amongst other things to gain experience on to the lives of the people.

COMMUNITY DEVELOPMENT WORKERS

Currently our community is serviced by six CDW's who are based at the Community Services Department. However, there are challenges that needs urgent attention like for instance the issue of where they should be placed, either in office of the Mayor or be left where they are? In October 2009 the Council had a meeting with provincial management and the matter was among the issues discussed.

It was then put on record that the matter will be discussed at the National Conference scheduled to take place in November 2009 in Gauteng. Nonetheless, CDW's must work with ward councillors and do their reports by cooperating with ward councillors.

WARD BASED OUTREACH PROGRAMMES

In a year the municipality holds 4 outreach programmes per ward. So far these consultations seem to be effective as the community raise their issues via these meetings and priorities are developed from issues raised at these outreaches. However for the 2010/2011 review the council decided not to take new priorities from the community but to concentrate on the issues raised in the 5 yr IDP and implement the ones that it could not implement in the past 4yrs.

WEBSITE DEVELOPMENT

The municipality has entered into an agreement for a shared service on IT related services. This proves to be problematic as when the system crashes, a person has to come from the district "in Barkley to be exact" to solve the problem. Over the past 6 month the system was down and staff members could not send or receive mail vial electronic mail. This impact negatively on the municipalities' accountability principle as well as other relevant information is placed on the website after every two weeks for public viewing and scrutiny.

8.1.5 INTERGOVERNMENTAL RELATIONS

Maletswai is represented on the following District IGR structures:

- District Intergovernmental Mayors Forum (DIMAFO);
- Both Political and Technical meetings.
- CFO's Forum;
- District Wide Corporate Services Working Group;
- District Health Advisory Council; and
- District Social Needs Cluster.

Joe Gqabi District Municipality represents the local municipalities (including Maletswai) in the District area, in the following Provincial IGR Clusters meetings:-
Governance and Administration Cluster;
Social Needs Cluster; and

Economic Growth and Infrastructure

Intergovernmental Challenges

Regional demarcation of numerous government departments does not necessarily align with municipal boundaries. A number of provincial departments now have offices in Aliwal North (Maletswai).

8.1.6 PARTNERSHIPS AND STRATEGIC RELATIONSHIPS

Maletswai's Process Plan was aligned with the District Framework Plan during September 2008. Maletswai is represented on the Joe Gqabi District IDP Representative Forum.

8.1.7 MAINSTREAMING OF SPECIAL GROUPS

The identification, design and implementation of IDP programmes in Maletswai should amongst other interventions streamline factors and prioritize the allocation of benefits and involved the participation of youth, women and people-living-with disabilities (PLWD). In this regard, resources must be identified and allocated to give effect to the full constitutional rights of youth, women and people living with disabilities in Maletswai.

Special Interest Groups selected area of Intervention:

Area for intervention, most impact is an enabling framework through the Maletswai procurement policy and EPWP compliant principles in the Tender process. A more ward based budget for these interest groups has been made for the 2009/10 financial year.

8.1.8 HIV and AIDS

HIV and AIDS is a cross cutting issue with no boundaries, which has an impact on youth, women, elderly and local economic development. It has a serious global, national and regional social, economic and health impact, and it contributes to the deepening of poverty.

Recently **COGTA** has appointed a service provider (**Contra-Lit**) to pilot a project of Rolling out of Programming and Mainstreaming of Integrated Local Response to HIV and Aids in Joe Gqabi District. This follows the Presidential call in his Address during the 2009 World Aids Day where he said "**our message is simple:**

**"we have to stop the spread of HIV,
"we must reduce the rate of new infections,
"prevention is our most powerful weapon"**

This can only be done if all people understand that you are either affected or infected by this pandemic. As long as government departments and municipalities are working in silos in dealing with issues of HIV and Aids the calling to reduce the spread of the virus can only be a wish from a concerned citizen.

In the previous financial year the council took a decision to increase the budget of the HIV and AIDS unit from **R20 000** to **R100 000**. Eastern Cape Aids Council and Joe Gqabi District Municipality have also given an enormous support to the council with regards to HIV and AIDS issues in Maletswai, and they still continue to do so.

8.2 KPA 5 FINANCIAL VIABILITY

8.2.1 BUDGET

The budget consists out of the following;

The operating budget;

The capital budget;

And the tariffs

8.2.2 EXTERNAL ALLOCATIONS

Equitable Share Allocation

<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
R17 620 000	R19 842 000	R21 814 000

Include in the equitable share is the following contribution to councilor allowances

R784, 000	R833, 000	R875, 000
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Finance Management Grant

<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
R1, 250, 000	R1, 500, 000	R1, 500, 000

Municipal Systems Improvement Grant

<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
R750, 000	R790, 000	R800, 000

Municipal Infrastructure Grant

<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
R10, 487, 000	R12, 613, 000	R15, 336, 000

DME Electricity Grant

<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
R10, 000, 000	R10, 000, 000	R5, 000, 000

8.2.3 INCOME AND INCOME SOURCES

Medium Term Inc and Exp Framework

SCHEDULE 1	Budget Year 2008/09	Budget Year 2009/10	Budget Year 2009/10 Adjusted Budget	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
REVENUE BY SOURCE	Budget	Budget	Budget	Budget	Budget	Budget
Operating Revenue by Source						
Property rates	6,418,500	6,704,600	8,631,760	9,494,936	10,919,176	12,557,053
Property rates - penalties imposed and collection charges	1,000,000	1,100,000	700,000	742,000	793,940	857,455
Tariffs and Charges						
Service charges - electricity revenue from tariff billings	31,002,853	40,347,698	31,002,853	44,916,000	49,407,600	54,348,360
Service charges - sanitation revenue from tariff billings	0	0	0	0	0	0
Service charges - refuse removal from tariff billings	3,849,768	4,157,730	4,157,730	5,040,000	5,392,800	5,824,224
Other income	2,722,502	6,364,023	6,364,023	11,133,775	8,805,200	8,919,916
Regional Service Levies - turnover	0	0	0	0	0	0
Regional Service Levies - remuneration	0	0	0	0	0	0
Interest earned - external investments	5,000	5,000	5,000	5,300	5,671	6,125
Interest earned - other	400,000	1,100,000	600,000	636,000	680,520	734,962
Rental of facilities and equipment	1,709,000	1,424,500	1,709,000	1,553,850	1,684,829	1,835,901
Settlement Discounts	635,000	630,000	785,000	862,100	922,447	996,243
Contributions - District Municipalities	0	0	0	0	0	0
Income for agency services	1,911,000	2,102,100	2,082,800	2,207,768	2,362,312	2,551,297
Grants & subsidies	39,399,490	33,701,536	34,121,536	44,028,315	48,970,358	49,045,301
Contribution Capital Replacement Reserve	0	0	0	0	0	0
Contribution Surplus account	5,519,191	4,696,137	7,145,258	3,169,333	4,528,597	9,745,258
Total Operating Revenue By Source	94,572,304	102,333,324	109,347,893	123,789,377	134,473,450	147,422,095

8.2.4 BILLING

VOTE	DESCRIPTION	2006/07/01	2007/07/01	2008/07/01	2009/07/01	2010/07/01
350	RATES AND TAXES					
Maletswai	Cent per Rand					
	Vacant Land/Mining Prop.	0.0150	0.0160	0.0176	0.0118	0.01298
	Improved Residential	0.0150	0.0160	0.0176	0.0059	0.00649
	Commercial/Business	0.0150	0.0160	0.0176	0.0071	0.00779
	Bona Fide Agricultural	0.0150	0.0160	0.0176	0.00148	0.00162

8.2.5 VALUATION ROLLS

Council did General Valuations that will become effective as from 1 July 2009.

The valuations are split as follows;

Exemptions	R 460,092,000
Businesses	R 217,583,000
Residential	<u>R1, 682,499,000</u>
Total	<u>R2, 360,173,220</u>

8.2.6 PAYMENT RATES

Almost 90% of all ratepayers pay their rates monthly and the rest pay it annual before 30 September. The collection rate is currently +/- 85%.

8.2.6.1 BILLING AND COMPUTER SYSTEM

Council changed to the Sebata financial system as from 1 July 2008. Accounts are being sent out monthly and the services of defaulters are suspended after giving them notice

8.2.7 EXPENDITURE ALLOCATIONS/ PATTERNS

SCHEDULE 3	Medium Term Inc and Exp Framework		
	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
CAPITAL EXPENDITURE BY FUNCTION	Budget	Budget	Budget
Executive & Council	R 706,800	R 60,776	R 65,638
Finance & Admin	R 3,775,000	R 980,250	R 938,670
Planning & Development	R 40,000	R 42,800	R 46,224
Health	R 53,000	R 56,710	R 61,247
Community & Social Services	R 82,506	R 88,281	R 95,344
Housing	R 10,000	R 15,000	R 15,000
Public Safety	R 367,200	R 243,104	R 262,552
Sport and Recreation	R 1,037,100	R 39,697	R 42,873
Waste Management	R 375,000	R 26,750	R 28,890
Waste Water Management	R 0	R 0	R 0
Road Transport	R 10,182,650	R 12,003,750	R 14,592,312
Water	R 0	R 0	R 0
Electricity	R 10,560,400	R 10,385,628	R 5,416,478
Other	R 0	R 0	R 0
OPERATING EXPENDITURE BY VOTE	R 27,190,256	R 23,942,746	R 21,565,228

8.2.7.1 SUMMARY OF EXPENDITURE

Salaries and Allowances	R	36,440,175
Councilors Salaries and Allowances	R	2,588,433
General Expenses	R	29,222,546
Bulk Purchasing Electricity	R	26,956,800
Repair and Maintenance	R	3,452,314
Loan Charges	R	825,600
Capital Ex Revenue	R	4,987,606
Capital Ex Grants	R	20,662,650
Contribution to leave fund	R	969,616
Less: Amounts Charged Out	R	<u>-2,316,362</u>
	R	<u>123,789,377</u>

Breakdown of Expenditure Allocation

Salary adjustment for councilors and officials of 8.5%

Internal Audit Function	R	212, 000
Working Capital	R	300, 000
Bad Debts	R	264, 000
Equitable Share Contribution to Budget	R	5,194, 000
Free Basic Electricity	R	1,484, 000
Special Projects	R	700. 000
Poverty Alleviation	R	1, 590, 000
Street Maintenance	Ex Revenue	R 424, 000
Storm water	Ex Revenue	R 106, 000
Management Systems	Ex Grants	R 700, 000
Electricity Network	Ex Grants	R10, 000, 000
MIG Allocation	Ex Grants	R 9. 962, 650

8.2.8 PROVISION OF FREE BASIC SERVICES/INDIGENT POLICY AND REGISTERS

In terms of the Constitution, it is a right of all citizens to have access to basic level of services. In realising this principle, the National Indigent Policy Guidelines determines that municipalities must provide free basic services to the indigent people in a sustainable manner.

The following are classified as free basic services to poor households, per month:-

Free basic water - 6 kilolitres of water per household;

Free basic electricity -30 kilowatts electricity for grid-based h/holds;

Subsidy amount of R48.00 for non-grid h/h;

Free basic sanitation - In urban areas where residential density is high, waterborne sanitation is generally most appropriate technical solution and in low density area, on-site technical solutions are an appropriate basic level of service;

Refuse Removal - DEDEA committed to grant subsidies to all indigent household for refuse removal;

Maletswai has an Indigent Policy. Qualifying applicants must register for FBS at the municipality or with their designated councillors (ward councillors). After lodging the application it will be assessed and approved. An income declaration or proof of registration as an unemployed person, support the indigent application.

The table hereunder gives a reflection of the number of qualifying poor households over the last two years and the actual financial implication.

	No H/H 2007/08	Equitable Share R	No H/H 2008/09	Equitable Share R
Water	5175	2 303 904	5175	2 303 904
Sanitation	5175	1 943 724	5175	1 943 724
Refuse removal	5175	1 943 724	5175	1 943 724
Electricity	3004	720 960	3004	720 960

A free Basic service in terms of electrical supply is still a challenge to those receiving electricity in the commercial farming and rural areas.

8.2.9 FINANCIAL POLICY DEVELOPMENT

The objective is to achieve financial sustainability and will include the following Initiatives-

Improve the collection of rates to bolster income and redirect revenue to basic service delivery initiatives.

Maintain up to date valuation roll and fostering maintenance of property to ensure increasing value;

Develop a clear financial sustainability plan

Exercises financial prudence through adoption of a zero based financial management and budgeting process;

Adopts a flexible capital expenditure approach, allowing movement of funds between projects and programmes based on performance;

Complies fully with the provisions of the Municipal Finance Management Act, Municipal Structures Act & Municipal System Act in terms of financial management & accountability, and disciplined corporate governance respectively;

The strategy includes the development of a credible budget with realistic revenue and expenditure projections. Appropriate tariff setting and service charges will be set by Council. All efforts will be aimed at adhering to the local government legislation and Treasury circulars that seek to facilitate the implementation of the MFMA.

The long-term financial plan should be reviewed each year to update assumption, projections and related policies. Key issues to be included are:-

Revising the long term financial plan for events that may have impacted during the recent past;

Refer to the outcomes and achievements of the past few years' financial performance as per the audited financial statements;

Reviewing and discussing the financial objectives, indicators and assumptions;

Reviewing the past and summarise long term financial outlook;

Highlighting the current overall financial position and liquidity situation;

Highlighting financial challenges and constraints;

Discuss strategies to deal with the challenges, and to maintain financial viability and capacity to sustain services;

Highlight overall finding mix and implications for own revenue and external funding

Highlight compliance with MFMA and other relevant legislation.

Cost savings and revenue enhancement measures

The 2010/11 Draft Budget that will be tabled for approval on 30 March 2010 reflects a contribution of R3, 169,332 from the accumulated surplus or a deficit of R3, 169,332.

It is recommended that cost savings and revenue enhancement measures should be introduced immediately to reduce the deficit as council can not continue on this trend..

In addition the municipality will apply the following cost reduction measures:

The productivity of all staff members need to increase
Shadowing of staff is unnecessary
Cutting down of subsistence and traveling by;
Traveling together
Cheaper accommodation
Only attend what is relevant
Attend what can affect the future of the municipality

Revenue raising strategies

As part of its revenue strategy, the council will implement the following measures:

Disconnection of electricity due to non-payment should be done on an acceptable rate
Auditing of all prepaid electricity meters should be performed as to identify tampering
Invoices should be generated for all recoverable works, such as;
Fire Brigade Services
Cleaning of Erven
Removal of Rubble etc.
All consumption should be metered
Embark on a Database cleansing exercise.

Capital financing strategy

Council should strive to build an asset replacement reserve to finance future assets
Loans should be obtained from financial institution giving the lowest rate

8.2.10 ASSET MANAGEMENT

Asset Management Strategies
Assets should be bar coded on receipt
All assets purchase should be captured in the assets register
Asset counts should be done twice a year
The assets should be revalued
The new assets value should be used for insurance purpose

8.2.11 AUDIT

External Audit by the Auditor General

Council received an disclaimer opinion for the 2008/2009 financial year

The main financial issues were;

Assets register not correct
Bank reconciliations not perform monthly
Leave register not correct
Losses on electricity and water too high and not monitored regularly.
Documentation not timeously submitted for audit

Latest Auditor-General report indicates that the municipality did not comply with the following regulatory requirements for the year ended 30 June 2009:

Municipal Systems Act, section 26©. The council's development priorities and objectives for its elected terms could not be found in the IDP.

Municipal Systems Act, section 26(h). The IDP budget projections for the next 3 years have not been included in the IDP.

Municipal Systems Act, section 26(i). Key performance indicators and performance targets have not been set.

While performing system verification procedures on performance information it was ascertained that the municipality has not developed documented policies and procedures over the following relating to the information disclosed under performance information:

Developing and evaluating output performance measures

Collecting, coordinating and compiling performance information

Ensuring data integrity and quality assurance over performance information

Monitoring and managing data measurement and reporting processes

Reporting sufficient and appropriate information to stakeholders.

The following discrepancies were identified:

Key performance areas for the municipality as a whole were not set in the IDP

Key performance targets were not set in the IDP

An approved SDBIP was not obtained – annual targets set were not able to be identified

Goals set in the IDP did not agree with the goals in the fourth quarterly report.

Council did draw-up an action plan to resolve the abovementioned errors

Internal Audit Challenges

Communities want more assurance around stewardship and accountability in their respective municipalities. To effectively do this is still a challenge.

The area lacks critical audit skills.

The costs of establishing internal audit units and audit committees can be high especially if well qualified staff are needed

The risk of not establishing internal audit functions is that there is diminished accountability around funds being received and spent.

There is increased risk of problems (with high financial and human resource costs) occurring that could have been prevented.

High tendency not to comply with MFMA and DORA reporting compliance which might result in that funds be withheld.

Internal Audit legislation

Municipal Finance Management Act,2003 (Act 56 of 2003).

King Reports on good governance

Internal Audit prioritised areas for intervention

Budget provision apart from operations only, should be provided to sharpen the technical skills needed by internal audit unit to stay up to date with ever changing environment and challenges of its work.

The water and sanitation revenue and expenditure budgets provided needs urgent verification.

8.3 KPA 6 INSTITUTIONAL ANALYSIS

8.3.1 POWERS AND FUNCTIONS

The Constitution indicates that the objects of local government are:

- To promote democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote a safe and healthy environment and
- To encourage the involvement of communities and community organisations in the matters of local government

Within this constitutional role, powers and functions have been defined in terms of the Local Government Municipal Structures Act as amended.

Functions of municipalities

The municipalities had interaction during the latter part of the 2006 year to discuss the Section 84 functions as included in the Municipal Demarcation annual questionnaire.

Table 25:

Function	Ukhahlamba	Local Municipality
Air pollution	X	
Building regulations		X
Child Care facilities		X
Electricity reticulation	X (unknown until REDZ finalized)	X
Fire Fighting	X as per regulations	X
Local Tourism	X as per white paper	X
Municipal airports		X
Municipal Planning	X	X
Municipal Health Services	X	
Municipal Public Transport		X
Pontoons and Ferries		X
Storm water		X
Trading regulations		X
Water (potable)	X	
Sanitation	X	
Schedule 5 part b		
Beaches and amusement facilities		X
Billboards and the display of adverts in public places		X
Cemeteries, Crematoria and funeral parlours		X
Cleansing		X
Control of public nuisances		X
Control of undertakings that sell liquor to the public		X
Facilities for the accommodation, care and burial of animals		X
Fencing and fences		X
Licensing of dogs		X

Function	Ukhahlamba	Local Municipality
Licensing and control of undertakings that sell food to the public		X
Local amenities		X
Local sport facilities		X
Markets		X
Municipal abattoirs		X
Municipal parks and recreation		X
Municipal roads	X (not yet sure of role)	X
Noise pollution		X
Pounds		X
Public places		X
Refuse removal, refuse dumps and solid waste disposal		X
Street trading		
Street lighting		
Traffic and parking		
Additional agency functions performed		
Licensing of vehicles		X
Primary Health Care	X	X (excluding Elundini)
Road maintenance	X	

The administration of Maletswai local municipality is headed by the Municipal Manager, and his appointment as Accounting Officer is formalised by a signed Employment Contract. A draft Annual Performance Agreement in respect of the Municipal Manager will be aligned to the reviewed 2008/09 IDP and submitted to the Mayor together with the draft annual SDBIP.

Financial administration

Maletswai has challenges around the amount of income available to deliver services. There have been times over the past five years when Maletswai's financial viability as a municipality has been questioned. Due to their small population size (even though this is disputed) they receive only a small amount of equitable share. This is coupled with the fact that they have urban areas with old infrastructure, which is of a high level of service, but which still needs to be maintained and they are not drawing in much income from the sale of services to these communities. They have not managed to implement systems around levying rates on the commercial farmland and this has negatively affected their income. Challenges around the spending of funds in their municipalities, which has been more skewed towards the previously disadvantaged, has meant that maintenance of some of the higher level services in other areas (such as tarred roads in Aliwal North) have deteriorated beyond reasonable repair. This impact on the ability of the municipality to attract and or retain commercial enterprises that could generate income for the municipality.

Corporate Administration

Corporate administration of municipalities can be divided into management systems and structure, human resource management (including organisational structures, union

relationships, management structures, discipline), skills development, legal services, communication, council support services, information technology and auxiliary services (including building management, pool car management)

Management Structures and Systems

Maletswai Municipal Council consists of 12 councillors The Council has an Executive Committee with the following four standing committees:

Financial Services Standing Committee;
Community Services and Planning Standing Committee;
Corporate Services Standing Committee; and
Technical Services Standing Committee.

Organisation Systems and structure

Table indicating the Annual Staffing Levels 2002 – 2005 (Actual Results)

Table 26:

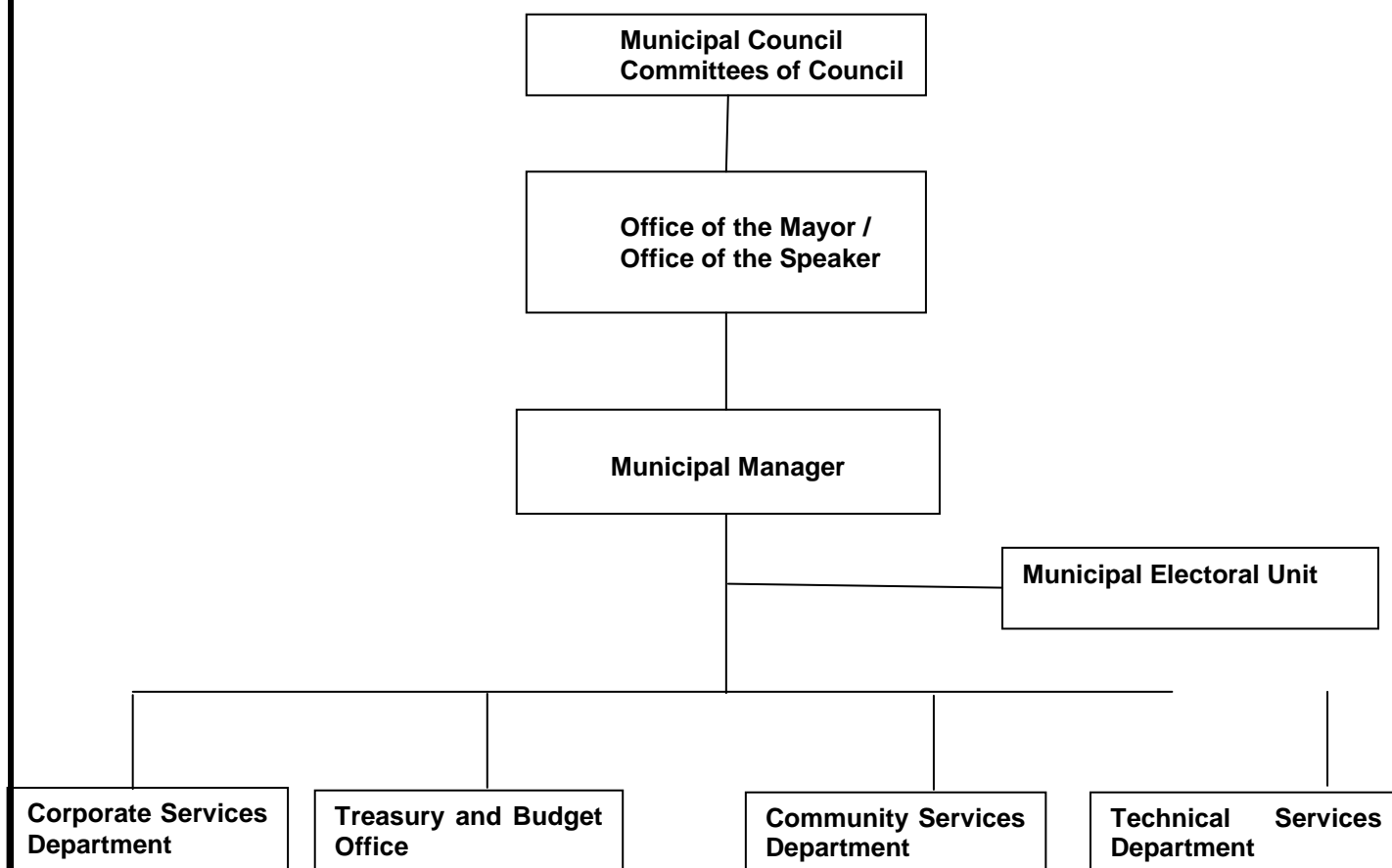
MDB Code	Municipality Name	Employees 2002	Employees 2003	Employees 2004	Employees 2005
DC14	Joe Gqabi District Municipality	364	424	318	394
EC141	Elundini Municipality	148	164	146	138
EC142	Senqu Municipality	131	152	171	164
EC143	Maletswai Municipality	254	248	256	280
EC144	!Gariep Municipality	223	199	181	161

8.3.3 INSTITUTIONAL ANALYSIS

The Local Government: Municipal Planning and Performance Management Regulations (R796 of 2001) set out the following minimum requirements for an IDP:

- An institutional framework is required for implementation of the IDP and to address the municipality's internal transformation;

A new Organogram was developed for Maletswai Municipality and approved by Council during 2008.



The organogram makes provision for four (4) Section 57 posts. These Head of Departments report directly to the Municipal Manager. Four Section 57 Managers are appointed, (3 male and 1 female) in terms of an Employment Contract. Draft Performance Agreements are aligned to that of the Municipal Manager.

Table 27:

Designation – Section 57 Managers	Gender	No. Vacant/filled
Municipal Manager	Male	1 filled
Corporate Services Manager	Male	1 filled
Community Services	Female	1 filled
Finance	Male	1 filled
Technical Services	Male	1 filled
Total vacant posts		
Total filled posts including the above.	210 Male 88 Female	306 total filled

Table 28: Staff Breakdown

Casuals	22	
Temporal Staff	5 (males)	
Full time African Males	190	
Full time African Females	79	
Full time Whites Male	8	
Full time White Females	4	
Coloured Male	11	
Coloured Females	9	

Internal Strengths, Weaknesses, Opportunities and Threats

The following **weaknesses and threats** are facing the institution of the Maletswai Municipality:

- Need to address the capacity of existing human resources;
- Attracting and retaining scarce skills;
- Inadequate space for office accommodation;
- Lack of funding to expand and centralise staff in one centre;
- High dependence of the municipality, on external funding sources;

- Internal Controls need to be strengthened to ensure appropriate asset Management; and

- Insufficient financial resources to address enormous infrastructural challenges.

8.3.3.1 Key strengths and opportunities include-

- a relatively stable political environment;
- a conservative (in terms of numbers) staff complement (albeit requiring meaningful capacitation);
- The availability of land for future developments;
- Maletswai as a regional economy of the district presents enormous opportunities for the Municipality to improve its financial positioning and impact on the socio-economic environment of the area.

8.3.3.2 HUMAN RESOURCE DEVELOPMENT

The Capacity Building Strategy, in line with the vision statement, recognizes the need to build capacity and sees this as a starting point in the process of development. In other words, the limited available resources must be directed towards capacity building in the short to medium term. The strategy identifies the following four areas, in which capacity must be built,

- Lobbying capacity,
- Capacity to manage LED initiatives,
- Capacity to regulate citizenry and
- Deliver services

Lobbying capacity

The situational analysis underscores that various institution (District Municipality, Provincial and Sector Departments and Parastatals such as ESKOM and TELKOM) make major infrastructure investments in Maletswai. The strategy is to engage all our partners optimally so that Maletswai obtains the highest benefits. A structured lobbying programme must be developed to increase and coordinate planning initiative so that service delivery takes place in a systematic manner. Building this capacity will have a positive cost benefit for the municipality.

Capacity to manage LED initiatives

The situational analysis concluded that the municipality has very limited space to increase local revenue, mainly because of high levels of poverty. Therefore LED will not only help improve the lives of the citizens, it will also improve the chances of their municipality to be a better resourced local government. However, it has to begin with an organization that can think and coordinate and/ or manage significant initiatives in terms of LED. It has to be able to get the municipality's initiatives to coordinate and synergise with others in a way that should lead to a major turnaround in the economy.

For this to happen, the strategy for Maletswai Municipality will –

- focus on increasing its economic development support capacity;
- co-ordinate economic effort;
- participate in District marketing initiatives and,
- facilitate access to funding.

Achieving sustainable and meaningful economic growth and development is central to reaching the outlined goals and objectives of Council in so far as attaining a high economic growth rate in line with provincial and national projections, reducing unemployment, reducing the number of people living below the poverty line and most importantly, gaining access to increased financial resources to implement efficient basic service delivery.

In order to achieve the desired levels of growth and sustainability, Council's objective are to:

Develop a shared vision and plan for local economic development;
Strengthen the capacity of the Municipality to coordinate and facilitate LED;
Prioritize key public sector infrastructural investments to create an enabling environment for increased business and private investment
Make use of its procurement policy as a direct LED instrument to stimulate small, medium and micro enterprises, especially those from the previously disadvantaged communities;
Facilitate meaningful capacity building for local stakeholders thus ensuring working community-private-public partnerships to implement the IDP objectives;

Capacity to regulate citizenry and deliver services

The corporate image of the municipality as an effective institution needs to be reinstated. The general public must be sensitized about by-laws and policies after which these need to be managed and enforced. The municipality must re-evaluate its core powers and functions and build capacity to manage these effectively.

8.3.3.2 EMPLOYMENT EQUITY

The plan has been developed and adopted for the period 2008-2012

8.3.3.3 SKILLS DEVELOPMENT

The draft WSP for 2010/2011 is available for submission to the Employment Equity and Skills Development Committee for adoption by the council before the end of the 2009/2010 financial year.

8.3.3.4 PERFORMANCE MANAGEMENT

Strategic objectives will be monitored against annual measurable performance indicators that have been converted into quarterly performance targets in the SDBIP. The SDBIP will inform the Annual Performance Report.

The purpose of a performance management policy is:

To give effect to the legislative obligations of the municipality in an open, transparent and focused manner;

To incorporate the already implemented performance management processes applicable to Section 57 Managers and how these relate to and link with the system in a holistic, institution wide, policy;

To provide a firm foundation from which to steer the process of performance management through all phases of implementation and devolvement; and

To link and eventually to lock the IDP, the Budget and a Performance Management System in a cycle of prioritised, affordable and accountable municipal planning and effective service delivery involving all staff and the local community.

The Key Performance Indicators (KPIs) and Targets of the Municipal Manager and Managers are based on and linked to the Integrated Development Plan (IDP) and reflect the objectives of the municipality derived from community inputs and arrived at through community consultation. Moreover, these KPIs include the performance indicators, i.e. baseline, input, output and outcomes, that are legally prescribed and are measurable in terms of time, cost and quality/quantity as provided for in the indicators and targets set for each KPI. These KPIs and Targets are also an integral part of the performance agreements of the Municipal Manager and Managers and as such form the basis of their annual performance appraisals. Based thereon the Municipality was in the past able to measure and appraise the performance of S.57 appointees with success and will be able to do so for the future.

The Municipality recognized the legal prescriptions in as far as community consultation is concerned. In essence, the three processes necessitating synergised community consultation were identified as the IDP process, the Budgeting process and the Performance Management implementation process. The PMS policy firstly aims to ensure a link between these processes and, as a second step, works towards synergising these processes to ensure adequate, affordable and transparent community consultation. The Municipality, through this policy formally adopted the IDP-Budget-PMS Integration Model on the understanding that the model will in future require modification as the processes become more synergistic.

Maletswai does not have a formal performance audit committee and has not implemented the performance management system due to its own peculiar administrative challenges. It is expected that with the municipal managers appointed under the new dispensation this will be corrected.

PMS challenges

- There is still a challenge around the understanding of the purpose of PMS in the municipality.
- There is no dedicated staff or support for the efficient and effective implementation of PMS, and the function moves around the municipalities without a clear home.
- Incentives related to PMS especially for section heads and the rest of the municipality have not been resolved
- As there is no performance audit committee yet in place, this negatively impacts on the continuity of assessments, the fairness of assessments and the legal compliance

PMS legislation

- Constitution of South Africa, Act No. 108 of 1996
- Local Government: Municipal Systems Act, Act No. 32 of 2000
- Regulation No. R. 796 published in Government Gazette No. 22605
- Local Government: Municipal Finance Management Act, Act No. 56 of 2003
- Skills Development Act, Act 97 of 1998
- Regulation No. R. 805 published in Government Gazette No. 29089

8.3.3.5 IDENTIFICATION OF PRIORITY ISSUES

Priority issues identified for Maletswai include:

- There has been an influx of people into the municipal area, which is the exception in the District.
- The number of households has also increased, as has the number of indigent people, but the corresponding needs for infrastructure and social services has not kept up with this increase.
- This means that the equitable share is likely to remain insufficient for basic service provision as set out in the Constitution.
- The high number of indigent people is a reflection of the low levels of economic development in Maletswai.
- The increasing population has also created the need for additional housing and other infrastructural and social facilities.
- Maletswai's economy has a slightly higher degree of diversification.
- Apart from the agricultural sector, which is the most important, the tourism sector and retail and industrial sectors all contribute to the local economy.
- The agricultural sector is the most important sector for the local economy and its performance must be enhanced.
- Land and agrarian reform must contribute to the growth of this sector and not detract from it.
- The tourism sector has been poorly exploited.
- The neglect of assets has had a detrimental impact on the tourism sector and this must be reversed.
- There is a high level of socio-economic and racial fragmentation of settlements strategies to enhance integration must include improvement in levels of access to facilities and areas of economic opportunity must be explored from a spatial perspective, Aliwal North is the dominant centre with some growth potential.
- Aliwal North should thus be the principle focus for further land development in the municipality, while the focus for Jamestown' should be the maintenance of facilities to an acceptable standard, with no encouragement for further growth
- The towns are the focal points in the municipality for social grant payments and the provision of social services.
- Intergovernmental arrangements must be strengthened to improve the quality of services and this must be seen as an opportunity for Maletswai.
- Skills retention and training of municipal staff must be a priority and the implementation of the land use management function in the municipality must also receive priority attention.

CHAPTER THREE:

DEVELOPMENT STRATEGIES

9.1 THIS SECTION DEALS WITH THE FOLLOWING AREAS:

- Strategic National, Provincial, District & Political Guidelines for Development
- Maletswai Municipality's Vision
- Maletswai Municipality's Mission
- Maletswai Municipality's Strategic Goals
- Maletswai Municipality's Strategic Objectives and Strategies.

9.1.1 STRATEGIC NATIONAL, PROVINCIAL AND POLITICAL GUIDELINES

This section lists various strategic guidelines and directives that have informed and influenced the strategic goals and objectives of the Maletswai IDP. Some of these have a higher level of impact than others therefore elaborated upon in more detail, for obvious reasons. A list of these strategic guidelines is outlined below:-

1. Millennium Development Goals
2. State of the Nation Addresses (2005-10). For more information see www.gov.za , and click on speeches.
3. ANC Election Manifestoes. For more information see www.anc.org.za/elections
4. AsgiSA/JIPSA. For more information see www.gov.za (and click on AsgiSA)
5. Integrated Sustainable Rural Development Programme

The President announced the ISRDP in 2001 as a programme that is aimed at fighting poverty and underdevelopment and emphasizing the integration of planning for services. Its intention is to respond to the indicators of poverty and economic opportunities at local level.

Ukhahlamba is one of the thirteen rural nodes identified to be part of this ten-year programme.

Over time the interpretation of the programme has gone through a number of changes, dependent on the leadership and understanding of the programme. To start with it was a much localized ward-based programme focusing on a "landing strip" where emphasis was made on physical infrastructure delivery. Later was the phase of the "anchor projects" whereby it was agreed the whole district was a node and that about eight large-scale, large-impact clustered programmes were to be developed and implemented with strong emphasis on economic development. The most recent

and prevailing interpretation and emphasis in the programme is on capacity development, communication, integration and coordination.

6. Eastern Cape Provincial Growth and Development Programme. For more information see www.ecpgdp.co.za

PGDP was launched in 2004 and is strongly aligned to the Millennium Development Goals and National Government's Development Strategy. PGDP aims over a ten-year period for:

- Systematic poverty eradication
- Agrarian Transformation and Food Security
- Expansion of manufacturing and tourism sectors
- Human Resource Development
- Infrastructure Development
- Public Sector transformation

PGDP contains 24 Programmes, and is being driven by the Office of the Premier (Policy & Governance Unit).

The PGDP sets out a quantified vision statement for growth and development in the Eastern Cape for the period 2004-2014, with 2003 as the base year: These objectives and targets are stipulated below:

- To maintain an economic growth rate of between 5% and 8 % per annum.
- To reduce by 80% the number of households living below the poverty line by 2014.
- To reduce by 80% the proportion of people suffering from hunger by 2014.
- To establish food self-sufficiency by 2014, with particular emphasis on the OR Tambo and Alfred Nzo District Municipalities.
- To ensure all children will be able to complete a full course of primary education and proceed to the first exit point in a secondary education.
- To improve the literacy rate by 50% by 2014
- To eliminate gender disparity in education and employment by 2014
- To reduce by two-thirds the under five-mortality rate by 2014
- To reduce by three-quarters the maternal mortality rate by 2014
- To halt and begin to reverse the spread of HIV/AIDS by 2014
- To halt and begin to reverse the spread of tuberculosis by 2014
- To provide clean water to all by 2008
- To eliminate sanitation problems by 2010

9.1.2 8. DPLG's Strategic Plan for Local Government

DPLG's five-year strategic agenda for local government is aimed at improving the performance of South Africa's municipalities.

The DPLG's five-year plan outlines three strategic priorities:

- 1) Mainstreaming hands-on support to local government to improve municipal governance, performance and accountability;
- 2) Addressing the structure and governance arrangements of the State in order to better strengthen, support and monitor Local Government; and
- 3) Refining and strengthening the policy, regulatory and fiscal environment for Local Government and giving greater attention to enforcement measures.

Priority 2 and 3 are largely the responsibility of National and Provincial Government, whereas Priority 1 requires a collaboration of all spheres to determine the state of development, key development priorities and available resources within Maletswai as a joint area of impact. IGR structures and clusters will be used to reach a shared understanding on areas of joint impact.

9.2 MALETSWAI'S VISION

Maletswai municipality has held a Strategic Planning Session which included the Political leadership, the Senior Management Team and Managers (sectional Heads). The collective re-affirmed the Vision, Mission and Strategic focus that will direct the operations of the municipality in the 2008/2009 financial year. The medium to short term development objectives will be cascaded down to all the staff in the institution so that individual targets and performance achievements can be clearly linked to the organisations outputs and outcomes.

Maletswai Municipality will, therefore, manage its developmental mandate, guided by the following vision:

“To be a financially sustainable municipality by 2015 that is able to meet the basis needs of its community”

9.3 MALETSWAI'S MISSION

The political leadership and administrative functionality will be carried out within the framework of the following mission statement:

“The Maletswai Municipality is committed to improve the quality of life of its citizens by”

- Providing and maintaining affordable and quality services;
- Promoting socio and economic development;
- Ensuring efficient, economical and effective utilisation of available resources;
- Maximising stakeholder management and cooperation; and
- Enhancing community participation.

9.4 MALETSWAI'S STRATEGIC GOALS

To enable the formulation of its organisational and developmental strategic goals and objectives, Maletswai Municipality resolved to align its strategic goals and objectives with the following high level developmental strategies:

- The **6 Strategic Goals** as set out by Joe Gqabi district Municipality as the foundation for a district Development strategy, which is, in turn, **closely aligned to the Eastern Cape Provincial Growth and Development Plan (ECPGDP)** as well as to the local economic development potential identified; and
- The Implementation Plan for the **5-Year Local Government Strategic Agenda will form the basis for the development of the Maletswai Local Programme of Action. 5 Key Performance Areas (KPA's)** for municipalities as set out **in terms of the 5- Yea Local Government Strategic Agenda**

9.5 ALIGNMENT OF THE 6 STRATEGIC GOALS BETWEEN JOE GQABI DM IDP, MALETSWAI REVIEWED IDP AND THE ECPGDP

The aligned strategy for development in Maletswai and Joe Gqabi district municipality is based on six overarching Goals. The first three are strongly connected to the economy, and the last three are viewed as support pillars for the growth of the economy. Therefore it can be seen that **development of the economy, forms the basis for the development strategy of the Maletswai area.**

The overall goal is to create a conducive environment which will attract more investment into the Maletswai area. This will have an alleviating impact on poverty through retention of existing job opportunities as well as the creation of an



environment in which new investments can occur; so more jobs can be created. The UKDM intervention looks at the District economy as a whole, whereas the Maletswai initiative focuses on individual or local-level projects.

For this to work there needs to be cooperative effort focused on key areas of potential. The economy is not based on only one sector, department or sphere; it is a collective effort by all.

The **Three Economic Strategic Goals** are:

1. Grow agrarian development and household food security programmes;
2. Grow tourism, trade and related business development programmes; and
3. Grow labour intensive and pro-poor development programmes.

The **Three Strategic Goals relating to improving support for economic development** are:

1. Improve service delivery quality (effectiveness, economy, efficiency, and ethics);
2. Meet basic needs; and
3. Improve the capacity of (local) government and communities.

9.6 DEVELOPMENT OBJECTIVES AND STRATEGIES

Based on the identification of development priorities in its district Analysis, and the formulation of responsive development goals and objectives, the Joe Gqabi district Municipality has proposed eight “Priority Programmes” to drive growth and development in the District over the next five to ten years. The Timber Programme will not directly impact on Maletswai Municipality. These priority programmes were endorsed by all the social partners at the Joe Gqabi district Growth and Development Summit, held in Aliwal North in February 2007.

The **eight priority programmes** are:

1. The Timber Programme
2. The Tourism Programme
3. The Agriculture Programme
4. The Water and Sanitation Programme
5. The Municipal Services Upgrading Programme
6. The Access and Linkages Programme
7. The Social Safety Net Programme
8. The Governance Programme

9.7 SETTING OBJECTIVES AND STRATEGIES IN TERMS OF THE KEY PERFORMANCE AREAS OF THE 5-YEAR LOCAL GOVERNMENT STRATEGIC AGENDA

For the Maletswai municipality to effectively address its priorities, it was decided that the strategic objectives and strategies would be structured and linked to programmes and projects in the format of the 5-year Local Government Strategic Agenda,

The Key Performance Areas are listed as follows.

1. KPA 1: Municipal Transformation and Organisational Development;
2. KPA 2: Basic Service Delivery;
3. KPA 3: Local Economic Development;
4. KPA 4: Financial Viability and Management;
5. KPA 5: Good Governance and Public Participation
6. Cross Cutting Interventions, including communication.

9.8 THE MACRO/ OVERARCHING STRATEGY-

The municipality recognises that it still faces numerous and huge challenges. Solutions can potentially be in conflict with or complement each other. For this reason, it is necessary for the municipality to have a macro/ overarching strategy that will guide decision making when there are conflicting strategic options and also provide a basis for the allocation of scarce resources.

The strategy has a capacity building phase that leads to a phase in which the capacitated municipality is working, leading to development in the municipal area. It was noted that these phases should and do overlap in terms of timing but the current focus of the municipality remains the institutional capacity building, service delivery and local economic development. Moreover the Department of Local Government and Traditional Affairs (Eastern Cape) and the Department of Cooperative Governance and Traditional Affairs conducted a programme of Municipal Turn Around Strategy for all municipalities of the district. The issues that were identified at this programme for re-planning by the municipality are captured in the following table of the Municipal High Level SDBIP.

9.9 INSTITUTIONAL REFORMS: STRATEGIES

CAPACITY BUILDING

The strategy, in line with the vision statement, recognizes the need to build capacity and sees this as a starting point in the process of development. In other words, the limited available resources must be directed towards capacity building in the short to medium term. The strategy identifies the following four areas in which capacity must be built:-

- lobbying capacity,
- capacity to manage LED initiatives,
- capacity to regulate citizenry and deliver services

9.9.1.1 LOBBYING CAPACITY

The situational analysis underscores that various institution (District Municipality, Provincial and Sector Departments and Parastatals such as ESKOM and TELKOM) make major infrastructure investments in Maletswai. The strategy is to engage all our partners optimally so that Maletswai obtains the highest benefits. A structured lobbying programme must be developed to increase and coordinate planning initiative so that service delivery takes place in a systematic manner. Building this capacity will have a positive cost benefit for the municipality. The is also an initiative to re-launch all forums and structures that are aimed at integrating planning to enhance service delivery in 2010/2011 financial year.

9.9.1.2 CAPACITY TO REGULATE CITIZENRY AND DELIVER SERVICES

The corporate image of the municipality as an effective institution needs to be reinstated. The general public must be sensitized about by-laws and policies after which these need to be managed and enforced. The municipality must re-evaluate its core powers and functions and build capacity to manage these effectively.

9.10 FINANCIAL STABILITY AND VIABILITY

GOAL: Improve the capacity of (local) government and communities.

KPA 4: *Financial Viability and Management*

The objective is to achieve financial sustainability and will include the following Initiatives-

- Improve the collection of rates to bolster income and redirect revenue to basic service delivery initiatives.
- Maintain up to date valuation roll and fostering maintenance of property to ensure increasing value;
- Develop a clear financial sustainability plan
- Exercises financial prudence through adoption of a zero based financial management and budgeting process;
- Adopts a flexible capital expenditure approach, allowing movement of funds between projects and programmes based on performance;
- Complies fully with the provisions of the Municipal Finance Management Act, Municipal Structures Act & Municipal System Act in terms of financial management & accountability, and disciplined corporate governance respectively;

The strategy includes the development of a credible budget with realistic revenue and expenditure projections. Appropriate tariff setting and service charges will be set by Council. All efforts will be aimed at adhering to the local government legislation and Treasury circulars that seek to facilitate the implementation of the MFMA.

9.10.1 LOCAL ECONOMIC GROWTH & DEVELOPMENT GOAL: GROW TOURISM, TRADE AND RELATED BUSINESS DEVELOPMENT PROGRAMMES

KPA 3: Local Economic Development

To realise the short and medium term development objectives it is necessary to design strategies that will create a supportive environment (improved infrastructure and services delivery) that stimulates Maletswai's economy, fights poverty and increases economic benefits for the population as a whole. This will be facilitated through the Municipality increasing infrastructure investment, supporting social and pro-poor programmes, strengthening internal capacity to support existing business and helping the establishment of new community-based enterprises. This will be a collaborative effort including the district, surrounding local municipalities and other spheres of government.

It is emphasized that poverty eradication will only be achieved through a co-ordinated effort of all stakeholders, taking advantage of all the development opportunities in the agriculture and tourism sectors. Land reform and productive land projects, and skills and mentorship initiatives are fundamental to achieving this strategy.

9.10.2 STRATEGY

It is the intention of Council to unlock the value and growth in the agricultural and tourism sectors thus diversify the existing narrow economic base which is highly dependent on trade services. To escalate agricultural development, interventions aimed at leveraging agricultural investments using the existing prime agricultural land in the area, mentorship for emerging farmers, increased land access and provision of appropriate infrastructure will receive priority. Council will step up its resources to ensure that the Tourism Sector Plan is implemented. Central to this is ensuring increased capacity within the Mthombo Sediba Development Agency (MSDA) as an implementing arm of Council's LED agenda. In overall, the Municipality will ensure that all efforts are put in place to strengthen its relationship with the local business sector and the state in general.

9.10.3 LAND REFORM:

- Increase post settlement support especially in the areas of land reform;
- Accelerate the development of area based plans for land reform in line with the Area Based Land Reform Policy;
- Explore partnership initiatives with other institutions to develop a sustainable Commonage Management Plan.

9.11 BASIC SERVICE DELIVERY (BSD)

Goal: Meet Basic Needs

KPA 2: Basic Service Delivery

It is national government policy that no household should be left without basic services because it cannot afford either the capital or the recurring monthly costs of accessing basic services. In line with this policy, National government has therefore committed to subsidizing both the capital and operating costs of a free basic level of services for all households who cannot afford to pay.

In order to expedite the achievement and maintenance of these basic levels of service provision to the Maletswai residents, it is proposed that the following strategic objectives be incorporated into the municipality's broader service delivery framework, which can then be translated into individual sector plans dealing with various services identified as part of the package of basic services:

- Development of sector plans dealing with various service infrastructure requirements, including the possible funding mechanisms necessary to address the basic service backlogs;
- Accessing the consolidated MIG funds allocated to the municipality annually for projects to roll-out basic service infrastructure to poor communities;
- Creative application of the housing subsidy administered by the Department of Housing for low-cost and middle-income housing to support roll-out of infrastructure at basic level;
- Efficient utilization of the municipality's equitable share of nationally raised revenue to fund the recurrent costs of this free basic service provision in their communities; and
- Improvement of municipal rates collections and application of a cross subsidized system of rates determination to ensure distribution of value across the various sector active within the local municipality.

9.11.1 WATER SERVICES

- Compile an inventory of obsolete infrastructure and cost to replacement of old reticulation pipes;
- Upgrade existing infrastructure;
- Develop contingency plans to accommodate new bulk infrastructure with old connecting infrastructure;
- Monitor the erection of the elevated water tank (private developer); and
- Plan for input (budget and personnel) to maintain the operations of the water purification plant at Jamestown.

9.11.2 SANITATION PROVISION: OBJECTIVES

- Upgrade existing infrastructure;
- Monitor the sewer line in Aliwal North (private developer)

9.11.3 STRATEGY

Maletswai Municipality will lobby for funds for Ukhahlamba Water Authority over the MTEF to maximise water and sanitation infrastructure investment

9.11.3.1 ELECTRICAL PRIORITISED AREAS OF INTERVENTION

- Upgrade the network at Aliwal North (11kv to 22kv) in line with the strategy to meet the target for universal access to electricity by 2012.
- Identify farm areas that require non-grid electricity.

The strategy is to foster intergovernmental relations with DEM and for partnership that will benefit Maletswai.

9.11.3.2 SOLID WASTE DISPOSAL SITES – AREA OF PRIORITISED INTERVENTION

- Design of a recycling initiatives project for implementation in 2008/2009;
- To develop mechanisms to increase compliance with National Legislation
- To improve the standard and efficiency of solid waste removal in the area of Maletswai.

Maletswai will partner with the District in the development of mechanisms to increase compliance at the solid waste disposal sites.

9.11.4 HOUSING

- Ensure that the allocation of housing subsidies address the area's backlogs – especially the infill informal houses / backyard structures
- Explore the demand for middle-income housing and policy options

The strategy is aimed at capitalising on the various housing policy options that are available and to ensure that the municipality is proactive in submitting the appropriate housing projects for consideration and approval by the Department of Housing.

9.11.5 STREETS AND ROADS

Area for prioritized Intervention

Improve the sanitation facilities at the Taxi Rank in Aliwal North.

9.11.6 SERVICE DELIVERY: STRATEGY

In terms of long term goal of the municipality's macro strategy, the Municipal Infrastructure Grant (MIG) allocation will continue to have a meaningful development impact. The municipality will be in a position to invest this grant and its other resources in an effective and efficient manner in meeting the development needs of the municipal area.

9.11.7 EMPLOYMENT/SKILLS DEVELOPMENT AND SOCIAL SAFETY NET: AREA FOR PRIORITIZED INTERVENTION

The Municipality will contribute to and continue supporting the Department of Labour and Department of Social Welfare to achieve their strategic their national and provincial programmes and projects taking place within the jurisdiction of Maletswai.

9.11.8 SPECIAL INTEREST GROUPS: AREA FOR PRIORITIZED INTERVENTION- HIV/AIDS: AREA FOR PRIORITIZED INTERVENTION

Maletswai should consider HIV and AIDS on all its strategic planning, monitoring and evaluation by undertaking the following:

- In partnership with the district develop a localized comprehensive HIV/AIDS database or information system containing data on status, prevalence, mortality etc;
- Monitor and manage the impact of HIV/AIDS on its key pillars of this development strategy, especially its impact on social and economic development of the area;
- Collaborate with other relevant stakeholders such as private, sector departments and non governmental organizations to ensure increased awareness, transparency and strong political leadership on HIV/AIDS.

9.11.9 AREA FOR PRIORITIZED INTERVENTION: EDUCATION

- Dept of Education has confirmed that processes that may culminate in the establishment of a school in Joe Gqabi are underway.
-
- Facilitate a feasibility study for a walk over bridge that will link Hilton to Dukathole as the scholars cannot get to school after heavy rains.

9.11.10 AREA FOR PRIORITIZED INTERVENTION

- Development of a Health Sector Plan

Community Halls – Area of prioritised intervention

The need for a community hall was raised during the ward consultation. The community of Ward 2 identified the need for a hall at Joe Gqabi. Processes to fulfil this need are already underway.

9.11.11 SPORTS AND RECREATION FACILITIES

A site is available at Dukathole. Over the years the infrastructure on the site has deteriorated and is now in serious need of upgrading. Application for external funding to resuscitate and rehabilitate sport facilities at Dukathole was made and an outcome of these efforts is awaited.

As part of preparation for 2010 Soccer World Cup, the municipality has budgeted an amount of R50 0000 for all activities to be undertaken in preparation for the event. There are endeavours to facilitate the erection of a fan park. This will not only have a major boost for the sporting fraternity but will contribute immensely in stimulating local economic development of Maletswai.

Upgrading of sport and recreation facilities and infrastructure is one of the critical areas of intervention.

9.11.12 ENVIRONMENT: AREAS FOR PRIORITIZED INTERVENTION

- Increased land care in the Maletswai area
- Increased awareness around better land management practices (especially in commonage and urban management)
- Reduction in the number of sewerage spills
- Improvement in legislative compliance i.r.o waste management sites
- Improved disaster management systems
- Increased investment in environmental protection and conservation

9.11.13 SAFETY AND SECURITY: AREAS FOR PRIORITIZED INTERVENTION

- Increased street lighting for communities; and
- Encourage community participation in CPF's and safety awareness.

In order to ensure a focused and systematic approach to the realization of the medium to long-term Strategy and its intended outcomes, the 3 strategic development thrusts or priorities have been identified. [Please Note: a development thrust is an area of focus consisting of a number of related collective actions and carries strong potential of a meaningful impact].

9.12 STRATEGIC PROJECTS AND PROGRAMMES

Table 29: Strategic Projects and Programmes

	INITIATIVE NO #	STRATEGIC INTERVENTIONS / STRATEGIC INITIATIVES
Thrust#1: Local Economic Growth & Development		
	LEGD1	Formulate an spatial-based LED Strategy
	LEGD2	Established a fully fledged Municipal LED Unit
	LEGD5	Establish a Tender Advice Unit within the Mthombo Sediba Development Agency thus enable it to provide tender information and guidance to local entrepreneurs
	LEGD6	Develop an Agricultural Development Plan to unlock meaningful growth for emerging & commercial farmers
	LEGD7	Construction of piggery sheds for the Aliwal North and Jamestown Commonages
	LEGD8	Upgrading of stock water in all four commonages
	LEGD9	Fencing and Maintenance of all four commonages
	LEGD8	Provide appropriate informal trading facilities in Jamestown and Aliwal North
	LEGD9	Establish an ASGISA Action Team consisting of local business representatives and Maletswai Municipality to advise Council on issues pertaining to ASGISA implementation and BBEEE
	LEGD10	Build the capacity of local tourism structures thus enable them to increase community participation and local marketing
	LEGD11	Facilitate the establishment of a fully representative Business Chamber to strengthen business coherence.
	LEGD12	Poverty Alleviation and Food Security Programme (in partnership with Social Development) for various poverty alleviation projects in Aliwal North and Jamestown areas
	LEGD13	Partner the District Municipality in implementing the Tourism Programme recommendations of the Growth Development Summit (2007)
	LEGD14	Ensure Tourism Development through the establishment of a Tourism Development Route , which will encompass heritage and tourism sites such as the Joe Gqabi and Aliwal North Massacre Liberation Route and Park, the Anglo-Boer War Black Concentration Camp Memorial site.
	LEGD15	Partner the District Municipality in implementing the Agriculture Development Programme in line with recommendations of the Growth Development Summit (2007)
Thrust#2: Basic Service Delivery (BSD)		
	BSD1-MW	Ensure continued provision of free basic service delivery and prioritized provision of sanitation
	BSD2-MW	Develop and implement an appropriate Housing Development Programme that will enable delivery of 7000 houses
	BSD3-W4	Upgrade the Hilton Library to cater for the broader needs of the community
	BSD4-MW	Design and implement a Cemetery Development Programme to ensure well up-keeping and availability of appropriate burial land
	BSD5-MW	Provide appropriate lighting infrastructure to improve visibility and safety in all township areas
	BSD6-W4	Upgrading of existing storm-water drainage system and provide new systems across Maletswai
	BSD7-W6	Develop a Bridge in the Chris Hani Section of Ward Six
	BSD8-MW	Develop Open Spaces in all 6 wards to improve beauty, scenery and improve safety
	BSD9-MW	Investigate the development of an Old Age Home facility

	INITIATIVE NO #	STRATEGIC INTERVENTIONS / STRATEGIC INITIATIVES
	BSD10-MW	Develop a Priority Infrastructure Development Plan to assist in streamlining public sector investment and sector plans on new infrastructure and maintenance needs
	BSD11-MW	Investigating the possibility of converting Aliwal North Show Ground into a Sport complex
	BSD12-W6	Building of Crèche facility for community use in Wards 2 to 6
	BSD13-W6	Develop a Community Library for Area 13
	BSD14-MW	Upgrading and maintenance of priority roads to improve mobility and access for both social and economic development purposes
	BSD15-MW	Develop an appropriate Disaster Management Plan
	BSD 16-MW	Build a Multi Purpose Community Hall for Maletswai which will also cater for the District
	BSD17-MW	Upgrading of recreation facilities (parks, swimming pools, hall, tennis court, soccer, netball, etc.). Project implementation through the upgrading of Sauer Park, the Dukathole Swimming Pool and Sports Complex and the Sarah Moorosi Stadium.
	BSD 18-MW	To build Multi Purpose Community Centres for Aliwal North and Jamestown
	BSD 19-MW	Partner the Public Works Department to convert Garages into offices (CPA Library: Aliwal North: Roads and Transport and Sports, Art and Culture)
	BSD 20-MW	Partner the District Municipality to implement the Water & Sanitation Programme in line with the recommendations of the Growth & Development Summit (2007)
	BSD 21-MW	Partner with the District Municipality to implement the Integrated Waste Management Plan , through encouraging income generating projects for efficiency in Waste Management and Control , and encouraging recycling of waste; and extension of the land fill site.
	BSD 22-MW	Partner the District Municipality to implement the Municipal Services Upgrading Programme in line with the recommendations of the Growth & Development Summit (2007)
	BSD 23-MW	Partner the District Municipality in implementing the Access & Linkages Programme in line with the recommendations of the Growth & Development Summit
	BSD 23-MW	Partner the District Municipality in implementing the Access & Linkages Programme in line with the recommendations of the Growth & Development Summit
Thrust #3: Organizational & Community Development (OCD)		
	OCD1-MW	Develop a community-based Communication Plan to enable effective communication between the Municipality, residents and business
	OCD2-MW	Develop and implement Ward Committee Capacity Development Programme that will enable WCs to be fully functional as community participation structures
	OCD3-MW	Develop and facilitate the implementation of Priority Skills Development Plan underpinned by a comprehensive research into available skills and market demands for labour and skills in Maletswai
	OCD4-MW	Develop and implement an appropriate Organizational Transformation Plan
	OCD5-MW	Review Credit Control and Tariff Policies to improve revenue collection and reduction of municipal debtors
	OCD6-MW	Develop a comprehensive Revenue Generation & Management Strategy

	INITIATIVE NO #	STRATEGIC INTERVENTIONS / STRATEGIC INITIATIVES
	0CD7-MW	Implement a financial management system to ensure full compliance with GAMAP and MFMA
	0CD8-MW	Develop and implement an appropriate information management (IT) and geographic information systems (GIS)
	0CD9-MW	Review the Human Resource Policies of Council to be in line with relevant legislation
	0CD10-MW	Design & Implement a performance management system in line with the IDP & SALGS Scorecard
	0CD11-MW	Fight Crime through establishment of Community Policing Forums & Sector Policing
	0CD12-MW	Develop a valuation roll and property asset register and fostering maintenance of property to ensure increasing value
	0CD13-MW	Develop and implement a 6-month Municipal Outreach Programme to improve interaction between Council and residents
	0CD14-MW	Develop and rollout the an Anti-corruption Strategy in line with provincial and national frameworks
	0CD15-MW	Partner the District Municipality in implementing the Social Safety Net Programme in line with the recommendations of the Growth & Development Summit (2007)
	0CD16-MW	Partner the District Municipality in implementing the Governance Programme in line with the recommendations of the Growth & Development Summit (2007)
Thrust#4: Cross Cutting(BSD)		
CC1	Enhance the awareness and capacity of staff and communities to address challenges of HIV and Aids.	

Table 34: Municipal Transformation and Organisational Development: Development Priorities, Objectives And Strategies Score Card

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
1. Human Resource Development	MTOD10/001	To build an enhance the human resource capacity of the municipality	Training	MTOD10/01STR1
2.	MTOD10/002	To review the organogram	Filling of vacant posts in each department and reviewal of the organisational structure	MTOD10/02STR2
3. Human Resource Management	MTOD10/003	Ensure proper employee records system and personnel policies	Review of municipal policies and records management	MTOD10/03STR3
4. Administration and Committee Services	MTOD10/004	To provide effective Council support	By employing: <ul style="list-style-type: none"> • Effective data capturing and storage mechanisms • Effective information management 	MTOD10/04STR4
Democracy and governance	MTOD10/005	Ensuring smooth functioning of Council meetings, standing committees, Ward Committees, and Local Labour Forums	Preparations and distribution of agendas	MTOD10/04STR5
5. Municipal Vehicle Management	MTOD10/006	Ensure effective and efficient usage of municipal vehicles	By regularly inspecting municipal vehicles	MTOD10/005STR6
Monitoring of Municipal Drivers' Performance	MTOD10/007	Ensure drivers ability to handle municipal vehicle properly	By training municipal drivers on Fleet management procedure manual	MTOD10/006STR7
6. Performance Management Systems	MTOD10/008	Develop a strategic approach to provide a set of tools and techniques to plan regularly, monitor, measure and review performance of the municipality as well	Develop a Performance Management System and cascade the system down to individual employees	MTOD10/05STR8

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
		as individual employees in the municipality	within the municipality	
7. Communication Management	MTOD10/009	To have an effective communication system	Development and distribution of both electronic and print media information	MTOD10/06STR9
		To inform the community about the services rendered by the municipality		
8. Marketing Management	MTOD10/010	To project Maletswai as a preferred area to invest, live and work	Development and production of information brochures, articles and website development	MTOD10/07STR10
9. Public Participation	MTOD10/011	To ensure good governance	Organise effective public participation and stakeholder meetings	MTOD10/08STR11
			Strengthening of ward committees and CDWs	MTOD10/09STR11
10. Legal and Contract Management	MTOD10/012	Management of Legal Services	Sourcing of Legal Services	MTOD10/09STR12
11. Prevention & Awareness of HIV&AIDS	CC10/001	Education and spreading awareness of HIV&AIDS related issues	Conducting awareness campaigns and workshops	CC10/001
12. Youth development	CC10/002			CC10/002
13. Women Development	CC10/003			CC10/003
14. Disabled Development	CC10/004			CC10/004
15. Elderly	CC10/005			CC10/005

Table 33: Municipal Transformation and Organisational Development: Development Priorities, Objectives And Strategies Score Card

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
1. Human Resource Development	To build and enhance the human resource capacity of the municipality.	Training of 30 staff members across all departments in the field of their competencies	Submission of training attendance registers and monthly reports to the Manager Corporate Services and Standing Committee	Skills Development Plan WSP Implementation Plan	X	X	X	X	Corporate Service Manager
	Organisational Development to populate the organisational structure	Review of the organizational structure	Report	reviewed Organogram				X	
2. Human Resource Management	Ensure proper management of employee records and effective implementation personnel policies taking into cognisance the code of conduct of the municipality	3 workshops on HR Policies to be conducted for all employees	Monthly reports	Municipal policies	X	X		X	Corporate Service Manager

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
3. Administration and Committee Services	To provide effective Council support		Reports	To achieve the performance measures contained in the balanced score card	X	X	X	X	Corporate Service Manager
	Democracy and governance	Ensuring smooth functioning of the following meetings: <ul style="list-style-type: none"> • Council meetings • Council committee meetings • Local Labor Forum meetings • Ward Committee meetings 	Preparation and distribution of Council, Council Committee and Local Labour Forum meetings agendas	Well organized and successful meetings	X	X	X	X	Corporate Service Manager
4. Municipal Vehicle Management	To ensure effective and efficient usage of municipal vehicles	Inspection reports	Monthly reports	Fleet Management Procedure manual	X	X	X	X	Corporate Services Manager
Monitoring of Municipal Drivers' Performance	To ensure drivers ability to handle municipal	Individual drivers assessment report	Monthly reports	Fleet Management Procedure manual	X	X	X	X	Corporate Services Manager

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
	vehicle properly								
Performance Management System	Development of a strategic approach to provide a set of tools and techniques to plan regularly, monitor, measure and review performance of municipality as well as individual employees in the municipality	Performance Management System developed approved and implemented	quarterly reports	Performance Management Plan	X	X	X		Corporate Service Manager
5. Communication Management	Ensure effective communication	Publication of newsletter, outreach programmes, community radio, newspaper articles, suggestion boxes, updated website and notice boards	Monthly reviews of these forms of communication with the community and number of publications printed	Communication Strategy and Plan	X	X	X	X	Corporate Service Manager
Marketing Management	To inform the community about the services rendered by	Production of brochures, pamphlets, electronic and print media coverage, website	Monthly reports, inputs from the community, outreach programmes	Marketing Plan, LED Strategy and Tourism Sector Plan	X	X	X	X	Corporate Services Manager

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
	the municipality	development and management							
6. Legal and Contract Management	Management of legal services	Centralization of all Contract Management	Management of Legal Services e.g. Sourcing of legal opinions	Utilization of private legal firms and District Municipality	X	X	X	X	Corporate Service Manager
7. Prevention and awareness on HIV & AIDS	Educating & spreading awareness of HIV & AIDS related issues	Workshops and awareness campaigns	Quarterly reports	HIV & AIDS Policy	X	X	X	X	Municipal Manager
8. Youth Development									
9. Women Development									
10. Disabled Development									
11. Elderly									

Municipal Transformation and Organisational Development KPA 1 Cluster: Identified Projects 2010/2011

NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2009/2010	2010/2011
MTOD10/001	Municipal policies	Development of new policies and review of the existing in line with the government legislation	X				
MTOD10/002	Promulgation of the remaining set of by-law and publication of those promulgated	The remaining set of by-laws be gazette and those promulgated be introduced to communities and stakeholders to ensure public participation and implementation	X				
MTOD10/004	Employment Equity Reports	Number of reports be submitted to Council	X				
MTOD10/005	WSP Implementation Plan	Development of Skills Development Plan and it be approved by Council	X		Mandatory Grants (LGSETA)		
MTOD10/006	Skills Training Plan	Number of employees trained	X				
MTOD10/007	Furniture and equipment	Purchasing of furniture and equipment for the Council	X				
MTOD10/008	Furniture and equipment	Purchasing of furniture and equipment for the department	X				
MTOD10/009	Computers	Purchasing of computers for the department	X				

**TECHNICAL SERVICES DEPARTMENT
SDBIP AND TURN AROUND STRATEGY
(TAS)**

Table 34: Municipal Transformation and Organisational Development: Development Priorities, Objectives And Strategies Score Card

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
16. Building Control	BSD/TS/10/001	Manage and implement building control regulations	Approval of building plans and inspection	BSD001/STR01
	BSD/TS/10/002	Maintenance of buildings to be in proper conditions	Maintenance programme	BSD002/STR02
17. Roads and Transport	BSD/TS/10/003	To ensure effective coordination of local transport forum & facilitate information flow from local transport forum to District forum	Quarterly meetings	BSD003/STR03
	BSD/TS/10/004	Upgrade and Maintain roads	Maintenance plan/programme	BSD004/STR04
18. Sanitation	BSD/TS/10/005	To facilitate that all hh's have access to adequate basic sanitation by 2012	Engage Joe Gqabi DM as WSA to fund sanitation projects.	BSD005/STR05
	BSD/TS/10/006	To facilitate provision of free basic sanitation services to the poor	Engage the Department of Human Settlement and WSA to integrate sewer installation when building RDP houses.	BSD006/STR06
	BSD/TS/10/007	Maintain existing infrastructure	Maintenance programme. Attending to faults reported faults and	BSD007/STR07

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
			emergencies.	
19. Water	BSD/TS/10/008	To facilitate that all hh's have access to adequate basic level of water by 2012	Engage Joe Gqabi DM as WSA to fund water projects.	BSD008/STR08
	BSD/TS/10/009	To facilitate provision of free basic water services to the poor by 2012	Engage the Department of Human Settlement and WSA to integrate water installation when building RDP houses.	BSD009/STR09
	BSD/TS/10/010	Maintain existing infrastructure	Maintenance programme. Attending to faults reported faults and emergencies.	BSD010/STR10
20. Electricity	BSD/TS/10/011	To increase the households access to electricity connections by 100% in 2011	Engage the department of Energy to fund electricity programmes/projects	BSD011/STR11
	BSD/TS/10/012	Managing the continuous supply of electricity	Maintaining the existing infrastructure by Maintenance plan, attending faults and emergencies	BSD012/STR12

**TECHNICAL SERVICES DEPARTMENT
SDBIP AND TURN AROUND STRATEGY
(TAS)**

Table 33: Municipal Transformation and Organisational Development: Development Priorities, Objectives And Strategies Score Card

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				
					30 Sept	31 Dec	31 March	30 June	Custodian
12. Building Control	Manage and implement building control regulations	Records of submitted building plans	Number of approved building plans	National building regulations & By-laws	x	x	x	x	TS
	Maintenance of buildings to be in proper conditions	Number of buildings completed	Number of completion certificates per month	Maintenance programme & regular inspection	x	x	x	x	TS
13. Roads and Transport	To ensure effective coordination of local transport forum & facilitate information flow from local transport forum to District forum	Number of meetings	Minutes of meetings held quarterly	Transport regulations	x	x	x	x	TS
	Upgrade and Maintain roads	Number of Km upgraded and maintained	Monthly Reports	Road Master Plan	x	x	x	x	TS

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				
					30 Sept	31 Dec	31 March	30 June	Custodian
14. Sanitation	To facilitate that all hh's have access to adequate basic sanitation by 2012	Number of households with access to sanitation	Quarterly Reports	Number of applications	x	x	x	x	TS
	To facilitate provision of free basic sanitation services to the poor	Registered number of indigent with access to free basic sanitation	Annual indigent register	Indigent register				x	TS
	Maintain existing infrastructure	Number of sewer spillages blockages attended	Monthly reports	Complaint register	x	x	x	x	TS
15. Water	To facilitate that all hh's have access to adequate basic level of water by 2012	Number of households with access to water	Quarterly Reports	Number of applications	x	x	x	x	TS
	To facilitate provision of	Registered number of	Annual indigent	Indigent register				x	TS

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
	free basic water services to the poor	indigent with access to free basic water service	register						
	Maintain existing infrastructure	Number of water leaks and burst pipes attended	Monthly reports	Complaint register	x	x	x	x	TS
16. Electricity	To increase the households access to electricity connections by 100% in 2011	Number of households connected /new connections	Monthly report	Number of electricity applications	x	x	x	x	TS
	Managing the continuous supply of electricity	Maintenance of the existing infrastructure	Monthly report	Monthly maintenance plan	x	x	x	x	TS

**TECHNICAL SERVICES DEPARTMENT
SDBIP AND TURN AROUND STRATEGY
(TAS)**

Municipal Transformation and Organisational Development KPA 1 Cluster: Identified Projects 2009/2010

OBJECTIVE NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2010/2011	2011/2012
BSD/TS/10/004	Hospital road	Construction of 1.6km of paved road, 60mm of interlock paving blocks, 6.5m wide and related storm water channels.		x		R 4,692,828.43	
	Marete Street	Construction of 1.4km of paved road, 60mm of interlock paving blocks, 6.5m wide and related storm water channels.		x		R 4,500,000.00	
BSD/TS/10/005	Upgrading of the main sewer line from springs	Upgrading of 2km Springs sewer pipe line. Replacing of old clay sewer pipe line with Ø200mm for with manholes at regular intervals			WSA	R 3,000,000.00	
	Upgrading of the Block F sewer pumping main	Upgrading of Ø400mm sewer pump from Block F to the Dukathole pump station			WSA	R 6,000,000.00	
	Upgrading of the Dukathole pump station	Upgrading of a Dukathole pump station to an appropriate capacity to sufficiently pump raw effluent.			WSA	R	
BSD/TS/10/006	Construction of public toilets	Construction of new water borne Public toilets 4 units			WSA	R 610,000.00	

**TECHNICAL SERVICES DEPARTMENT
SDBIP AND TURN AROUND STRATEGY
(TAS)**

OBJECTIVE NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2010/2011	2011/2012
BSD/TS/10/008	Construction of the tower reservoir	Construction of elevated tower reservoir for pressure and storage capacity increase and Springs reticulation assessment in relation to elevated reservoir.			WSA	R 3,000,000.00	
	Upgrading of water purification plant (Treatment works)	Installation of higher volume size water pumps and motors			WSA	R 3,700,000.00	
BSD/TS/10/011	Electrification of 743 RDP houses	Electrification and house connection to 743 RDP houses and street lights provision			DE	R 3,700,000.00	
	Installation of new high mast lights in Jamestown	Installation and commissioning of 3 new high mast lights in Jamestown.	X			R 400,000.00	
	Installation of street light in Sebolaoa Street	Installation and commissioning of street lights in Dukathole sebolaoa street	x			R 65,000.00	

TECHNICAL SERVICES DEPARTMENT
SDBIP AND TURN AROUND STRATEGY (TAS)

Other Projects

OBJECT	DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT	
		Internal	MIG	Other source	2010/2011	2011/2012	
	Jamestown Sports field	Sarah Morosi sports field construction, sloping the natural ground to 4%, Planting of grass, erection of pavilion, installation of irrigation system, construction of ablution facilities, and erection Palisade fencing	X			R1,000,000.00	
	Jamestown Cemetery	Construction of a new cemetery in Jamestown		MIG		R 770,000.00	

Table 34: Basic Service Delivery: Development Priorities, Objectives And Strategies Score Card

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
21. Waste Management	BSD/CS/10/001	To ensure a safe, eco friendly and clean environment	Implementation of the Integrated Waste Management plan	BSD/CS/10/001/STR1
22. Aliwal Spa Resort	BSD/CS/10/002	To transform the Aliwal Spa Resort to a competitive tourist attraction in the Eastern Cape	Rehabilitation of facilities	BSD/CS/10/002/STR2
	BSD/CS/10/003	To attract tourists who come and visit Aliwal Spa	Marketing, promotion & publicity of the Aliwal Spa	BSD/CS/10/003/STR3
23. Library	BSD/CS/10/004	To promote, provide, avail information	Awareness Campaigns by ensuring accessibility to library resources and creating a friendly and welcoming environment for all	BSD/CS/10/004/STR4
	BSD/CS/10/005	To comply with the Dept of Sports Recreation Arts and Culture service level agreement	Implementation of the service level agreement	BSD/CS/10/005/STR5
24. Primary Health Care	BSC/CS/10/006	To comply with the Dept of Health service level agreement	Awareness campaigns on HIV/AIDS & STI , TB Awareness, PMTCT and Teenage Pregnancy	BDS/CS/10/006/STR6
5 Parks	BSC/CS/10/007	To ensure the proper management of parks and open spaces	Upgrading and designing the parks and open spaces	BSD/CS/10/007/STR7
6 Cemeteries	BSC/CS/10/008	To ensure proper maintenance of cemeteries	Development and implement a cemetery maintenance plan	BSC/10/008/STR8
7. Land administration	BSC/CS/10/009	To ensure proper commonage management	Implementation of the commonage management plan	BDC/CS/10/009/STR9
	BSC/CS/10/0010	To ensure proper management of municipal leased properties	Proper management of the municipal lease properties	BSC/CS/10/0010/STR10
	BSC/CS/10/0011	Effectively manage	Ensure that the spatial	BSC/CS/10/0011/STR11

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
		land and land disposal and acquisition issues in a fair and equitable manner	development framework identifies land for future developments	
8. Traffic	BSC/CS/10/0012	To ensure compliance with the service level agreement	Monitor and improve the quality of service through the acquisition of desired tools.	BSC/10/CS/0012/STR12
	BSC/CS/10/0013	To render effective traffic control	Performance of high level traffic patrols through enhanced manpower	BSC/10/0013/STR13
	BSC/CS/10/14	To ensure general road safety conditions	Painting of road markings and erection of road signs	BSC/10/0014/STR14
	BSC/CS/10/0015	To comply with the aerodrome licence conditions	Maintenance of the runways	BSC/CS/10/0013/STR15
9. Housing	BSC/CS/10/0016	To ensure safe and sustainable housing environment	Unblock bottle necks in the provision of houses	BSC/CS/10/00STR16
	BSC/CS/10/0017	To upgrade the pre 1994 municipal train houses at White City and Block B	Implementation of the rectification project in line with the housing sector plan	BSC/CS/10/0018/STR18
	BSC/CS/10/0018	To strengthen the housing unit of council	Access 5% project administration fee	BSC/CS/10/0018/STR19
	BSC/CS/10/0019	To ensure private ownership of the municipal discount benefit scheme housing stork	Transfer of the discount benefit scheme to beneficiaries	BSC/CS/10/0018/STR20

Table 33: Basic Service Delivery: Development Priorities, Objectives And Strategies Score Card

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
17. Waste Management	To ensure a safe, eco friendly and clean environment	Compliance of the waste management plan	Monthly report and quarterly audit report	Trained peace officers, integrated waste management plan and bylaws	x	x	x	x	Community Services Manager
18. Aliwal Spa Resort	To transform the Aliwal Spa Resort to a competitive tourist attraction in the Eastern Cape	The revitalised Aliwal Spa	Monthly Reports	Funding from Dept of Tourism	x	x	x	x	Community Services Manager
	To attract tourists	Increase in revenue collected per month	Monthly financial report	Low revenue	x	x	x	x	Community Services Manager
19. Library	To promote, provide, access and avail information	Increase in membership and in library usage.	Monthly Reports		x	x	x	x	Community Services Manager
20. Traffic	To ensure compliance with the service level agreement of Department of Transport	Inspection reports by Department of Transport Inspectorate	Annual inspection report	2009/2010 annual inspection report				x	Community Services Manager
	To render effective traffic control	Reduced traffic congestion and accidents	Monthly statistical reports	National Road Traffic Act , Act 93 of 1996	x	x	x	x	Community Service Manager

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
	To improve general road safety conditions	Renewed road markings every six (6) months	Quarterly reports	Existing road markings	x	x	x	x	Community Services Manager
	To comply with the aerodrome licence conditions	Annual inspection reports by the civil aviation authority	Issued annual aerodrome licence	Annual aerodrome licence				x	Community Services
	To avail, provide, promote select and disseminate of information	Increase membership in and library usage	Monthly reports	Awareness activities : library week, readathon day , world book day and information day	x	x	x	X	Community Services Manager

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
21. Land and Administration	To ensure proper commonage management	Implemented management plan	Monthly reports	Commonage management plan	x	x	x	x	Manager Community Services
	To ensure proper management of municipal leased properties	Lease register and signed agreement for every property leased	Monthly reports	Lease register	x	x	x	x	Manager Community Services
	Effectively manage land and land disposal and acquisition issues in a fair and equitable manner	Title deeds and asset register	Monthly reports	Asset register and deed of sale	x	x	x	x	Manager Community Services
6.Parks	To ensure the proper management of parks and open spaces	Implemented weekly plan /programme	Monthly reports commensurate with the weekly plans	Parks maintenance plan	x	x	x	x	Community Services Manager
Cemeteries	To ensure proper management and maintenance of	Maintenance plan for all cemeteries	Monthly reports and weekly plans	Minimal cemetery maintenance and absence of	x	x	x	x	Community Services Manager

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
	cemeteries			human resources and financial constraints					
		Copy of the computerised cemetery records	Semester reports Production of cemetery records	manual cemetery records				x	Community Services Manager
22. Primary Health Care Services	To comply with the Dept of Health service level agreement	Inspection report from Department of Health	Monthly expenditure reports	Compliance with the Service Level Agreement	x	x	x	x	Community Services Manager
23. Housing	To ensure safe and sustainable housing environment	Issuing of "Happy letters"	Monthly reports	Incomplete housing project	X	x	x	x	Community Services Manager
	To upgrade the pre 1994 municipal owned housing stock	Issuing of "Happy letters"	Monthly reports	Dilapidated train houses	X	x	X	X	Community Services Manager
	To strengthen the housing unit of council	Full compliments, staff, equipment and training	Quarterly reports	Housing Unit	x	x	x	x	Community Services Manager
	To ensure private ownership of the municipal owned properties	Deed of Sale/ Sale Agreement lodged	Number of Deed of Sale/ Sale Agreement	Asset register and deeds of sale	x	x	x	x	Community Services Manager

Basic Service Delivery : Identified Projects 2010/2011

NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2009/2010	2010/2011
BSD10/001	Construction of Incinerators	Construction of Jamestown and Aliwal North incinerators			X		R 2000.000.00
	Purchasing of Front end Loader	Maintenance of waste removal site	X				R800 000
	Purchasing of Laptop and printer for the waste management officer	Purchase a laptop computer for recording and processing of waste related data	X				R15 000.00
	Purchase 12 Skip bins	Purchase 12 skip bins of which 8 will be for Aliwal North and 4 for Jamestown	X				R200 000.00
	Construction of landfill site cell, at Jamestown	Purchasing of plastic and digging of new cells in line with the WMA requirements			X		R200 000.00
	Purchasing of Refuse bags	Purchasing of refuse bags for citizens in both Aliwal North and Jamestown	x				R 400 000.00
BSD10/002	Purchasing of Furniture	Purchasing of Beds for fifteen (15) chalets at the Aliwal Spa	x				R250.000.00
	Purchasing of Conference facilities	Purchasing of Micro phone, and data projector for the conference centre	X				R50.000.00
	Gardening equipment	2 x Ride on lawnmowers for cleaning the at the Aliwal Spa	x				R60.000.00
	Fencing the Aliwal Spa	Install the devil fork and barbed wire for securing the ALIWAL Spa	x				R600.000.00
	Purchasing the Trailer	For the Aliwal Spa tractor	x				R40.000.00

NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	
			Internal	MIG	Other source	2009/2010	2010/2011
	Installation of the CCTV		x				R65.000.00
BSD10/004	Implementation of commonage management plan	Implementation of the commonage management plan of the municipality	X				R1 600.000.00
	Completion planning for 550 and area 3 & 4 infill housing project	Surveying the 550 housing stork	x				R890.000.00
	Environmental impact assessment and planning Agricultural plots housing projects	Conducting an environmental impact assessment on agric plots which will be identified for housing development	x				R760.000.00
	Review spatial dev framework plan	Payment for reviewal of the spatial development framework	x				R30.000.00
	Update zoning scheme maps	Payment for updating the zoning scheme maps	x				R15.000.00
	Desktop computer for admin clerk	The desk top computer for the admin clerk to store housing data and information	x				R12.000.00
	Purchase Office furniture	Purchase furniture for the land admin officer	x				R15.000.00
BSD10/005			X				
	Purchase of Park homes	Purchasing Mobile offices as an extension of the current office	x				R250.000.00
	Purchase of Vehicle testers	Purchasing the Break testers for vehicle testing machines	x				R300.000.00
	Installation of Additional ENATIS	Installation of an additional ENatis Terminal	x				R50.000.00

NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2009/2010	2010/2011
	Terminal						
BSD10/006			X				
	Office Furniture				DSRAC		R40000.00
	Fencing	Aliwal North& Jamestown	X				R100 000.00
BSD10/1007							
	Vehicle	LDV for use by the parks supervisor	X				R190.000.00
	1 Ride on lawnmower	Purchase of a ride on mower	x				R30.000.00
	Kudu mower		x				R17.000.00
	1 Honda engine		x				R6.000.00
	4 Brush cutters		X				R32.000.00
	1 Chainsaw		x				R 6.000.00
	Fencing of cemeteries		x				R3000.000.00
			X				
BSD10/1008	Purchase 1 x tractor and trailer	Removal of illegal shacks and the relocation those who have benefited in the RDP in different areas					R350 000.00
	Purchase 1 x bakkie with a canopy	<ul style="list-style-type: none"> Assist the Housing Administration Officer in the facilitation and coordination of housing programmes in Jamestown. Assist the Housing Administration Officer to organise and attend 					R150 000.00

NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2009/2010	2010/2011
		<p>housing related meetings/ workshops/ seminars.</p> <ul style="list-style-type: none"> Assist the Housing Administration Officer to transport beneficiaries as when need arises to and from the office. 					
	Purchase a separate building for housing section	To allow space for beneficiary registration and conducive working space					R250 000
	Review the housing section organogram	To accommodate the additional 2 housing registration officers and 1 Housing Admin Officer					R30 000
	Relocation of 222 flats	To relocate 222 shacks from Phola Park to Joe Gqabi					R700 000

Local Economic and Growth Development: Development Priorities, Objectives and Strategies Score Card

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
25. Agriculture and Agro-processing	LEGD/10/001	To maximise participation of previously disadvantaged individuals in the sector.	In partnership with the JGDM and DoARD identify mentors, promote youth-in-agriculture and fast-track land acquisition and support.	LEGD/001/STR01
	LEGD/10/002	To capacitate small scale farmer's ability to plan and manage their activities.	Engage the JGDM, DoARD, relevant SETA and other entities in providing institutional and personal capacity building.	LEGD/001/STR02
	LEGD/10/003	To facilitate support to small scale farmers to increase their production and improve their livestock's.	Work with JGDM and DoARD implementing the livestock improvement programme or upscale its implementation.	LEGD/001/STR03
26. Investment promotion	LEGD/10/004	To develop an investment and promotion strategy.	Seek grant funding to develop an investment strategy and promotion for Maletswai.	LEGD004/STR04

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
	LEGD/10/005	To provide SMME business support and development services.	Partner with SEDA, DEAET, TEP and ECTB to develop a programme and services for SMME development.	LEGD005/STR05
	LEGD/10/006	To facilitate an improvement and competitiveness project of the clay brick manufacturing.	Seeking funding and technical assistance to provide assistance legalise the mining activities of site and to improve the business competitiveness.	LEGD008/STR06
27. Tourism Development	LEGD/10/007	To encourage participation of the previously disadvantaged individuals in the sector.	Conduct tourism awareness and create opportunities for mentorship, training and capacity building programmes.	LEGD007/STR07
	LEGD/10/008	To market Maletswai as a preferred tourism destination.	Develop tourism marketing material (brochures, website, etc.) and attend tourism marketing events.	LEGD008/STR08
28. Economic Infrastructure	LEGD/10/009	To seek additional funding for the Aliwal Spa Revitalisation Project and monitor the implementation of project.	Identify prospective funders, develop and present a business plan.	LEGD009/STR09

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
	LEGD/10/010	To establish a land release and development plan.	Document municipal/state/private owned land that be released for economic development	LEGD010/STR10
	LEGD/10/011	To develop an informal economic and infrastructure development policy.	Seek funding to develop a policy that will guide the municipality and other partners on how they will assist and support the informal business sector.	LEGD011/STR11
	LEGD/10/012	To create a suitable infrastructure (operating space) for waste recycling.	Source funding to construct a waste recycling plant.	LEGD012/STR12
29. Skills Development and Training	LEGD/10/013	To expand FET learning areas at Ikhala FET College.	Lobby Ikhala FET and partner with them to offer additional learning areas accredited and funded by SETA's on Learnership relevant in the local economic sectors.	LEGD013/STR13
	LEGD/10/014	To conduct skills analysis per ward and develop a database that can be available to new and old businesses.	Partnership with Ward Councillors and other partners to develop the database.	LEGD014/STR14

KPA	OBJECTIVE NO.	OBJECTIVE	STRATEGY	STRATEGY CODE
	LEGD/10/015	To lobby for training opportunities for SMME's.	Identify training needs, training providers and funders to provide training to SMME's.	LEGD015/STR15
30. Economic Empowerment	LEGD/10/016	To advance the cause of local businesses to benefit from procurement opportunities available in government (local and provincial).	Work with supply chain management units of the local and district municipality and provincial governments based in Maletswai, to procure from local businesses.	LEGD016/STR16
	LEGD/10/017	Support BBBEE as part of economic development.	Promote procurement of service from BEE compliant service providers and local suppliers.	LEGD017/STR17

Local Economic Growth and Development Priorities, Objectives and Strategies Score Card

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
24. Agriculture and Agro-processing	To maximise participation of previously disadvantaged individuals in the sector.	Number of PDI's participating.	Half yearly reports.	LED Strategy		x		x	OTMM
	To capacitate small scale farmer's ability to plan and manage their activities.	Number of small scale farmers capacitated.	Half yearly reports.	LED Strategy and JGDM Agricultural Sector Plan		x		x	OTMM
	To facilitate support to small scale farmers to increase their production and improve their livestock's.	Number of small scale farmers in the programme.	Half yearly reports.	JGDM Agricultural Sector Plan		x		x	OTMM

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
25. Investment Promotion	To develop an investment and promotion strategy.	Strategy or policy document.	Approval of the strategy.	n/a				x	OTMM
	To provide SMME business support and development services.	Number of services provided and SMME's assisted.	Quarterly reports	n/a	x	x	x	x	OTMM
	To facilitate an improvement project and competitiveness of the clay brick manufacturing.	Business Plan and funding	Complete project and report and new model of operation.	Current status of the operation				x	OTMM
26. Tourism Development	To encourage participation of the previously disadvantaged individuals in the sector.	Number of PDI's participating in the programme.	Quarterly reports	Tourism Sector Plan	x	x	x	x	OTMM
	To market Maletswai as a preferred tourism destination.	Marketing products and events	Quarterly reports and products.	Tourism Sector Plan	x	x	x	x	OTMM

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
27. Economic Infrastructure	To seek additional funding for the Aliwal Spa Revitalisation Project and monitor the implementation of project.	Project Progress and funding	Monthly reports	Project Business Plan	x	x	x	x	OTMM
	To establish a land release and development plan.	Plan	Quarterly reports	Current status	x	x	x	x	OTMM
	To develop an informal economic and infrastructure development policy.	Policy strategy or	Reports and strategy	Current status			x	x	OTMM
	To create a suitable infrastructure (operating space) for waste recycling.								

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
28. Skills Development & Training	To expand FET learning areas at Ikhala FET College.	Partnership agreement	Complete project reports	Current status				x	OTMM
	To conduct skills analysis per ward and develop a database that can be available to new and old businesses.	Report and database	Half yearly reports	National Skills Development Framework and LED Strategy		x		x	OTMM
	To lobby for training opportunities for SMME's.	Training opportunities	Half yearly reports	Current		x		x	OTMM
29. Economic Empowerment	To advance the cause of local businesses to benefit from procurement opportunities	Percentage of bids awarded to local service providers.			x	x	x	x	OTMM

KPA	OBJECTIVE	INDICATOR	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TARGETS 2010/2011				Custodian
					30 Sept	31 Dec	31 March	30 June	
	available in government (local and provincial).								
	Support BBEE as part of economic development.	Quarterly reports on procurement statistics.			x	x	x	x	OTMM

Local Economic Growth and Development KPA 3: Identified Projects 2010/2011

OBJECTIVE NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2010/2011	2011/2012
LEGD/10/001	Mainstreaming Agricultural	Encourage PDI's participation in the sector for economic emancipation.	x		DoARD, JGDM	R500 000.00	
LEGD/10/002	Small Scale Farmers Development	Assist small scale farmers with capacity building services.			DoARD JGDM		
LEGD/10/003	Livestock Improvement	Facilitate efforts of the DoARD to expand the Livestock Improvement Programmes to improve quality of livestock.			DoARD JGDM		
LEGD/10/004	Policy Development	A plan to market and promote potential investment opportunities in Maletswai.	x		JGDM	R50 000.00	
LEGD/10/005	SMME Support	Provide technical and financial assistance to SMMEs through partnership with SEDA and ECDC.			SEDA ECDC	R500 000.00	
LEGD/10/006	Maletswai Clay Brick Development	Assistance to legalise the extensive mining activities on site and improving the competitiveness of the industry.			SEDA DEAET DBSA IDT NDA	R1500 000.00	

OBJECTIVE NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2010/2011	2011/2012
LEGD/10/007	Tourism Mainstreaming	Encourage the growth of the sector (small enterprises) and participation of the PDIs.			JGDM ECTB	R100 000.00	
LEGD/10/008	Maletswai Destination	Market Maletswai as a preferred destination of choice using various marketing components and promote Township Tourism.	x		JGDM ECTB	R400 000.00	
LEGD/10/009	Aliwal Spa Revitalisation	Source funding for the revitalisation of the Aliwal Spa (infrastructure and reputation)			DEAET	R6 000 000.00	
LEGD/10/010	Land Release and Development Plan	Document municipal/state or private owned land, including ownership, size, zoning, location, value, etc. Identify key municipal land that can be released to promote economic development.	x		JGDM DBSA	R300 000.00	
LEGD/10/011	Development a 2 nd Economic Policy	Develop a policy to outline how the municipality will assist and support informal business/industry and provide guidance to their operation.	x		JGDM DBSA	R250 000.00	

OBJECTIVE NO.	PROJECT NAME	PROJECT DESCRIPTION	SOURCE OF FUNDING			AMOUNT	AMOUNT
			Internal	MIG	Other source	2010/2011	2011/2012
LEGD/10/012	Expand FET Learning opportunities in Maletswai.	Partners with the DoHE (Ikhala FET College) to investigate possibilities of offering additional learning areas/qualification in needed skills areas.			DoHE DBSA	R0	
LEGD/10/013	Skills Database	Record and document skills available in the area, and identify those suitable or lack thereof for economic development.	x		JGDM	R50 000.00	
LEGD/10/014	SMME Training	Training in basic business principles to promote the sustainability of SMME's and emerging business.			SEDA JGDM ECDC TEP	R500 000.00	
LEGD/10/015	Buy Maletswai (Local is Lekker)	Cooperate with the local and district municipalities as well as provincial or national government departments supply chain management units to procure from local suppliers who are compliant to criteria.	x			R0	
LEGD/10/016	Broad Based Black Economic Empowerment (BEE Alive)	Promote procurement of services from local suppliers who are BBBEE compliant.	x			R0	

CHAPTER FOUR: SPATIAL DEVELOPMENT FRAMEWORK

10.1 SPATIAL DEVELOPMENT FRAMEWORK

Developed in 2005 as the overriding statutory spatial plan for the Maletswai Municipality, the SDF is the principal instrument for forward planning and decision making on land development in the entire municipal area. The 2005 Spatial Development Framework for Maletswai has been reviewed and was adopted by council as a reviewed document in 2008. In accordance with the provisions of the Municipal Systems Act (Act No. 32 of 2000), this document sets out a Review of the 1st Generation Spatial Development Framework in respect of the Maletswai Municipality's area of jurisdiction.

The purpose of this document is not to duplicate the contents of the 1st Generation Maletswai Spatial Development Framework but to report on the changes effected in the Review.

As such, this document must be read in conjunction with the original (or 1st Generation Spatial Development Framework).

The changes reported on herein are drawn from the following: -

- Changes in spatial proposals related to new circumstances, as identified in working sessions with relevant Maletswai Municipal officials;
- Changes required to reflect new development priorities, as determined in the revised Integrated Development Plan (draft of 2009/10);
- The illustration of a broad Capital Investment Framework, based on the projects and programmes identified in the draft IDP Review (2009/10); and
- The updating of Zoning Plans for Aliwal North and Jamestown in line with amendments to the Maletswai Zoning Scheme effected by approved land use changes (rezoning) in the period February 2006 to February 2008.

(MALETSWAI Spatial Development Framework REVIEW 2008 Page 2 Maletswai Municipality Final Draft April 2008)

10.2 STATUS OF THE SPATIAL DEVELOPMENT FRAMEWORK

10.2.1 THE SPATIAL DEVELOPMENT FRAMEWORK FORMS PART OF THE INTEGRATED DEVELOPMENT PLAN

As is contemplated in Section 26 (e) of the Municipal Systems Act, the Maletswai Spatial Development Framework forms part of the Municipality's Integrated Development Plan and is a key element in the integration of development processes across sectors.

All development that affects the way land is used, or which has an effect on the built environment, must be guided by a coherent set of policies and guidelines. These policies and guidelines are embodied in the Spatial Development Framework, being comprised of the 1st Generation SDF and this REVIEW document.

10.2.2 STATUTORY STATUS OF THE SPATIAL DEVELOPMENT FRAMEWORK

In terms of Section 35 (2) of the Municipal Systems Act, the Spatial Development Framework for Maletswai has statutory status¹ and overrides any other plan for the area or portions of the Maletswai Municipality that may have been compiled previously and which is described in the Physical Planning Act (Act No. 125 of 1991). As such, the Spatial Development Framework is the principle instrument for forward planning and decision-making on spatial (land) development in the Maletswai Municipal area.

10.2.3 THE SPATIAL DEVELOPMENT FRAMEWORK IS INDICATIVE AND PRINCIPLE-LED

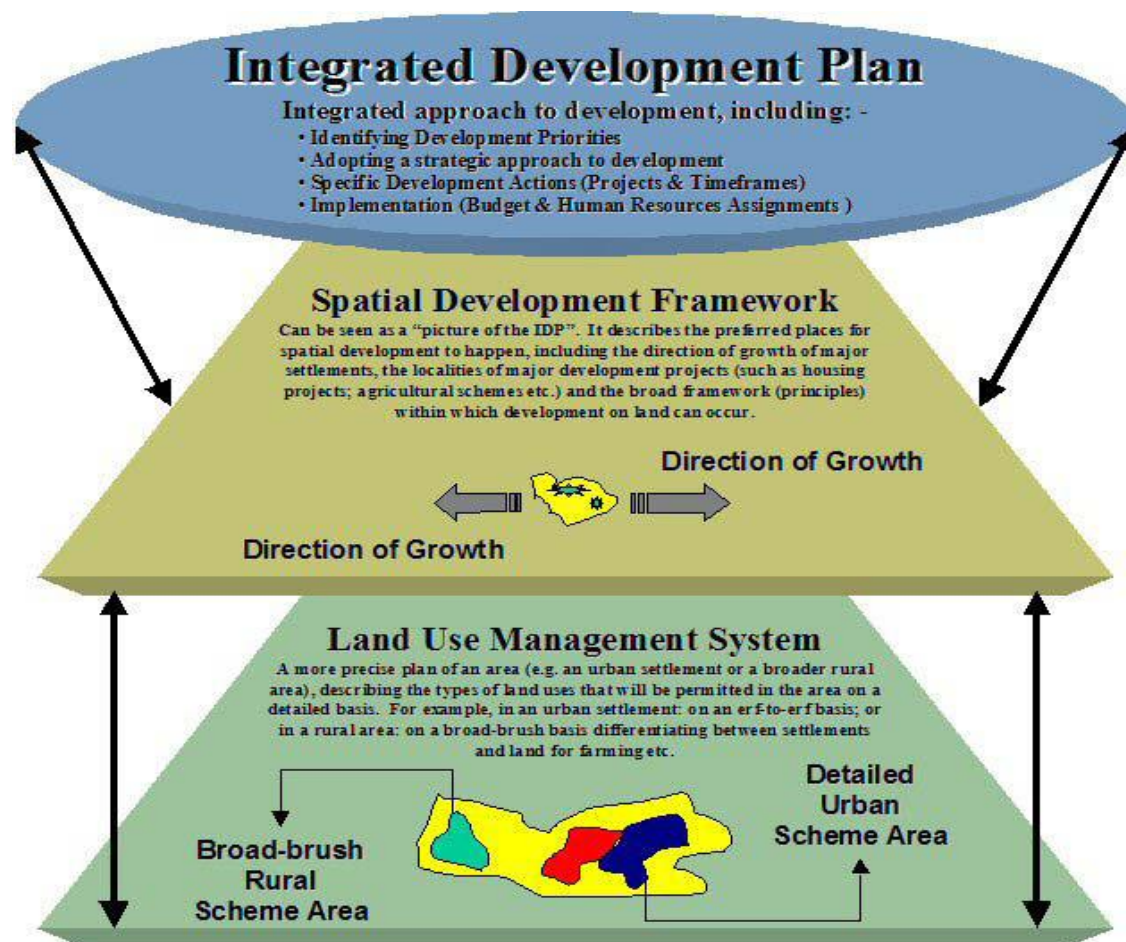
Whilst the Maletswai Spatial Development Framework has statutory status and represents the approved vision for spatial development in the Maletswai area, it is, nevertheless, a *normative*, principle-led plan, which is indicative in intent and not prescriptive.

In this, the Spatial Development Framework is in accordance with the concept of integrated development planning, which embraces planning as a public sector activity that encompasses both spatial and non-spatial developmental activities that are focused on *facilitating or enabling* socially, economically and environmentally sustainable outcomes.

10.2.4 THE SPATIAL DEVELOPMENT FRAMEWORK & A LAND USE MANAGEMENT SYSTEM

As is required in Section 26 of the Municipal Systems Act, the Spatial Development Framework is to include guidelines that will inform the development of an appropriate Land

Use Management System, based on the different requirements (i.e. need for land use management or development control) of different areas within a Municipality. The inter-relationship between the IDP, the Spatial Development Framework and the Land Use Management System is illustrated below in this diagram



10.2.5 AREA OF APPLICATION OF THE SDF

The Maletswai Spatial Development Framework applies to the whole area of jurisdiction of the Maletswai Municipality. This area is characterised by a distinctive settlement and land use pattern, encompassing two urban settlements, and rural components mainly comprising of extensive land uses. The area covered by the Maletswai Municipality is approximately 4,358 km² in extent and is made up of: -

- The former Aliwal North Transitional Local Council;
- The former Jamestown Transitional Local Council;
- The whole or portions of areas administered by former Transitional Representative Councils (TRCs), including Aliwal North TRC (portion) and Jamestown TRC (whole).
- Political representation in the Maletswai area is based on 6 demarcated Wards.
- The area is bordered to the west by the Gariep Municipality, to the south-west by the Inkwanca Municipality, to the south by the Emalahleni Municipality and to the east by the Senqu Municipality. The Free State Province forms the northern boundary of the municipal area, which is defined by the Orange River.

10.2.6 DEVELOPMENT IMPLICATIONS & SPATIAL DEVELOPMENT OBJECTIVES

The following priority issues, spatial development implications and development objectives have been identified in the 2005 SDF, as crucial in unlocking the land development potential of the Maletswai municipality:

Table 30: Development Implications and Spatial Development Objectives

No	Priority Issues	Spatial Implication	Development Objectives
1.	Ensuring Urban Efficiency	This refers to the need to consider the inter relationship between the various development needs in order for the Urban centres (Aliwal North, Jamestown) to function with optimum efficiency.	Well structured, compact, efficient and sustainable urban centres, creating places where residents are able to realise their full potential.
2.	Land Development Needs (rapid urbanization)	This refers to the current problem of Informal settlement formation especially in Dukathole.	Appropriate land and services developed for communities requiring settlement assistance
3.	Development of Tourism potential	This refers to the need to target tourism projects and initiatives that have potential for growth and to generate economic spin-off	Aliwal North is a recognised and desirable tourism destination.
4.	Environmental Management	This refers to the sustainable use of the natural environment and the protection/ conservation of environmentally sensitive areas.	Sound environmental practices are followed and environmentally sensitive areas are protected.

Maletswai Draft Spatial Development Framework, 2005

10.2.7 SPATIAL DEVELOPMENT NODES & CORRIDORS

The Maletswai SDF (2005) identifies certain structuring elements, such as nodal points to guide future planning. The following classes of nodes and corridors, some of which are either existing or proposed, have been identified for the Maletswai municipality, as specific areas or geographic localities where the municipality needs to prioritise its spending, resources and investment:

Table 31: Nodes and Corridors

	Node Type	Geographic Area or Description of Locality
1.	Central Business Districts (CBDs)	<ul style="list-style-type: none"> • Aliwal North • Jamestown
2.	Entertainment Node	<ul style="list-style-type: none"> • Hot Springs/ Aliwal and Islands Spa area (Aliwal North)
3.	Minor Land Use Nodes	<ul style="list-style-type: none"> • Taxi rank (Aliwal North) • Future Commercial Development along Maxie's Drive near Joe Gqabi township
1.	Activity Streets <i>(refer to Plans 1 – 3)</i>	<ul style="list-style-type: none"> • Somerset Street (Aliwal North) • Robinson Road (Aliwal North) • Barkly Street (Aliwal North) • Maxie's Drive (Aliwal North) • Voortrekker Street (Jamestown)
2.	Mobility Routes <i>(refer to Plans 1 – 3)</i>	<ul style="list-style-type: none"> • N6 East London-Jamestown- Aliwal North –Bloemfontein • R58 Burgersdorp – Aliwal North – Lady Grey
3.	Major linkage roads <i>(refer to Plans 1 –3)</i> Aliwal North:	<ul style="list-style-type: none"> • Road from Brickworks to Town • Second access road to Dukathole • Main road in Dukathole • Road joining Maxie's Drive and R 58 Road from Aliwal North to Burgersdorp • Young Street

Maletswai Draft Spatial Development Framework, 2005

Nodes comprising of existing and proposed nodal points, are generally described as areas of mixed-use development, usually having a higher intensity of activities involving retail, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located on main transport routes to provide maximum access and usually act as catalysts for new growth and development. Corridors, as complimentary activity spines can provide the critical link between these areas of intense development and activity.

Area 13 housing development is intention to support the development of an economic growth centre on the site of the present brick works. All sector department need to take stock of the fact that sector activities needs to be focus here to ensure sustainable human development.

10.2.8 IMPORTANT ENVIRONMENTAL PRINCIPLES

In general, when considering applications for land development, the following environmental principles should be considered:

- **Landscape** quality: All development proposals must be evaluated in terms of their affects on the landscape quality of the surrounding area. This must consider

the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.

- **Urban sprawl:** The development should not contribute to urban sprawl as a result of “leap-frogging” thereby promoting secondary development.
- **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgement may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centres etc.) thus creating the need for new a development node.
- **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project EIA.
- **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- **Agriculture:** Developments should preferably not be permitted on land designated as “prime and unique” agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas
- **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

10.2.9 ENVIRONMENTAL MANAGEMENT:

Natural Environment; Land use and development decisions must promote a harmonious relationship between the built and the natural environment while ensuring that land development is sustainable over the longer term period.

Land Use Planning and Development in the Municipality should protect existing natural, environmental and cultural resources.

It is also important that the prime agricultural land should remain in production.

Environmental Management principles dictate that development must be sustainable, and not to the detriment of future prospects for development. This places great emphasis on the linkage between sound land use management and environmental management and highlights the need to integrate the two functions in an operational manner in the land management functions of Maletswai Municipality.

10.2.9.1 ENVIRONMENTAL OPPORTUNITIES

- Scenic beauty of the area
- Climatic, soil and topographic factors contribute to an environment suited to a variety of agricultural activities.

10.2.9.2 ENVIRONMENTAL LEGISLATION/DOCUMENTS APPLICABLE TO MALETSWAI AREA

- National Environmental Management Act
- Ukhahlamba Environmental Management Plan (2003)
- Ukhahlamba Spatial Development Framework 2006
- Maletswai Spatial Development Framework 2005, being reviewed in 2008/2009.
- Disaster Management (fire)
- Soil conservation act
- Water Act
- Air Quality Act

10.2.9.3 AREAS FOR PRIORITIZED INTERVENTION

- Increased land care in the Maletswai area
- Increased awareness around better land management practices (especially in commonage and urban management)
- Reduction in the number of sewerage spills
- Improvement in legislative compliance i.r.o waste management sites
- Improved disaster management systems
- Increased investment in environmental protection and conservation

10.2.9.4 LAND USE MANAGEMENT:

Agriculture has been targeted, as a sector for economic growth and therefore, areas identified as prime agricultural land must, if at all possible, be used for this purpose.

CHAPTER FIVE:

Budgets and Projects (INTEGRATION)

Table 32:
11.1 Municipal Capital Projects LED 10/11

PROJECT	STATUS	Cost	Total	Source of funding
Aliwal Spa Revitalisation	Implementation	R20 million	R32 million	DoT Dedea
Maletswai Waste Management for LED	Implementation		R6 million	Thina Sinako Dedea DEA
Aliwal North Private Hospital	Planning		R60 million	
Municipal Capital Projects BSD MIG Funded Projects 09/10				
PROJECT	STATUS	Cost	Total	Source of funding
Phase 2 Joe Gqabi Bus Route	Implementation	R5,124,627,47		MIG
Storm water construction	Implementation	R3,300,000,00		MIG
Phase 2 Dukathole Bus Route	Tender stage (closed 12/02/2010)	R 248 166,44		MIG
Municipal Capital Projects BSD MIG Funded Projects 10/11				
PROJECT	STATUS	Cost	Total	Source of funding
Hospital Access Road		R4,692,828,43		
Dukathole Bus Route Phase 2		R4,500,000,00		

PROJECT	STATUS	Cost	Total	Source of funding
Jamestown Cemetery		R770,000,00		

Municipal Capital Projects BSD MIG FUNDED PROJECTS 11/12				
PROJECT	STATUS	Cost	Total	Source of funding
Area 13 access road		R7,000,000,00		
Maletswai Sports fields		R4,982,343,41		

Sector Departments:

Department of Agriculture 2010/2011			
Project Name	Source of Funding	Area/Farm	Budget
Maletswai Fencing	CASP	1.Vaalbank 2.Goedehoop	R929 000.00
Animal Handling Facilities	CASP	1. Border Glen	R450 000.00
Maletswai Stockwater System	CASP	1.Tubela Farm 2. Vaalbank 3. Goedehoop	R710 000.00
Maletswai Siyazondla	Voted	1. Area 13 2. Ward 3 3. Springs	R300 000.00
Maletswai Siyakhula Livestock	Voted	1. Wilgespruit 2. Elsiekraal 3. Klipskraal 4. Klein Klipkraal	R600 000.00
Total			R2 989 000.00

Department of Social Development 2010/2011					
Programme	Sub-Programme	Project	Beneficiaries	Funding	
Developmental Welfare Services	Social	Substance Abuse	TADA	Aliwal North/Jamestown	R 44 000.00
Developmental Welfare Services	Social	Care and Support Services to older persons	Support	Ikhwezi Mphatlalatsane Service Centre (Aliwal North)	R 4 200.00 p.m average
Developmental Welfare Services	Social	Care and Support Service to older persons	Support	Masakhane Services Centre (Jamestown)	R 6 000.00
Developmental Welfare Services	Social	Care and Support Service to older persons	Support	Huis Van Der Horst Old Age Home (Aliwal North)	Not Specified
Developmental Welfare Services	Social	Crime Prevention and Support	RAR Centre	Aliwal North	R500 000.00
Developmental Welfare Services	Social	Crime Prevention and Support	Skills Development Programme	Aliwal North	R 300 000.00
Developmental Welfare Services	Social	Services to People with Disabilities	Service to People with Disabilities	Vukuzenzele Special Day Care Centre	Not Specified
Developmental Welfare Services	Social	Child Protection Services	Badisa	Aliwal North	Not Specified
Developmental Welfare Services	Social	Child Protection Services	CMR	Aliwal North	Not Specified
Developmental Welfare Services	Social	Child Protection Services	Subsidy	Child and Family Welfare Society (Aliwal North)	Not Specified
Developmental Welfare Services	Social	Child Protection Program	Subsidy	Emanuel Pre-School (Aliwal North)	R12 per day per child

Developmental Welfare Services	Social	Child Protection Program	Subsidy	Joan Oberholzer Pre-School (Aliwal North)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	Khulani Pre-School (Jamestown)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	Masibulele Pre-School (Jamestown)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	Fezeka Pre-School (Jamestown)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	St. Francis Pre-School (Aliwal North)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	Luthando Pre-School (Aliwal North)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	St. Paul Pre-School (Aliwal North)	R12 per day per child
Developmental Welfare Services	Social	Child Protection Program	Subsidy	Sacred Heart Pre-School (Aliwal North)	R12 per day per child
Developmental Welfare Services	Social	Victim Empowerment Programme	Maletswai One Stop Centre	Aliwal North	R 300 000.00
Developmental Welfare Services	Social	Victim Empowerment Programme	Aliwal North Victim Support Centre	Jamestown	R 85 000.00
Developmental Welfare Services	Social	HIV/AIDS Programme	Noncedo HCBC	Jamestown	R 469 300.00
Developmental Welfare Services	Social	HIV/AIDS Programme	Living Waters HCBC	Aliwal North	R469 300.00
Development and Research	and	Youth Development	Zithande Garden and Maintenance	Aliwal North	R 500 000.00
Development and Research	and	Youth Development	Masupa Tsela Youth Pioneer	5 Youth per town contracted	

Development Research and	Sustainable Livelihood – Women Cooperatives	Uphumlo Ma - Africa	Jamestown	R 500 000.00
Development Research and	Sustainable Livelihood – Women Cooperatives	Masimanyane Makhosikazi Butchery	Jamestown	R 250 000.00 pending their proving sustainability
Development Research and	Food Security	Reathusana Group	Aliwal North	R 750 000.00

Department of Sports Recreation Arts and Culture 2010/2011				
Programme	Sub-Programme	Project	Beneficiaries	Funding
Arts & Culture	Dance and Drama	Auditions	Maletswai Towns	R10 000.00
Arts & Culture	Choral Music and Jazz	Workshop	Aliwal North	R10 000.00
Arts & Culture	Advanced Interpreting	Workshop	Aliwal North	R26 000.00
Libraries & Information Services	Library promotion	Promotion of Libraries and Culture of Learning	Maletswai - Braamspruit	R40 000.00
Libraries & Information Services	Special Services to Libraries	Provision of Braille Material for the blinds	Old Age Homes and Hospices	Conditional Grants
Libraries & Information Services	Allocation of Library Materials to Libraries (5)	Provision of library material i.e. books and other formats to public libraries.	Maletswai	Conditional Grants

Recreation Development	Wellness Programme: Public Sector Sports	Promotion of recreation activities in the communities and public Sector Departments	Aliwal North	R20 000.00
Sports Development	Mass Participation	Football explosion (5 aside festival) District football festival	Maletswai	R25 000.00
Sports Development	Mass Participation	Squad Camps- Soccer, Rugby, Netball and Athletics	Aliwal North	R60 000.00
Sports Development	2010 Mobilisation	Fly Flag for Football	Aliwal North	R200 000.00
Sports Development	2010 Mobilisation	Four Nations Cup: under14 Gariep, Motheo, Prixley Ka Seme & Joe Gqabi	Aliwal North	R60 000.00
Sports Development	Capacity Building	Coaching and Refereeing Courses level 4	Aliwal North	R70 000.00
Mass Participation Programme	Capacity building in Communities	Coaching Clinics	4 LM's	R 50 000.00
Mass Participation Programme	Sports Promotion in Communities	Hub Festival	1 hub. Jamestown	R19 090.90
Mass Participation Programme	Sports Promotion in Communities	League Matches in Hubs and Clusters	Maletswai	R 4 545.45
Mass Participation Programme	Movement for all	Special Community Competitions	Aliwal North	R 25 000.00

Department of Safety and Liaison 2010/2011			
Activity	Area of Implementation	Project	Funding
Convene Police Cluster Accountability Meetings	Jamestown	<ul style="list-style-type: none"> • Police accountability meeting • Accountability Meetings 	R 5 000.00
Evaluate Service Delivery at Identified Police Stations	<ul style="list-style-type: none"> • Jamestown • Floukraal 	<ul style="list-style-type: none"> • Evaluate Police stations • Oversight Reports Consolidation • Service Delivery Reports Consolidation 	R 1000.00 (Jamestown) R 1000.00 (Floukraal)

CHAPTER SIX: SECTOR PLANS AND SECTOR INVOLVEMENT

12.1 PRIORITY 1

Part of this mainstreaming incorporates a vision of what must be achieved with Local Government and through Local Government by 2011: that South Africa should have a viable system of Local Government focused on service delivery and development. Local government sphere must enable government to meet its obligations by 2011 and be on course towards meeting the 2014 targets. These targets include halving poverty and unemployment. Also that the facilitation of Local Government engagements with planning processes (Integrated Development Plans (IDPs) and Local Economic Development (LED), must be undertaken within the context of Government's obligations.

The most immediate actions that will be undertaken include specific high-level priority actions that have been identified to give effect to mainstreaming hands-on support to local government:

- First of all, key service delivery *national and provincial departments* must reflect concrete support actions to municipalities in their Strategic and Business Plans and streamline their support operations to local government.
- Secondly, *provincial governments* need to prioritise their local government support by including the key tasks in their Provincial Growth and Development Strategies (PGDSs) and through the Office of the Premier, utilize the Premiers Coordinating Forum for coordinating and monitoring support to local government.
- Thirdly, the DPLG must continue to *nationally coordinate, facilitate, direct and monitor* the priority hands-on support actions of national government to local government.
- Finally, building the technical capacity and capability of municipalities through the mobilization and deployment of appropriate technical *expertise* will be short to medium-term priority.

There is therefore a need to focus on very specific priority actions in each of the Five Key Performance Areas of local government transformation:

- a. Municipal Transformation and Institutional (Capacity) Development;
 - Supporting municipalities in preparing their IDPs;
 - Developing performance management regulations so that performance of municipal managers and other officials can be evaluated;
 - Assisting municipalities to fill vacant positions
- b. Improving Basic Service Delivery and Infrastructure Investment;
 - Ensuring all communities have access to clean water and sanitation by 2010;
 - Ensuring all houses have access to electricity by 2012;

- Ensuring universal access to free basic services;
- c. Improve Local Economic Development;
 - Strengthening coordination between spheres of government on economic development;
 - Give municipalities hands-on support to ensure that LED plans are aligned with IDPs;
 - Focus on development in small towns and rural areas with declining economies;
 - Help municipal regions identify and take advantage of their own comparative advantages (unique factors that would make them economically competitive and bring economic development.);
 - Deployment of economists and development experts in specific municipalities to help implement community investment programmes;
 - . One of the aspects of this, is making urban land markets work for the poor;
- d. Improvement of Financial Viability and Financial Management;
 - Provide financial management hands-on support to low capacity municipalities and those municipalities that are consistently receiving negative audit opinions from the Auditor-General
 - Improve capacity to account for public resources
 - Support for all programmes that are designed to improve governance and fight corruption.
 - Implementation of the Local Government: Municipal Finance Management Act (MFMA), 2003
 - Finalization and stabilization of the local government fiscal system will be a priority in the next five years. This must include a particular focus on ensuring that the Local Government Equitable Share (LGES) and other municipal grants continue to be focused on benefiting our poorer municipalities and those with a low fiscal capacity and that we improve efficiencies based on the revenue raising capacity and potential of municipalities
 - Strengthening Good Governance, Community Participation and Ward Committee Systems.
 - Communication
 - Public participation
 - Intergovernmental relations

12.2 PRIORITY 2

The second strategic Priority relates to addressing the structure and governance arrangements of the State, which will be achieved by stabilizing and strengthening the inter-governmental system, so as to benefit local government, principally through implementing the Inter-governmental Relations (IGR) Framework legislation. In parallel, a review will be undertaken on the structure and role of provincial governments with regard to supporting and monitoring municipalities.

12.3 PRIORITY 3

The third and final strategic priority highlights the need to refine and strengthen the Policy, Regulatory and Fiscal Environment for Local Government and giving greater attention to the Enforcement Measures. There are two legs to this strategic priority. First, there is a need to give greater attention to enforcing existing provisions of local government legislation. The second leg is to prioritize the refinement of the local government policy, regulatory and fiscal regime based on five years of practice.

Four areas have been identified for such refinement namely:

- Planning for Growth and Development;
- Distribution of Powers and Functions Across the State and Asymmetrical Assignment to Local Government;
- Two-Tier System of Local Government; and
- Ward Committees and Community Participation

12.4 ALIGNMENT TO SECTOR PLANS

- District Health Plan. This is prepared on a year on year basis by the department of Health
- District LED strategy. This strategy was prepared in 2003, and is currently under review
- District Water Services Development Plan This strategy was prepared in 2005, and is currently under review
- District Women Development Plan. This strategy was prepared in 2006
- District Aids Plan
- District Skills Plan (draft) is currently in preparation
- District Municipal Health Strategy is currently in preparation
- District Waste Management Plan was completed in 2007
- District Environmental Management Plan was completed in 2005
- Maletswai Spatial Development Framework was completed in 2005 and reviewed in 2008
- Maletswai Housing Sector plan was completed in 2008 and reviewed in 2009
- Maletswai Integrated Waste Management Plan was completed in 2009
- Maletswai Local Economic Development Plan

12.5 SOCIAL DEVELOPMENT SERVICES

The Department of Social Development is active in the area. They provide the following services:

- Treatment and prevention of substance abuse through educational programmes, rehabilitation and home based interventions
- Care of older persons within residential care-Old Age Homes.
- Crime prevention and support to children and youth at risk /in trouble with the law and adult offenders.
- Promote socio –economic empowerment and integration programmes of people with disabilities.
- Child care and protective services
- Pre school
- Victim empowerment that facilitate reduction of gender disparities and incidents of domestic violence.
- HIV and AIDS programmes to care and support infected and affected individuals, groups and families.
- Sustainable livelihood programmes looking at poverty reduction among poor households through food security, income generation and women and youth. Programmes
- Community capacity building through capacitating NPO's.

12.6 RECREATION AND SPORT SERVICES

The Municipality one proper sport and recreation facilities except those located in the main town Aliwal North especially at the former white schools, even the one in town need upgrading. Maletswai have facilities that have been built but the ones in Aliwal North need to be upgraded as they are beginning to be vandalised. With the high percentage of youth in the population make-up it is essential to provide sports and recreation facilities. The Jamestown stadium shall be constructed during the 2009/2010 financial year with costs estimated at R1 million. This priority endeavours to meet the long made plea by the Jamestown community to make available recreational facilities in Jamestown.

12.7 COMMUNITY FACILITIES – MULTIPURPOSE HALLS

There are 5 halls in our Municipality, but in terms of numbers they do not meet the community needs as some of the halls are not accessible to the communities particularly youth as there is no clear-cut policy of utilization and accessibility drawn by municipalities for the support of these sectors.

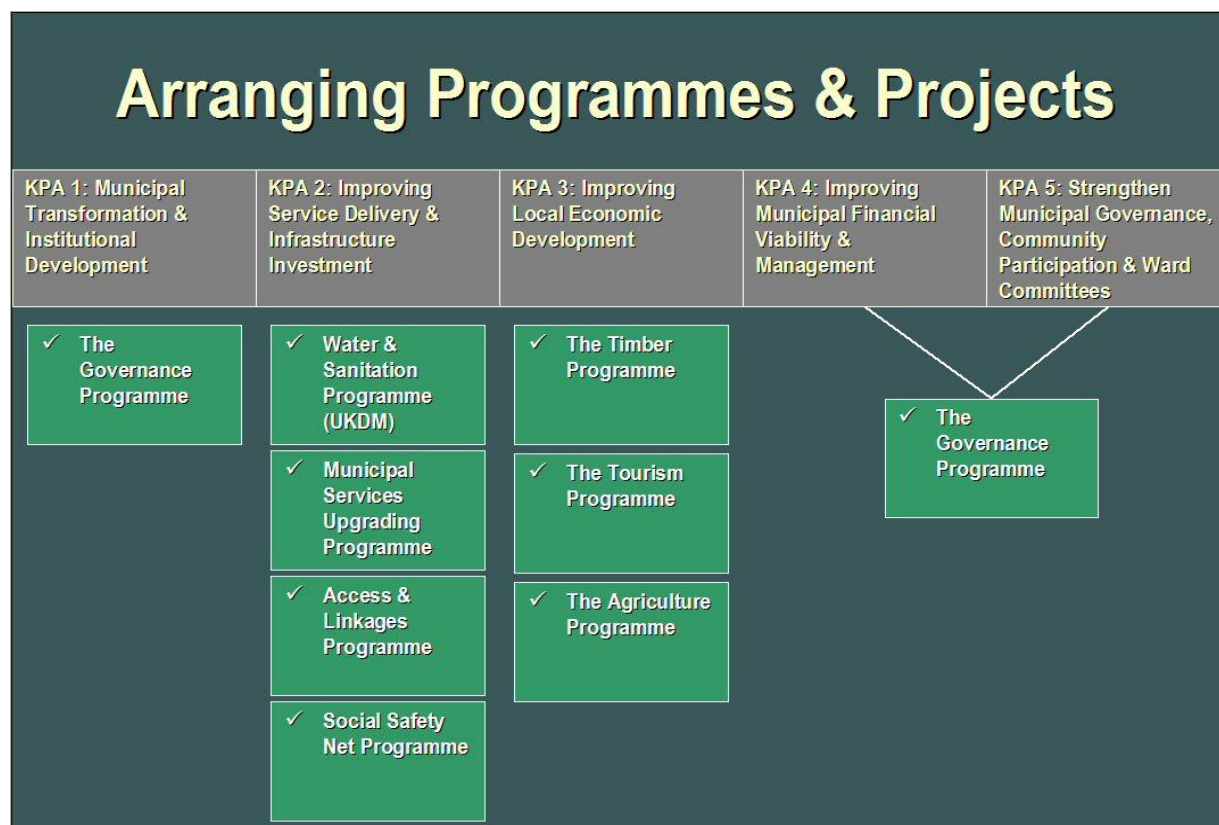
12.8 DEPT OF ROADS AND TRANSPORT

The Department of Roads and Transport implements a driver of the year competition annually focusing on heavy duty transportation. This forms part of their programme to improve quality and safety in this sector. There is also a need to expand the programme to also include passenger transport as there are number of accidents in our roads caused by passenger transport. A commitment has also been made by the department to assist the municipality with its roads (municipal roads)

13.1 MALETSWAI IDP: ARRANGING PROGRAMMES & PROJECTS

To facilitate clarity in organising its operations and its planning for implementation, Maletswai Municipality resolved to adopt the 5 KPAs set in terms of the 5-Year Local Government Strategic Agenda as the strategic framework within which Programmes drawn from the District IDP are to be arranged.

The table below illustrates the arrangement of Programmes and Projects:



In the following sections each programme is linked to a relevant KPA and briefly described. Key targets are highlighted where applicable.

It should be noted that detailed actions to be taken in each programme area are included in the Growth and Development Summit Agreement. The District Municipality will be the co-ordinator of all these programmes and detailed business plans for each of the eight anchor programmes are to be prepared by March 2008.

13.1.1 The Timber Programme – Maletswai

The programme is mainly based in Elundini Municipality and will not directly affect Maletswai Municipality. However it might have indirect effects in Maletswai, like the employment of skilled labour from Maletswai or the training of the Maletswai community in timber related issue to assist them to obtain skills.

13.1.2 AGRICULTURAL PROGRAMME

This Programme relates directly to Strategic Goal 2 (in Part Three above). The District has a small but growing agricultural sector. The key aim of the programme is to increase jobs and livelihoods related to this sector. A coordinated effort is required to grow the sector so that economic potential is achieved. Specific priority actions are identified in the GDS Agreement. An important starting point must be a District agricultural development and marketing plan (to be coordinated by the DoA). This plan must quantify realistic jobs targets for the sector. Also, planning for new “agricultural loops” (as identified in the SDF) must be prioritized.

13.1.3 THE WATER AND SANITATION PROGRAMME - MALETSWAI

This Programme relates directly to Strategic Goal 6. The District has major backlogs water and sanitation backlogs, mostly in the Elundini and Senqu areas. To a lesser degree Maletswai needs to focus on upgrading old and obsolete infrastructure. The aim of this Programme is to meet national targets. As water and sanitation is a basic need, this programme covers the whole district area. Priority actions included in the GDS Agreement are that the Joe Gqabi district Municipality in collaboration with the DWAF, DPLG, and DHLG&TA should:

- Lobby National Government for additional MIG funds in order to address the sanitation and water backlogs by the agreed time.
- Enhance capacity of the district and local municipalities to plan, project manage, implement and spend funds effectively and efficiently for water and sanitation service delivery.
- Engage the Provincial Department of Health (DoH) and Provincial Department of Education (DoE) to speed up the provision and maintenance of water and sanitation facilities at all needy schools and health facilities.
- The District Municipality will spend R246m (MIG Allocation) over the MTEF period for water and sanitation backlogs.

13.1.4 THE MUNICIPAL SERVICES UPGRADING PROGRAMME - MALETSWAI

This Programme also relates to Strategic Goal 6. Municipal services need to be upgraded in the primary node (Aliwal North), the secondary towns and the seven new rural nodes. The programme scope is to create better quality and sustainable human settlements, with respect to housing and other municipal services. Specific programme targets are:

- Eradicate shacks by 2014 (a national target) and
- Seven new rural nodes to have municipal services by 2011

Other priority actions of this Programme are included in the GDS Agreement.

13.1.5 THE ACCESS AND LINKAGES PROGRAMME - MALETSWAI

This Programme relates to Strategic Goal 6 (meeting basic needs) and also supports Strategic Goals 1, 2 and 3. The Programme will be aligned to the Municipality's SDF and aims to improve roads, and access to electricity and ICT in the priority mobility corridors and nodes, as a basis for socio-economic development. To speed up this Programme Maletswai municipality has accessed R5m through DBSA to develop a Road Master Plan. Other priority actions are listed in the GDS Agreement.

13.1.6 THE SOCIAL SAFETY NET PROGRAMME - MALETSWAI

This Programme relates directly to Strategic Goal 3 (Labour-intensive and pro-poor programme development) as well as to Strategic Goal 6 (meeting basic needs). The aim of the programme is to strengthen support for the most marginalized members the District population and to create a social programme that is able to provide a safe and secure net for Maletswai Municipality's community. Key components of this Programme are:

- Full implementation of EPWP in the Maletswai area. This will require the municipality and DoPW to develop EPWP Plan as soon as possible.
- Full implementation of the provincial draft HIV-AIDS Plan in the area
- Full implementation of the PGDP Nutrition Programme in the area (school meals, gardens etc) involving DoA, DoSD, DoE, DoH
- Provision of equitable primary health care services across the district as well as a coordinated plan around hospitals, emergency care and targeted programmes
- Improved safety and security in the area, and as part of this victim empowerment
- Implementation of social development programmes that support the stability of communities.

Other facets of this Programme are outlined in the GDS Agreement.

13.1.7 THE GOVERNANCE PROGRAMME - MALETSWAI

This Programme relates directly to Strategic Goal 4 (Improving service delivery quality) and Strategic Goal 5 (improving the capacity of government and communities) and aims to improve the performance of the public sector as a whole and municipalities in particular. As regards the public sector as a whole the following are key targets:

- Improved service delivery quality in the District, particularly of provincial departments (health, education, agriculture, roads etc)
- Improved intergovernmental relations
- Strict adherence to Batho Pele principles
- Thorough implementation of performance management

As regards the District's municipalities (DM and LM's), in addition to the above, the following are key targets:

- Municipalities to focus on core powers and functions
- All senior posts and critical service delivery positions to be filled as soon as possible
- Organogram and budget to be aligned to this IDP
- Strengthened municipal LED capacity
- Municipalities to develop a comprehensive free basic services plan as soon as possible
- To implement the PMS to all Section Heads
- To establish and capacitate the Internal Audit Unit
- To establish and capacitate the Supply Management Chain Unit.

Other priority actions of this Programme are contained in the GDS Agreement and under Analysis 8 (Priorities) and Strategic Goal 4 above.

It will be noted that Strategic Goal 5 (Capacity-building) finds expression in all of the seven programmes relevant to Maletswai. That is, each of the above programmes has a capacity-building/skills component.

13.1.8 THE TOURISM PROGRAMME - MALETSWAI

This Programme relates directly to Strategic Goal 2 (in Part Three above). The key aim of the programme is to increase jobs and livelihoods related to this sector. A co-ordinated effort is required to grow the sector so that economic potential is achieved. Specific priority actions are identified in the GDS Agreement (Annexure). An important starting point must be a District tourism development and marketing plan (to be co-ordinated by the DM). This plan must quantify realistic jobs targets for the sector. Also, planning for new "tourism loops" (as identified in the SDF) must be prioritized (DM and DoRT).

CHAPTER SEVEN: FINANCIAL PLAN

14.1 INTRODUCTION

This section of the document deals with various issues of alignment but will only focus on the following issues:

- Budget alignments to the IDP.
- Alignment to sector plans.
- Alignment to existing Organogram.
- Socio-political alignment to the IDP.

14.2 MUNICIPAL BUDGET ALIGNMENT TO IDP

One of the key issues identified for the sustainability of Maletswai Municipality is 'expanding its revenue in relation to its costs and its financial viability, whilst implementing its mandate'. The responsive key objective is 'effective, efficient, coordinated financial management and increased revenue – enabling Maletswai Municipality to deliver its mandate'. The plans and strategies detailed in this Section contribute to the achievement of this objective.

14.3 BUDGET ASSUMPTIONS

The selected key assumptions relating to this budget are as follows:

- Government grants for the years 2010 – 2013 are as per the Division of Revenue Bill.
- The inflation rate has been estimated between 6 and 9% per annum.
- Growth in the salary and wage bill has been provided for in the budget at 8.5% p.a., growth in the remaining expense items in general range from 0 – 10% p.a.
- Purchase increase of electricity at 25.8% p.a.
- Provision has been made for tariff increases relating to rates and services at an average rate of 10% p.a except electricity which is 15,33%
- The budget is based on current service levels and does not make provision for major expansion of services into the rural areas.

14.3.1 OPERATING BUDGET ESTIMATES

The draft budget for 2010/2011 shows the following;

Budgeted Expenditure	R123, 885, 735
Budget Revenue	R120, 631, 632
Deficit	R 3, 254, 102
Budgeted Capital Expenditure	R 27,190,256

MTREF Budget

14.3.2 SALGA: SALARY & WAGE COLLECTIVE AGREEMENTS: 2010/2011

- CPIX + 1,5%

14.3.3 FINANCIAL STRATEGY

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for, a municipality. A municipality can be categorized into either:

- Developed – maintenance
- Developing – growing

Maletswai Municipality can therefore be categorized as a developing – growing municipality.

Such municipalities require significant additional resources and funding to conduct the growth that is expected of them. In contrast, already developed – maintenance municipalities are mainly concerned with the need to maintain existing infrastructure.

With the demands for growth, come risks that need to be managed. Wherever possible, Maletswai Municipality will have to set benchmarks appropriate for a developing – growing municipality and strive to achieve these benchmarks within the medium-term.

As mentioned at the beginning of this chapter, the priority from the financial perspective is the viability and sustainability of the Municipality. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas, which have been identified, are detailed below:

14.3.4 THE FINANCIAL FRAMEWORK

14.3.4.1 REVENUE ADEQUACY AND CERTAINTY

It is necessary that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to sources, amount and timing of revenue. The Division of Revenue Act (DORA) has laid out the level of funding from the National Government that will be received for the financial years 2010/11 to 2012/13.

It is important to track the respective sources of revenue received by the Council as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income streams and its borrowing capacity.

14.3.4.2 SUSTAINABILITY

The Municipality needs to ensure that its budget is balanced (income covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable, and that the full costs of service delivery are recovered. However, to ensure that households, which are poor to pay for even a proportion of service costs, at least have access to basic services, there is a need for subsidization of these households.

14.3.4.3 EFFECTIVE AND EFFICIENT USE OF RESOURCES

In an environment of limited resources, it is essential that the Municipality makes maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services.

14.3.4.4 EQUITY AND REDISTRIBUTION

Maletswai Municipality must treat its citizens fairly and justly when it comes to the provision of services. In the same way the Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The 'equitable share' from national government will be used primarily for targeted subsidies to poorer households. In addition, the Municipality will continue to cross-subsidise between high- and low-income consumers within a specific service (e.g. electricity) or between services.

14.3.4.5 DEVELOPMENT AND INVESTMENT

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximize its investment in municipal infrastructure. In restructuring the financial systems of the Municipality, the underlying policies should encourage the maximum degree of private sector investment.

14.3.4.6 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

The Municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

14.3.5 STRATEGIES AND PROGRAMMES

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of the Municipality. Time frames have been set for each of the projects that have been identified.

14.3.5.1 REVENUE RAISING STRATEGIES AND PROGRAMMES

Following are some of the more significant programmes that have been identified:

The review and implementation of an indigent policy

This policy defines the qualification criteria for an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse etc.

The review and implementation of a credit control policy

Together with all relevant procedures, they detail all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc.

The development and implementation of a uniform tariff policy

It will ensure that fair tariffs are charged in a uniform manner throughout Maletswai Municipal area.

The development and implementation of a property rates & valuation policy

It will ensure that a fair rates policy and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the Municipality's records. Furthermore the policy will ensure that valuations are systematically carried out on a regular basis for all properties.

14.3.5.2 ASSET MANAGEMENT STRATEGIES AND PROGRAMMES

Following are some of the more significant programmes that have been identified:

- The implementation of a fixed asset register and asset control system as well as the maintenance thereof.
- This programme involves the formulation of policies regarding fixed assets, the capture of all assets onto this system and the maintenance of this system in terms of GRAP requirements.
- The development of a comprehensive asset and risk insurance policy.
- This policy ensures that a comprehensive insurance strategy is developed and implemented. This project is contingent on the restructuring of all insurance activities performed within Maletswai Municipality and the transfer and centralization of these activities to and within the Budget and Treasury Department.

14.3.6 FINANCIAL MANAGEMENT POLICIES

The financial policy of Maletswai Municipality is to provide a sound financial base and resources necessary to sustain a satisfactory level of municipal services for its citizens.

It is the goal of the Municipality to achieve a strong financial position with the ability to:

withstand local and regional economic impacts;

- adjust efficiently to the community's changing service requirements;
- effectively maintain, improve and expand the Municipality's infrastructure;
- manage the Municipality's budget and cash flow to the maximum benefit of the community;
- provide a high level of fire and other protective services to assure public health and safety;
- prudently plan, coordinate and implement responsible and sustainable community development and growth.

Maletswai Municipality's financial policies shall address the following fiscal goals:

- keep the Municipality in a fiscal sound position in both the long and short term;
- maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- apply credit control policies that maximize collection while providing relief for the indigent;
- direct the Municipality's financial resources towards meeting the goals of the Municipality's IDP;
- maintain existing infrastructure and capital assets;
- operate utilities in a responsive and fiscally sound manner;

- credit control policies that recognize the basic policy of customer care and convenience;
- provide a framework for the prudent use of debt financing.

14.3.7 CREDIT CONTROL AND DEBT COLLECTION POLICY

Maletswai Municipal Council approved a Credit control and Debt Collection Policy and Procedures in 2006.

The principles supported by the policy are, amongst others:

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager.
- A copy of the application form, conditions of services and extracts of relevant council's credit control and debt collection policy and by-laws must be handed to every customer on request at such fees as may be prescribed by the Council.
- Enforcement of payment must be prompt, consistent and effective.
- Billing is to be accurate, timely and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Unauthorized consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecution.
- The collection process must be cost-effective.
- Results must be regularly and efficiently reported by the Municipal Manager and the Mayor.

The Policy document covers:

- Duties and Functions of the Council, the Mayor, Municipal Manager, Ward Councillors, and of Communities, ratepayers and residents.
- Area of Application
- Application of Services
- Customer Service Agreements
- Deposits and Guarantees
- Accounts and Billing
- Metering of Consumable Services
- Valuation of Properties
- Customer Assistance Programmes

- Communication
- Payment Facilities and Methods
- Enquiries and Appeals
- Municipal Service Account Certificate: Tenders for Business
- Restraint on Transfer of Property
- Debt Collection
- Handing Over
- Cheques Marked As “Refer To Drawer”
- Persons Placed Under Administration/Liquidated
- Training
- Disconnections and Restriction Procedure
- Estate Accounts
- Meter Readings
- Theft and Fraud
- Reporting and Performance Management
- Income Collection Target
- Application of The Policy

14.3.8 INDIGENT POLICY

The Indigent Support Policy was reviewed by the Council in 2009. The Policy identifies the conditions that must be satisfied to be regarded as an indigent and the processes to follow to apply for indigent status.

The form of subsidy is identified, as is the process of auditing indigent applications. In addition, procedures, which will be followed in the event of a death of an indigent and a false indigent application is covered.

Finally treatment of debt of a customer on becoming an indigent and interest on arrear charges are addressed.

CHAPTER EIGHT:

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

15.1 PERFORMANCE MANAGEMENT

The Municipality has developed its first PMS to be implemented during 2010/2011 financial year. This system will first be implemented to the management i.e. Top management as well as assistant managers. Strategic objectives will be monitored against annual measurable performance indicators that have been converted into quarterly performance targets in the SDBIP. The SDBIP will inform the Annual Performance Report.

15.2 MONITORING AND REVIEW

15.2.1 WHY PERFORMANCE MANAGEMENT AND IDP

The purpose of the IDP Plan is to ensure that the resources available to the Municipality are directed at the delivery of projects and programmes that meet agreed development priorities and objectives. Once your Municipality starts to implement the IDP Plan it is important to check that:

- The delivery is implemented in the planned manner.
- The Municipality is using its resources most efficiently.
- It is producing the quality of delivery envisaged.
- The delivery is having the planned effect on the lives of the people in the Municipality.

To achieve this it is necessary to monitor and evaluate measure and review the performance of Municipalities against indicators and targets set in their IDPs. Performance management will assist Municipalities:

- To make immediate, appropriate changes in delivery and management of resources
- Identify and overcome major or systematic blockages
- Guide future planning on developmental objectives and resource use

Achieving this requires pro-active development of a **performance management system** and undertaking **an annual review of the IDP**.

But first we will clarify what is meant by Monitoring and Evaluation, Performance Management, the Annual IDP Review and a number of related concepts.

15.2.2 WHAT IS PERFORMANCE MANAGEMENT, MONITORING AND EVALUATION AND THE ANNUAL IDP REVIEW?

Sometimes the different names given to various approaches to monitoring and evaluation in organisations can cause much heated debate and often great confusion.

It is not intended to heighten the confusion or engage in the debate but rather to define the way in which these concepts are dealt with within the IDP methodology and more broadly within the Municipal environment in South Africa.

Table 33: Performance Management, Monitoring and Evaluation and the Annual IDP Review

<p>Monitoring and Evaluation</p>	<p>The system for monitoring the implementation programme with the specific intention of evaluating the delivery is to ensure that the planned delivery happens and that the Municipality can make relevant adjustments to its planning and resource use in implementation.</p> <p>Monitoring and evaluation are also used as two (2) separate but interrelated concepts in performance management and it is useful to understand their meaning in such usage:</p> <p>Monitoring (<i>collecting the relevant information</i>) The gathering of the information used to track the progress of delivery against the key objectives, indicators and targets of the implementation plan.</p> <p>Evaluation (<i>Making sense of what is happening</i>) Analysing and evaluating the meaning of the information and applying the understanding to improve delivery and its impact on the people in the Municipality.</p>
<p>Performance Management</p>	<p>The Performance Management is a process whereby Municipalities continuously seek to improve their functioning and accountability. It is also a management approach that provides strategic direction for managers and politicians to manage performance within organisations.</p>
<p>Employee Performance Management</p>	<p>Refers to the management of the performance of individuals in the organisation in terms of their individual performance contracts/key result documents and the contribution they are expected to make towards the collective achievement of organisational objectives.</p> <p>The employee performance management system is an important element of the performance management system.</p>
<p>Annual IDP Review</p>	<p>A specific process legally required of Municipalities is to review the achievements of the implementation of the IDP and to make any necessary changes to the IDP Plan and feed into the budget for the following financial year.</p>
<p>Implementation/Project Management</p>	<p>This is the management approach of the Municipality's internal resources and external linkages to ensure that the appropriate delivery happens in the most efficient way. In</p>

	managing the daily implementation it provides crucial management information for organisational performance management. In turn it is given improved form from the feedback from the organisational management process of the Municipality.
Information Management Systems	The organisation information from various sources that is used in immediate management and in longer term assessment planning and changes to the management of implementation.

To understand the relationship between IDP and performance management, consider the following quotation from the ***Performance Management Guide for Municipalities, DPLG, 2001*** (draft2, page 16):

“The Integrated Development Planning Process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process”.

15.3 THE LEGAL CONTEXT FOR PERFORMANCE MANAGEMENT AND IDP ANNUAL REVIEW

The purpose of this sub-section is to provide insight into key legislation concerning the Performance Management System and the Annual Review of the IDP.

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

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

“Annual review of the Integrated Development Plan”

A Municipal council:

- (a) must review its integrated development plan*
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) to the extent that changing circumstances so demand;*
- (b) May amend its integrated development plan in accordance with a prescribed process”.*

Every Municipality is also required to develop and implement a **performance management system** in terms of Chapter 6 of the Municipal Systems Act. This performance management system must contain certain core components (section 41 of the Municipal Systems Act):

- Key performance indicators are “a yardstick for measuring performance, including outcomes and impact, with regard to the Municipality’s development priorities and objectives set out in its Integrated Development Plan”.
- Measurable performance targets for each of the development priorities and objectives.

The ***Local Government: Municipal Planning and Performance Management Regulations, 2001*** describes the role for the performance management system in monitoring, evaluation and review:

“7. (1) A Municipality’s performance management system entails a framework that describes and represents how the Municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed ...”.

(For more detail on Performance management system consult the **Performance Management – A guide for Municipalities, DPLG, 2001**).

The review and amendment process must also adhere to the requirements for public participation as set out in Chapter 4 of the Municipal Systems Act. This will involve establishing processes and structures for public participation, as was required for the process of drafting the IDP.

The Municipal Systems Act (section 37 (d) and (e) permits the Minister to make regulations and guidelines on certain matters regarding the review and amendment of the IDP.

As is the case when formulating the IDP, sector requirements have to be considered in monitoring, evaluation and review to ensure sector alignment. These requirements may be in the form of process time frames, reporting procedures and formats, as well as review of existing plans/programmes and adoption of new plans/programmes.

As a general rule, when the IDP is reviewed, it means that all the integrated plans and programmes forming part of the IDP are reviewed as well.

For certain sectors, monitoring, evaluation and review may have to occur at prescribed intervals that are more or less frequent than the annual IDP review.

In the review process, sector requirements regarding adherence to principles (e.g. ***National Environmental Management Act***, 107 of 1998, and the ***Development Facilitation Act***, of 1995) have to be taken into consideration. Performance/Implementation should be evaluated in terms of such principles and inform the review process.

There are some of the key aspects of relevant legislation and regulations. It is important to note any additional legislation, or regulations and other requirements that spheres of government might institute in the future that require incorporation in the monitoring and evaluation and review process of our Municipality’s IDP.

In conclusion, the Maletswai Municipality will formulate its performance management policy framework and adopt it in line with the IDP scorecard cluster system which is used as appropriate institutional model and balanced approach in measuring IDP implementation and institutional performance.

15.3.1 PMS CHALLENGES

- There is still a challenge around the understanding of the purpose of PMS in the municipalities
- There is no dedicated staff or support for the efficient and effective implementation of PMS, and the function moves around the municipalities without a clear home.
- Incentives related to PMS especially for section heads and the rest of the municipality have not been resolved
- As there is no performance audit committee yet in place, this negatively impacts on the continuity of assessments, the fairness of assessments and the legal compliance

15.3.2 PMS LEGISLATION

- Constitution of South Africa, Act No. 108 of 1996.
- Local Government: Municipal Systems Act, Act No. 32 of 2000.
- Regulation No. R. 796 published in Government Gazette No. 22605
- Local Government: Municipal Finance Management Act, Act No. 56 of 2003
- Skills Development Act, Act 97 of 1998
- Regulation No. R. 805 published in Government Gazette No. 29089

15.3.3 PMS PRIORITISED AREAS FOR INTERVENTION:

- Establishment of Performance Audit Committees.
- Effective reporting on the state of performance in our municipalities.
- Legal compliance with legislation around performance management.

The Key Performance Indicators (KPIs) and Targets of the Municipal Manager and Section 57 Managers are based on and linked to the Integrated Development Plan (IDP) and reflect the objectives of the municipality derived from community inputs and arrived at through community consultation. Moreover, these KPIs include the performance indicators, i.e. baseline, input, output and outcomes, that are legally prescribed and are measurable in terms of time, cost and quality/quantity as provided for in the indicators and targets set for each KPI. These KPIs and Targets are also an integral part of the performance agreements of the Municipal Manager and Section 57 Managers and as such form the basis of their annual performance appraisals. Based thereon the Municipality was in the past able to measure and appraise the performance of Section 57 appointees with success and will be able to do so for the future.

The Municipality recognized the legal prescriptions in as far as community consultation is concerned. In essence, the three processes necessitating synergised community consultation were identified as the IDP process, the Budgeting process and the Performance Management implementation process. The PMS policy firstly aims to ensure a link between these processes and, as a second step, works towards synergising these processes to ensure adequate, affordable and transparent community consultation. The Municipality, through this policy formally adopted the IDP-Budget-PMS Integration Model on the understanding that the model will in future require modification as the processes become more synergistic.

It must be noted though that we, as the municipality, we have not as yet established a formal performance audit committee, something that needs to be considered as a matter of urgency.

We have also implemented the Performance Management System, have performance based contracts for Section 57 Managers and have performance agreements with all Section Heads and will be doing quarterly, half year and yearly performance assessments.

15.4 MONITORING, EVALUATION AND REVIEW OF IDPS

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

Monitoring, evaluation and review make up a system to assess the performance of the municipal area.

Monitoring and evaluation is critical to:

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

Monitoring, evaluation and review mechanisms are to be implemented as an ongoing or cyclical activity and are built into the annual planning and budgeting cycle. The Contract based: Performance Management System of the Municipality fulfils only part of this role, and there is a need to still develop a full Municipal area based institutional performance management system that can safely and effectively monitor the implementation of this integrated plan.

15.4.1 MONITORING

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

Monitoring will be done on a quarterly basis. All stakeholders will be required to provide written reports showing progress towards the achievement of the key performance indicators. Political leaders will also undertake outreaches into the district area to monitor the implementation of programmes identified in the IDP.

Reports prepared through the monitoring of the implementation of IDP programmes will be reported on to the Executive Mayor of the District Municipality on a quarterly basis via quarterly performance reports and to the Premier and Presidency on a half yearly basis (October and April) via the Lekgotla Reports. On a yearly basis performance reports are submitted to the MEC for Housing Local Government and Traditional Affairs as well as the Minister of Provincial and Local Government and National Treasury.

15.4.2 EVALUATION

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

Evaluation will take place on a yearly basis linked to the need to review the IDP. This will take place in the form of discussion based on the monitoring. Every two years a more in-depth evaluation of the IDP implementation will take place.

15.4.3 REVIEW

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

Review will take place between June and December of any given year during the implementation of this programme. Review will be undertaken by the Representative Forum meetings.

REFERENCES

- 1) *Joe Gqabi district Municipality Draft Integrated Development Plan Review 2009/10*
- 2) *Provincial Growth and Development Plan 2005*
- 3) *Maletswai Municipality Spatial Development Framework 2005 (reviewed in 2008)*
- 4) *Spatial Development Framework: Joe Gqabi district 2006*
- 5) *State of the Nation address, 2002,2005,2006,2007*
- 6) *AsgiSA summary – GCIS*
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- 8) *ANC election Manifesto -2005 & 2008*
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- 13) *NECF presentation – PG Bison 2007*
- 14) *Millennium Development Goals – United Nations*